



**SOUTHERN WASTE  
STRATEGY AUTHORITY**

**Business Plan**  
2006/ 07

**Version 1.2**  
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# 1 Executive Summary

The Southern Waste Strategy Authority (SWSA) was established by the twelve Southern Tasmanian Councils in October 2001 to implement a comprehensive Waste Management Strategy throughout the region. The original strategy has now been implemented and a revised five-year strategy has been approved by all member councils, focusing still upon the fundamentals of waste avoidance, resource recovery, and responsible waste disposal.

This business plan sets out the revised objectives and strategies of the Authority, outlines its ongoing programs, and details the specific aims for 2006/07. The plan was developed against a background of significant change, emphasising the continuing need for flexibility on behalf of the Board and management:

- Following the 2005 local government elections, there are seven new members on the twelve-member SWSA Board and a new Chairman, Cr Bruce Wiggins of Tasman Council.
- The inaugural Chief Executive Officer Mr Mike Griffiths will retire in July 2006.
- The new National Packaging Covenant (NPC) arrangement was agreed in July 2005, with significantly broadened and strengthened provisions, but a somewhat narrower project focus. There remains considerable uncertainty regarding the future level of funding that will be available from this source.
- Delays in implementing the revised funding arrangements have resulted in commensurate delays to a number of SWSA projects.
- SWSA has already prepared draft input into the Covenant review process, to be completed by July 2008. A number of alternatives to the Covenant and a further broadening from packaging to all products have been considered. The paper has been widely circulated to elicit further input.
- The recent amalgamation of the former Beverage Industry Environment Council (BIEC) with the Australian Food and Grocery Council (AFGC) has not yet fully determined its future structure and business plans.
- A renewed state government proposal for a state-wide waste levy has been rejected by the majority of local government and SWSA has instead proposed a professionally facilitated strategic planning process. This process will aim to formulate a state strategy that complements those of individual councils and regional bodies such as SWSA, Northern Tasmania Development (NTD) and the Cradle Coast Authority Regional Waste Management Board.
- SWSA's regional policies, strategies and preferred service guidelines, documented in the form of a Waste Minimisation Manual, have been progressively revised and are publicly available on our website.
- SWSA will work with the Department of Tourism, Arts and the Environment (DTAE) with the aim of developing a sustainable household hazardous waste management program.
- SWSA's first commercial demonstration project at Northgate Shopping Centre will draw to a close, forming the basis for a marketing package targeted at similar businesses.
- Plans are well advanced for a new 'Hotels & Restaurants' resource recovery project, with the agreement of a target participating business awaited.

- A further Commercial and Industrial (C&I) project is in the early planning stages, involving the introduction of a commercial co-mingled collection service. A project to survey existing C&I services in other states is also planned.
- SWSA may become involved in assessing the options for a northern residual waste disposal facility in the region.
- A public perception survey is close to completion. This will guide the development of future waste management publications. The production of one new publication is anticipated during 2006/ 07 as a result of this survey.
- The Authority's waste management facilities presentation program will continue to target improved recycling signage.
- Public Place Recycling will focus on the intensified campaign of audits which will provide input into a national review under the auspices of the NPC.
- The \$75,000 state-wide "Don't Waste Tasmania" litter reduction campaign conducted in conjunction with the former BIEC, Norske Skog, Collex and WIN TV will be refreshed for 2006/ 07, backed by continued improvement to bin signage. BIEC (now AFGC) will continue to be the major sponsor, supported by SWSA, Collex (now Veolia Environmental Services) and the NPC, with additional sponsors to be confirmed.
- The successful "Collex Recycling Clean Schools Challenge" will again be conducted with support from the NPC and backed by materials and resources provided by the SWSA and NTD.
- SWSA's website and other publications will require substantial revision to incorporate the name and logo changes of Veolia (Collex) and AFGC (BIEC).
- The "Clean Business Challenge" and "Clean Business Award" programs continue to provide public recognition for businesses that exhibit responsible waste management practices.
- The regional performance monitoring program will be reviewed in the light of national efforts to improving the available data with respect to the recovery of recyclables.
- A survey will be conducted in Glenorchy to assess the performance of the new 140L fortnightly recycling service.

## **2 Structure of the Authority**

The Southern Waste Strategy Authority is a Joint Authority, established under the Local Government Act, 1993. The Authority is a body corporate, whose powers and functions are specified in its rules, as adopted by the member Councils. The members of the Authority are drawn largely from the '62'-telephone area, representing south-east and central Tasmania. Each member Council appoints a councillor to represent it and vote on its behalf at general meetings of the Authority.

### **2.1 Purpose**

The purpose of the Authority is to facilitate integrated regional strategic planning with respect to solid waste management in southern Tasmania, and implementation of the Authority's recently revised five-year strategy.

### **2.2 Functions**

The functions of the Authority are to provide the most cost effective management and facilitation of:

- municipal waste minimisation programs
- waste stream control and performance monitoring
- establishment of a non-municipal waste minimisation program
- monitoring of residual waste treatment technologies
- infrastructure developments
- landfill development strategy
- education and marketing programs

### **2.3 Management**

In accordance with its rules, the Authority has appointed the Tasmanian Audit Office as its auditors, and has also appointed an audit committee, a comptroller, and accountants WHK Denison. The audit function has in turn been sub-contracted to Horwath.

The Board of the Authority has appointed a Chief Executive Officer, in accordance with Section 38 of the Local Government Act 1993. In July 2006, the inaugural CEO Mr Mike Griffiths will retire, with his replacement Mr David Sales, formerly the General Manager of Devonport City Council for 25 years.

## **3 Stakeholders**

Implementation of the Authority's Strategy requires close cooperation with other Local, State and Federal Government agencies, industry and other sections of the community.

### **3.1 Northern Tasmania Development (NTD)**

NTD is responsible for regional tourism and economic development initiatives in Northern Tasmania. A regional waste management strategy was developed with the assistance of SWSA, and NTD is progressively introducing a range of public awareness programs.

### **3.2 Cradle Coast Authority Regional Waste Management Board (CCARWMB)**

Representing the North-West and West of Tasmania, CCARWMB is developing a waste management strategy for that region.

SWSA, NTD and CCARWMB will cooperate closely to develop and implement future programs.

### **3.3 Department of Tourism, Arts and the Environment (DTAE)**

DTAE is responsible for environmental management and control in Tasmania. Key responsibilities with respect to waste management are to consult with interested parties in order to develop and coordinate state-wide strategies, and to provide a regulatory framework.

Current priorities include the implementation of a strategy for the improved management of controlled waste within the state, and finalisation of the revised Litter Act.

### **3.4 The National Packaging Covenant (NPC) and National Environment Protection Measure (NEPM)**

The National Packaging Covenant is a cooperative partnership between the packaging industry and all levels of government that aims to establish a policy framework, based upon the principle of shared responsibility for the effective lifecycle management of packaging and paper products. The mechanism provides a forum for regular consultation and industry funding for approved projects that can lead to the improved recovery of packaging materials.

Revised NPC arrangements were approved in July 2005 and a further review of alternative mechanisms is intended by July 2008.

More than 300 industry parties have re-signed to the new Covenant and produce Action Plans with respect to their role in the packaging life cycle. These plans commit businesses to a

range of waste reduction and recycling strategies with respect to packaging design and manufacture.

The SWSA is a signatory to the Covenant and has obtained almost \$500,000 in funding and future commitments for programs and projects over the past five years.

The NEPM is intended to guide jurisdictions in the creation of a nationally consistent regulatory safety net affecting the small minority of players who do not join the NPC.

### **3.5 Tasmanian Jurisdictional Project Group (TJPG) and National Projects Group (NPG)**

Renamed under the renewed Covenant arrangements, the JPG aims to recommend projects for funding within Tasmania that are consistent with NPC funding guidelines. The JPG comprises NPC signatories including State Government agencies, AFGC, the Plastics and Chemicals Industries Association (PACIA), NTD and SWSA.

The NPG is the clearing-house for projects recommended by state JPG's, projects of national significance and projects proposed by non-signatories. The SWSA is also represented on the NPG.

### **3.6 Australian Food & Grocery Council –Packaging Stewardship Forum (AFGC, formerly BIEC)**

AFGC Packaging Stewardship Forum represents the beverage industry after a recent amalgamation of the Beverage Industry Environment Council (BIEC) with the Australian Food and Grocery Council (AFGC). It aims to develop markets and assist Councils and Contractors to establish collection systems for recyclable containers.

AFGC - PSF supports the recycling industry by:

- Providing promotional literature and direct funding to support Council and community group recycling initiatives.
- Providing funding assistance for waste management conferences, seminars, and awards.
- Implementing litter prevention initiatives such as “Don’t Waste Tasmania”.
- In common with recent SWSA and NPC strategic directions, AFGC –PSF will focus much of its future effort on Away-from-Home recycling (Public Place, Major Events and Commercial & Industrial recycling projects).

As envisaged by its original strategy SWSA conducts a number of joint programs and projects in partnership with AFGC - PSF.

## 4 Marketing

The Southern Waste Strategy Authority is a non-profit organisation that serves the waste management interests of its member Councils. The Authority acts as a facilitator and coordinator, and endeavours not to duplicate the operational resources already available within individual member Councils.

Program development begins with the Authority's five-year strategy which has been approved by all member councils and continues with technical input from a Management Committee, representing officers of each council. Input is sought from industry and other stakeholders as appropriate, before fully developed programs are submitted to the Board for its consideration.

The Authority responds to the public indirectly, through its member Councils.

### 4.1 Services Provided

The Authority provides the following services to its members, in delivering the Southern Waste Management Strategy:

- The Authority liaises with its members, Federal and State Government agencies, industry and the community with regard to regional waste management **policy development**.
- The Authority undertakes the **investigation and analysis** of improvement proposals for waste management in the region, including the preparation of feasibility studies and business plans.
- The Authority coordinates and facilitates the implementation of specific **service development** projects to improve waste minimisation services in accordance with its Preferred Service Guidelines and specific commercial and industrial projects.
- The Authority cooperates with member Councils and external bodies, to deliver a coordinated **public awareness** program throughout the region.
- The Authority maintains a regional waste management database, and aims to monitor the quantities and compositions of waste streams within the region in accordance with its documented **performance monitoring** system.

### 4.2 Market Structure

The Authority's twelve member Councils range in size from the large sparsely populated Central Highlands, to the more densely populated urban municipalities of Hobart, Glenorchy and Clarence. Disparities in factors such as unit transportation costs, economies of scale, and the status of economic development across the region, have a large impact on the resources that can be devoted to waste management by individual Councils.

### **4.3 Pricing**

The Authority does not normally charge for its services. Value is added by supplying a facilitation service more economically and efficiently than would be obtained by individual members.

### **4.4 Competition**

Whilst the Authority has no direct competition, individual Councils or the State Government could decide to deliver the same services. It is therefore essential to continue to demonstrate the value added by a regional approach that involves all stakeholders.

### **4.5 Marketing Strategy**

The Authority's marketing strategy aims to:

- Demonstrate leadership by focussing on the effective delivery and continuous improvement of its programs.
- Maintain a firm customer focus, to ensure the continued relevance of the Authority's actions to the needs of all member Councils.
- Continue to engage member councils and relevant stakeholders in a genuine consultation process.
- Demonstrate the effectiveness of the Authority's actions by clearly communicating its policies and programs.
- Demonstrate the value of the Authority's actions by communicating the outcomes resulting from implementation of the regional strategy.

This strategy aims to satisfy all parties that a cooperative regional approach to waste management is the most effective way to deliver the desired results.

## 5 Operations

The Southern Waste Strategy is a comprehensive waste management strategy, which extends beyond the municipal sector, to resource recovery in the non-municipal sector, the continued rationalisation of waste disposal facilities, and a regional litter reduction program.

### 5.1 Objectives

The new five-year SWSA strategy has three key objectives:

- a) **Encourage the maximum extent of sustainable resource recovery from all waste streams in Southern Tasmania.**
- b) **Contribute to a consistent policy and planning environment within the state by clarifying the roles and responsibilities of state vs. local government with respect to solid waste management.**
- c) **Minimise adverse impacts on the environment and the community arising from local government waste management activities.**

Development of the new strategy followed an extensive program of workshops, involving key stakeholders. It focuses on increased resource recovery, rather than reduced waste to landfill and the detailed document is available on our website [www.southernwaste.com.au](http://www.southernwaste.com.au).

### 5.2 Core Strategies

The strategies constitute a comprehensive approach to waste reduction, based on the waste management hierarchy of avoidance, re-use, recycling, reprocessing, treatment and disposal.

- **Waste avoidance** is at the top of the waste minimisation hierarchy, and SWSA will pursue the use of the National Packaging Covenant and possible alternative national policy mechanisms for progress in this area. The Authority's public awareness program also has an educational role to play with respect to avoidance.
- **Resource recovery** aims to maximise the economic value of resources during their life cycle through reuse, recycling, reprocessing and energy recovery. Re-use is distinguished from materials recycling, wherein the item is broken down to its constituent materials, which are then reprocessed. Local factors such as the available infrastructure, population dispersion and transport distances must be taken into account, in evaluating the sustainability of resource recovery systems within individual municipalities.
- **Responsible disposal** involves the safe management of residual wastes, including the collection, storage, transport, treatment and disposal of those wastes. There has been considerable rationalisation and upgrading of residual waste disposal facilities in Southern Tasmania in recent years.

The detailed priority strategies relating to the above key objectives are:

- a) **Provide improved community education and information regarding resource recovery - Objective (a).**
- b) **Continue to improve regional data collection and analysis to aid planning and consistency - Objective (b).**
- c) **Contribute to the establishment of consistent strategies in all regions, and better links between the regions and government agencies - Objective (b).**
- d) **Continue to develop and improve Preferred Service Guidelines to further encourage standardisation - Objective (b).**
- e) **Continue moving towards the improved recovery of resources from commercial waste - Objective (a).**
- f) **Extend the Authority's advisory/ networking role (e.g. as in the development of the regional plastic bags policy) to regional measures that can be adopted to avoid adverse impacts due to waste management - Objective (c).**
- g) **Investigate avenues for possible regional efficiencies – e.g. split collection/ sorting contracts - Objective (a).**

## **5.3 Action Plan**

The detailed programs and actions for 2006/ 07 are detailed below:

### **5.3.1 Policy Development**

#### **(a) National Packaging Covenant (NPC)**

As a signatory to the NPC and an active participant in its processes at a state and national level, SWSA aims to align its programs and procedures with national guidelines as they are developed, and to provide input into the development process.

The renewed Covenant establishes targets and reporting requirements for industry and broadens funding to include the recovery of packaging materials from all waste streams, but modifies the basis for funding by giving preference given to projects that are aligned with stated NPC strategic priorities.

With only one round of funding completed during 2005/ 06, it remains unclear how effective the revised arrangements will be.

#### **(b) Alternatives to the Covenant**

SWSA has commenced investigating alternatives to the Covenant in advance of the review foreshadowed by July 2008. Possible alternatives include Advance Recycling Fees, Extended Producer Responsibility, Container Deposit Legislation, increased state waste levies and the diversion of a proportion of the Goods and Services Tax.

These alternatives are described in more detail in the paper 'National Waste Management Policy v1.3 – available on the 'Publications' page of the Authority's

website. The paper has been forwarded to external stakeholders for comment and is intended eventually for submission to the Covenant review process.

### **(c) Regional Strategy Development**

SWSA will continue to encourage the development of state and regional strategies throughout Tasmania. The Authority's new five-year strategy has been endorsed by all of its member councils and a number of the Authority's programs have been adapted by Northern Tasmania Development. SWSA will continue to encourage this cooperative expansion through the Cradle Coast Authority Regional Waste Management Board, in order to establish a comprehensive network of regional programs.

In the face of continued pressure from some sectional interests for a state-wide waste levy, the Authority has proposed the initiation of a professionally facilitated state strategic planning process.

The process would aim to draw together and gain the commitment of all stakeholders, to establish a network of independent yet coordinated local, regional and state government strategies that clearly delineate the roles and responsibilities of all parties. It is proposed that the individual parties would be responsible for funding their own strategies and establishing their own performance measures.

### **(d) Regional Policies**

Regional policies and strategies have been developed for a range of specific issues. These policies are progressively developed and modified and are available for downloading from the Authority's website.

## **5.3.2 Investigations & Analysis**

Extensive benchmarking studies conducted as part of the Authority's review process are progressively updated as new information becomes available.

The majority of effort during 2006/ 07 will concentrate on auditing and analysis associated with the Authority's Public Place, Major Events and Commercial and Industrial Recycling programs, supported by funding from the National Packaging Covenant..

The development and extension of SWSA's non-municipal program is intended to involve demonstration projects, research and analysis aimed at producing marketable packages for improved recycling in key commercial sectors.

With respect to the SWSA Litter Reduction program, work is already in progress to refresh the campaign for 2006/ 07.

### **5.3.3 Service Development**

SWSA's member councils are primarily responsible for the development and delivery of waste management services. The SWSA's role in this area involves guidance aimed at continuous improvement, and the development of service models e.g. non-municipal program.

#### **(a) Preferred Service Guidelines**

The Authority's Preferred Service Guidelines are progressively updated as new information is received regarding the performance of recycling systems. The aim of these guidelines is to provide member councils with the best information available regarding the performance of alternative systems and the viability of processes such as composting. They may then make informed decisions regarding the provision of waste management services that serve the best interests of their own municipalities.

Member Councils endeavour to move towards the adoption of the Preferred Service Guidelines. The pace at which this change can occur is determined by the economic viability of the service, and the resources available. Hence the individual Councils must control this process.

The investigation of separate collection/ sorting contracts for recyclables has been overtaken by subsequent events, with only one sorting facility now operating. However, other avenues for pursuing regional efficiencies may be examined in the future.

The detailed guidelines are available on the SWSA website.

#### **(b) Household Controlled Wastes**

The Authority is supporting DTAE's new Controlled Waste strategy with respect to domestic/ council waste streams. Development of the strategy is at an early stage; however it is likely that the SWSA website will be a useful tool in communicating the strategy to the public.

#### **(c) Non-municipal Projects**

The Northgate Shopping Centre Recycling Project has continued to develop, with audit results demonstrating progressive but slow improvement. It is intended that the experience gained from the project will be used to develop a marketable package for promotion to other regional shopping centres.

Planning for a Hotels and Restaurants project has so far been frustrated by the failure to attract a target participant. Doubts remain regarding the marketability of this and other C&I projects being developed nationally with NPC support. There is currently a low level of motivation with respect to improvements in this sector and it may be that the targeted C&I recycling tools should be developed first.

Alternatively, the future may see more vigorous measures such as user-pays universal services and/ or the selective prohibition of the disposal of recyclables.

Preliminary discussions have taken place regarding the possible provision of a private sector co-mingled commercial recycling collection service throughout the Hobart/Glenorchy business districts, with the possible assistance of SWSA and the NPC. The gradual emergence of council-provided user-pays commercial services appears inevitable if other measures fail.

The new SWSA five-year strategy proposes to survey existing local government C&I services and the NPC would be the ideal network to tap into for such information.

#### **(d) Rationalisation of Residual Waste Disposal Facilities**

Municipal waste and recyclables collection and disposal are the responsibility of SWSA member councils.

An extensive rationalisation process during recent years has left Peppermint Hill and Hamilton as the only remaining rural landfills. The next twenty years will see the progressive closure of Barretta, McRobies Gully and Jackson Street landfills. The balance of the region's residual waste is currently disposed at the Copping facility.

The recent failure of an application for a private sector landfill license at Mangalore again focuses attention on a possible new disposal facility in the north of the region.

The regional strategy requires new residual disposal sites to be established in accordance with the highest environmental standards. SWSA may become involved in investigating future alternatives.

#### **5.3.4 Public Awareness**

This program targets three key market segments - the general community, the education sector and industry, based on the following principles:

- All sections of society are responsible for the management of their wastes.
- The Authority aims to provide simple practical means for the community to contribute to waste management programs and practices.
- It is essential to deliver a single consistent regional message to the public.
- The "reduce, re-use, recycle" waste management hierarchy is well established in the public consciousness; hence it is reinforced in the Authority's promotional material.
- The Authority aims to complement the efforts of other organisations - e.g. by adopting the AFGC's "Don't Waste Tasmania" theme for its litter awareness campaign.

**(a) General Community**

The SWSA public awareness efforts comprise the following integrated programs:

**(i) Public Relations**

The mass media are used mainly for targeted promotions and special features - e.g. state-wide "Don't Waste Tasmania" TV campaign. Press releases of significant events generally achieve good coverage, mainly through regional media who specialise in Local Government matters.

**(ii) Website**

The Authority's website, [www.southernwaste.com.au](http://www.southernwaste.com.au), forms the core of the Authority's information base for all market segments and is linked to all of the Authority's promotional material. The site is regularly updated, and averages 4000 – 5000 hits per month.

**(iii) Waste Management Facility Presentation**

A program designed to improve the presentation of waste management facilities will continue to target the improvement of recycling signage during 2006/ 07.

**(iv) Publications**

A public perception survey will be completed early in 2006/ 07 with the assistance of the National Packaging Covenant. This will precede a review of the existing publications that are targeted at the community (website, brochures, fridge magnets), with the production of one new publication planned during 2006/ 07.

Other publications, including this Business Plan, are available on the SWSA website.

**(v) Public Place Recycling**

This program is conducted in conjunction with AFGC and with the support of the National Packaging Covenant, and has generally confirmed the practices recommended by the research conducted by the former BIEC. After investing in greatly improved regional facilities over five years, the emphasis has swung to the maintenance and improvement of signage and the conduct of more audits to gather improved data regarding system performance.

During 2006/ 07 these efforts will be aimed primarily at supporting a life-cycle cost/ benefit review being conducted in Queensland for the National Packaging Covenant.

### **(vi) Major Events Recycling**

A critical review will guide the future development of the joint SWSA/ AFGC Major Events Recycling program, again supported by the NPC. Despite some creditable results, successfully 'Closing the Loop' with respect to such programs relies either on the combined commitment and cooperation of Event Organisers, Clean Teams and Contractors or on the provision of substantial external resources. Lacking substantial resources, SWSA has generally been unable to secure the required commitment of all other parties.

The program was restricted to fewer events in 2005/ 06 with no significant improvement in the final outcomes. A further review during 2006/ 07 will consider options such as accreditation to ensure that recyclables actually reach the re-processors.

### **(vii) Litter Awareness**

The Authority's \$75,000 state-wide television campaign, featuring AFGC's "Don't Waste Tasmania" advertisements continued throughout 2005/ 06.

AFGC again provided the majority of funding through the Tasmanian Litter Reduction Taskforce, supported by funding and facilitation by SWSA, and aided by generous sponsorship from Collex, Northern Tasmania Development, Norske Skog and WIN TV.

The Taskforce will continue a refreshed campaign into 2006/ 07, with support already confirmed from AFGC, SWSA, Collex (Veolia) and the National Packaging Covenant.

Installation and maintenance of recycling and litter bin signage continues, in order to support the campaign.

### **(b) Schools**

The successful "Clean Schools Challenge" conducted from 2002 to 2005, is again the centrepiece of the Authority's schools program for calendar 2006. The 2006 Challenge is sponsored by Collex Recycling and provides a total of \$6,000 in prizes. Details are posted on the SWSA website, and are made available to all Tasmanian schools through the Education Department's email distribution system.

The program aims to foster the long-term development of waste management policies within southern Tasmanian schools, by encouraging the implementation of practical waste management projects.

Participating schools receive a comprehensive recycling resource/ audit kit from the SWSA/ NTD to help in conducting their projects. NPC support for the program in the North and South of the state has again been confirmed.

Substantial resource materials are also available for downloading from our website, to provide guidance regarding the conduct of audits, and how to devise a waste

management program for schools. Comprehensive fact sheets, lesson guides and cue cards can also be downloaded from the site.

### **(c) Non-municipal Program**

The SWSA regional brochures and its website provide comprehensive information to help businesses understand, develop and implement Cleaner Production programs. The information is specifically tailored to suit the needs of small business.

This information is supported by the Authority's 'Clean Business Challenge', which provides a reward to responsible businesses by way of a certification and public recognition program. Qualifying businesses must be committed to a program of continuous improvement, with respect to their waste management practices. The Clean Business Challenge has continued to attract committed businesses, with more than 60 members by March 2006, from a mail-out campaign which has reached more than 3,000 businesses.

The Challenge will be supported by the NPC for the first time in 2006/ 07. The advertising program will continue, but the mail-out promotion will be replaced by targeted packages, aimed at key commercial recycling industry sectors. Packages will be based on the demonstration projects implemented by SWSA and others, through the National Packaging Covenant.

The Challenge is supported by the Authority's 'Clean Business Award', part of the Tasmanian Awards for Environmental Excellence, and which is co-sponsored by Northern Tasmania Development.

The above public awareness activities are in addition to the investigations and analysis and service development aspects of the SWSA non-municipal program described in previous sections.

### **5.3.5 Performance Monitoring**

The SWSA's regional performance monitoring system, based on the Australian Waste Database, aims to progressively improve the available data regarding waste and recycling streams and to move towards a rational performance improvement regime.

Actions have included:

- A routine waste monitoring system has been developed to monitor the quantities and composition of solid waste entering regional waste management facilities. A draft common weighbridge specification has also been developed, aimed at improved standardisation.
- Volumetric surveys, in-situ density and landfill cover ratio determinations of active non-weighbridge facilities have been used to better estimate waste quantities.
- A regional database was developed to record the above data, in addition to details regarding council waste management services. The database was first populated with data early in 2002/ 03, and is updated annually.

- A number of waste composition studies have been completed, to improve the targeting of SWSA programs. The results are summarised on the SWSA website.
- A parallel kerbside recycling garbage survey conducted during 2005/ 06 confirmed a 15% improvement in yields over the past three years.
- A detailed set of waste management definitions has been established, based on AS/ NZS 3831:1998 and other sources.
- Detailed documentation of the above systems is periodically updated.

Whilst the available information has generally improved, there remain significant deficiencies with respect to the collection of meaningful waste data, data gathering with respect to the materials recovered and the problem of gathering representative samples in the C&I sector. With the NPC targeting national data gathering projects such as the imported content of packaging and the recovery of materials by the private sector, SWSA's contributions in this area will be reviewed during 2006/ 07.

A further kerbside garbage/ recycling audit is planned in the Glenorchy municipality early in 2006/ 07, to assess the effects of changing to a 140L fortnightly bin system.

## **6 Financial**

In accordance with its Rules, the Authority may operate bank accounts and invest money in an approved manner.

The Authority must keep such accounting records as correctly record and explain its transactions and financial position, facilitate the proper auditing of those records, and comply with Australian Accounting Standards.

Annual Profit and Loss, Balance Sheet, and Cash Flow statements must be prepared, and the accounts and financial reports of the Authority are subject to the Financial Management and Audit Act 1990.

MYOB systems and procedures were implemented during 2005/ 06 to simplify the transition to new management of the Authority.

### **6.1 Income**

The members make financial contributions to the Authority by way of a notional or actual landfill levy. The agreed member contributions are based on the best estimates currently available, of the quantities of residual waste generated by each municipality, as approved by the Board of the Authority.

The Financial Plan estimates NPC funding of \$54,800 for 2006/ 07, against a background of continued uncertainty about precisely which projects will be funded in this twice-yearly process. Continued flexibility will be required with respect to project implementation priorities as the year progresses.

Total member contributions have represent a waste levy of less than \$1.50/ tonne.

### **6.2 Expenditure**

Expenditure is distributed across the five operational program areas detailed in Section 5, and is administered by the Chief Executive Officer.