TERMS OF REFERENCE & OPERATING GUIDELINES
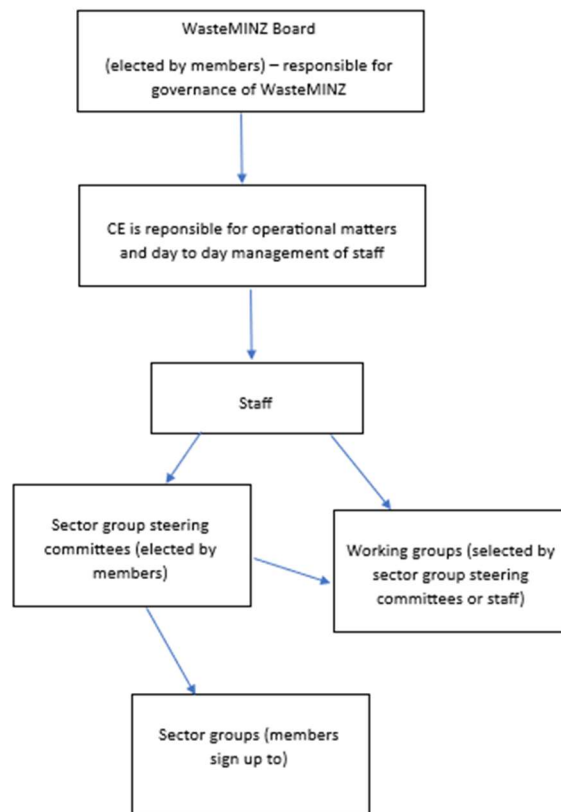
Sector & Working Groups

September 2023

1. Introduction

1.1. The sector group programme was introduced by the WasteMINZ Board in 2006, in response to requests from WasteMINZ members for dedicated resources to facilitate a range of work programmes for special interest areas of the industry. The programme has since been expanded to include working groups. In establishing the programme, dedicated resources were required, and Sector Group Managers and Coordinator roles were established, with the salary being partially offset by membership fees.

1.2. These Terms of Reference and Operating Guidelines (Guidelines) provide a guide to the formation of sector and working groups and their operational scope and will be reviewed annually.

2.   Purpose of Sector Groups

2.1.   Sector groups assist WasteMINZ members to work effectively within the waste minimisation and management, resource recovery and contaminated land management sectors to achieve outcomes for the common good.

2.2.   They are highly valuable for participants and provide a way to shape the future of the industry; as well as providing opportunities for knowledge sharing and networking.

2.3.   Sector groups' work can include:

- Shaping policy;
- Developing industry standards;
- Developing best practice guidelines;
- Developing accreditation and quality management systems;
- Making submissions on behalf of the sector;
- Preparing Codes of Practice;
- Research and development;
- Training, support and development;
- Knowledge sharing; and
- Working together on projects of common interest.

3.   How is a sector group formed?

3.1.   The formation of sector groups is driven by membership needs and interests.

3.2.   WasteMINZ members are encouraged to consider these Guidelines and discuss a proposed sector group with the WasteMINZ Chief Executive in the first instance.

3.3.   The Chief Executive will consider the proposed sector group, available resources and other considerations, and report to the WasteMINZ Board accordingly.

3.4.   The WasteMINZ Board will consider all the information provided and make the final decision as to whether or not the sector group should proceed to the next stage.

4.   Who can participate in sector groups?

4.1.   Any current financial member of WasteMINZ can join a sector group.

4.2.   Membership of sector groups and participation is entirely voluntary. However, the continued success of sector groups is dependent upon the level of commitment and participation of its members.

4.3.   New WasteMINZ members have the opportunity to indicate which sector groups they would like to be involved with on the membership application form. Existing members can email membership@wasteminz.org.nz to join sector groups.

5.   How are sector groups resourced?

5.1.   Sector group projects are self-resourced and may include the formation of a working group in order to have access to specialised expertise and additional resources.

5.2.   Sector groups need to be self-financed, which includes being able to fund projects and initiatives. Some sector groups have been successful at obtaining funding from other key stakeholders or from funding applications (see Appendix 6).

5.3.   WasteMINZ provides coordinator services for each sector group which includes:

- Updating the status of outstanding action points prior to organising a meeting;
- Organising meeting dates and online meeting platforms;
- Coordinating a draft agenda with the Chair prior to circulate to the wider group; and
- Drafting meeting notes and action point schedules, which are to be approved by the WasteMINZ CE.

6. How do sector groups communicate?

6.1.   WasteMINZ provides the following communication channels for sector groups:

- *revolve online*: sector groups are invited to supply an article for *revolve online*.

- *Sector group electronic direct mail:* can be developed by the sector groups on an as required basis and distributed by WasteMINZ to the database. Additionally, the publication of e-newsletters can be advised in the fortnightly e-newsletter, the *Circular*, to promote the sector group to the wider WasteMINZ membership base.

- *Meeting agenda and minutes:* uploaded onto the member portal and a call for agenda items is put out to all sector group members.

- *Other opportunities*: email, steering committee meetings, and

networking opportunities at the annual conference, workshops and following the quarterly board meetings that rotate around New Zealand.

7.   Steering Committees

7.1.   Steering committees are formed from the sector groups, mainly to enable the timely delivery of sector group projects and work programmes. They are elected to represent the interests of the wider stakeholder group.

8.   How are steering committees formed?

8.1.   The steering committee is formed via a formal election process managed by WasteMINZ staff.

8.2.   A steering committee comprises six to 10 members and a champion from the WasteMINZ Board. The ideal number is eight for effectiveness and efficiency, otherwise the committee may be too cumbersome.

8.3.   Steering committee members must serve a two-year term and can be re-elected as many times as they wish. However, we do encourage existing committee members who have served a number of terms to give other people the opportunity to be on a committee.

8.4.   Steering committee members can jointly determine, with WasteMINZ, the best process for replacing any members who have resigned before their term has been completed, for example, by seconding a member on to the committee. This person would not have voting rights, however.

8.5.   If a steering committee doesn't reflect the makeup of the sector the group is representing, the committee can decide to co-opt up to two advisors, who

would not have voting rights.

8.6.   If a steering committee member changes their role, or the organisation or group they work for or are representing, they can remain on the committee, as long as they are still working within the sector, and they are still a WasteMINZ member.

8.7.   Steering committee members receive no payment for their participation in the committee, nor reimbursement for expenses incurred.

8.8.   Each sector group has a chair, a coordinator from WasteMINZ and a Board champion.

9.   Steering committees' responsibilities

9.1.   Develop a strategic plan for the sector group, which would include:

- Vision
- Strategic areas of focus
- Goals

9.2.   Preparation of an annual work plan, which aligns with the strategic plan and includes, in relation to each goal, activities and a timeframe for completing these.

9.3.   Other responsibilities may include:

- Providing technical support to the industry, where appropriate;
- Identifying gaps in industry research
- Providing input into the programme for WasteMINZ workshops and conferences;
- Preparing or identifying topical articles for *revolve online*;

- Leading discussions on topics at WasteMINZ events;

- Considering the need for industry standards or good practice guides, and contributing towards their development if necessary;

- Making submissions on behalf of the sector group; and

- Overseeing working groups.

9.4.   The steering committee must communicate their strategic plan and work plan to the wider sector group via the assigned WasteMINZ coordinator.

9.5.   Committee members must attempt to attend 80% of meetings per year and complete the actions they have been assigned. If a member is consistently missing meetings and/or not completing actions they have been assigned, the coordinator will discuss this with the Sector Group Chair, and then talk to the committee member about whether they should remain on the committee or stand down.

10. Reporting and Decisions

10.1.   No significant decisions or agreements can be made as an official position of the committee unless a consensus representing 80% of the committee can be achieved.

10.2.   On major issues, an appropriate consultation process with the wider WasteMINZ membership could be implemented, providing members with an opportunity to comment.

10.3.   Published information must clearly identify the views as being those of the sector group. Any media release must conform to the WasteMINZ Policy: Guideline for media or advocacy statements included in Appendix 3 of these Guidelines.

11. Responsibilities of the Chair

11.1.   The Chair of each sector group sits for a period of two years and can be re-elected as Chair if they are successfully re-elected to the committee for the following term.

11.2.   The Chair is to be elected by the sector group steering committee and should have the relevant skills and competencies to successfully fulfil their role. This includes good strategy and governance experience, combined with the ability to clearly and, without bias, represent the views of the sector group, rather than the views of the organisation they work for. The Chair is responsible for:

- Ensuring that the strategic plan and work plan are kept up to date
- Working with the WasteMINZ coordinator of the sector group to ensure work programmes and projects meet the needs of the sector group
- Running the sector group committee meetings and ensuring that all agenda items are discussed within the time allocated
- Representing the sector group's interests in other WasteMINZ activities
- Ensuring the sector group has a good level of governance and understands and works to these Guidelines
- representing the sector group to the media, or delegating this responsibility to another suitable committee member.

12. Time commitment

12.1.   Steering committees usually meet online four times a year for meetings of approximately one and a half to two hours. The Chair could spend up to five

additional hours each month on sector group activities.

13. Termination

13.1.   Sector groups and their steering committees operate on behalf of the
wider membership and at the end of the project(s) may be terminated by
the WasteMINZ Chief Executive/Board if no longer required.

13.2.   Sector groups and their steering committees may be also terminated by the
WasteMINZ Chief Executive/Board if they are not meeting these Guidelines
and/or are unable to be resourced.

14. Hiatus

14.1.   Sector groups may also be put into a period of hiatus if no projects have
been identified and the work plan has not been updated or progressed.

15. WasteMINZ Board's expectations of the steering committee

15.1.   The WasteMINZ Board expects steering committees to provide leadership
and effectively represent the interests of the sector: have clarity of vision
and purpose; capability; commitment; the ability to complete agreed
outcomes and goals; as well as have good governance structures in place.

15.2.   Steering committees should provide leadership to their sector.

15.3.   Sector groups can have an independent view to other sector groups on issues
affecting their sector.

15.4.   It is expected that the wider sector group membership will be invited to add
items to the steering committee's meeting agenda. If an item has been raised

by a wider sector group member this needs to be presented at the next meeting with a report back to the member with the outcome of the discussion.

16. Sector group coordinators are WasteMINZ staff and are responsible for:

16.1   Ensuring that the steering committee doesn't discuss any issues relating to prices, margins, discounting, strategies (in relation to suppliers or other businesses) and anything else which may substantially lessen competition;

16.2   Providing coordinator services (refer to paragraph 5.3 - coordinator services); and

16.3   Ensuring the sector group's strategic and work plans align with the WasteMINZ strategy and relevant legislation, codes and standards.

16.4   To effectively, and without bias, represent the diverse views and needs of sector groups with the committee and wider membership in a professional manner, whilst adhering to good governance and preserving the value of the WasteMINZ brand for all its members.

16.5   Ensuring adherence to this Terms of Reference & Operating Guidelines for Sector and Working Groups, WasteMINZ's Rules and any other guiding documents as confirmed by the WasteMINZ Board.

16.6   Promoting and communicating the value of sector group participation, sector group views and needs to stakeholders (see above) and via WasteMINZ' communication channels.

WORKING GROUPS

17. Purpose of working groups

17.1   Working groups are formed for specific purposes and can act as an independent expert reference group on behalf of WasteMINZ members. Groups are formed to provide:

- representation on relevant government committees or similar;
- input to bodies developing regulations, guidelines or standards affecting WasteMINZ members;
- responses to technical questions that may be directed to WasteMINZ; and
- project delivery.

18. Composition of working groups

18.1   Each working group will be made up of between 8-10 members.

18.2   Ideally, participants will be WasteMINZ members, however if specific subject expertise does not exist within the membership, or if the working group advises that a skillset or sector is missing, members can be sought from outside WasteMINZ.

18.3   Working groups must be available for quick "turn around" of responses and be able to work in a collaborative manner.

18.4   Working groups must attend meetings and contribute their knowledge and expertise to the project the group is producing.

19. The process for establishing membership of working groups

19.1   WasteMINZ will seek interest from people with the relevant skills and knowledge to be part of the working group.

19.2   Working group members receive no payment for their participation in the working group, nor reimbursement for expenses incurred. If funding is needed to complete the activity the group has been set up for, such as, for example, the design of guidelines, this needs to have been approved by the committee the working group was set up by and minuted in one of their meetings.

20. Working groups' responsibilities

20.1   At their first meeting the working group will:

- define the scope and purpose of the working group's activities;
- set the terms of the working group;
- establish a meeting schedule;
- develop terms of reference;
- set objectives; and
- develop an operating budget (if required).

All of which are to be approved by the Steering Committee, if applicable, and then the WasteMINZ Chief Executive.

21. Reporting and decisions

21.1.   Refer to para 10 for general reporting and decision for both sector group steering committees and working groups.

21.2. Regular updates of the work programme are to be prepared for the steering committee who provides governance for any working group. For multi-sector working groups, updates can be provided if requested by steering committees.

22. Time commitment

22.1. The frequency of meetings is determined by the group at the initial meeting and to meet the timeframe of a specific project.

23. Termination

23.1. Working groups operate on behalf of the wider memberships and at the end of the project(s) will be terminated if no longer required by the WasteMINZ Chief Executive/Board.

APPENDIX 1

Current sector groups (as at 2023)

Sector Group	Established
Health & Safety	2004
Contaminated Land Management	2006
Behaviour Change	2008
Territorial Authorities Officers' Forum	2008
Organic Materials	2012
Disposal to Land	2017
Product Stewardship	2018
Recycling & Resource Recovery	2021

APPENDIX 2

The Commerce Act

23.2.   To ensure there is no potential conflict with the Commerce Act, WasteMINZ will make steering committees fully aware of the implications of meeting and discussing issues which may be misconstrued by the Commerce Commission. WasteMINZ will do this by informing new steering committees at their first meeting of the policy and Commerce Act Compliance Statement.

23.3.   The scope and purpose of each group will be clearly documented, and good governance practices adopted to discourage and avoid any possibility of collusion.

23.4.   Commerce Act Compliance Statement

> *"Due to the nature of WasteMINZ being an industry representative body, members are exposed to particular risks under the Commerce Act 1986. Awareness of these risks is particularly important where actual or potential competitors are meeting.*
>
> *I now remind you that at this meeting, we must not discuss any issues in relation to prices, margins, discounting, strategies, in relation to suppliers or other businesses and anything else which may substantially lessen competition.*
>
> *During the meeting I will intervene if the conversation heads towards any of the risk areas."*

APPENDIX 3

WasteMINZ Policy: Guideline for media or advocacy statements

Direct contact by media

- WasteMINZ must be notified of any approaches made to its members by the media for a statement on behalf of a WasteMINZ sector group or working group.

- All statements provided to the media, or requests for interviews by the media must be approved by the WasteMINZ communications advisor. In the majority of situations, the communications advisor will liaise directly with the media and send any statements to media on behalf of the sector group or working groups spokesperson.

- The process set in the 'External communication process' below must then be followed.

Communication to the media instigated by a sector group or working group

- The sector group or working group must advise the WasteMINZ coordinator of the group if they wish to make a statement or media release.

- WasteMINZ will assist the sector group or working group in drafting a media release.

- The WasteMINZ '*Media release process and purpose'* or '*Position paper and letter to ministers and/or ministries – process and purpose'* (whichever is relevant), must be followed (supplied by the coordinator of the sector group).

External communication process

- All external communications presenting a position from a sector group, working group, or other WasteMINZ body, should represent the prevailing review of the relevant group. For example, "The Organic Materials Sector Group believes…"

- The communication must be from the Chair or member authorised by the steering committee of that sector group. In the majority of situations, the communications advisor will liaise directly with the media and send any statements to media on behalf of the sector group or working groups spokesperson.

- The WasteMINZ '*Media release process and purpose'* or '*Position paper and letter to ministers and/or ministries – process and purpose'* (whichever is relevant), must be followed (supplied by the coordinator of the sector group).

APPENDIX 4

Advocacy

- WasteMINZ will work to fairly represent the views of sector groups or working groups to key stakeholders.

- WasteMINZ must be advised if a sector group or working group wishes to advocate on behalf of their sector group.

- WasteMINZ will assist the sector or working groups to prepare advocacy work.

- Sector groups and working groups must adhere to the 'Principle-based guidelines for preparing submissions' set out in Appendix 6.

- *Endorsement of other applications*: from time-to-time sector groups/working groups and/or WasteMINZ may be requested to endorse other funding applications. This must be approved by the WasteMINZ Chief Executive.

APPENDIX 5

Fund application policy

Principle-based policy: this policy has been adopted for two reasons. Firstly, WasteMINZ is the legal entity that signs the funding application and therefore must meet all governance requirements. Secondly, there is a need to preserve the value and reputation of the WasteMINZ brand for all members.

- WasteMINZ is to be notified in writing within 10 days of a fund opening for which the sector group/ working group (group) intend to make an application to.
- In the notification, the group must outline the purpose and amount of the application, as well as the amount of match funding being contributed by the group and/or its partners.
- All funding applications must meet the criteria of that fund.
- All funding applications must be submitted on the required forms.
- All funding applications must be completed in full.
- Once finalised, WasteMINZ will sign and submit the application on behalf of the sector group, no later than 2 days prior to the application close date.
- Completed fund applications will be communicated to the wider membership base by WasteMINZ.

Sector group/working group applications are to be generally written by the committee with input from the WasteMINZ coordinator.

APPENDIX 6

Principle-based guidelines for preparing submissions

These principles are intended to guide members when preparing information for submissions.

1. WasteMINZ actively encourages all sector groups to make submissions appropriately.
2. As an umbrella organisation with a diverse membership base, WasteMINZ will rarely make a submission directly, preferring that submissions are prepared and presented by the sector group steering committees.
3. In preparing submissions, the steering committees need to be mindful of WasteMINZ's diverse membership base and respect that there will be a variety of interests and views expressed, which may result in contradictory submissions being prepared by the different steering committees.
4. The submission should represent the views of the majority of steering committee members. In some instances, a survey may be undertaken of the sector group to determine their views.
5. Where a steering committee or sector group is unable to agree fully, it is recommended that the submission is modified/reduced to the point at which consensus can be reached.
6. In this case, it is recommended that those organisations with additional submission points prepare these in the name of their own organisation/s, indicating their support for the submission prepared by the steering committee.
7. The name of the sector group, including logo if applicable, is to be clearly identifiable at the top of the submission.
8. Full contact details are to be provided for the member representing the sector group/steering committee.
9. In preparing a submission, the sector group must clearly state if they wish to appear in person to speak to their submission.
10. The submission is to be emailed to the WasteMINZ Chief Executive prior to release, to ensure that it meets these guidelines. The Chief Executive must forward the submission to the WasteMINZ Board for their information prior to its release.

1.   WasteMINZ Requirements for Submissions

WasteMINZ requires submissions from sector groups to be clearly identified as being from specific sector groups. Clearly identifying who the submission is from ensures that:

- There is no confusion from select committees or other bodies that the submission is from the sector representing members' various special interests, not WasteMINZ itself; and
- Each sector group can provide information relevant to their work area, even though it may be a different view from that of another sector group from WasteMINZ.

2.   Standard description for 'Our Organisation' to be used for Submissions

To ensure the various interests and views from across the membership continue to be represented in relevant forums, the following paragraph should be included in official correspondence and submissions from a sector group:

> *[insert relevant sector group description from website:*
> *www.wasteminz.org.nz/sector-groups/]*

> *This organisation is a sector group of the Waste Management Institute New Zealand (WasteMINZ). Sector groups have been established by WasteMINZ to ensure special interests in the waste sector are adequately represented.*

> *This submission represents the views of the [insert] sector group and not necessarily those of WasteMINZ.*