



TERMS OF REFERENCE &  
OPERATING GUIDELINES

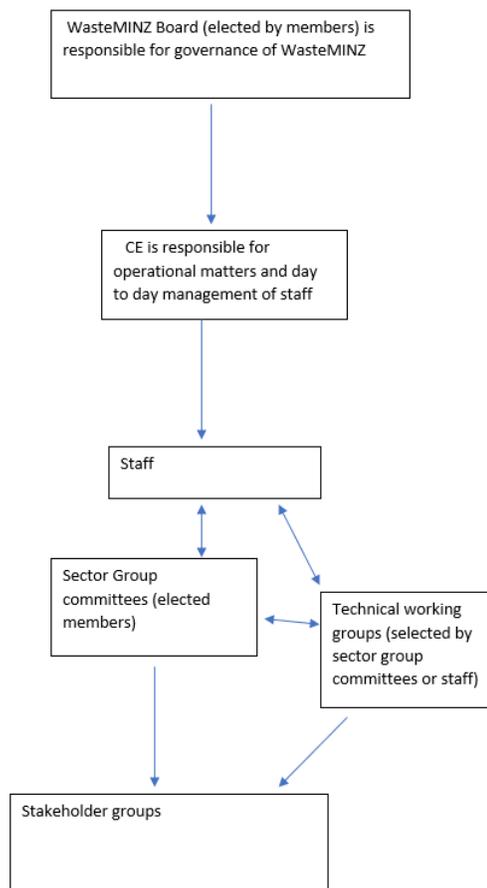
---

Sector Group Steering Committees

August 2020

## 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 provide a guide to the formation of Sector Group Steering Committees and their operational scope.



## 2. Purpose of Sector Groups

- 2.1. Sector groups assist WasteMINZ members to work effectively within their particular sector of the waste minimisation and management, resource recovery and contaminated land management sectors to achieve common-good outcomes.
- 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 CE in the first instance.
- 3.3. The CE will consider the proposed sector group, available resource 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 [sharmaine@wasteminz.org.nz](mailto:sharmaine@wasteminz.org.nz) or phone the WasteMINZ office on 09 476 7163 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 technical 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 platform or teleconference;
- 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*: sector groups are expected to supply an article for each issue of *revolve* or participate in the writing of one. In addition, a regular sector group update is provided in each edition of *revolve*.
- *Sector group e-newsletters*: 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 weekly e-newsletter to promote the sector group to the wider WasteMINZ membership base.
- *Meeting agenda and minutes*: are sent out to all sector group members and members are welcome to raise agenda items.

- *Other opportunities:* include email, teleconferencing, WasteMINZ networking opportunities provided at the annual conference, workshops and following the quarterly Board meetings that rotate around New Zealand.

## 6.2. Speaking to the media

- It is expected that the sector group steering committee will nominate at least one media spokesperson who has permission from their organisation to speak to the media on behalf of the sector group. This person will be quoted in relevant press releases and have their details provided to the media for further comment.

## 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 WasteMINZ member nomination and formal election process managed by WasteMINZ staff.
- 8.2. A steering committee comprises 6 to 7 sector group members which are voted onto the steering committee, plus two sector representatives if required appointed by the committee and a champion from the WasteMINZ Board, with a maximum 10 members (including board champion).

- 8.1. A sector representative has technical expertise or represents a sector that is impacted by the work of this sector group. For example, the Organics Sector Group Steering Committee should include representation from a compostable packaging manufacturer, and the Health and Safety Sector Group Steering Committee should include representation from a waste operator.
- 8.2. The process for appointing a sector group representative is after the election process has been completed and a new committee. If all key sector group stakeholders are not represented through the election process then the WasteMINZ sector group coordinator will work with the elected committee members to identify suitable individuals to represent the sectors missing from the steering committee. The WasteMINZ sector group coordinator and CE will make the final decision.
- 8.3. Steering committee members must serve a two-year term, and can be re-elected once to serve for two terms in total (subject to 8.4)
- 8.4. If there are insufficient nominees can stand for another term beyond the 2 outlined in 8.3
- 8.5. Steering committee members can jointly determine, with WasteMINZ, the best process for replacing any casual or other vacancies created by the resignation of one of its members. For example, by seconding a member on to the committee. This person would not have voting rights, however.
- 8.6. Steering committee members receive no payment for their participation in the committee, nor reimbursement for expenses incurred.
- 8.7. 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
  - Mission
  - 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*;
  - Leading discussions on topics at WasteMINZ events;
  - Considering the need for industry standards or best 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 staff member.
- 9.5. Committee members must attempt to attend 80% of meetings per year. If a member is consistently missing meetings the coordinator will talk to

them about whether they should remain on the committee or stand down.

## 10. Responsibilities of the Chair

- 10.1. The Chair of each sector group sits for a period of two years, unless otherwise agreed by the sector group. A chair may be eligible for re-election for one term beyond their first term (four years in total).
- 10.2. 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 of the 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

## 11. Time commitment

- 11.1. *Sector groups*: meet to review delivery of the work programmes.

Therefore, they may meet online up to four times a year or as little as once a year.

- 11.2. *Steering committees:* Usually meet online 3-4 times a year for meetings of approximately 90 minutes. The Chair could spend up to 2 - 4 additional days each year on sector committee activities.

## 12. Termination

- 12.1. 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 CE/Board if no longer required.
- 12.2. Sector groups and their steering committees may be also terminated by the WasteMINZ CE/Board if they are not meeting these Guidelines and/or are unable to be resourced.

## 13. Hiatus

- 13.1. 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.

## 14. WasteMINZ Board's expectations of the steering committee

- 14.1. **Leadership:** 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.

- 14.2. **Independence:** Sector groups can have an independent view to other sector groups on issues affecting their sector.
- 14.3. **Professionalism:** Sector groups are able to represent themselves in various forums provided they act with professionalism and their actions respect the WasteMINZ brand and reputation.
- 14.4. **Collaborative:** 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.

## 15. Sector group coordinators are WasteMINZ staff and are responsible for:

- 15.1. 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.
- 15.2. Providing coordinator services (see 5.3).
- 15.3. Ensuring the committee adheres to guiding documents, such as the New Zealand Waste Strategy 2010, the Waste Minimisation Act 2008, Local Government Act, these Guidelines, any Codes, Standards, Guidelines and policies, Sector Group Strategic Plans, etc.
- 15.4. When relevant to draw the committee's attention to the Commerce Act's expectations ie "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.”

- 15.5. 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 of its members.
- 15.6. Ensuring adherence to the governance requirements for WasteMINZ, which include; New Zealand law and accounting standards, the organisation’s rules formed under the Incorporated Society Act 1908, any contractual arrangements, and other guiding documents as confirmed by the WasteMINZ Board. This includes providing feedback and recommendations to sector groups on their activities, including where activities cannot be supported under the WasteMINZ brand (see below).
- 19 Promoting and communicating the value of sector group participation, sector group views and needs to stakeholders (see above) and via WasteMINZ’ communication channels.