



**Southern  
Waste  
Solutions**

# Annual Report 2024-25

of the  
Copping Refuse Disposal  
Site Joint Authority



[SWSTAS.COM.AU](http://SWSTAS.COM.AU)



WASTE VOLUMES



~144k

tonnes of  
waste collected

PEOPLE



22

direct  
employees

CAPITAL  
INVESTMENT



\$60+  
million

ENERGY GENERATION

14.6k



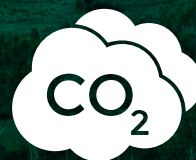
megawatt hours of electricity  
generated through landfill gas  
extraction (bio-gas) system



Produced enough power for 2,512 average Tasmanian homes.

ENVIRONMENT

86k



tonnes of carbon dioxide  
(CO<sup>2</sup> equivalent) prevented from  
entering the atmosphere  
= 34,700 passenger vehicles/year

LEACHATE PROCESSED

7.53m



litres of leachate  
processed in our BeneVap

C CELL VOLUME

6496

tonnes of contaminated  
waste safely disposed

CHARITABLE DONATIONS

\$51k





# Contents

4	Authority Chair's Report
6	Board Chair and CEO's Report
9	Comptroller's Report
10	Case Study: Lutana Resource Recovery Centre
11	Business Plan Progress Report 2024-25
14	Case Study: Southern Waste Resource Recovery Precinct

## Our sites

### Copping (exc C Cell)

VOLUME P.A.  
144,500 tonnes\*

Proportion (%) of Household  
vs Commercial (all other)



\*includes transfer from Lutana RRC

### Lutana RRC

VOLUME P.A.  
59,000 tonnes

Proportion (%) of Household  
vs Commercial (all other)



# Authority Chair's Report

It is with pleasure that I present this report on the activities and strategic direction of the Copping Refuse Disposal Site Joint Authority (the Authority), trading as Southern Waste Solutions (SWS).

Over the past year we have continued to strengthen our leadership in integrated waste management, including the opening of the \$9 million Lutana Resource Recovery Centre to allow for the recovery of previously untapped value from Southern Tasmania's waste stream.

This purpose-built facility unlocks our capability to recover potentially valuable materials, including timber, tyres, mattresses, metals, batteries, concrete and aggregates, and plastics, for diversion into new markets and value-added products in the circular economy.

We continue to work closely with government partners, the broader local government sector and industry to secure necessary policy,



planning and investment support to meet the growing needs and opportunities of the market, particularly in organics.

Organics is expected to be the highest growth sector of the waste market and is key to meeting the state's 80% diversion targets.

Without new facilities, there will be a supply shortfall for organics processing.







Meanwhile, our core operational performance has remained strong. Waste acceptance volumes have remained stable, and we continue to work with the EPA to meet all environmental compliance obligations under our permit. The progressive capping and rehabilitation of completed landfill cells has continued as planned, supported by our environmental monitoring program and regular liaison with the Environment Protection Authority (EPA). These measures remain essential in protecting the surrounding environment and providing confidence to regulators, neighbouring landholders and wider community.

From a governance perspective, I wish to thank outgoing SWS Board Chair, Dr Christine Mucha for her significant contribution to the business during her tenure.

Christine's strong focus on governance, financial sustainability, and stakeholder relations have helped reshape SWS to take full advantage of opportunities in the rapidly evolving waste sector.

Christine has been instrumental in aligning the business with the Tasmanian Waste and Resource Recovery Strategy by refocusing efforts on resource recovery, insourcing operations at the Copping landfill and spearheading a significant capital investment program to upgrade critical infrastructure.

The appointment of Kim Evans as new Chair will ensure this important work continues and is strengthened in the years ahead.



Mr Evans brings deep public sector and industry experience that will be invaluable as we navigate this next chapter.

The relationship between the Authority, the SWS Board and executive remains constructive and collaborative, with a shared focus on long-term value and environmental leadership.

Looking ahead, our priorities remain clear: to finalise a compelling business case for the Southern Waste Resource Recovery Precinct (SWRP); continue to strengthen our operational and environmental performance; and maintain trust with our community and stakeholders. With a strong team and unified governance structure, SWS is well positioned to deliver on these ambitions.

I thank fellow Authority members for their continued support and contributions.

**Clr James Walker**  
**Chair**  
**Copping Refuse Disposal Site Joint Authority**



# Board Chair and CEO's Report



We are pleased to provide this joint report as we reflect on the past year for Southern Waste Solutions – a period marked by consolidation, strategic development, and the responsible stewardship of one of Tasmania's most critical environmental and economic assets.

We are proud of the progress achieved, the growing strength of our partnerships, and the enduring clarity of purpose that continues to guide the organisation.

Through a deliberate combination of investment, advocacy, and commercial innovation, SWS is now firmly positioned at the heart of Tasmania's efforts to reduce waste to landfill by 80 per cent by 2030.

## Innovation and Investment

It may seem counterintuitive for a landfill operator to be accelerating the transition to a zero-waste future – but that is precisely the strength of SWS' ownership structure. Our owner councils and Board have embraced the opportunity to lead from the front. They understand that opportunities lie not in protecting old business models, but in embracing the economic and environmental potential of a truly circular economy.

A standout achievement in 2024-25 was the **\$9 million transformation of the Lutana Waste Transfer Station into the Lutana Resource Recovery Centre.**

This purpose-built facility, alongside substantial investment in new plant and equipment, is now set up to begin diverting significant volumes of recoverable material from landfill.







Within months of opening, in preparation for the EPA approval, the facility has successfully trialled mattress shredding (recovering steel springs and foam), timber product recovery from construction waste, and the processing of end-of-life tyres into material suitable for road construction.

The Lutana site represents the first stage of a broader transition. It will directly complement our longer-term vision for the Southern Waste Resource Recovery Precinct (SWRP) at Copping — an ambitious project that will combine advanced organics processing, expanded recovery operations and strategic industrial partnerships to produce clean energy and high-value recovered products.

The SWRP aims to cut greenhouse gas emissions, protect regional jobs, and establish a nationally significant model of co-located, integrated waste and resource systems. Backed by strong governance, public ownership, and a collaborative model of private sector investment,

SWRP is designed to deliver lasting benefits for Tasmania's environment, communities and economy.

## Financial Performance

For the year ended 30 June 2025, the consolidated net profit before tax was \$7.6 million (2023-24 \$7.1 million) representing a 7% increase from the previous year. This consistent year on year growth has enabled the business to declare its first dividend to its owner councils, an important milestone that reflects the business' financial strength and resilience.

The strong financial performance not only supports continued investment in operations and infrastructure but also positions SWS to pursue new market opportunities aimed at diversifying waste away from landfill. This aligns with efforts to collaborate with the State Government in achieving its waste diversion targets.

## Our People

As our operations diversify, so too does our workforce. This year we welcomed two senior executive appointments — Chief Operating Officer and Chief Financial Officer — significantly strengthening our leadership capacity. Recruitment for additional operational roles is ongoing, with a focus on building long-term career pathways for young Tasmanians entering the resource recovery and environmental services sectors.

## Our values



We put safety and the environment first



We support and respect one another and we are our best when we work together



We consistently deliver

Safety remains a top priority across all our sites, reflected in no serious incidents occurring over the past financial year.

We were pleased to welcome Richard (Cam) Campbell Jones as Company Secretary in 2024–25. Cam has already made a strong contribution to strengthening the governance practices and processes of the Board.

### Conclusion

As SWS moves from being primarily a landfill operator to a business increasingly focused on resource recovery, our role in supporting Tasmania’s environmental and economic future continues to grow in importance.

We are proud of the practical progress made in 2024–25 and remain focused on building on

this foundation in the years ahead. With a clear strategy, a capable leadership team, and strong partnerships with councils, industry and the community, SWS is well placed to keep delivering safe, reliable and sustainable waste solutions for Southern Tasmania.



**Dr Christine Mucha**  
Immediate Past Board Chair



**Nick Gifford**  
Chief Executive Officer

### Board and Committee Meeting Attendances 2024-2025

	SWS Board		SWS Audit & Risk Committee		SWS Environment & Safety Committee		SWS Projects & Opportunities Committee		C Cell Pty Ltd as Trustee Board	
	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended
<b>Director</b>										
<b>Christine Mucha</b> Board Chair: SWS, C Cell Pty Ltd	16	16	4	4	4	4	0	3	8	8
<b>Frank Barta</b> Chair, A&R Committee	16	16	4	4	0	0	0	0	8	8
<b>Heather Chong</b>									8	8
<b>Mike Hunnibell</b> Chair, P&O Committee	16	16	4	4	0	4	3	3	8	8
<b>Elsbeth Moroni</b> Chair, E&S Committee	16	14	0	1	4	4	3	2	0	1
<b>Geoffrey Webster</b>	16	16	0	3	4	4	3	3	0	5

“Eligible to attend” describes the number of meetings during the period for which a Director was formally a member of the relevant Board or Committee.  
16 SWS Board meetings include 3 written resolutions. 8 C Cell board meetings include 2 written resolutions.  
The Board of Southern Waste Solutions also held 2 workshops during the financial year. All directors attended.





## Comptroller's Report

Nick Gifford was appointed to the position of Comptroller on 21 November 2024 at the Annual General Meeting in accordance with the Authority's Rules.

### **The comptroller reports as follows:**

Participating Councils have agreed to reinvest all income tax payments as Proportionate Payments (the Authority's equivalent to an equity injection).

A dividend of \$750,000 was declared from the 2023-24 financial year net profit and paid to Participating Councils in June 2025.

During the 2024-25 financial year, \$2,306,936 (2023-24 \$964,306) was transferred to equity in relation to income tax payable.

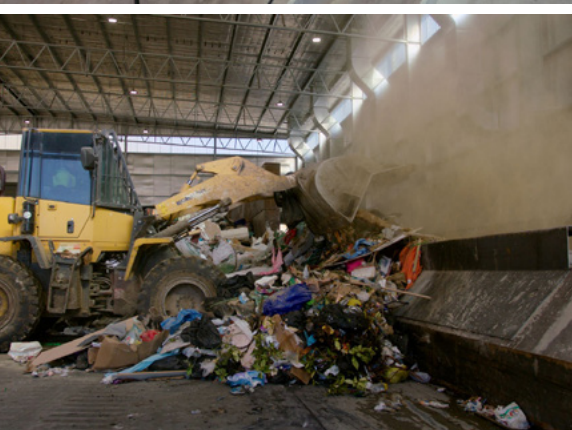
The 2024-25 Consolidated Statement of Comprehensive Income includes income tax expense of \$2,002,787 (2023-24 \$1,597,839). As of 30 June 2025, the Authority had a deferred income tax asset of \$1,089,945 (2023-24 \$950,983) a current provision for income tax of \$777,183 (2023-24 \$957,478) and a deferred income tax liability of \$27,836 (2023-24 \$12,728).





# Case Study: Lutana Resource Recovery Centre

**Southern Waste Solutions' launch of the Lutana Resource Recovery Centre (RRC) marks a significant milestone in our commitment to deliver innovative and sustainable waste management to Southern Tasmania.**



The \$9 million transformation from waste transfer station to cutting-edge resource recovery centre was completed in just nine months while maintaining core operational capacity. The redeveloped facility captures untapped value from the waste stream and strategically positions SWS to respond to advancing resource recovery innovations.



The Lutana RRC plays a pivotal role in the management of Southern Tasmania's waste stream, receiving 59,000 tonnes of waste every year, made up of 75% (commercial) and 25% (household) waste.

The redeveloped transfer station improves efficiency of operations and facilitates the recovery of potentially recyclable materials, including timber, building rubble, cardboard, mattresses, hard plastics and e-waste. SWS will aim to recover up to 50 per cent of material received at the Lutana RRC, pending EPA approval, representing significant diversion from landfill of up to 30,000 tonnes per year.



The 1980 m<sup>2</sup> sealable, roofed structure allows 90 per cent of sorting operations to take place in a contained environment, significantly reducing noise, odour and dust emissions - further reducing impacts on commercial and residential neighbours.

The comprehensive site overhaul included safer, sealed entrance roads, landscaping to improve visual amenity of the site and the construction of a new single-level office complex, allowing us to better service our customers by offering better access, amenity and space for growth.

The completed redevelopment positions SWS as a leading waste management and resource recovery operation in Tasmania, setting new standards for sustainable waste processing across the region.





# Business Plan Progress Report 2024-25

The Authority’s performance during the 2024-25 financial year against the activities and performance measures included in its Strategic Plan is as follows:

## SWS Strategic Plan 2024-29

STRATEGY OBJECTIVE

*To provide solutions for best practice waste management and resource recovery for Tasmanian community and industry.*

Strategic Pillars

Advocate for and contribute to the Tasmanian waste industry

Adapt, collaborate, and influence the waste industry.

Be the provider of choice for Local Government.

Improve our value proposition.

Build capacity, capability and delivery excellence

Focus on environment and safety outcomes.

Deliver a best practice roadmap for the future.

Ensure strong leadership and governance.

Strengthen our commercial proposition

Elevate our business.

Expand commercial focus of our existing sites.

Promote our service capability and knowledge.

Our Values



We put safety and the environment first



We support and respect one another and are our best when we work together



We consistently deliver

# 1.0

## Advocate for and contribute to the Tasmanian waste industry

### 1.1 | Adapt, collaborate, and influence the waste industry.

Recovered additional resources across Tasmania through collaboration with industry partners to deliver solutions.

- *With the completion of the Lutana Redevelopment Project, the facility can now support the recovery of Construction and Demolition (C&D) and Commercial and Industrial (C&I) waste. The Notice of Intent (NOI) has been progressed to the EPA for a Schedule 2 license required for Resource Recovery at Lutana Resource Recovery Centre.*
- *The Organics project development at Copping has continued to progress through submitting the Precinct concept with Regional Development Australia (RDA) for supporting funding.*
- *Additional commercial partnerships at Copping and Lutana, including regional significant co-located facilities and partners for the provision of recovered C&D material from the Lutana facility have continued to be explored.*
- *SWS secured the commitment of organics volumes from our Participating Councils through Memorandum of Understanding (MoU).*

### 1.2 | Be the provider of choice for Local Government. Improve our value proposition.

Consolidated network of southern Tasmanian Local Government landfill waste disposal.

Expanded and promoted network of transfer stations across south-eastern Tasmania, integrated through our haulage network to Copping Landfill.

Lutana Resource Recovery Centre established as a major hub for resource recovery in the south of Tasmania.

- *Research into suitable solutions for upgrading the regional transfer stations at Southbridge (Huon Valley Council), Orford (Glamorgan Spring Bay Council), and Swansea (Glamorgan Spring Bay Council) are progressing. The major item around transport will be explored as Phase 1 as the new SWS side tippers are embedded into the SWS operational structure, commencing in April 2025.*
- *A Local Government Engagement Strategy has been endorsed by the SWS Board.*
- *An MoU has been finalised and endorsed by the Board with a commercial company that will progress collaboration opportunities at Copping.*
- *SWS has engaged and discussed its strategic developments with various government bodies.*
- *SWS submitted funding application to the RDA for the Copping Waste Precinct. This is a strategic funding opportunity that will allow SWS to progress with its own integrated waste developments and explore and conceptualise co-located facilities that benefit from the area, precinct and current Copping Operations.*
- *The Lutana Redevelopment Project has been completed with a 1980 m<sup>2</sup> transfer station shed and a new office complex having been constructed.*



# 2.0

## Build capacity, capability, and delivery excellence

### 2.1 | Focus on environment and safety outcomes.

Established ongoing resourcing capability to support inhouse environment and safety requirements for current and future scope of operations at SWS.

Actively manage leachate within EPA license conditions.

Secured long-term technical solutions for leachate management.

- 
- *Training for Work Health and Safety, and professional developments is provided to all SWS employees for ongoing improvements and developments.*
  - *SWS continues to work collaboratively and openly with the regulatory bodies to ensure compliance and ensure our operations remain best practice and without environmental incident. This was further supported when responding to audit findings from the EPA, Biosecurity Tasmania or the Australian Government Department of Agriculture, Fisheries and Forestry.*
  - *A BeneVap trial has eliminated more than 15.99ML of leachate since the trial commenced in April 2023. The trial has completed the removal of all C Cell leachate and is now working to reduce the backlog of B Cell leachate. SWS plans, with the EPA approval, to permanently use the BeneVap unit at Copping, powered by landfill gas.*
  - *A full review of SWS' Safety Management System has been completed by an external consultant. The operational procedures are being improved and a simple safety management system with the appropriate hierarchy, controls and reporting instruments is being implemented.*

### 2.2 | Deliver a best practice roadmap for the future.

Formalised an internal strategy for corporate services that supports current and future resourcing, technology, and systems requirements for SWS.

Embedded our culture and values in all we do.

- 
- *SWS resourcing strategy has been developed and approved by the Board.*
  - *SWS Succession Plan has been developed and approved by the Board. Following the recruitment of the CFO and COO, this has been updated and reviewed.*
  - *SWS has implemented an updated weighbridge system with our current software provider at Copping. Integration of our financial management systems to improve reporting capability is in progress.*
  - *SWS has implemented stronger cyber security measures and improved record management systems.*
  - *SWS has completed and launched a new fully integrated website optimised for mobile device use.*
  - *SWS completed its annual staff survey. Action items arising from this survey are conveyed to all employees to align them with our culture and values across the year.*

## 2.3 | Ensure strong leadership and governance.

Stakeholder engagement strategies were developed to support the external engagement of the Authority Chair and SWS Board.

Provide training to staff and SWS Board members.

Develop a mechanism and structure for potentially expanding membership of the Authority over time.

- *A Local Government Engagement Strategy has been endorsed by the SWS Board. This strategy details outcomes to be agreed upon by the SWS Board and Authority that will advance our engagement with identified stakeholders.*
- *SWS Board and management have engaged with numerous key stakeholders, as well as attending the opening events of other waste management facilities across Tasmania. These key engagements have strengthened SWS' position and aligned our strategy with that of the Waste and Resource Recovery Board.*
- *SWS has strategically engaged with commercial organisations and the RDA around the Copping Waste Precinct. This progression has provided SWS and the Board with the opportunity to apply for funding grants that will support conceptual designs and business plans for an integrated waste and commercial precinct at Copping.*

# Case Study: Southern Waste Resource Recovery Precinct

**The Southern Waste Resource Recovery Precinct (SWRP) is a transformative proposal to establish Tasmania's first fully integrated, energy independent waste management facility.**

Based at the strategically located Copping Waste Precinct, the SWRP will combine advanced organics processing, resource recovery initiatives and progress strategic industry partnerships to produce high value products and clean energy.

The SWRP will reduce greenhouse gas emissions, protect regional jobs, lower waste management costs and establish a significant model for integrated waste management and commercial

opportunities through co-location logistics efficiencies and energy production.

SWRP will divert thousands of tonnes of waste from landfill each year, expand clean energy generation and support long-term energy independence for an expanding waste solutions precinct developed in partnership with Tasmanian industries.

The SWRP represents a major investment in Tasmania's environmental, economic and infrastructure future. Backed by strong governance, public ownership, significant private sector investment and cross-sector partnerships.





# 3.0

## Strengthen our commercial proposition

### 3.1 | Elevate our business.

Adopted branding and marketing objectives to support our commercial outlook.

Embedded our culture and values in all we do.

The capability and expertise of SWS are clearly recognised and publicly endorsed by Participating Councils and their staff.

SWS capability is recognised by regional bodies and government agencies as a business that gets things delivered. [2025 – 2027]

- 
- *SWS' culture and values, launched in July 2023, continue to be embedded within the organisation.*
  - *SWS launched a new website in October 2024. This milestone development now enables easier browsing for customers and stakeholders, allows for integrated viewing across all device platforms and is easier for our Participating Councils to link in to.*

### 3.2 | Expand the commercial focus of our existing sites.

Delivered solutions from additional commercial avenues on our sites through collaboration with industry partners.

Capitalised on opportunities that align with the Copping Masterplan.

Deliver an organics processing capability in Southern Tasmania.

- 
- *C&D waste processing infrastructure is now incorporated into the Lutana Resource Recovery Centre to support recovery of this material.*
  - *SWS is progressing with the next iteration of the Organics Facility at Copping through early engagement with a commercial entity regarding organic waste and logistics synergies.*
  - *Early engagement with TasWater in the development of a liquid bulk-up location at Lutana.*

### 3.3 | Promote our service capability and knowledge.

Effectively deployed our branding and marketing to support our commercial outlook.

Expanded our network of transfer stations across south-eastern Tasmania through integration with our haulage network to Copping Landfill.

- 
- *New SWS Branding guidelines were developed and have been embedded within the business' operational aspects.*
  - *Work is in progress with three regional local government customers to finalise the design of their next-generation transfer stations.*
  - *The newly redeveloped Lutana Resource Recovery Centre can now support the recovery of C&D waste. The Notice of Intent (NOI) has been progressed to the EPA for a Schedule 2 license required for Resource Recovery at Lutana.*
  - *The Organics development at Copping continues to be progressed by submitting the Precinct concept application with RDA and submitting the Request For Tender to market.*
  - *Additional commercial partnerships at Copping and Lutana, including regionally significant co-located facilities and partners for the provision of recovered C&D material from the Lutana facility continue to be explored.*



**Southern  
Waste  
Solutions**

129 Derwent Park Rd  
Derwent Park TAS 7009

t 03 6273 9712  
e [info@swstas.com.au](mailto:info@swstas.com.au)  
w [swstas.com.au](http://swstas.com.au)

