

Strategy and Assets Committee

Meeting Date: Tuesday, 24 July, 2018

Location: Council Chambers, City Administrative Centre, Bridge Road, Nowra

Attachments (Under Separate Cover)

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The Shoalhaven Sports Board

Mission

Values

and

Vision

SHOALHAVEN SPORTS BOARD

SA18.162 - Attachment 1

Shoalhaven Sports Board



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“Sport has the power to change the world. It has the power to inspire. It has the power to unite people in a way that little else does. Sport can awaken hope where there was previously only despair. Sport speaks to people in a language they can understand.”

Nelson Mandela (2000)



Photograph from BlitzBokke.com

“In sporting clubs, whether it’s a cricket club or a football club or a surf club, a very Australian and very democratically Australian institution, you have people from every profession, every religion, every background mixing together. Sport ties communities together, so it’s vitally important at that level too.”

Prime Minister of Australia (2017)



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Photo from <http://theconversation.com>



“An active population brings health, social and economic benefits. Being active doesn’t only have a positive impact on physical health, it can improve our mental and emotional wellbeing too.”

NSW Office of Sport (2017)



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Photograph from <https://www.dss.gov.au/>

“Australia is a proud sporting nation that values fair play, inclusiveness, humility and respect in our athletes. All Australians are encouraged to get involved with physical activity to stay healthy and playing sport can be a great way to meet new people in your community.”

Department of Social Services, Australian Government (2017).



SHOALHAVEN SPORTS BOARD

Shoalhaven Sports Board Mission:

To promote all sports in the Shoalhaven and to actively connect with sporting organizations, clubs, associations and the community.



Values:

The Shoalhaven Sports Board values the benefits that sport provides in our community and region such as competition, inclusiveness, congeniality and recreation.

The Board recognizes the importance of sports clubs and associations and the value they add to our community.

The Board also values the commitment of the volunteers who administer, coach and manage sports in the Shoalhaven.



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Vision of the Shoalhaven Sports Board:

The Shoalhaven Sports Board consists of community representatives and Councillors who have interests in sports. Board members are from a variety of backgrounds, including people who have played and/or administered sports organizations. A principal aim of the Board is to connect with all Shoalhaven sports organizations to promote participation in sport in our community by all.



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The Board's principal goals:

1. Liaise with Shoalhaven City Council (SCC) personnel regarding issues concerning sports development, sporting field requirements, asset management and maintenance of sports facilities.
2. Support and promote SCC community sports services and programs.
3. Review, assess and provide recommendations to the SCC regarding applications under the SCC sports assistance programs.
4. Encourage the use of under-utilized sports grounds in the Shoalhaven and support the use of alternatives to over-utilized grounds and encourage the wider use of sporting buildings and facilities for community events.
5. Liaise with sporting organizations, clubs and associations regarding:
 - a. future developments and/or expansion
 - b. program promotion
 - c. player/volunteer retention
 - d. issues with sporting fields/grounds
 - e. provide a conduit between sporting organizations and SCC.
6. Assist with governance and business planning in sporting organizations.
7. Provide information and assistance on writing applications government and non-government sports related grants, except SCC grants.
8. Liaise with the Illawarra Academy of Sport (IAS) and other Australian sports academies regarding young sports people from the Shoalhaven.

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9. Develop and maintain electronic links (for example email and Facebook) with organizations involved in local, state and national sports, including;
 - other local government sports boards,
 - state departments, such as NSW Office of Sport, and
 - national organizations, such as the Australian Sports Commission.
10. Engage the local media as necessary to promote sporting events and report on the Board's activities.



Strategies for achieving the goals:

1. Promote SCC Sports assistance programs and initiatives to sports associations and clubs by regular contact with such organizations in the Shoalhaven by Board Members:
 - a. Seeking Invitations to sports organizations in guest speaker roles.
 - b. Sharing the review of SCC assistance program applications as to appropriateness, viability and value to the sports organizations and to the community.

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- c. Promoting the SCC Community sports services and programs through guest speaker appearances and via the printed media (South Coast Register, Sussex Inletter Weekly and Milton Ulladulla Times) and social media , radio, television; ensuring all schools are included.
- d. Encouraging all sporting organizations to report their results to radio stations and local printed media.
- 2. The Board to adopt an impartial third-party role in assisting to resolve disputes between codes, clubs and SCC, if such intervention is required.
- 3. The Board to encourage all Shoalhaven sporting organizations to develop their own 5-year plans including governance, retention of players, officials and volunteers with the Board monitoring progress.
- 4. The Board to assist and guide club officials to complete grant applications, expect SCC grants. Board to record the results of such applications.
- 5. The Board to Monitor the activities of other sports boards and fostering good relationships with state and federal government agencies.



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Proposed indoor sports centre at Bomaderry (South Coast Register)

Key Progress Indicators:

1. The Board to monitor on a regular basis the success of SCC Sports assistance programs to sports organizations using the following indicators:
 - a. Sports organizations being actively involved in sporting activities.
 - b. Awareness of responses and activities involving SCC Sports assistance programs at Board meetings.
 - c. Awareness of the uptake of SCC Sports assistance programs.
2.
 - a. The Board has made recommendations to the SCC regarding under-utilized sports grounds in the Shoalhaven
 - b. The Board has made recommendations to the SCC regarding over-utilized grounds.

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- c. The Board has made recommendations to the SCC regarding the use of sporting buildings and facilities by the community for non-sporting events.
- d. The Board has made recommendations to the SCC regarding incentives for under-utilized and over-utilized grounds and the use of sporting facilities by the community for non-sporting activities.
- 3. The Board to observe the progress of improvement in governance with implementation of Strategic Plans
- 4. The Board to monitor the outcomes of mediation between sporting organizations and the SCC.
- 5. The Board to monitor the progress and confidence of sporting organizations who have submitted grant applications.
- 6. The Board to monitor the retention of players, inclusions in IAS programs and subsequent success in chosen sports
- 7. The Board to monitor the Missions Statements, Visions and Goals of other similar sports boards and other sports authorities.
- 8. The Board to be aware of current media reports, both state and federal, on health issues in all sports.

Photographs:

Unless otherwise noted, the photographs contained in this document were obtained from public domain internet site:

<https://www.google.com.au/search?q=Shoalhaven+sports+images&tbm=isch&tbo=u&source=univ&sa=X&ved=2ahUKEwjfpbjshr7aAhVGjLwKHaeBBuUQsAR6BAgAECw&biw=1125&bih=637>

SHOALHAVEN SPORTS BOARD



Illawarra Shoalhaven

Joint Organisation

Code of Meeting Practice -Draft

Adopted by ISJO: [insert date]

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1. INTRODUCTION

The Illawarra Shoalhaven Joint Organisation (ISJO) Code of Meeting Practice is based on the Model Code of Meeting Practice for Councils in NSW (the Model Meeting Code) made under section 360 of the Local Government Act 1993 (the Act) and the Local Government (General) Regulation 2005 (the Regulation).

This code applies to all meetings of joint organisations and committees of joint organisations of which all the members are board members (committees of joint organisation).

Joint organisations must adopt a code of meeting practice that incorporates the mandatory provisions of the Model Meeting Code.

A joint organisation's code of meeting practice may also incorporate the non-mandatory provisions of the Model Meeting Code and other supplementary provisions. However, a code of meeting practice adopted by a joint organisation must not contain provisions that are inconsistent with the mandatory provisions of the Model Meeting Code.

2. MEETING PRINCIPLES

ISJO Board and committee meetings should adhere to the ISJO principles of:

Cohesive: speaking with one voice on regional issues and valuing equal representation

Collaborative: by working across member councils, communities, governments, and with a wide range of partners in the spirit of friendship and trust

Respectful: of local autonomy on local issues

Efficient: by avoiding duplication and using resources within and available to member Councils wherever possible

Aligned: with consistency between member councils and NSW Government on regional strategies and policies

Transparent: in its operations between member councils and other partners

Evidenced based: when introducing or transitioning programs and shared services

3. CONVENING MEETINGS

Meetings of ISJO

3.1 The JO shall, by resolution, set the frequency, time, date and place of its ordinary meetings at least 4 times each year, each time in a different quarter of the year.

LGA Sec 400T

Extraordinary meetings

3.2 If the Chairperson receives a request in writing, signed by at least two (2) board members, the Chairperson must call an extraordinary meeting of the JO to be held as soon as practicable, but in any event, no more than fourteen (14) days after receipt of the request. The Chairperson can be one of the two board members requesting the meeting.

LGA Sec 366

3.3 The Chairperson or the executive officer, in consultation with the Chairperson, may call an extraordinary meeting without the need to obtain the signature of two board members to consider urgent business.

3.4 For the purpose of clause 3.3, urgent business is any matter that, in the opinion of the Chairperson or the executive officer, requires a decision by the JO before the next scheduled ordinary meeting of the JO.

Notice to the public of JO meetings

3.5 The time, date and place of each of the JO's meetings, including extraordinary meetings and of each meeting of committees of the JO will be published on the JO website.

LGA Sec 9(1)

Notice to board members of ordinary JO meetings

3.6 The executive officer must send to each board member, at least three (3) days before each meeting of the JO, a notice specifying the time, date and place at which the meeting is to be held, and the business proposed to be considered at the meeting.

LGA Sec 367(1)

3.7 The notice and the agenda for, and the business papers relating to, the meeting may be given to board members in electronic form, but only if all board members have facilities to access the notice, agenda and business papers in that form.

LGA Sec 367(3)

Notice to board members of extraordinary meetings

3.8 Notice of less than three (3) days may be given to board members of an extraordinary meeting of the JO in cases of emergency.

LGA Sec 367(2)

Giving notice of business to be considered at JO meetings

3.9 A board member may give notice of any business they wish to be considered by the JO at its next ordinary meeting by way of a notice of motion. To be included on the agenda of the meeting, the notice of motion must be in writing and must be submitted at least 10 business days before the meeting is to be held.

3.10 A board member may, in writing to the executive officer, request the withdrawal of a notice of motion submitted by them prior to its inclusion in the agenda and business paper for the meeting at which it is to be considered.

Questions with notice

3.11 A board member may, by way of a notice submitted under clause 3.9, ask a question for response by the executive officer about the performance or operations of the JO.

3.12 A board member is not permitted to ask a question with notice under clause 3.11 that comprises a complaint against the executive officer or a member of staff of the JO, or a question that implies wrongdoing by the executive officer or a member of staff of the JO.

3.13 The executive officer or their nominee may respond to a question with notice submitted under clause 3.11 by way of a report included in the business papers for the relevant meeting of the JO or orally at the meeting.

Agenda and business papers for ordinary meetings

3.14 The executive officer must cause the agenda for a meeting of the JO or a committee of the JO to be prepared as soon as practicable before the meeting.

3.15 The executive officer must ensure that the agenda for an ordinary meeting of the JO states:

- (a) all matters to be dealt with arising out of the proceedings of previous meetings of the JO, and
- (b) if the Chairperson is the elected Chair – any matter or topic that the chairperson proposes, at the time when the agenda is prepared, to put to the meeting, and
- (c) all matters, including matters that are the subject of staff reports and reports of committees, to be considered at the meeting, and
- (d) any business of which due notice has been given under clause 3.9.

3.16 Nothing in clause 3.15 limits the powers of the Chairperson to put a minute to a meeting under clause 6.9.

3.17 The executive officer must not include in the agenda for a meeting of the JO any business of which due notice has been given if, in the opinion of the executive officer, the business is, or the implementation of the business would be, unlawful. The executive officer must report, without giving details of the item of business, any such exclusion to the next meeting of the JO.

3.18 Where the agenda includes the receipt of information or discussion of other matters that, in the opinion of the executive officer, is likely to take place when the meeting is closed to the public, the executive officer must ensure that the agenda of the meeting:

- (a) identifies the relevant item of business and indicates that it is of such a nature (without disclosing details of the information to be considered when the meeting is closed to the public), and
- (b) states the grounds under section 10A(2) of the Act relevant to the item of business.

LGA Sec 9(2A)(a)

3.19 The executive officer must ensure that the details of any item of business which, in the opinion of the executive officer, is likely to be considered when the meeting is closed to the public, are included in a business paper provided to board members for the meeting concerned. Such details must not be included in the business papers made available to the public, and must not be disclosed by a board member or by any other person to another person who is not authorised to have that information.

Availability of agenda and business papers to the public

3.20 Copies of the agenda and the associated business papers, such as correspondence and reports for meetings of the JO and committees of JO, are to be published on the JO's website, and must be made available to the public for inspection, or for taking away by any person free of charge at the offices of the JO, at the relevant meeting and at such other venues determined by the JO.

LGA Sec 9(2) and (4)

3.21 Clause 3.20 does not apply to the business papers for items of business that the executive officer has identified under clause 3.18 as being likely to be considered when the meeting is closed to the public.

LGA Sec 9(2A)(b)

3.22 For the purposes of clause 3.20, copies of agendas and business papers must be published on the JO's website and made available to the public at a time that is as close as possible to the time they are available to board members.

LGA Sec 9(3)

3.23 A copy of an agenda, or of an associated business paper made available under clause 3.20, may in addition be given or made available in electronic form.

LGA Sec 9(5)

Agenda and business papers for extraordinary meetings

3.24 The executive officer must ensure that the agenda for an extraordinary meeting of the JO deals only with the matters stated in the notice of the meeting.

3.25 Despite clause 3.24, business may be considered at an extraordinary meeting of the JO, even though due notice of the business has not been given, if:

- (a) a motion is passed to have the business considered at the meeting, and
- (b) the business to be considered is ruled by the chairperson to be of great urgency.

3.26 A motion moved under clause 3.25(a) can be moved without notice but only after the business notified in the agenda for the extraordinary meeting has been dealt with.

3.27 Despite clauses 7.18 – 7.26, only the mover of a motion moved under clause 3.25(a) can speak to the motion before it is put.

3.28 A motion of dissent cannot be moved against a ruling of the chairperson under clause 3.25(b) on whether a matter is of great urgency.

4. MEETING ATTENDANCE AND QUORUM

Attendance by board members at meetings

4.1 All board members must make reasonable efforts to attend meetings of the JO and of committees of the JO of which they are members.

4.2 The Board of a JO may transact any of its business at a meeting at which representatives (or some representatives) participate by telephone or other electronic means, but only if the representative who is speaking can be heard by all other representatives.

4.3 General Managers of member council are deemed to be non-voting representatives of the Board. All non-voting representatives are entitled to participate in debate on motions but are not entitled to move, second, amend or vote on any motions. Further, they are entitled to attend those parts of the Board Meetings that have been closed to the public.

4.4 Where a board member is unable to attend one or more ordinary meetings of the JO, the board member should request that a council endorsed board alternate attend in their place.

The quorum for a meeting

4.5 The quorum for a meeting of the JO is a majority of the board members who are entitled to vote under the Charter.

LGA Sec 368(1)

4.6 Clause 4.5 does not apply if the quorum is required to be determined in accordance with directions of the Minister in a performance improvement order issued in respect of the JO.

LGA Sec 368(2)

4.7 A meeting of the JO must be adjourned if a quorum is not present:

- (a) within half an hour after the time designated for the holding of the meeting, or
- (b) at any time during the meeting.

4.8 In either case, the meeting must be adjourned to a time, date and place fixed:

- (a) by the chairperson, or
- (b) in his or her absence, by the majority of the board members present, or
- (c) failing that, by the executive officer.

4.9 The executive officer must record in the JO's minutes the circumstances relating to the absence of a quorum (including the reasons for the absence of a quorum) at or arising during a meeting of the JO, together with the names of the board members present.

Entitlement of the public to attend JO meetings

4.10 Everyone is entitled to attend a meeting of the JO and committees of the JO. The JO must ensure that all meetings of the JO and committees of the JO are open to the public.

LGA Sec 10(1)

4.11 Clause 4.10 does not apply to parts of meetings that have been closed to the public under section 10A of the Act.

4.12 A person (whether a board member or another person) is not entitled to be present at a meeting of the JO or a committee of the JO if expelled from the meeting:

- (a) by a resolution of the meeting, or
- (b) by the person presiding at the meeting if the JO has, by resolution, authorised the person presiding to exercise the power of expulsion.

LGA Sec 10(2)

Audio recording of meetings

4.13 Audio recordings may be made of meetings of the JO and committees of the JO for the dominant purpose of assisting with the preparation of the minutes for meetings.

Attendance of the executive officer and other staff at meetings

4.14 The executive officer is entitled to attend, but not to vote at, a meeting of the JO or a meeting of a committee of the JO of which all of the members are board members.

LGA Sec 376(1)

4.15 The executive officer is entitled to attend a meeting of any other committee of the JO and may, if a member of the committee, exercise a vote.

LGA Sec 376(2)

4.16 The executive officer may be excluded from a meeting of the JO or a committee while the JO or committee deals with a matter relating to the standard of performance of the executive officer or the terms of employment of the executive officer.

LGA Sec 376(3)

4.17 The attendance of other JO staff at a meeting, (other than as members of public) shall be with the approval of the executive officer.

5. PRESIDING OVER MEETINGS OF ISJO

The chairperson at meetings

5.1 The Chairperson, or at the request of or in the absence of the Chairperson, the deputy Chairperson (if any) presides at meetings of the JO.

LGA Sec 369(1)

5.2 If the Chairperson and the deputy Chairperson (if any) are absent, a board member elected to chair the meeting by the board members present presides at a meeting of the JO.

LGA Sec 369(2)

Election of the chairperson in the absence of the Chairperson and deputy Chairperson

5.3 If no chairperson is present at a meeting of the JO at the time designated for the holding of the meeting, the first business of the meeting must be the election of a chairperson to preside at the meeting.

5.4 The election of chairperson must be conducted:

- (a) by the executive officer or, in their absence, an employee of the JO designated by the executive officer to conduct the election, or

- (b) by the person who called the meeting or a person acting on their behalf if neither the executive officer nor a designated employee is present at the meeting, or if there is no executive officer or designated employee.

5.5 If, at an election of a chairperson, two (2) or more candidates receive the same number of votes and no other candidate receives a greater number of votes, the chairperson is to be the candidate whose name is chosen by lot.

5.6 For the purposes of clause 5.5, the person conducting the election must:

- (a) arrange for the names of the candidates who have equal numbers of votes to be written on similar slips, and
- (b) then fold the slips so as to prevent the names from being seen, mix the slips and draw one of the slips at random.

5.7 The candidate whose name is on the drawn slip is the candidate who is to be the chairperson.

5.8 Any election conducted under clause 5.3, and the outcome of the vote, are to be recorded in the minutes of the meeting.

Chairperson to have precedence

5.9 When the chairperson rises or speaks during a meeting of the JO:

- (a) any board member then speaking or seeking to speak must, if standing, immediately resume their seat, and
- (b) every board member present must be silent to enable the chairperson to be heard without interruption.

Modes of address

5.10 If the chairperson is the elected ISJO Chair, they are to be addressed as 'Mr Chair' or 'Madam Chair'.

5.11 Where the chairperson is not the elected ISJO Chair, they are to be addressed as either 'Mr Chairperson' or 'Madam Chairperson'.

5.12 A board member is to be addressed as 'Councillor [surname]'.

5.13 A JO officer is to be addressed by their official designation.

6. BUSINESS AT JO MEETINGS

Order of Business

6.1 At a meeting of the JO, the general order of business is as fixed by resolution of the JO.

6.2 The order of business as fixed under clause 6.1 may be altered for a particular meeting of the JO if a motion to that effect is passed at that meeting. Such a motion can be moved without notice.

6.3 Despite clauses 7.18 – 7.26, only the mover of a motion referred to in clause 6.2 may speak to the motion before it is put.

Business that can be dealt with at a JO meeting

6.4 The JO must not consider business at a meeting of the JO:

- (a) unless a board member has given notice of the business, as required by clause 3.9, and
- (b) unless notice of the business has been sent to the board members in accordance with clause 3.6 in the case of an ordinary meeting and clause 3.10 in the case of an extraordinary meeting.

6.5 Clause 6.4 does not apply to the consideration of business at a meeting, if the business:

- (a) is already before, or directly relates to, a matter that is already before the JO, or
- (b) is the election of a chairperson to preside at the meeting, or
- (c) subject to clause 6.12, is a matter or topic put to the meeting by way of a Chair minute, or
- (d) is a motion for the adoption of recommendations of a committee, including, but not limited to, a committee of the JO.

6.6 Despite clause 6.4, business may be considered at a meeting of the JO even though due notice of the business has not been given to the board members if:

- (a) a motion is passed to have the business considered at the meeting, and
- (b) the business to be considered is ruled by the chairperson to be of great urgency.

6.7 A motion moved under clause 6.6(a) can be moved without notice. Despite clauses 7.18 – 7.26, only the mover of a motion referred to in clause 6.6(a) can speak to the motion before it is put.

6.8 A motion of dissent cannot be moved against a ruling by the chairperson under clause 6.6(b).

Chair minutes

6.9 If the elected Chair is the chairperson at a meeting of the JO, the Chairperson may, by minute signed by the Chairperson, put to the meeting without notice any matter or topic that is within the jurisdiction of JO, or of which the JO has official knowledge.

6.10 A Chair minute, when put to a meeting, takes precedence over all business on the JO's agenda for the meeting. The chairperson (but only if the chairperson is the elected ISJO Chair) may move the adoption of a Chair minute without the motion being seconded.

6.11 A recommendation made in a Chair minute put by the Chairperson is, insofar as it is adopted by the JO, a resolution of the JO.

6.12 A Chair minute must not be used to put without notice matters that are routine and not urgent, or matters for which proper notice should be given because of their complexity.

Staff reports

6.13 A recommendation made in a staff report is, insofar as it is adopted by the JO, a resolution of the JO.

Reports of committees of JO

6.14 The recommendations of a committee of the JO are, insofar as they are adopted by the JO, resolutions of the JO.

6.15 If in a report of a committee of the JO distinct recommendations are made, the JO may make separate decisions on each recommendation.

Questions

6.17 A question must not be asked at a meeting of the JO unless it concerns a matter on the agenda of the meeting or notice has been given of the question in accordance with clauses 3.9 and 3.11.

6.18 A board member may, through the chairperson, put a question to another board member about a matter on the agenda.

6.19 A board member may, through the executive officer, put a question to a JO employee about a matter on the agenda. JO employees are only obliged to answer a question put to them through the executive officer at the direction of the executive officer.

6.20 A board member or JO employee to whom a question is put is entitled to be given reasonable notice of the question and, in particular, sufficient notice to enable reference to be made to other persons or to documents. Where a board member or JO employee to whom a question is put is unable to respond to the question at the meeting at which it is put, they may take it on notice and report the response to the next meeting of the JO.

6.21 The board member must put every such question directly, succinctly and without argument.

6.22 The chairperson must not permit discussion on any reply to, or refusal to reply to, a question put to a board member or JO employee.

7. RULES OF DEBATE

Motions to be seconded

7.1 Unless otherwise specified in this code, a motion or an amendment cannot be debated unless or until it has been seconded.

Notices of motion

7.2 A board member who has submitted a notice of motion under clause 3.9 is to move the motion the subject of the notice of motion at the meeting at which it is to be considered.

7.3 If a board member who has submitted a notice of motion under clause 3.9 wishes to withdraw it after the agenda and business paper for the meeting at which it is to be considered have been sent to board members, the board member may request the withdrawal of the motion when it is before the JO.

7.4 In the absence of a board member who has placed a notice of motion on the agenda for a meeting of the JO:

- (a) any other board member may move the motion at the meeting, or
- (b) the chairperson may defer the motion until the next meeting of the JO at which the motion can be considered.

Chairperson's duties with respect to motions

7.5 It is the duty of the chairperson at a meeting of the JO to receive and put to the meeting any lawful motion that is brought before the meeting.

7.6 The chairperson must rule out of order any motion or amendment to a motion that is unlawful or the implementation of which would be unlawful.

7.7 Before ruling out of order a motion or an amendment to a motion under clause 7.6, the chairperson is to give the mover an opportunity to clarify or amend the motion or amendment.

7.8 Any motion, amendment or other matter that the chairperson has ruled out of order is taken to have been rejected.

Amendments to motions

7.9 An amendment to a motion must be moved and seconded before it can be debated.

7.10 An amendment to a motion must relate to the matter being dealt with in the original motion before the JO and must not be a direct negative of the original motion. An amendment to a motion which does not relate to the matter being dealt with in the original motion, or which is a direct negative of the original motion, must be ruled out of order by the chairperson.

7.11 The mover of an amendment is to be given the opportunity to explain any uncertainties in the proposed amendment before a seconder is called for.

7.12 If an amendment has been rejected, a further amendment can be moved to the motion to which the rejected amendment was moved, and so on, but no more than one (1) motion and one (1) proposed amendment can be before JO at any one time.

7.13 While an amendment is being considered, debate must only occur in relation to the amendment and not the original motion. Debate on the original motion is to be suspended while the amendment to the original motion is being debated.

7.14 If the amendment is carried, it becomes the motion and is to be debated. If the amendment is rejected, debate is to resume on the original motion.

Foreshadowed motions

7.15 A board member may propose a foreshadowed motion without a seconder during debate on the original motion.

The foreshadowed motion is only to be considered if the original motion is lost or withdrawn and the foreshadowed motion is then moved and seconded.

If the original motion is carried, the foreshadowed motion lapses.

7.16 Where an amendment has been moved and seconded, a board member may, without a seconder, foreshadow a further amendment that they propose to move after the first amendment has been dealt with. There is no limit to the number of foreshadowed amendments that may be put before the JO at any time. However, no discussion can take place on foreshadowed amendments

until the previous amendment has been dealt with and the foreshadowed amendment has been moved and seconded.

7.17 Foreshadowed motions and foreshadowed amendments are to be considered in the order in which they are proposed. However, foreshadowed motions cannot be considered until all foreshadowed amendments have been dealt with.

Limitations on the number and duration of speeches

7.18 A board member who, during a debate at a meeting of the JO, moves an original motion, has the right to speak on each amendment to the motion and a right of general reply to all observations that are made during the debate in relation to the motion, and to any amendment to it at the conclusion of the debate before the motion (whether amended or not) is finally put.

7.19 A board member, other than the mover of an original motion, has the right to speak once on the motion and once on each amendment to it.

7.20 A board member must not, without the consent of the JO, speak more than once on a motion or an amendment, or for longer than five (5) minutes at any one time. However, the chairperson may permit a board member who claims to have been misrepresented or misunderstood to speak more than once on a motion or an amendment, and for longer than five (5) minutes on that motion or amendment to enable the board member to make a statement limited to explaining the misrepresentation or misunderstanding.

7.21 Despite clauses 7.18 and 7.19, a board member may move that a motion or an amendment be now put:

- (a) if the mover of the motion or amendment has spoken in favour of it and no board member expresses an intention to speak against it, or
- (b) if at least two (2) board members have spoken in favour of the motion or amendment and at least two (2) board members have spoken against it.

7.22 The chairperson must immediately put to the vote, without debate, a motion moved under clause 10.22. A seconder is not required for such a motion.

7.23 If a motion that the original motion or an amendment be now put is passed, the chairperson must, without further debate, put the original motion or amendment to the vote immediately after the mover of the original motion has exercised their right of reply under clause 7.18.

7.24 If a motion that the original motion or an amendment be now put is rejected, the chairperson must allow the debate on the original motion or the amendment to be resumed.

7.25 All board members must be heard without interruption and all other board members must, unless otherwise permitted under this code, remain silent while another board member is speaking.

7.26 Once the debate on a matter is closed and a matter has been dealt with, the chairperson must not allow further debate on the matter.

8. VOTING

Voting entitlements of board members

- 8.1 Each member council is entitled to two (2) voting representatives under the ISJO Charter
- 8.2 A motion at a meeting of the Board is taken to be defeated in the event of an equality of votes. The Chairperson does not have a casting vote.
- 8.3 A board member who is present at a meeting of the JO but who fails to vote on a motion put to the meeting is taken to have voted against the motion.
- 8.4 If a board member who has voted against a motion put at a JO meeting so requests, the executive officer must ensure that the board member's dissenting vote is recorded in the JO's minutes.
- 8.5 The decision of the chairperson as to the result of a vote is final, unless the decision is immediately challenged and not fewer than two (2) board members rise and call for a division.
- 8.6 When a division on a motion is called, the chairperson must ensure that the division takes place immediately. The executive officer must ensure that the names of those who vote for the motion and those who vote against it are recorded in the JO's minutes for the meeting.
- 8.7 When a division on a motion is called, any board member who fails to vote will be recorded as having voted against the motion in accordance with clause 11.4 of this code.
- 8.8 Voting at a meeting, including voting in an election at a meeting, is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system). However, the JO may resolve that the voting in any election by board members for Chairperson or deputy Chairperson is to be by secret ballot.
- 8.9 All voting at JO meetings must be recorded in the minutes of the meeting with the names of board members who voted for or against a motion or amendment being recorded as if a division had been called under clause 8.5.

9. COMMITTEE OF THE WHOLE

- 9.1 The JO may resolve itself into a committee to consider any matter before the JO.
LGA Sec 373
- 9.2 All the provisions of this code relating to meetings of the JO, insofar as they are applicable, extend to and govern the proceedings of the JO when in committee of the whole, except the provisions in clauses 7.18-7.26 limiting the number and duration of speeches.
- 9.3 The executive officer or, in the absence of the executive officer, an employee of the JO designated by the executive officer, is responsible for reporting to the JO the proceedings of the committee of the whole. It is not necessary to report the proceedings in full but any recommendations of the committee must be reported.

9.4 The JO must ensure that a report of the proceedings (including any recommendations of the committee) is recorded in the JO's minutes. However, the JO is not taken to have adopted the report until a motion for adoption has been made and passed.

10. DEALING WITH ITEMS BY EXCEPTION

10.1 The JO or a committee of JO may, at any time, resolve to adopt multiple items of business on the agenda together by way of a single resolution.

10.2 Before the JO or committee resolves to adopt multiple items of business on the agenda together under clause 10.1, the chairperson is to list the items of business to be adopted and ask board members to identify any of the individual items of business listed by the chairperson that they wish to speak on.

10.3 The JO or committee must not resolve to adopt any item of business under clause 10.1 that a board member has identified as being one they wish to speak on.

10.4 Where the consideration of multiple items of business together under clause 13.1 involves a variation to the order of business for the meeting, the JO or committee must resolve to alter the order of business in accordance with clause 6.3.

10.5 A motion to adopt multiple items of business together under clause 10.1 must identify each of the items of business to be adopted and state that they are to be adopted as recommended in the business paper.

10.6 Items of business adopted under clause 10.1 are to be taken as having been unanimously adopted.

10.7 Board members must ensure that they disclose and manage any conflicts of interest they may have in relation to items of business considered together under clause 10.1 in accordance with the requirements of the JO's code of conduct.

11. CLOSURE OF JO MEETINGS TO THE PUBLIC

Grounds on which meetings can be closed to the public

11.1 The JO or a committee of the JO may close to the public so much of its meeting as comprises the discussion or the receipt of any of the following types of matters:

- (a) personnel matters concerning particular individuals (other than board members),
- (b) the personal hardship of any resident or ratepayer,
- (c) information that would, if disclosed, confer a commercial advantage on a person with whom the JO is conducting (or proposes to conduct) business,
- (d) commercial information of a confidential nature that would, if disclosed:
 - (i) prejudice the commercial position of the person who supplied it, or
 - (ii) confer a commercial advantage on a competitor of the JO, or
 - (iii) reveal a trade secret,

- (e) information that would, if disclosed, prejudice the maintenance of law,
- (f) matters affecting the security of the JO, board members, JO staff or JO property,
- (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege,
- (h) information concerning the nature and location of a place or an item of Aboriginal significance on community land,
- (i) alleged contraventions of the JO's code of conduct.

LGA Sec 10A(1) and (2)

11.2 The JO or a committee of the JO may also close to the public so much of its meeting as comprises a motion to close another part of the meeting to the public.

LGA Sec 10A(3)

Matters to be considered when closing meetings to the public

11.3 A meeting is not to remain closed during the discussion of anything referred to in clause 11.1:

- (a) except for so much of the discussion as is necessary to preserve the relevant confidentiality, privilege or security, and
- (b) if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret – unless the JO or committee concerned is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest.

LGA Sec 10B(1)

11.4 A meeting is not to be closed during the receipt and consideration of information or advice referred to in clause 11.1(g) unless the advice concerns legal matters that:

- (a) are substantial issues relating to a matter in which the JO or committee is involved, and
- (b) are clearly identified in the advice, and
- (c) are fully discussed in that advice.

LGA Sec 10B(2)

11.5 If a meeting is closed during the discussion of a motion to close another part of the meeting to the public (as referred to in clause 11.2), the consideration of the motion must not include any consideration of the matter or information to be discussed in that other part of the meeting other than consideration of whether the matter concerned is a matter referred to in clause 11.1.

LGA Sec 10B(3)

11.6 For the purpose of determining whether the discussion of a matter in an open meeting would be contrary to the public interest, it is irrelevant that:

- (a) a person may misinterpret or misunderstand the discussion, or
- (b) the discussion of the matter may:
 - i. cause embarrassment to the JO or committee concerned, or to board members or to employees of the JO, or
 - ii. cause a loss of confidence in the JO or committee.

LGA Sec 10B(4)

11.7 In deciding whether part of a meeting is to be closed to the public, the JO or committee concerned must consider any relevant guidelines issued by the Chief Executive of the Office of Local Government.

LGA Sec 10B(5)

Notice of likelihood of closure not required in urgent cases

11.8 Part of a meeting of the JO, or of a committee of the JO, may be closed to the public while the JO or committee considers a matter that has not been identified in the agenda for the meeting under clause 3.18 as a matter that is likely to be considered when the meeting is closed, but only if:

- (a) it becomes apparent during the discussion of a particular matter that the matter is a matter referred to in clause 11.1, and
- (b) the JO or committee, after considering any representations made under section 14.9, resolves that further discussion of the matter:
 - i. should not be deferred (because of the urgency of the matter), and
 - ii. should take place in a part of the meeting that is closed to the public.

LGA Sec 10C

Representations by members of the public

11.9 The JO, or a committee of the JO, may allow members of the public to make representations to or at a meeting, before any part of the meeting is closed to the public, as to whether that part of the meeting should be closed.

LGA Sec 10A(4)

11.10 A representation under clause 14.9 is to be made after the motion to close the part of the meeting is moved and seconded.

11.11 Members of the public must be given the opportunity immediately after a resolution to refer the matter into Confidential Committee has been moved or seconded, to make representations on whether a matter should be dealt with in Confidential Committee or not.

11.12 The executive officer (or their delegate) may refuse an application made under clause 11.11.

11.13 The time permitted for each speaker will be one minute and an overall maximum of five minutes (five speakers) are to be permitted to make representations under clause 11.9.

11.14 If more than the permitted number of speakers applies to make representations under clause 11.9, the executive officer or their delegate may request the speakers to nominate from among themselves the persons who are to make representations to the JO. If the speakers are not able to agree on whom to nominate to make representations under clause 11.9, the executive officer or their delegate is to determine who will make representations to the JO.

11.15 The executive officer (or their delegate) is to determine the order of speakers.

11.16 Where the JO or a committee of the JO proposes to close a meeting or part of a meeting to the public in circumstances where the matter has not been identified in the agenda for the meeting under clause 3.18 as a matter that is likely to be considered when the meeting is closed to the public, the chairperson is to invite representations from the public under clause 11.9 after the

motion to close the part of the meeting is moved and seconded. The chairperson is to permit no more than 5 speakers to make representations in such order as determined by the chairperson.

11.17 Each speaker will be allowed 1 minutes to make representations, and this time limit is to be strictly enforced by the chairperson. Speakers are to confine their representations to whether the meeting should be closed to the public. If a speaker digresses to irrelevant matters, the chairperson is to direct the speaker not to so digress. If a speaker fails to observe a direction from the chairperson, the speaker will not be further heard.

Expulsion of non- board members from meetings closed to the public

11.18 If a meeting or part of a meeting of the JO or a committee of the JO is closed to the public in accordance with section 10A of the Act and this code, any person who is not a board member and who fails to leave the meeting when requested, may be expelled from the meeting as provided by section 10(2)(a) or (b) of the Act.

11.19 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the JO or person presiding, may, by using only such force as is necessary, remove the person from that place and, if necessary restrain that person from re-entering that place.

Information to be disclosed in resolutions closing meetings to the public

11.20 The grounds on which part of a meeting is closed must be stated in the decision to close that part of the meeting and must be recorded in the minutes of the meeting. The grounds must specify the following:

- (a) the relevant provision of section 10A(2) of the Act,
- (b) the matter that is to be discussed during the closed part of the meeting,
- (c) the reasons why the part of the meeting is being closed, including (if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret) an explanation of the way in which discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

LGA Sec 10D

Resolutions passed at closed meetings to be made public

11.21 If the JO passes a resolution during a meeting, or a part of a meeting, that is closed to the public, the chairperson must make the resolution public as soon as practicable after the meeting, or the relevant part of the meeting, has ended, and the resolution must be recorded in the publicly available minutes of the meeting.

12. KEEPING ORDER AT MEETINGS

Points of order

12.1 A board member may draw the attention of the chairperson to an alleged breach of this code by raising a point of order. A point of order does not require a seconder.

12.2 A point of order must be taken immediately it is raised. The chairperson must suspend business before the meeting and permit the board member raising the point of order to state the provision of this code they believe has been breached. The chairperson must then rule on the point of order – either by upholding it or by overruling it.

Questions of order

12.3 The chairperson, without the intervention of any other board member, may call any board member to order whenever, in the opinion of the chairperson, it is necessary to do so.

12.4 A board member who claims that another board member has committed an act of disorder, or is out of order, may call the attention of the chairperson to the matter.

12.5 The chairperson must rule on a question of order immediately after it is raised but, before doing so, may invite the opinion of the JO.

12.6 The chairperson's ruling must be obeyed unless a motion dissenting from the ruling is passed.

Motions of dissent

12.7 A board member can, without notice, move to dissent from a ruling of the chairperson on a point of order or a question of order. If that happens, the chairperson must suspend the business before the meeting until a decision is made on the motion of dissent.

12.8 If a motion of dissent is passed, the chairperson must proceed with the suspended business as though the ruling dissented from had not been given. If, as a result of the ruling, any motion or business has been discharged as out of order, the chairperson must restore the motion or business to the agenda and proceed with it in due course.

12.9 Despite any other provision of this code, only the mover of a motion of dissent and the chairperson can speak to the motion before it is put. The mover of the motion does not have a right of general reply.

Acts of disorder

12.10 A board member commits an act of disorder if the board member, at a meeting of the JO or a committee of the JO:

- (a) contravenes the Act or any regulation in force under the Act or this code, or
- (b) assaults or threatens to assault another board member or person present at the meeting, or
- (c) moves or attempts to move a motion or an amendment that has an unlawful purpose or that deals with a matter that is outside the jurisdiction of the JO or the committee, or addresses or attempts to address the JO or the committee on such a motion, amendment or matter, or
- (d) insults or makes personal reflections on or imputes improper motives to any other JO official, or alleges a breach of the JO's code of conduct, or
- (e) says or does anything that is inconsistent with maintaining order at the meeting or is likely to bring the JO or the committee into contempt.

12.11 The chairperson may require a board member:

- (a) to apologise without reservation for an act of disorder referred to in clauses 12.10(a) or (b), or
- (b) to withdraw a motion or an amendment referred to in clause 12.10(c) and, where appropriate, to apologise without reservation, or
- (c) to retract and apologise without reservation for an act of disorder referred to in clauses 12.10(d) and (e).

How disorder at a meeting may be dealt with

12.12 If disorder occurs at a meeting of the JO, the chairperson may adjourn the meeting for a period of not more than fifteen (15) minutes and leave the chair.

The JO, on reassembling, must, on a question put from the chairperson, decide without debate whether the business is to be proceeded with or not. This clause applies to disorder arising from the conduct of members of the public as well as disorder arising from the conduct of board members.

Expulsion from meetings

12.13 All chairpersons of meetings of the JO and committees of the JO are authorised under this code to expel any person, including any board member, from a JO or committee meeting, for the purposes of section 10(2)(b) of the Act.

12.14 Clause 12.13, does not limit the ability of the JO or a committee of the JO to resolve to expel a person, including a board member, from a JO or committee meeting, under section 10(2) (a) of the Act.

12.15 A board member may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the JO for having failed to comply with a requirement under clause 12.11. The expulsion of a board member from the meeting for that reason does not prevent any other action from being taken against the board member for the act of disorder concerned.

12.16 A member of the public may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the JO for engaging in or having engaged in disorderly conduct at the meeting.

12.17 Where a board member or a member of the public is expelled from a meeting, the expulsion and the name of the person expelled, if known, are to be recorded in the minutes of the meeting.

12.18 If a board member or a member of the public fails to leave the place where a meeting of the JO is being held immediately after they have been expelled, a police officer, or any person authorised for the purpose by the JO or person presiding, may, by using only such force as is necessary, remove the board member or member of the public from that place and, if necessary, restrain the board member or member of the public from re-entering that place.

Use of mobile phones and the unauthorised recording of meetings

12.19 Board members, JO staff and members of the public must ensure that mobile phones are turned to silent during meetings of the JO and committees of the JO.

12.20 A person must not use a tape recorder, video camera, mobile phone or any other device to make a recording of the proceedings of a meeting of the JO or a committee of the JO without the prior authorisation of the JO or the committee.

12.21 Any person who makes a recording or attempts to make a recording of a meeting of the JO or a committee of the JO in contravention of clause 12.20, may be expelled from the meeting as provided for under section 10(2) of the Act.

12.22 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the JO or person presiding, may, by using only such force as is necessary, remove the first- mentioned person from that place and, if necessary, restrain that person from re- entering that place.

13.CONFLICTS OF INTEREST

13.1 All board members and, where applicable, all other persons, must disclose and manage any conflicts of interest they may have in matters being considered at meetings of the JO and committees of the JO in accordance with the JO's code of conduct.

14.DECISIONS OF THE JO

JO decisions

14.1 A decision supported by a majority of the votes at a meeting of the JO at which a quorum is present is a decision of the JO.

LGA Sec 371

14.2 Decisions made by the JO must be accurately recorded in the minutes of the meeting at which the decision is made.

Rescinding or altering JO decisions

14.3 A resolution passed by the JO may not be altered or rescinded except by a motion to that effect of which notice has been given under clause 3.9.

LGA Sec 372(1)

14.4 If a notice of motion to rescind a resolution is given at the meeting at which the resolution is carried, the resolution must not be carried into effect until the motion of rescission has been dealt with.

LGA Sec 372(2)

14.5 If a motion has been rejected by the JO, a motion having the same effect must not be considered unless notice of it has been duly given in accordance with clause 3.9.

LGA Sec 372(3)

14.6 A notice of motion to alter or rescind a resolution, and a notice of motion which has the same effect as a motion which has been rejected by the JO, must be signed by three (3) board

members if less than three (3) months has elapsed since the resolution was passed, or the motion was rejected.

LGA Sec 372(4)

14.7 If a motion to alter or rescind a resolution has been rejected, or if a motion which has the same effect as a previously rejected motion is rejected, no similar motion may be brought forward within three (3) months of the meeting at which it was rejected. This clause may not be evaded by substituting a motion differently worded, but in principle the same.

LGA Sec 372(5)

14.8 The provisions of clauses 14.5–14.7 concerning rejected motions do not apply to motions of adjournment.

LGA Sec 372(7)

14.9 A notice of motion submitted in accordance with clause 14.6 may only be withdrawn under clause 3.12 with the consent of all signatories to the notice of motion.

14.10 A motion to alter or rescind a resolution of the JO may be moved on the report of a committee of the JO and any such report must be recorded in the minutes of the meeting of the JO

LGA Sec 372(6)

15. AFTER THE MEETING

Minutes of meetings

15.1 The JO is to keep full and accurate minutes of the proceedings of meetings of the JO.

LGA Sec 375(1)

15.2 At a minimum, the executive officer must ensure that the following matters are recorded in the JO's minutes:

- (a) details of each motion moved at a JO meeting and of any amendments moved to it,
- (b) the names of the mover and seconder of the motion or amendment,
- (c) whether the motion or amendment was passed or lost, and
- (d) such other matters specifically required under this code.

15.3 The minutes of a JO meeting must be confirmed at a subsequent meeting of the JO.

LGA Sec 375(2)

15.4 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.

15.5 When the minutes have been confirmed, they are to be signed by the person presiding at that subsequent meeting.

LGA Sec 375(2)

15.6 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed.

15.7 The confirmed minutes of a JO meeting must be published on the JO's website. This clause does not prevent the JO from also publishing unconfirmed minutes of its meetings on its website prior to their confirmation.

Access to correspondence and reports laid on the table at, or submitted to, a meeting

15.8 The JO and committees of the JO must, during or at the close of a meeting, or during the business day following the meeting, give reasonable access to any person to inspect correspondence and reports laid on the table at, or submitted to, the meeting.

LGA Sec 11(1)

15.9 Clause 15.8 does not apply if the correspondence or reports relate to a matter that was received or discussed or laid on the table at, or submitted to, the meeting when the meeting was closed to the public.

LGA Sec 11(2)

15.10 Clause 15.8 does not apply if the JO or the committee resolves at the meeting, when open to the public, that the correspondence or reports are to be treated as confidential because they relate to a matter specified in section 10A(2) of the Act.

LGA Sec 11(3)

15.11 Correspondence or reports to which clauses 15.9 and 15.10 apply are to be marked with the relevant provision of section 10A(2) of the Act that applies to the correspondence or report.

Implementation of decisions of the JO

15.12 The executive officer is to implement, without undue delay, lawful decisions of the JO.

LGA Sec 335(b)

16. JO COMMITTEES

Application of this Part

16.1 This Part only applies to committees of the JO whose members are all board members.

JO committees whose members are all board members

16.2 The JO may, by resolution, establish such committees as it considers necessary.

16.3 A committee of the JO is to consist of the Chairperson and such other board members as are elected by the board members or appointed by the JO.

16.4 The quorum for a meeting of a committee of the JO is to be:

- (a) such number of members as the JO decides, or
- (b) if the JO has not decided a number – a majority of the members of the committee.

Functions of committees

16.5 The JO must specify the functions of each of its committees when the committee is established, but may from time to time amend those functions.

Notice of committee meetings

16.6 The executive officer must send to each board member regardless of whether they are a committee member, at least three (3) days before each meeting of the committee, a notice specifying:

- (a) the time, date and place of the meeting, and
- (b) the business proposed to be considered at the meeting.

16.7 Notice of less than three (3) days may be given of a committee meeting called in an emergency.

Attendance at committee meetings

16.8 A committee member (other than the Chair) ceases to be a member of a committee if the committee member:

- (a) has been absent from three (3) consecutive meetings of the committee without having given reasons acceptable to the committee for the member's absences, or
- (b) has been absent from at least half of the meetings of the committee held during the immediately preceding year without having given to the committee acceptable reasons for the member's absences.

16.9 Clause 20.8 does not apply if all of the members of the JO are members of the committee.

Non-members entitled to attend committee meetings

16.10 A board member who is not a member of a committee of the JO is entitled to attend, and to speak at a meeting of the committee. However, the board member is not entitled:

- (a) to give notice of business for inclusion in the agenda for the meeting, or
- (b) to move or second a motion at the meeting, or
- (c) to vote at the meeting.

Chairperson and deputy chairperson of JO committees

16.11 The chairperson of each committee of the JO must be:

- (a) the elected ISJO Chair, or
- (b) if the Chairperson does not wish to be the chairperson of a committee, a member of the committee elected by the JO, or
- (c) if the JO does not elect such a member, a member of the committee elected by the committee.

16.12 The JO may elect a member of a committee of the JO as deputy chairperson of the committee. If the JO does not elect a deputy chairperson of such a committee, the committee may elect a deputy chairperson.

16.13 If neither the chairperson nor the deputy chairperson of a committee of the JO is able or willing to preside at a meeting of the committee, the committee must elect a member of the committee to be acting chairperson of the committee.

16.14 The chairperson is to preside at a meeting of a committee of the JO. If the chairperson is unable or unwilling to preside, the deputy chairperson (if any) is to preside at the meeting, but if neither the chairperson nor the deputy chairperson is able or willing to preside, the acting chairperson is to preside at the meeting.

Procedure in committee meetings

16.15 Subject to any specific requirements of this code, each committee of the JO may regulate its own procedure. The provisions of this code are to be taken to apply to all committees of the JO unless the JO or the committee determines otherwise.

16.16 Without limiting clause 19.15, whenever the voting on a motion put to a meeting of the committee is equal, the chairperson of the committee is to have a casting vote as well as an original vote.

16.17 Voting at a JO committee meeting is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system).

Closure of committee meetings to the public

16.18 The provisions of the Act and Part 14 of this code apply to the closure of meetings of committees of the JO to the public in the same way they apply to the closure of meetings of the JO to the public.

16.19 If a committee of the JO passes a resolution, or makes a recommendation, during a meeting, or a part of a meeting that is closed to the public, the chairperson must make the resolution or recommendation public as soon as practicable after the meeting or part of the meeting has ended, and report the resolution or recommendation to the next meeting of the JO. The resolution or recommendation must also be recorded in the publicly available minutes of the meeting.

16.20 Resolutions passed during a meeting, or a part of a meeting that is closed to the public must be made public by the chairperson under clause 16.19 during a part of the meeting that is webcast.

Disorder in committee meetings

16.21 The provisions of the Act and this code relating to the maintenance of order in JO meetings apply to meetings of committees of the JO in the same way as they apply to meetings of the JO.

Minutes of JO committee meetings

16.22 Each committee of the JO is to keep full and accurate minutes of the proceedings of its meetings. At a minimum, a committee must ensure that the following matters are recorded in the committee's minutes:

- (a) details of each motion moved at a meeting and of any amendments moved to it,
- (b) the names of the mover and seconder of the motion or amendment,
- (c) whether the motion or amendment was passed or lost, and
- (d) such other matters specifically required under this code.

16.23 All voting at meetings of committees of the JO must be recorded in the minutes of the meetings with the names of board members who voted for or against a motion or amendment being recorded as if a division had been called under clause 8.5

16.24 The minutes of meetings of each committee of the JO must be confirmed at a subsequent meeting of the committee.

16.25 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.

16.26 When the minutes have been confirmed, they are to be signed by the person presiding at that subsequent meeting.

16.27 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed.

16.28 The confirmed minutes of a meeting of a committee of the JO must be published on the JO's website. This clause does not prevent the JO from also publishing unconfirmed minutes of meetings of committees of the JO on its website prior to their confirmation.

17. IRREGULARITIES

17.1 Proceedings at a meeting of a JO or a JO committee are not invalidated because of:

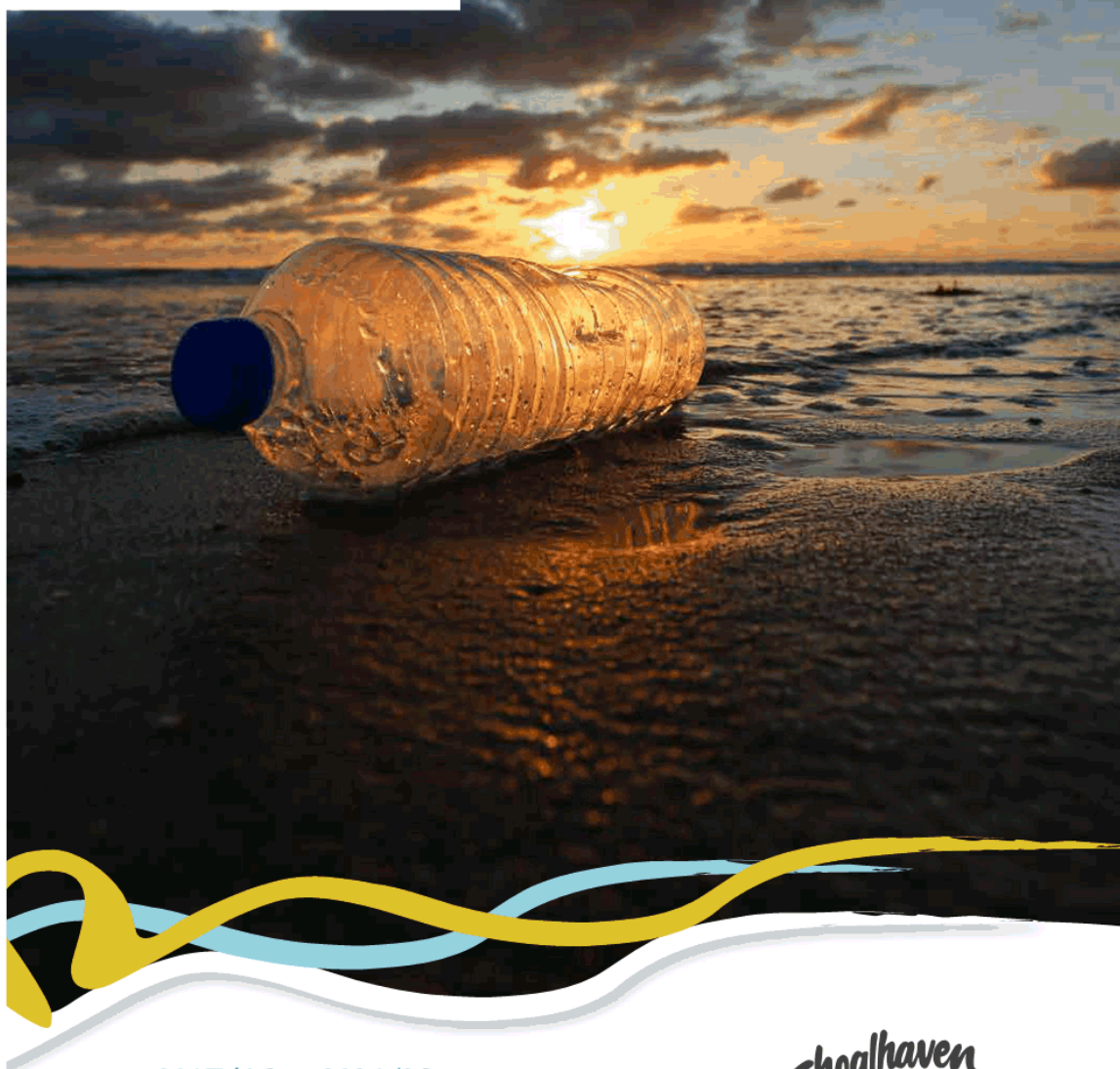
- (a) a vacancy in a civic office, or
- (b) a failure to give notice of the meeting to any board member or committee member, or
- (c) any defect in the election or appointment of a board member or committee member, or
- (d) a failure of a board member or a committee member to disclose a conflict of interest, or to refrain from the consideration or discussion of, or vote on, the relevant matter, at a JO or committee meeting in accordance with the JO's code of conduct, or
- (e) a failure to comply with this code.

LGA Sec 374

18. DEFINITIONS

the Act	means the <i>Local Government Act 1993</i>
act of disorder	means an act of disorder as defined in clause 12.10 of this code.
amendment	in relation to an original motion, means a motion moving an amendment to that motion.
business day	means any day except Saturday or Sunday or any other day the whole or part of which is observed as a public holiday throughout New South Wales.
chairperson	in relation to a meeting of the JO – means the person presiding at the meeting as provided by section 369 of the Act and clauses 5.1 and 5.2 of this code; and in relation to a meeting of a committee – means the person presiding at the meeting as provided by clause 16.11 of this code.
this code	means the JO's adopted code of meeting practice
committee of JO	means a committee established by the JO in accordance with clause 20.2 of this code (being a committee consisting only of board members) or the JO when it has resolved itself into committee of the whole under clause 9.1.
JO official	has the same meaning as in the Model Code of Conduct for Local Councils in NSW and includes board members, administrators, JO staff, JO committee members and delegates of the JO.
day	means calendar day
division	means a request by two board members under clause 8.5 of this code requiring the recording of the names of the board members who voted both for and against a motion.
foreshadowed amendment	means a proposed amendment foreshadowed by a board member under clause 7.16 of this code during debate on the first amendment.
foreshadowed motion	means a motion foreshadowed by a board member under clause 7.15 of this code during debate on an original motion.
open voting	means voting on the voices or by a show of hands or by a visible electronic voting system or similar means.
performance improvement order	means an order issued under section 438A of the Act.
quorum	means the minimum number of board members or committee members necessary to conduct a meeting.
the Regulation	means the Local Government (General) Regulation 2005
tape recorder	includes a video camera and any electronic device capable of recording speech, whether a magnetic tape is used to record or not.
year	means the period beginning 1 July and ending the following 30 June.

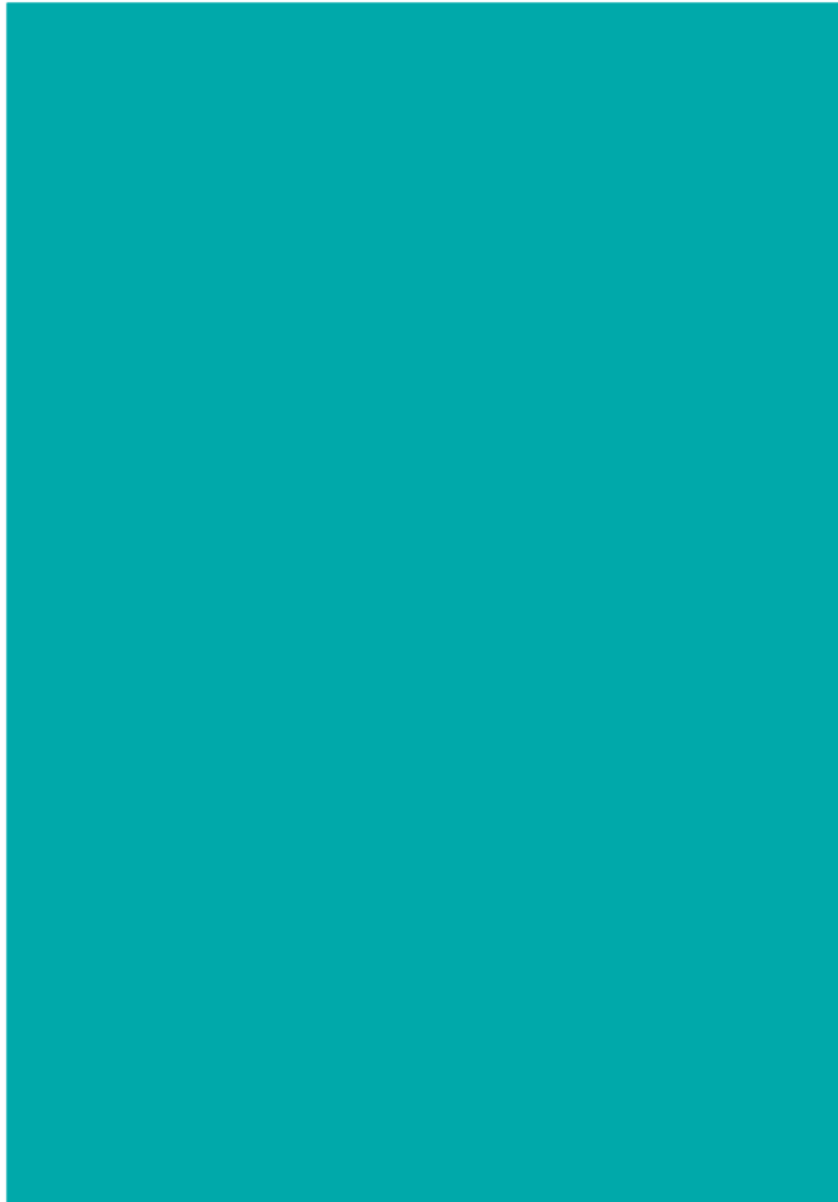
WASTE REDUCTION MANAGEMENT STRATEGY



2017/18 to 2021/22
www.shoalhaven.nsw.gov.au

Shoalhaven
City Council

SA18.181 - Attachment 1



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SHOALHAVEN WASTE MANAGEMENT STRATEGY

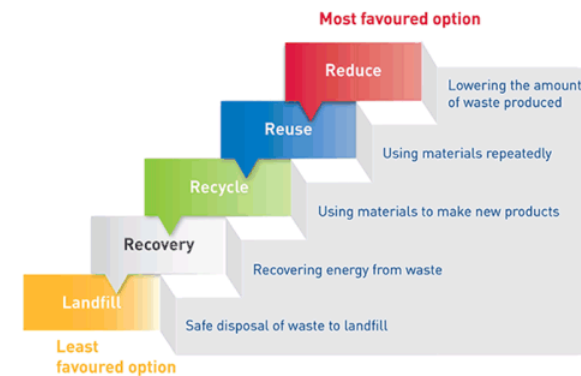
DRIVERS

THE PLAN HAS FIVE MAIN DRIVERS:

- 1 THE NSW WARR STRATEGY 2014-21 TO "ENABLE THE WHOLE NSW COMMUNITY TO IMPROVE ENVIRONMENT AND COMMUNITY WELL-BEING BY REDUCING THE ENVIRONMENTAL IMPACT OF WASTE, AND USING RESOURCES MORE EFFICIENTLY"
- 2 THE REQUIREMENT UNDER THE LOCAL GOVERNMENT ACT TO HAVE A LONG TERM FOCUS 'COMMUNITY STRATEGIC PLAN 2020' AND "ADDRESS KEY ISSUES RELATING TO SOCIAL, ENVIRONMENTAL, ECONOMIC AND CIVIL LEADERSHIP OBJECTIVES"
- 3 LIMITED LIFESPAN OF THE WEST NOWRA LANDFILL FACILITY
- 4 POPULATION GROWTH DYNAMICS FORECASTED FOR THE SHOALHAVEN REGION

THE VISION:

"For the Shoalhaven City Council to become a leader in the recovery of recyclable materials from the waste stream, and minimise the quantities of waste disposed to landfill by re-using and processing waste types that would normally end up in landfill".





THE PLAN INCLUDES:

GUIDING PRINCIPLES

This Strategy draws on these key principles to guide decision-making:

- Recognising the Shoalhaven City Council Community Strategic Plan 2020;
- Addressing legislative requirements and policy frameworks, and aligning with Council's own policies and bylaws;
- Understanding that communities need to be involved in waste reduction programs;
- Aiming to deliver cost effective and better practice waste management services;
- Encouraging industry to initiate and increase recycling and resource recovery programs; and
- Recognising the Waste Hierarchy.

SCOPE AND PURPOSE

This Strategy focuses on reducing domestic waste to landfill, increasing the recycling rate and improving resource recovery across the region. Actions are directed at the parts of the waste stream that Council influences, made up of domestic kerbside collections, transfer station self-haul, resource recovery Buy Back centres, landfill and Council's own facilities. Though the focus is primarily on the domestic sector, Council has developed targeted actions to encourage the commercial sector to improve and implement recycling and resource recovery initiatives. Actions are outlined in Part C.

The intent is for actions to be evaluated and / or measured each year and be subsequently adjusted, omitted or intensified. In this way, the Strategy becomes a "living" document that evolves year on year and works to achieve the strategic objectives within the five year timeframe, from 2017/18 to 2021/22.

LEGISLATIVE, POLICY AND COUNCIL FRAMEWORKS

Strategies outlined under the National Waste Policy, the NSW EPA WARR Strategy 2014-21, and requirements established under the POEO Act have influenced the determination of the strategic objectives, targets and actions of this Strategy document.

NATIONAL WASTE POLICY

The National Waste Policy, agreed by all Australian environment ministers in November 2009, sets Australia's waste management and resource recovery direction to 2020. The policy contains sixteen strategies with the intentions of working across jurisdictions, and those most relevant to the development of this Strategy include:

- Sustainable procurement principles and practices across government;
- Continued government focus to reduce the amount of biodegradable material sent to landfill;
- Management of safety and health risks arising from landfill gas emissions;
- Actions to build capacity and ensure an appropriate suite of services is available to regional and remote communities;
- Strategy for emissions from landfills and other waste activities not covered by the operation of a future Carbon Pollution Reduction Scheme; and
- Responsibility to meet international obligations; reduce hazardous materials entering the waste stream.

NSW WARR ACT 2001

The Waste Avoidance and Resource Recovery Act 2001 (WARR Act) promotes waste avoidance and resource recovery. The WARR Act sets out provisions for waste strategies and programs, and industry actions for waste reduction. Under the WARR Act, the current NSW WARR Strategy 2014-21 prescribes targets for waste reduction, resource recovery and diversion of waste from landfill.

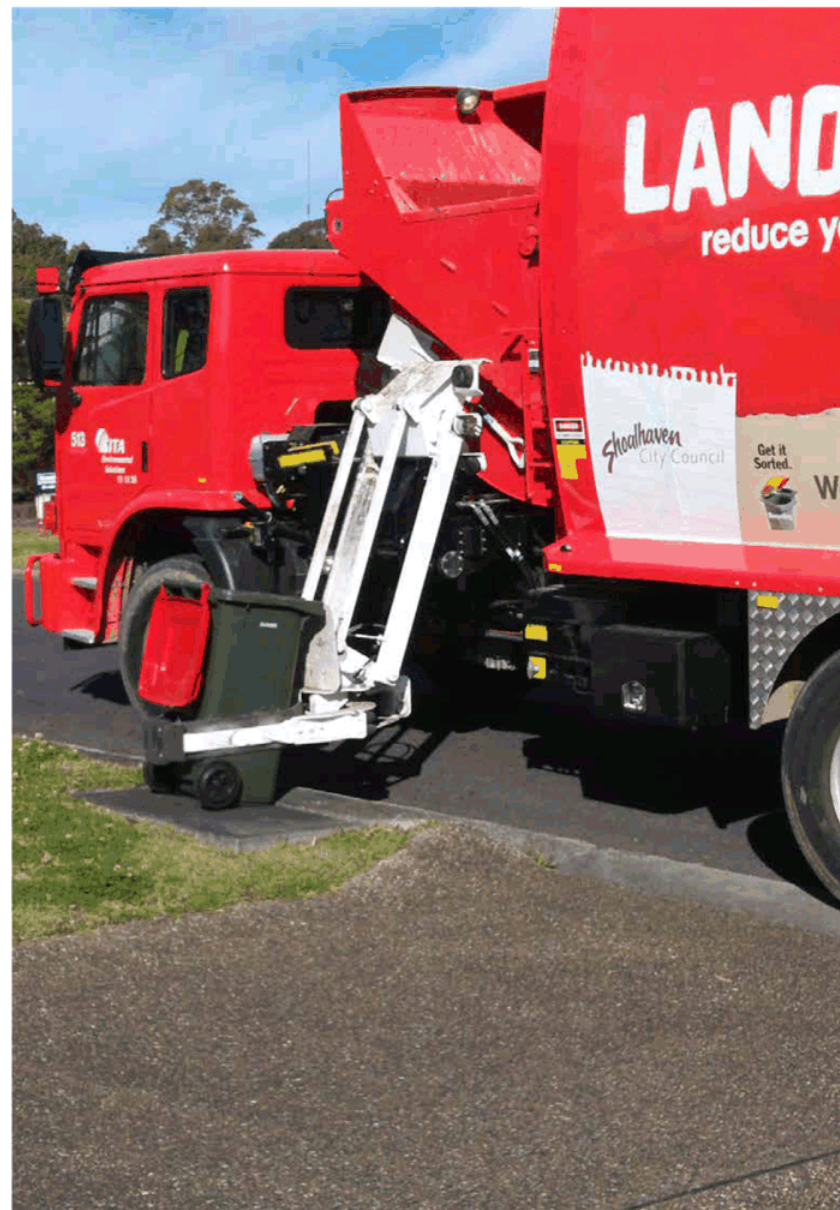
Key result areas are:

- Area 1: Avoid and reduce waste generation
- Area 2: Increase recycling
- Area 3: Divert more waste from landfill
- Area 4: Manage problem wastes better
- Area 5: Reduce litter
- Area 6: Reduce illegal dumping

POEO ACT 1997

The WARR Strategy 2014-21 is supported by regulations and policies including the Protection of the Environment Operations Act 1997 (POEO Act) and associated regulations to minimise the impact of waste on human health and the environment. The POEO Act established the Waste Levy, licensing requirements for waste facilities and activities, offences for illegal dumping and littering, and direction for recovered resources to be used on land and for fuel. The SCC has long implemented initiatives and programs to safeguard environmental health impacts associated with better waste management practices, including:

- Waste education programmes
- Landfill gas capture
- Leachate treatment
- Extensive recycling initiatives
- Climate change risk assessment adaption report



SHOALHAVEN WASTE MANAGEMENT STRATEGY

STRATEGIC OBJECTIVE & TARGETS

The Shoalhaven City Council has adopted the strategic objectives and targets outlined in Table 1 below. Objectives have been developed from a review of prior strategy documents, a waste situational analysis, current and proposed waste management actions, and with reference to the NSW EPA Waste Avoidance and Resource Recovery (WARR) Strategy 2014-21.

Table 1: Strategic Objectives & Targets

	Objectives (the 'how')	Targets (the 'measure')
Residents	Increase the domestic kerbside recycling rate	<ul style="list-style-type: none"> Increase the domestic kerbside recycling rate from 32% in 2016/17 Increase recyclables disposed of via self-haul from 2016/17 baseline levels
	Reduce domestic waste to landfill from self haul	<ul style="list-style-type: none"> Redesign the West Nowra transfer station to enable increased recycling from self haul from 2017/18
	Educate residents on domestic organic recycling to reduce waste	<ul style="list-style-type: none"> Aim to have 90% satisfaction outcomes by workshop attendees year on year to 2022
	Promote and enhance awareness of waste /recycling services	<ul style="list-style-type: none"> Develop targeted and measurable communications campaigns from 2017/18 to 2021/22
	Support regional initiatives to address litter and illegal dumping	<ul style="list-style-type: none"> Contribute to development of and assist to implement regional activities to address littering and illegal dumping issues
Schools	Inform and educate school age children around the waste hierarchy messages	<ul style="list-style-type: none"> Continue and further develop targeted pre, primary and high school programs, and deliver to a specified number of schools year on year Aim to have 90% satisfaction from teacher feedback forms year on year to 2022
Council	Secure continued access to long term residual waste disposal	<ul style="list-style-type: none"> Build landfill design and capacity for 1.5million tonnes of waste for the next 50 years Construct a resource recovery park beginning 2018
	Reduce potential harm from waste	<ul style="list-style-type: none"> Support, expand Community Recycling Centres that opened in 2017 Monitor potential pollutants from landfilling (leachate, greenhouse gases)
	Reduce waste and increase recycling from Shoalhaven City Council facilities	<ul style="list-style-type: none"> Reduce waste from the per capita baseline of 2017/18 year on year to 2021/22 Increase recycling rates from the per capita baseline of 2017/18 year on year to 2021/22
Industry	Encourage industry recycling and resource recovery initiatives	<ul style="list-style-type: none"> Support specific programs aimed at improving recycling and resource recovery from commercial businesses from 2017/18



OUR ROLE AT SHOALHAVEN CITY COUNCIL

COMMUNITY STRATEGIC PLAN 2020

The Community Strategic Plan (CSP) provides an outline of Council priorities to consider as part of the Integrated Strategic Plan 2017 for the Shoalhaven. Goals include providing solid waste and recycling collection, resource recovery and landfilling by maintaining and enhancing solid waste services.

MANAGEMENT OF LANDFILL SPACE

The Shoalhaven City Council made the proactive decision to invest heavily in forward landfill disposal capacity and planning for mixed waste disposal. Over fifteen years ago small rural tip sites were closed to concentrate resources and delivery of services at the West Nowra landfill, and to mitigate environmental harm by the disposal of uncontrolled wastes in rural and coastal areas.

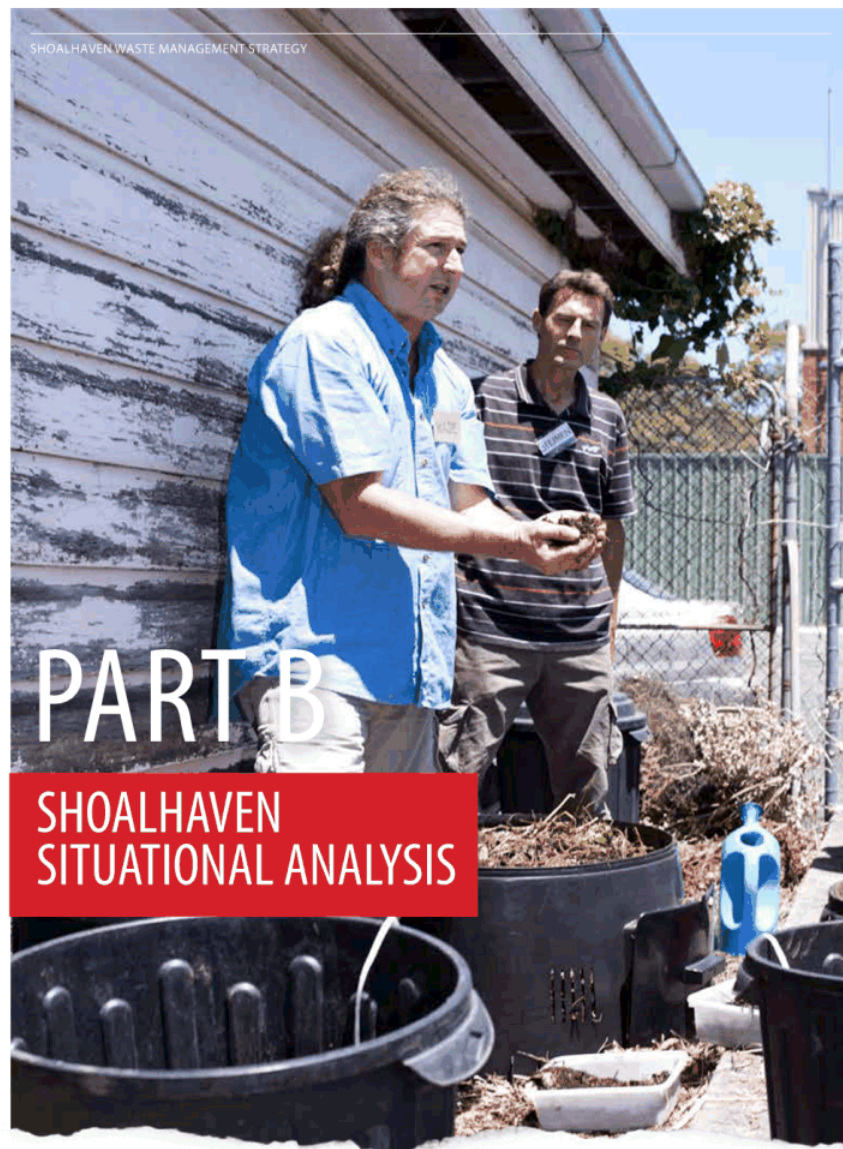
The Shoalhaven City Council initiated a solid waste strategy project in October 2011 and conclusions still relevant include a continuation "to prioritise its community and business educational programs" and "consideration of long term putrescible waste disposal options".

In 2003, a report was commissioned to evaluate alternative waste treatment (AWT) technologies that could form part of the solution for waste management and resource recovery. In 2006, investigations into reducing waste disposal demand to maximise the West Nowra landfill space was commissioned. This report outlined a number of recommendations across the broad domestic, commercial and industrial, and construction and demolition categories; along with accompanying waste policy, landfill options and pricing structures. The issue of increasing waste and limiting landfill space was highlighted.

A number of trials were conducted in 2008 on the processing of domestic waste (including source separation of green waste). Also in 2008, a cost-benefit analysis into the development of a resource recovery park inclusive of an AWT was conducted.

A review of the analysis of domestic waste processing options in terms of costs, handling contamination, service provision and collections, and the economic analysis for a resource recovery park and alternative waste treatment was undertaken by SCC Waste Services Unit and presented to Council. In 2013, Council resolved to call for expression of interests for the establishment of the resource recovery park and AWT. This project is now in the tender phase.

This Strategy has and will further evolve to include programs, education and communications to support the Council's proposed direction to reduce waste to landfill by building a resource recovery park and alternative waste treatment facility.



LOCAL GOVERNMENT CONTEXT

GEOGRAPHIC AND CULTURAL DIVERSITY

The Shoalhaven City Council encompasses an area of geographic and cultural diversity that affects the provisions of waste management services, programs and campaigns. The Waste Services recognises this diversity with services and programs that include:

- A combined waste / recycling collection service for rural areas;
- Collection facilities and equipment for the recycling of polystyrene;
- Schools programs targeted to meet pre, primary and high school students;
- Increased waste and recycling collection services over the Christmas holiday period;
- A campaign run with real estate agencies to increase recycling from coastal holiday rentals.

Actions in this Strategy build upon current initiatives and target new programs with consideration to the diverse needs of the Shoalhaven region.

POPULATION GROWTH AND WASTE GENERATION

A key finding of the WARR Strategy 2014-21 reported waste generation outstripping population growth across NSW.

This finding is indicative of the Shoalhaven region for generation of kerbside domestic waste (mixed waste and recyclables). For the four years 2014/15 to 2017/18, waste generated by residents in the Shoalhaven City

Council increased by 10%, three times outstripping population growth of 3.8%.

Over the next twenty years the population of the Shoalhaven region is projected to grow from 99,016 to 119,467, representing a strong growth rate of just over 20%.

There are various significant factors, other than population growth, that influence waste generation rates including packaging of consumables, socio-economics, and product sales campaigns. Whilst these factors are beyond the scope and influence of the Shoalhaven City Council, the Strategy focuses actions whereby Council has some influence to work towards reducing waste generation with increasing resident population.

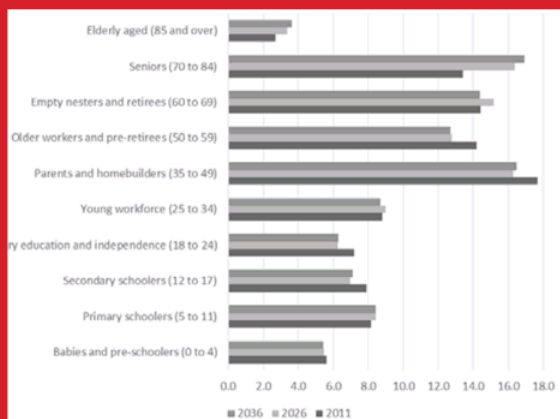
POPULATION AGE STRUCTURE

Between 2011 and 2026, the largest increase in age structure for the Shoalhaven region is forecast for the retirement age population, at 34.5%. This forecast is supported by trends estimating the dominant household type by 2026 to be 'couples without dependents'. Actions in this Strategy have been developed with consideration to these trends.

The percentage age structure based on the entire population of the Shoalhaven is shown in Figure 1. Combined 'parents and homebuilders' and 'young workforce' comprise a quarter of the Shoalhaven City Council population. When 'older workers and pre-retirees' are included, the working age sector becomes the largest population base (38%), followed closely by retirees (35%), as shown in Figure 2.

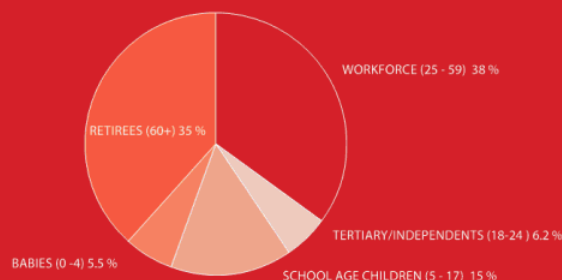
SHOALHAVEN WASTE MANAGEMENT STRATEGY

FIGURE 1: SHOALHAVEN % AGE STRUCTURE BY POPULATION 2011 TO 2036



Experience of the Waste Services Resource Recovery Coordinators indicates that the 'parents and homebuilders' and 'young workforce' population age structure are the most difficult to engage in waste and recycling programs; given work, time, family constraints etc. Some in this sector will be influenced by actions in the Strategy targeted at school age children and campaigns to increase the kerbside recycling rates. Actions have also been devised to directly engage with the working age sector, particularly those aged from 25 to 49.

FIGURE 2: SHOALHAVEN % AGE STRUCTURE BY COMBINED SECTORS 2026



SCHOOLS

There are 89 pre-schools, primary schools and high schools in the Shoalhaven region (49 pre schools, 32 primary schools and 8 high schools). Schools are hubs in their communities and the educations of children influences their world views and behaviour. A number of programs have been developed by the Waste Services with high levels of success and actions in the Strategy are to continue and broaden these actions. These include the continued implementation of the 'King and Queen of Green' theatre show aimed at pre schools and primary schools (kindergarten to year one). Introduction of a new theatre show 'Waste Warriors' aimed at primary schools from year two to six. Development of a film targeted at high schools students centred around recycling.

TOURISM

Tourism is an important industry sector or the Shoalhaven region contributing greatly to the economy, especially over the holiday periods. In some areas, populations increase by almost 300%. The Shoalhaven is marketed as "a foodie, nature and adventures lovers paradise", and many events are organised ranging from exhibitions and festivals, to firework displays, markets, sports and live music. Actions in the Strategy are targeted towards tourism including development of an events guide for waste management.

INDUSTRY SECTORS

Aged care

Into 2036, retirees will represent one of the largest population basis in the Shoalhaven, with 'seniors (70 to 84)' estimated to be the largest age structure from 2026. Supporting these statistics is 'Health Care and Social Assistance' being reported as the largest industry in the Shoalhaven region in the 2011 Census.

Current programs targeted towards this age and industry sector include funding and promotion of the return of sharps, and Council support of the federal Department of Health Return of Unwanted Medicines (RUM) program. Both programs are run on the premise of consumers disposing of the wastes in designated receptacles located at participating pharmacies, aged care facilities and hospitals. These actions will continue to be supported, and community engagement activities directed towards this sector will be intensified.

Manufacturing

According to the Shoalhaven City Council Economic Development area, the manufacturing industry has doubled over the past two decades with a reported total of 243 businesses. There is a diverse range of export oriented products manufactured including yachts, chemicals, food and building products. Several actions in the Strategy are planned to assist businesses increase recycling and reduce waste to landfill, particularly in the food and building manufacturing sector.



WASTE SERVICES

The Shoalhaven City Council provides a number of waste and recycling facilities to service the region, incorporating:

- Centralised landfill operations at West Nowra, which is a well-engineered landfill inclusive of gas extraction and leachate management;
- An inert landfill located at Huskisson;
- Satellite Transfer Stations for self-haul waste and recyclables disposal inclusive of several 'Tips Shops' for resource recovery (waste and recyclables disposed of at the depots is transported to the West Nowra landfill
- Council managed contracted weekly domestic mixed waste and fortnightly recycling kerbside collections;
- An 'on-request' pick up service exists for disposal of bulky or green waste;
- Issuance of vouchers for disposal to landfill; and
- A number of recycling programs outlined in Table 1.

TABLE 1: RECYCLING PROGRAMS PROVIDED ACROSS THE SHOALHAVEN REGION

Waste Services provided for the Shoalhaven Region



WEST NOWRA AND HUSKISSON LANDFILLS

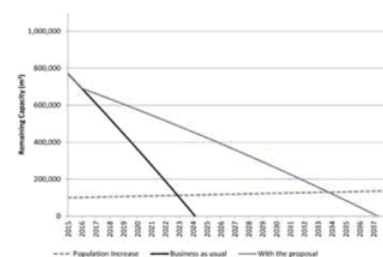
63,558 tonnes of waste was disposed of to the West Nowra landfill including 7,747 tonnes transferred from the Satellite Transfer Stations throughout the local government area in 2016/17. 3,317 of inert waste was disposed of to the Huskisson landfill.

To address current, and plan for projected landfill waste disposal, a number of infrastructure construction and upgrade projects, and resource recovery programs are underway, namely:

- Expansion of the West Nowra landfill site by construction of new "cells";
- Tender for a resource recovery park inclusive of alternative waste treatment technology (AWT);
- Re-design of the West Nowra transfer station and regional depots self-haul drop-off areas;
- Construction of a household hazardous waste 'Community Recycling Centre' at the West Nowra landfill, and smaller centres at each of the satellite depots;
- Development of concept plans for construction of a Community Education Centre;
- New and continued resource recovery programs, education and engagement programs

The above initiatives, particularly the construction of new landfill cell, and AWT, are projected to conserve landfill space at the West Nowra landfill (Figure 3).

FIGURE 3: PROJECTED LANDFILL LIFE EXPECTANCY



SATELLITE TRANSFER STATIONS

A separate review of the Satellite Transfer Stations, including the 'Buy Back' centres has been undertaken with recommendations for their management. Future iterations of the Strategy will be updated accordingly with decisions by the Council that review. This Strategy concentrates actions on recycling initiatives at the transfer stations.

About 29,536 tonnes of material were handled at the nine transfer stations, with 15,084 tonnes being recycled (51% green waste, 29% scrap steel, 6% builders waste, remaining 14% includes cardboard, timber, mixed recyclables, buy back, mattresses, e-waste, tyres and oil), and 14,454 tonnes transferred to West Nowra for landfilling (based on 2017/18 data). A breakdown of tonnages received by transfer station is provided in Table 2 which shows tonnages of waste and recycling of less than 1,000 tonnes per year is handled by the Bendalong, Kiola, Kangaroo Valley and Lake Conjola sites.

TABLE 2: TONNAGES OF WASTE AND RECYCLABLES AT SATELLITE TRANSFER STATIONS 2017/18

Transfer Station	Waste (t)	Recyclables (t)	Total (t)
Bendalong	159	249	407
L Conjola	169	385	554
K Valley	273	559	832
Kioloa	271	688	959
Sussex	741	1,296	2,037
Callala	903	1,750	2,653
Berry	1,143	2,142	3,284
Huskisson	5,461	3,567	9,028
Ulladulla	5,334	4,448	9,782
Total	14,454	15,084	29,536

Transfer Station	% Recycled
Bendalong	61
L Conjola	70
K Valley	67
Kioloa	72
Sussex	64
Callala	66
Berry	65
Huskisson	40
Ulladulla	45
Total	61

SHOALHAVEN WASTE MANAGEMENT STRATEGY

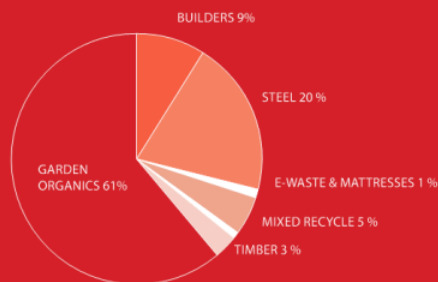


FIGURE 4: % RECYCLABLES RECEIVED AT SATELLITE TRANSFER STATIONS

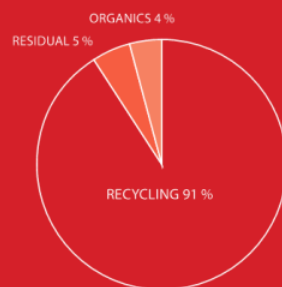


FIGURE 5: AVERAGE COMPOSITION OF RECYCLING BIN

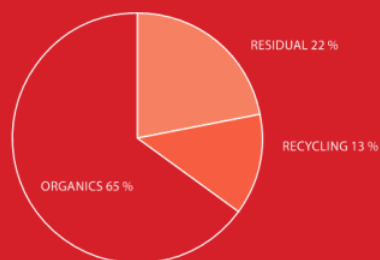


FIGURE 6: AVERAGE COMPOSITION OF LANDFILL (RESIDUAL) BIN

KERBSIDE COLLECTIONS

Community Survey results

Mixed waste collection and recycling services were rated by the community as having high importance and high levels of service satisfaction in the '2017 Shoalhaven Community Survey: Management Report'.

Kerbside collections are contracted out and the Shoalhaven City Council has stipulated key performance indicators including the effective management and quick resolution of complaints. A review of the register over the past three years shows that most complaints are resolved within a 24 to 48 hour timeframe, and it is an action of the Strategy to maintain these levels of customer satisfaction.

Waste composition

The average composition of the domestic kerbside (red lid) landfill bin and (yellow lid) recycling bin has been analysed from waste audits conducted in 2007, 2008, 2011 and 2013. Findings indicated that on average:

- 65% of the red lid 'landfill' bin is organic (food, garden and contaminated paper/cardboard);
- 13% of the red lid 'landfill' bin are materials that are recyclable in the yellow lid 'recycling' bin;
- 22% of the red lid 'landfill' bin is non-recyclable; and
- 9% of the yellow lid 'recycling' bin is not recyclable (classified as contamination).

Periodic communications campaigns and development of two short films are actions in the Strategy to inform and remind householders around sorting and placing items in the correct bin, and the impacts on recycling rates and waste to landfill. The "Get It Sorted" messaging will continue to be used. The home composting workshops have proved a successful initiative in reducing organic waste to landfill with over 12,000 participants since commencement in 2008. The Workshops will be expanded to incorporate "food waste" workshops conducted by local restaurateurs, and timings reviewed to endeavour to capture a wider audience (particularly the 29 to 45 year old sector).

Commercial services

An area raised in previous strategies has been the indeterminant basis for the provision of commercial kerbside collection services by Council. An action for this Strategy is to work with Council Planning Units to review and update the Development Application forms and associated Waste Management Guidelines; to give guidance on waste management in construction and demolition phases as well as ongoing operations for developments.

BULK SERVICES

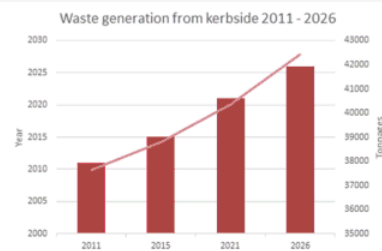
A bulk pick up service is available for residents. Residents contact the Waste Service Unit to organise the collection of bulk or green wastes. Residents can use an appropriate and valid waste disposal voucher or pay on use for this service. Bulk items are sorted and separated and in some cases retrieved for sale through the 'Buy Back' centres or sent for recycling. Green waste received on a bulk basis generally contains minimal contaminants enabling it to be processed at the West Nowra landfill.

Uptake of this service has been somewhat slow and communications received by the Waste Services administration team indicate there remains a lack of awareness. An action of the Strategy is to develop an advertising campaign to raise awareness and inform residents and property owners of the existence and terms of the 'on request' bulk waste pick up service. This may include working with real estate agents to target owners of holiday homes in the Shoalhaven.

BROAD CATEGORIES OF WASTE GENERATED

DOMESTIC KERBSIDE MIXED WASTE AND RECYCLING

Total domestic waste generated from mixed waste and recycling kerbside collections has increased from 2011 and is projected to continue to increase with projected population growth. In 2017/18 residents in the Shoalhaven City Council disposed of some 40,800 tonnes of waste and recycling through the red and yellow lidded bins.

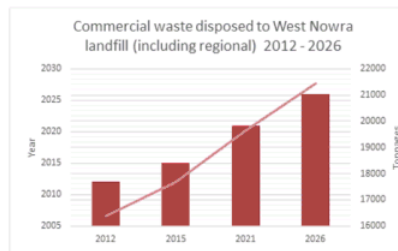


Increases in waste generation has impacted the overall recycling rate with rates decreasing by 2% over the past three years, to a current rate of 32%; translating to an additional 125 tonnes per annum disposed of to landfill as opposed to being recycled.

Actions outlined in this Strategy aim to improve the recycling rate by the various programs, projects and campaigns. Targeted communications across the mediums of social media, radio, print, cinema, bus shelters, booths in shopping centres, film, presentations at community meetings, stalls at farmers markets and so on will be used to address key messages. It is proposed to develop communications materials that are targeted towards the different age sectors, particularly the 'working sector' and 'retirees'.

COMMERCIAL AND INDUSTRIAL

Disposal of commercial waste has varied considerably decreasing by 26% in 2014/15 and then remaining consistent (+/-) 2% over the next 3 years. A number of factors could contribute to this variation including opening of new businesses to service increasing population trends, disposal of significant volumes due to a quality manufacturing issue or differing categorisation of waste year on year when recorded at the weighbridge. Actions outlined in this Strategy aim to encourage commercial businesses improve recycling and implement resource recovery initiatives.



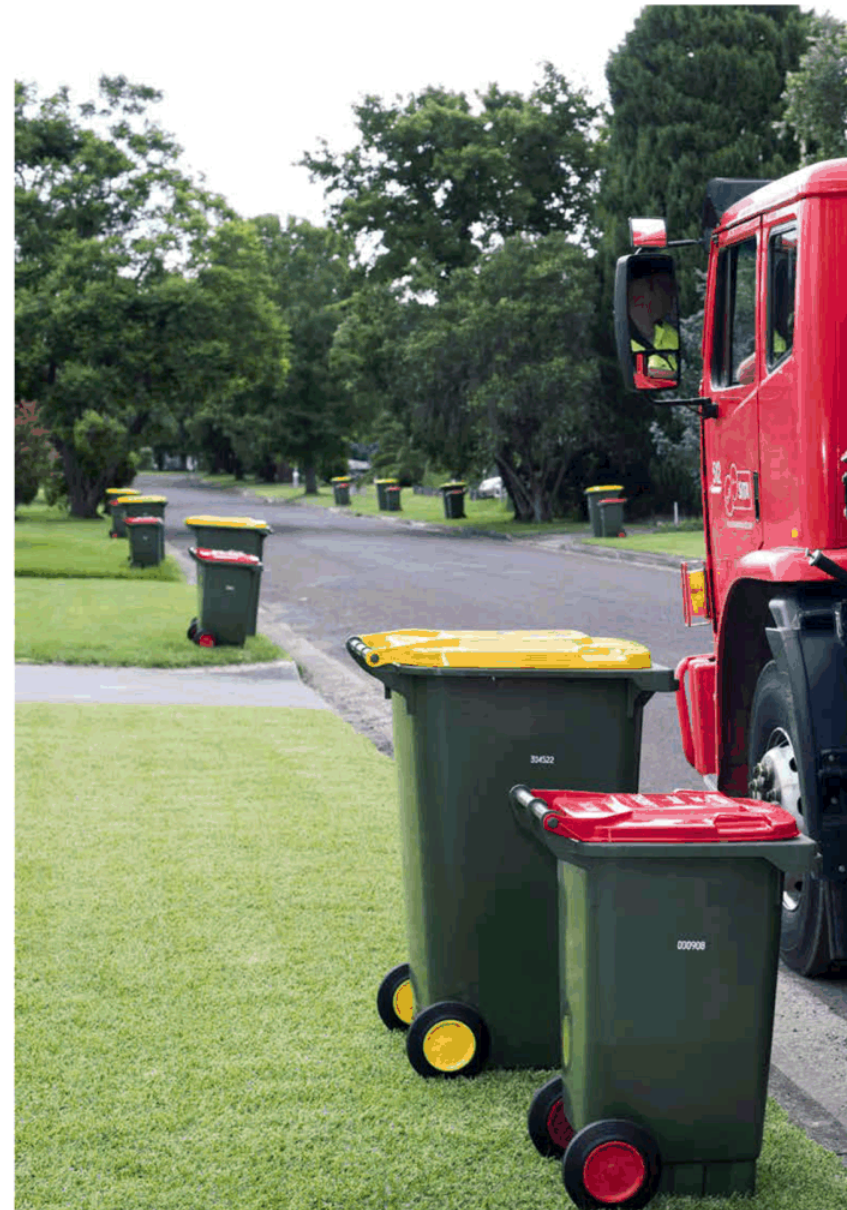
*Assumes 10% growth rate 2015

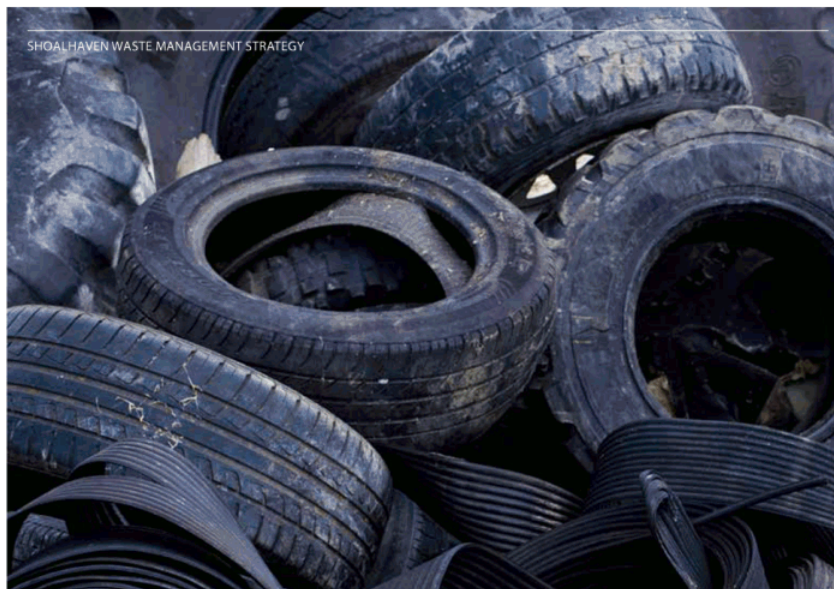
CONSTRUCTION AND DEMOLITION

Disposal of construction and demolition (C&D) waste has also varied considerably decreasing by 27% in 2014/15, increasing by 50% in 2015/16 then decreasing by 35% in 2016/17 with a relatively small increase of 5% in 2017/18. Waste Services has implemented a number of actions at the West Nowra landfill site to separate and sort C&D waste prior to landfilling and extract steel where safe to do so from the landfill face. Actions outlined in this Strategy aim to support the local C&D Recyclers to increase capture of recyclable materials, and encourage developers and builders to dispose of materials to the recycling industry as opposed to landfill.



*Assumes a growth rate of 5% based on 2015 data





HAZARDOUS WASTES

Wastes such as consumable batteries, car batteries, electronic waste, tyres and household chemicals have the potential to leach harmful environmental toxins when they degrade. The nature of gas bottles means they can explode when compacted. Whilst asbestos containing materials (ACMs) can present health and safety issues when being disposed of and can contaminate the land if not handled or disposed of appropriately.

The Shoalhaven City Council has been proactive in diverting these problematic wastes from landfill for a number of years. In 2017/18, just over 141.7 tonnes of household hazardous waste was diverted from landfill in the Nowra and Ulladulla districts alone.

Management of these wastes is ever evolving and subject to meeting the challenges of changes to local recycling options, collection and handling requirements, new technological processing opportunities and state policy directions.

HOUSEHOLD HAZARDOUS WASTE

To meet these challenges and safely dispose or recycle hazardous waste and address one of the WARR Strategy 2014-21 objectives of reducing environmental harm from waste, Council, with part funding through the EPA Environmental Trust, have constructed a Community Recycling Centre (CRC) at West Nowra, with 9 Satellite CRC drop off centres at each of the other transfer facilities.

Residents and small enterprises are able to dispose of paints, used oil, batteries (including lead acid and other household batteries), domestic gas cylinders, conventional tube and compact fluorescent lamps (CFLs), and smoke detectors, at ten under covered facilities encompassing an undercover area of 336m².



ASBESTOS

Shoalhaven City Council is licensed to accept Asbestos at West Nowra and Ulladulla Recycling & Waste Depots. Asbestos must be presented for disposal in accordance with WorkSafe Australia guidelines and NSW regulatory requirements Policies and safe work procedures are in place for the handling of asbestos and asbestos containing materials (ACM). Increased regulatory requirements and tracking systems introduced by the NSW EPA in 2015 have been accommodated into these best practice work procedures.

Disposal of asbestos is charged according to the charges listed in the relevant Integrated Strategic Plan: Fees and Charges.

TYRES

In 2017/18, 46 tonnes of tyres were collected from landfill depots for recycling. Council will continue with current actions enabling the recycling and diversion of tyres from landfill.

ELECTRONIC WASTE

The Waste Services has been proactive in the recycling of electronic waste for a number of years. Currently, electronic waste is sent interstate for recycling with 508 tonnes recycled in 2017/18.

The National Television and Computer Product Stewardship Scheme commenced in 2011, however, the collection, recycling and setting of targets were not conducive to regional conditions.

BULK WASTE STREAMS

Bulk wastes such as green waste, mattresses and carpeting are especially difficult to compact given their makeup and / or density. Furthermore, it is not economical to landfill this waste given the volume of air space consumed versus compaction achieved. For example, a double mattress consumes about 1m³ after compaction effort equating to \$300 in landfill air space. A number of actions in the Strategy address maintaining diversion of these bulk wastes from landfill and improving resource recovery.

GREEN WASTE

Council accepted 10,988 tonnes of green (garden) waste at its 10 facilities in 2016/17. The material is separated, shredded and processed into a pasteurised organic product that is available for residents to collect and use at no charge. Actions in the strategy are to review the process and make ongoing improvements to the quality of the product. A green waste kerbside collection bin has been considered as part of the service, but is not accepted by a majority of the community. Previous community polls indicate that a green waste bin receives only 50% support. This is mainly due to the additional cost to provide the service, but also the many residents who practice home sustainability measures such as composting and have no need for additional bins at an additional cost. The proposed alternative waste technology is intended to process and recycle all wastes, including green and food waste, and is potentially compatible for the current 2 collection bin service.

MATTRESSES

The SCC has aligned with Resource Recovery Australia to divert mattresses from landfill by dismantling component parts that can be recycled (foam, springs and timber). Residents can drop mattresses at Satellite Transfer Stations at a price that covers the cost of recycling the mattress. 292 Tonnes of mattresses or about 12,500 mattresses were recycled in 2016/17.

As previously described, aged care facilities and tourism are the two biggest industries in the Shoalhaven region. It is not currently known how old mattresses are disposed of once replaced from these industries, and their contribution to commercial waste in landfill. There could be 'Buy Back' practices in place on the purchase on new mattresses or schemes could exist whereby mattresses are taken in bulk to recycling facilities (though businesses generally do not have the storage space available). An identified opportunity for the Waste Services is to work with the aged care facilities and accommodation providers to encourage use or development of 'Buy Back' services for mattresses and increase diversion from landfill, and this forms an action in the Strategy.

EVENT MANAGEMENT

The Shoalhaven City Council operates a tourism division, Shoalhaven Holidays. Shoalhaven Holidays is focused on promoting the region as an unspoilt tourist destination. Hosting of events in the region is a major area of promotion, and indeed economic input to the region. The SCC has developed a 'Sustainable Events Policy' recommending to event organisers that "sustainable waste management should incorporate the waste hierarchy" philosophy. Supporting the Policy is the 'Community Events Information Kit' with Part 5 dedicated to running sustainability events to ensure minimal impact to the environment.

An action in the Strategy is to develop a 'Guide to Waste Management for Events in the Shoalhaven' to complement advice and considerations for effective waste management and increase of recycling outlined in the Kit.

COUNCIL FACILITIES

The Shoalhaven City Council has implemented a number of waste minimisation practices within its administration buildings including default double-sided printing, dry recyclable collections, sustainable procurement policies, and initiatives directly run by the Waste Services including recycling mobile phones, of old pens, pencils and markers, and worm farming for lunchtime organic scraps.

There is the potential for these and other initiatives to be expanded within the administration buildings and also to other Council facilities including libraries, community centres, and recreation centres. An action in the Strategy is to review current waste management practices across Council facilities, and determine where additional initiatives can be implemented.

The Shoalhaven City Council also own and operate a number of camping and caravan facilities. An action of the Strategy is to update the waste minimisation guide, developed specifically for these sites by the Waste Services



LITTERING AND ILLEGAL DUMPING

In 2016/17 alone, almost 1,500 tonnes of litter or illegal dumping was disposed to landfill, and this figure has been increasing year on year. Litter and illegally dumped rubbish is a highly visible form of pollution that presents a loss of resources that costs Shoalhaven City over \$1 million annually to manage.

In 2015, the NSW State Government identified Litter and Illegal dumping as a priority waste initiative under the Waste Less Recycle More program. Council supports this priority in a number of ways including collaborating regionally to combine enforcement, infrastructure and education delivery programs. Council is actively engaged in the Litter- Regional Implementation Program (L-RIP), a new council litter prevention program to support the development and implementation of litter prevention plans identified in Regional Waste Strategies. Council regularly accesses grants to develop and implement Litter prevention projects in an effort to meet both local and state priorities for litter.

DISASTER MANAGEMENT

There are a number of Work Health and Safety (WHS) and operational procedures in place for management of waste in the event of severe flooding, fire etc. events. 'Free tipping' for waste generated as a result of these events is determined based on the number SES calls received, the extent of damage and the affected area/s. Implementation of these policies and procedures are an ongoing action for the Strategy.

FUNDING

Shoalhaven Waste Services are self-funded through two main sources. The annual Domestic Waste Charge provides funding for the domestic kerbside collection service and recycling or landfilling of the material collected, while the ten waste facilities are funded through gate fees applied to incoming loads of waste. The budget, both capital and operating, is developed to be cost neutral, with any surplus placed in a reserve and shortfalls taken from the reserve.



Action	Short Description	Target / Outcome	Responsible group/role	Audience
SUMMARY OF INFRASTRUCTURE ACTIONS				
Construct 'Alternative Waste Treatment' technology	• Award of tender and construction of AWT technology to commence in 2018	• Construction of a Resource Recovery Park incorporating Alternative Waste Treatment technology. • Operational by 2020.	Waste Services	All
Construct 'Transfer Station' at the West Nowra landfill	• Construction of transfer station at the West Nowra landfill to maximise resource recovery and mitigate risks associated with public access on an operational site	• Construction of the transfer station • Improved site OH&S • Improved recovery	Waste Services Consultant	Consultant SMEs
Construct 'Community Recycling Centre' (CRC)	• Construction of 10 uncover permanent facilities for the collection of household hazardous waste, and waste from sme's located at SCC landfills and depots.	• 1 x120m2 facility at West Nowra landfill • 9 x 24m2 facilities at Huskisson, Ulladulla and each of the 7 depots	Waste Services	Residents
Develop 'Waste Minimisation Learning Hubs' / Education Centre	• Develop transportable 'Waste Minimisation Learning Hubs' at selected SCC library facilities and expanding to selected community centres. The hubs will be open to community groups, adult education and schools.	• Development of 1 hub per year to a maximum of 3 hubs	Waste Services Events / marketing company	Community Schools In house – Council libraries etc
Seek Development Approval for Landfill	• Development approval for the extension to West Nowra landfill which is projected to close in 2024.	• Obtain State Government Development approval.	Waste Services consultant	Residents, Businesses, Council
SUMMARY OF POLICY ACTIONS				
Develop 'Waste Minimisation Learning Hubs'	• Develop transportable 'Waste Minimisation Learning Hubs' at selected SCC library facilities and expanding to selected community centres. The hubs will be open to community groups, adult education and schools.	• Development of 1 hub per year to a maximum of 3 hubs	Waste Services Events / marketing company	Community Schools In house – Council libraries etc
Create a "Recycle Wall" at the proposed CRC	• Utilise wall space at the proposed CRC to inform and educate about recycling and resource recovery in the Shoalhaven	• Recycling information readily visible for customers	Waste Services	Customers
Develop guide for waste and recycling at events in the Shoalhaven	• Review of Events Sustainability Policy Development of Events Waste Minimisation Guide	• Development of 'Events – Policy and Waste Management Guide' for events in line with the SCC Sustainable Events Policy	Waste Services Shoalhaven Holidays	Community Event organisers Waste service contractors / consultants
Develop 'Toolkit' for the recycling of C&D wastes	• Develop 'Toolkit' specific to the Shoalhaven on the recycling of C&D wastes on construction / development sites, and distribute to the business sector to encourage increased recycling	• Development of Shoalhaven C&D Recycling Toolkit Update of business sector / download of fact sheets from website	Waste Services Consultant	Land developers Construction companies Project managers
Update Waste Management Development Application template	• Update the Waste Management Development Application template, and develop several versions pending the major DA requests eg. events, camping, construction, upgrade facilities	• Development of several Waste Management Plan templates to facilitate and streamline effective DAs	Waste Services SCC Planning Unit Shoalhaven Holidays Shoalhaven Economic Development Consultant	In house Planning Unit Entity submitting DA
Advocate to the NSW EPA's 'Love food, hate waste' campaign	• Advocate to the NSW EPA 'Love food, hate waste' campaign to work on a state basis with celebrity chefs to inform audiences about food waste	• Written correspondence re. advocacy for celebrity chef campaign	Waste Services Southern Councils Group	NSW PEA
Investigate re-establishment of e-waste product stewardship scheme	• Continue discussions with the Department of Environment accredited Television and Computer Product Stewardship Scheme "Arrangements" to determine viability of establishing a contract under the Scheme.	Review of "Arrangements" service offering, costs and logistics in line with the DoE announced rise in e-waste capture targets	Waste Services Resource Recovery Coordinator	Waste Services Resource Recovery Coordinator
Monitor the potential for environmental pollution from landfill	• Continue with quarterly monitoring of landfill leachate, gas and threats to biodiversity as per the EPA Environmental Protection License (EPL)	Meet EPL conditions.	Waste Services	EPA
Support organic food waste in-situ	• Support establishment of a small scale in-situ organic food waste processing trial through support of BinTrim program	Support of BinTrim program	BinTrim consultant Waste Services	Business NSW EPA

Action	Short Description	Target / Outcome	Responsible group/role	Audience
SUMMARY OF PROGRAM ACTIONS				
Establish e-waste recycling contract	• Organisation of logistical and contractual arrangements for the economically viable, and socially and environmentally credible recycling of e-waste	80% e-waste is recycled	Waste Services	Waste Services
Run 'Home Sustainability Workshops'	• Continue funding of contractor run 1.5 hour workshops covering household sustainability topics	Conducting 10 workshops per annum Above 90% satisfaction with workshop content and delivery	Waste Services	Community Residents University students
Run 'Love Food Hate Waste' workshops	• Organise 2 workshops for 'Love Food Hate Waste' with a celebrity chef and in line with the NSW EPA program	Conducting 2 workshops per annum Above 90% satisfaction with workshop content and delivery	Waste Services	Community Residents (Target working sector >25 to <55 age sector)
Investigate carpet tile and underlay recycling in the SCC	• Organise logistics at West Nowra landfill for the separation and collection of carpet tiles and underlay, for recycling by third parties	Feasibility into the establishment of carpet tile and underlay recycling services	Waste Services	Business In house
Fund waste management at selected events in the Shoalhaven targeted at >24 to <50 year olds	• Develop criteria by which to determine funding to a maximum of \$3,000 for waste management for an event, and use events to increase awareness of waste / recycling services to >24 to <50 year olds	Effective waste management for increased recycling	Waste Services Waste services contractor/s	Community >24 to <50 year olds
Continue the 'King and Queen of Green'	• Continue and create a schedule for pre and primary schools for the 'King and Queen of Green' shows	Above 90% satisfaction with content and delivery 10 performances to a variety of schools across the region	Waste Services	Schools
Implement the 'Waste Warriors'	• Implement a schedule for primary schools for the 'Waste Warriors' shows	Above 90% satisfaction with content and delivery 20 performances to a variety of schools across the region	Waste Services	Schools
Expand the "Tip Tours" education program	• Expansion of the "Tip Tours" program providing an educational experience of waste recovery and resource centres	Expansion of the "Tip Tours" program initially targeting: o All high schools in the Nowra vicinity (2016) o High schools in the SCC (2017) o Primary schools in the SCC (2018)	Waste Services	All
Review waste and recycling generated in Council admin and facility buildings	• Review waste generated in house by Council and from Council operated facilities to develop a baseline from which to improve and determine initiatives, and determine waste streams to target	Increased diversion from landfill by increased recycling Reduction in mixed waste tonnages	Waste Services	In house
Organise "home sustainability" stall at show / markets	• Organise for "home sustainability" stall at one show and 3 markets to promote organics recycling and advertise the workshops	One stall at show and 3 at markets	Waste Services	Community
Organise Responsible Cafes	• Work with the Shoalhaven Entertainment Centre and other coffee shops to implement the "Responsible Cafes"	Set up of SEC as 'Responsible Café' followed by 11 others to 2020/21	Waste Services	Community Business
Organise and coordinate "Upcycle" event	• Organise an "Upcycle" event with the local businesses, gaining corporate sponsorship from the waste services, recycling and wider business community eg. Coles etc.	Organisation of "Upcycle" event with waste and recycling message (with conference style booths)	Waste Services	Business Community EPA
Schedule community presentations	• Run 12 community presentations - one each month to community groups in conjunction with a morning tea	1 each month	Waste Services	Community Residents
Run DrumMuster	• Continue to run the DrumMuster program	Continuation of collections through the program	Waste Services	Business
Run Sharps	• Continue and expand the Sharps program	Continuation and expansion of collections through the program	Waste Services	Community Residents Business
Organise Waste Expo every 2 years	• Arrange and run a waste and environmental expo at SEC	Well attended Expo	Waste Services	Residents Community Business & Council
Develop sculptures for landfills	• Develop sculptures from recovered resources for display at the West Nowra and Huskisson landfills	One at West Nowra and one at Huskisson	Waste Services	Residents
Run Household Hazardous Waste Drop Off	• Continue to run the Household Hazardous Waste Drop Offs days	Continuation of collections through the program	Waste Services	Residents Community

Action	Short Description	Target / Outcome	Responsible group/role	Audience
SUMMARY OF PROGRAM ACTIONS				
Research and evaluation	• Undertake research to inform development of advertising / communications campaigns and make better use of social media	• Report recommending future campaigns for advertising / communications.	Waste Services Consultant	In house
Develop communications campaign to work towards increasing the recycling rate	• Develop bi-annual ongoing campaign targeted at various audiences via various mechanisms	• Ongoing communication plan implemented.	Waste Services Consultant	Community Residents Schools
Develop advertising campaign to inform and raise awareness of the bulk pick up service	• Develop advertising campaign to inform and raise awareness of the bulk pick up service	• Increased awareness through use of the service	Waste Services Marketing consultant	Residents Tourist (rate payers)
Develop education calendar	• Development of calendar for waste services	• Distribution of all residents within the Shoalhaven region	Waste Services Print business	Residents
Social media campaigns	• Run social media campaigns incorporating messages for "Recycling Week", countdown to "Christmas" etc	• Increased Community knowledge.	Waste Services SCC Social Media section	Residents Community
Run public perception survey	• Develop survey of appropriate questions and advertise for responses.	• Understanding of Community perception & targeted campaign plans.	Waste Services Consultant	
Advertising in newspapers	• Run advertising in newspapers to inform of various services, campaigns, events	• Informed Public.	Waste Services	Community
Advertising in targeted print media	• Run advertising in targeted print media to inform of various services, campaigns, events	• Informed Public.	Waste Services	All



10 Year Financial Plan (Capital Works Program)

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
West Nowra Cells Install Liner and Leachate Controls	555,233	600,000		600,000		600,000			600,000		
Access Roads (various facilities)	433,154		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Relocate/ refurbish buildings	50,000		50,000			50,000			50,000		
Covered bays for recyclable materials (various facilities)		300,000	300,000	200,000	200,000		250,000		250,000		
New transfer facility	2,000,000						50,000			150,000	
Solar/ communications/ security various depots	50,000		50,000		50,000				50,000	50,000	
Leachate management infrastructure (3 facilities)				200,000			500,000				200,000
Weighbridge upgrades (2 facilities)	300,000				200,000					200,000	
AWT/ Organic Processing	2,500,000	2,000,000	500,000	6,000,000	4,000,000						
Education centre		250,000	700,000	300,000							
Landfill extension	350,000	50,000						1,500,000	1,500,000	500,000	
Landfill closure & rehabilitation					200,000	300,000	400,000	200,000			
Total Works	6,238,387	3,200,000	1,800,000	7,500,000	4,850,000	1,150,000	1,400,000	1,900,000	2,650,000	1,100,000	400,000
Plant replacements	1,497,500	1,440,000	750,000	795,000	1,520,000	1,120,000	720,000	320,000	660,000	1,450,000	1,125,000
Total Plant plus Works	7,735,887	4,640,000	2,550,000	8,295,000	6,370,000	2,270,000	2,120,000	2,220,000	3,310,000	2,550,000	1,525,000

It is anticipated that loan funding will be required in 2020/2021 in order to provide Council's input into the Alternative Waste Treatment and Processing option. The Waste Reserve balance is used to modulate potential changes to the annual domestic waste charges, with end of financial year positive balances used to top up the Reserve and negative balances will draw from the Reserve. This is in accordance with the Reasonable Cost Calculation for domestic waste management as outlined in the Department of Local Government Council Rating and Revenue Raising Manual. Changes in the Reserve balance from year to year may result in a review of some of the less urgent or essential works in the Capital works program.

Major Infrastructure / Capital Works	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21
Construct 'Alternative Waste Treatment' Technology																
• Draft Tender Documents																
• Tender																
• Award																
• Development Approvals																
• Construction																
• Operation																
Construct 'Transfer Station' at West Nowra Landfill																
• Design																
• Tender and award																
• Construction																
• Implementation and Operation																
Construct New Landfill Cell																
• Earthworks, geosynthetic liner, leachate collection pipework, drainage																
Landfill Extension Approval																
• Draft EIS																
• Submit to NSW Planning for approval																
• Obtain Approval																
• Commence Preliminary site works																

EVALUATIONS OF OUTCOMES / TARGETS

The Waste Services intends to monitor and report on progress regarding actions in the Strategy and has developed clear, transparent monitoring and reporting systems for each action. Accurate information will endeavour to be obtained from internal and external sources, and recorded under the Resource Recovery Work Plans for reporting (example below). Evaluations of actions and supporting records, data and documentation will be filed under G:\Waste Management Share\ Resource Recovery Work Plans. Each evaluation of actions will be reviewed by the appropriate Waste Services Officer and steps taken to intensify, modify or remove the action for the subsequent year. Actions in the Strategy will be updated accordingly.

Example of evaluation and reporting on Strategy actions:

Action: Run 'Food Leftovers' workshop

Targets:	Outcome 2016/17	Report references	Recorded by	Strategy updated
1. Conduct 4 workshop with restaurants				
2. Aim for participation rates of above 25				
3. Achieve from 90% satisfaction with content and delivery				

Discussion of outcomes:

Action 'next steps':

REFERENCE AND SUPPORTING DOCUMENTS





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