



**Illawarra Shoalhaven Joint Organisation**  
**Board Meeting**  
**Friday 14 June 2019**  
**Hosted by Kiama Municipal Council**  
**Council Chambers – Manning Street Kiama**  
**Agenda**

10.00am – 10.10am	Delegates assemble Tea / coffee on arrival Open Board Meeting
10.10am 10.30am	Lachlan Clark- Director Southern Cluster Office of Sport
10.30am – 11.00am	Nicola Johnstone, Program Leader Marine Strategy Implementation Aquatic Environment, Department of Primary Industries   Fisheries
11.00am – 11.20am	Sally Stevenson AM, General Manager Judy Daunt, Chairwoman Illawarra Women's Health Centre
11.20am – 1.00pm	ISJO Board meeting
1.00pm	Lunch



**Illawarra Shoalhaven Joint Organisation**  
**Board Meeting**  
**Hosted by Kiama Municipal Council**  
**Council Chambers, Manning Street, Kiama**  
**Friday 14 June 2019**

## Contents

1. Welcome & Acknowledgement of Country .....	4
2. Attendees and Apologies .....	4
3. Presentations & Guests including Parliamentary Members .....	5
4. Meeting Opening .....	5
4.1 Confirmation of previous minutes .....	5
4.2 Actions Arising from Previous Meeting .....	5
4.3 Correspondence .....	5
4.4 Consideration of Late Business .....	5
4.5 Declaration of Interest .....	6
5. Reports .....	7
5.1 Chairman's Minute .....	7
5.2 Department of Premier & Cabinet Update .....	8
5.3 Office of Local Government Update .....	11
5.4 ISJO General Managers' Committee Report .....	12
5.5 Management Report of ISJO Chief Executive .....	14
6. Matters for Strategic Decision Making .....	18
6.1 ISJO Strategic Plan 2019 – 2021 .....	18
6.2 ISJO Business Plan 2019 – 2020 .....	20
6.3 ISJO Logo and Brand .....	21
6.4 City Deals .....	22
7. Matters for Board Endorsement .....	24
7.1 Adoption of ISJO Budget and Statement of Revenue Policy 2019-20 .....	24

7.2	2017-18 Audited Financial Statement (Voluntary ISJO Entity) .....	25
7.3	Code of Meeting Practice.....	27
8.	Matters for Noting .....	28
9.	Late Business Item .....	28
10.	Next Meeting .....	29

## 1. Welcome & Acknowledgement of Country

---

Kiama Municipal Council Mayor Mark Honey, to welcome Board and provide an Acknowledgement to Country.

---

## 2. Attendees and Apologies

### Member Council Voting Delegates

#### Wollongong City

Clr Gordon Bradbery, Chairman  
Clr David Brown

#### Shellharbour City

Clr Marianne Saliba, Deputy Chairman  
Clr John Murray

#### Kiama Municipal

Clr Mark Honey  
Clr Neil Reilly

#### Shoalhaven City

Clr Amanda Findley  
Clr John Wells

### Member Council General Managers Non-voting delegates

Carey McIntyre, Shellharbour City  
Kerry McMurray, Kiama Municipal  
Stephen Dunshea, Shoalhaven City  
Greg Doyle, Wollongong City

### Department of Premier & Cabinet

Anthony Body, Director Illawarra Shoalhaven  
Region  
Kirstan Fulton, Deputy Director, Regional  
Coordination - Illawarra-Shoalhaven

### Office of Local Government

Elizabeth Dixon, Council Engagement  
Manager

### ISJO

Leanne Taylor, Chief Executive  
Tracey Maguire, Procurement Coordinator

### Guests

Lachlan Clark- Director Southern Cluster,  
Office of Sport

Nicola Johnstone, Program Leader, Marine  
Strategy Implementation, DPI

Judy Daunt, Chairwoman and Sally Stevenson  
AM, General Manager, Illawarra Women's  
Health Centre

### Apologies

### 3. Presentations & Guests including Parliamentary Members

---

10.10am – Lachlan Clark, Director Southern Cluster for the Office of Sport

10.30am – Nicola Johnstone, Program Leader Marine Strategy Implementation, Department of Primary Industries

10.50am – Sally Stevenson AM, General Manager and Judy Daunt, Chairwoman, Illawarra Women's Health Centre

**Parliamentary Session TBC:**

---

### 4. Meeting Opening

#### 4.1 Confirmation of previous minutes

##### **Recommendation**

That the Board endorse the minutes including the above amendment from the ISJO Board meeting held on Friday 3 May 2019 hosted by Shoalhaven City Council.

---

#### 4.2 Actions Arising from Previous Meeting

---

#### 4.3 Correspondence

Copies available on our extranet

- Item 4.3a – ISJO outgoing to Minister for Local Government seeking financial support
- Response from Member for Kiama
  - Response from Minister for Local Government

- Item 4.3b – Correspondence from Deputy Premier re framework for collaboration with JOs
- 

#### 4.4 Consideration of Late Business

**Background:** The ISJO Constitution allows for the consideration of late business if, at the commencement of the meeting, items are listed for possible discussion at the conclusion of tabled business and if there is general agreement by delegates that it is appropriate to discuss the matters on the day.

**Recommendation** that any items of Late Business be noted for later discussion.

---

#### 4.5 Declaration of Interest

In accordance with ISJO's Code of Meeting Practice and specifically Section 451 of the Local Government Act, 1993 declarations of interest are required by Councillors and designated staff attending the meeting.

## 5. Reports

### 5.1 Chairman's Minute

---

**Recommendation:**

That the information be received and noted.

---

As we approach the first year anniversary for ISJO there is much to celebrate. Unfortunately I am also deeply concerned about the financial situation we find ourselves in as we head into our second year with a deficit budget. The State Government have high expectations of Joint Organisations but unfortunately apart from the initial seed funding of \$300,000 last year, they have not committed any additional funds to enable any of the 13 Joint Organisations across the state to fully establish themselves, let alone develop enterprises capable of generating an income stream. It is worth noting that along with ISJO, the majority of Joint Organisations in NSW will be operating with a deficit budget for the 2019/20 financial year.

Both myself and the Chief Executive have recently lobbied the Deputy Premier and Minister for Regional NSW, Industry and Trade John Barilaro, the Minister for Local Government and Member for South Coast Shelley Hancock, the Minister for Families Communities and Disability Services and the Member for Kiama Gareth Ward, and the Member of the Legislative Council for the Shooters and Fishers Party Mark Baniassak for additional funding. To date no advice of additional funding has been forthcoming.

At the JO Chairs meeting on 30 May I proposed a funding model where the State Government contributes funding of \$300,000 each year for the next three years, which was supported. This additional State Government funding would provide baseline funding in addition to member council contributions and any project grant funds. Further detail on the proposed funding model can be found in section 5.5 of these papers. I implore all members of the ISJO Board to support my suggested funding model in any of your communications with State Government.

The opportunity to continue to build on the first year of ISJO's operations is very important to raising the profile of our region. We need to review our regional priorities, refresh our current branding and key messaging – all of which I look forward to exploring with you further at our Board meeting on 14 June.

**Clr Gordon Bradbery AM**

**Chairman, ISJO**

## 5.2 Department of Premier & Cabinet Update

---

**Referred by:** DPC

**Author:** Anthony Body

**Attachment:** **Confidential Item 5.2** - Illawarra Shoalhaven Sports Facility Plan (draft) and supporting Summary Data (issued under separate cover)

---

### Recommendation

That the Board accept and note the Department of Premier & Cabinet report.

---

### Background

Anthony Body, Director, DPC Regional Illawarra Shoalhaven will provide updates on the initiatives of the Leadership Executive, programs and announcements involving local government.

### Current Situation

#### NSW Government / ISJO Projects

##### NSW South Coast Marine Tourism Strategy (SCMTS)

- The SCMTS Implementation Working Group met on 9 May 2019. Key actions already delivered by this group include:
  - Upgraded existing elevated boardwalk at the Minnamurra Rainforest Centre in Budderoo National Park
  - Developed route for Murramarang South Coast walk in Murramarang National Park
  - Developed route for Light to Light walk in Ben Boyd National Park
  - Undertaking Destination Network product audit of nature-based experiences to determine market needs and insights
  - Secured incubator funding for 'Birdhaven' event in Shoalhaven Heads
- On 2 May 2019, Elton Consulting facilitated a workshop to scope the focus themes for the South Coast Cruise Strategy (Action 3.3). The Cruise Strategy will be built on four key pillars, being visitor experience, skills, infrastructure and marketing and promotion. The workshop was attended by relevant NSW Government agencies as well as Wollongong City Council (representing ISJO), Bega Valley and Eurobodalla Councils.

##### Western Sydney – Illawarra-Shoalhaven Action Plan (WSIS Action Plan)

- The second workshop to develop the WSIS Action Plan was held on 13 May 2019, facilitated by Elton Consulting. There was a lot of goodwill in the room and great discussion on possible areas for collaboration between the two regions.
- As noted by many stakeholders throughout the process, the discussion to date has been dominated by Illawarra-Shoalhaven, Wollondilly and Campbelltown stakeholders.
- A project variation has been negotiated by the Steering Committee to increase the emphasis on building relationships between the two regions to ensure broader buy-in and support for the project.



- Elton Consulting will now deliver a 'Roadmap to Collaboration'. It will be a visionary document that articulates mutual benefits and areas for potential collaboration, as well as recommended actions.

#### Illawarra Shoalhaven Leadership Executive

- The Illawarra Shoalhaven Leadership Executive (ISLE) met on 31 May 2019.
- Leanne represented ISJO and provided an update on the 2019 Strategic Direction review. This was followed by a discussion on alignment between state and local government priorities.
- The 2019-20 Statement of Intent has been drafted. Key projects to be delivered include:
  - NSW South Coast Harbour Activation
  - NSW South Coast Cruise Strategy
  - Illawarra Wingecarribee Accord
  - Infrastructure Skills Legacy Program
  - Country University Centre Ulladulla
- We also discussed emerging projects, including the Regional Dairy Project and the Regional Youth Strategy, to secure buy-in from ISLE agencies and scope cross-cluster opportunities in these areas.
- The Statement of Intent will be fully endorsed at the August ISLE meeting.

#### Sports Facility Plan

- Strategic Vistas (Bill Tatnell) has now completed the draft Sports Facility Plan. The Plan identifies the priorities for regional, state and national level sport facilities through a series of meetings, workshops, council data gathering and stakeholder consultation.
- The Office of Sport is finalising the Sports Facility Plan. It is expected this work will be complete by August 2019.

#### **Government Announcements**

##### Regional Youth

For the first time, NSW has a Minister for Regional Youth who will give young people outside the city a voice at the cabinet table. This Minister for Regional Youth, the Hon. Bronwyn Taylor will:

- Deliver NSW's first Regional Youth Strategy
- Establish a new Regional Youth Taskforce of community leaders and youth specialists
- Establish the Office of Regional Youth in the Department of Premier and Cabinet
- Commit \$50 million of the next round of the Stronger Country Communities Fund specifically for projects and programs aimed at supporting young people in the region.

##### Albion Park Rail Bypass

- Community information session held on 13 June to provide further information on the Albion Park Rail bypass project.
- Over the coming months, work will begin to install concrete foundations for the 13 bridges across the project, starting at the twin bridges over Yallah Road and Macquarie Rivulet.

### Shoalhaven Hospital Car Park

- The first concrete pour of the \$11.8 million multi-storey car park at Shoalhaven District Memorial Hospital has been completed.
- The new car park will provide more than 220 new spaces (increasing total to over 550 spaces).
- The project is on schedule to be complete by the end of 2019.

### Minnamurra Rainforest Centre

- Construction has commenced on the \$2.17 million refurbishment of the Minnamurra Rainforest Centre at Budderoo National Park.
- When complete, the Rainforest Centre will include a new café, education and function areas, a new information counter and more toilets.
- Construction is due to finish in December 2019.

---

### **Financial / Resource Implications**

Nil.

[Link to Contents](#)

### 5.3 Office of Local Government Update

---

**Referred by:** OLG

**Author:** Elizabeth Dixon

**Attachment:** Nil

---

#### **Recommendation**

That the Board accept and note the report.

---

#### **Background**

Elizabeth Dixon, Council Engagement Manager with will provide a verbal update from the Office of Local Government.

---

#### **Financial / Resource Implications**

Nil.

[Link to Contents](#)

## 5.4 ISJO General Managers' Committee Report

---

**Referred by:** ISJO

**Author:** Chief Executive

**Attachment:** Nil

---

### **Recommendation**

That the Board receive and note the report.

---

The General Managers' Committee met this reporting period on Thursday 6 June. The meeting followed the revised format agreed to in April with the four General Managers and ISJO's Chief Executive meeting at 7.30am in Kiama for a two hour breakfast meeting. Holding the meeting over breakfast enabled a forum for collegiate, relaxed discussion and decision making. The outcomes of the meeting are as follows:

#### ISJO Strategic Plan

The four General Managers reviewed the draft ISJO Strategic Plan, discussing the regional priorities and points for advocacy, which were supported. Considerable discussion of the inter-Council Committee structure and purpose was undertaken to ensure a regional outcomes focus and value add to achieving ISJO's regional priorities. This resulted in a decision for the committee structure to change from a focus on regional sharing and networking to that of working groups focussed on the achievement of regional projects. Further work is now being undertaken to identify themed working groups where the General Managers will subsequently identify suitable senior staff to participate. These working groups will be held quarterly, facilitated by ISJO, and supported to develop project plans that deliver on outcomes agreed to by the General Managers.

The options for Shared Services was also discussed, with General Managers agreeing to support ISJO's Chief Executive in exploring entrepreneurial activities so that future revenue streams could be generated. This will be an iterative process over the next year or so.

#### ISJO Business Plan

The General Managers noted the draft ISJO Business Plan, suggesting that some actions could be supported by existing member council systems.

#### ISJO Associates and Affiliates

In addition to inviting neighbouring Councils to become Associates, the General Managers discussed the option of developing a model for identifying appropriate private enterprise to be invited to become an ISJO Affiliate. These Affiliates were supported for the development of public/private collaborations and expanding our regional leadership platform.

#### Smart Water Project Agreement

All General Managers approved the participation of their Councils to participate in the Wollongong City Council initiated Smart Water Project Agreement in partnership with the University of

Wollongong and Lend Lease Communities (Calderwood) Pty Ltd and have signed the Smart Water Project Agreement.

#### Joint Organisations Funding

The Chief Executive gave a summary of the recent JO Chairs Meeting held at Parliament House on 30 May 2019 where the main topic of the day was the need for continuing State Government funding for Joint Organisations. Carey McIntyre advised that he and Mayor Marianne Saliba had met with the Minister for Local Government Shelley Hancock on 4 June and in their discussions had also discussed the need for additional State Government funding for ISJO.

#### Rural and Regional Management Challenge

All General Managers agreed to hold the Rural and Regional Management Challenge in the region, with Carey McIntyre offering Shellharbour City Council to be the host council. This will be held on 29 and 30 August 2019.

#### ISJO Insurances

The Chief Executive advised that while ISJO is currently insured by Civic Risk Mutual, paying a premium of approximately \$18,000 per annum, a proposal from Statewide Mutual has been received offering full insurance cover for zero premium. (Last year Statewide Mutual made a policy decision to offer free insurance cover to all NSW Joint Organisations.) A comparison of both insurance covers shows there is no material difference. Given ISJO's financial situation, the General Managers are supportive of Statewide Mutual's proposal but have asked for further advice on whether the contract for insurance would be valid if there was no premium paid before progressing further.

#### Emergency Services Levy

Each member Council's response to the unexpected increase in Emergency Services Levy was discussed.

#### Western Sydney – Illawarra Shoalhaven Action Plan

The two workshops held to date were discussed, with a suggestion that the Illawarra Shoalhaven General Managers join an existing Western Sydney General Managers Group that meets over coffee.

---

#### **Financial / Resource Implications**

Nil.

[Link to Contents](#)

## 5.5 Management Report of ISJO Chief Executive

**Referred by:** ISJO

**Author:** Chief Executive

**Attachment:** Item 5.5a - LSPS Regional Consultation with Peak Bodies Report  
Confidential Item 5.5b - Suggested Joint Organisation Funding Model (issued under separate cover)  
Item 5.5c - Expenditure Report on OLG Establishment Grant

### Recommendation

That the Board:

1. Receive and note the report
2. Endorse the extension of delivery of activities funded under the Joint Organisation Establishment Grant to 31<sup>st</sup> March 2020
3. Support the request from Local Government NSW re Emergency Services Levy letter

### Background

This reporting period has been a productive time for ISJO operations. My focus on relationship building, listening and developing strategic and business plans has been combined with attending regional committee meetings, facilitating workshops and presenting to regional forums. Here is a summary of relevant matters:

#### Current Significant Issues

##### Emergency Services Levy

As you are aware, the NSW Government increased the emergency services levy to all NSW Councils without consultation in order to cover associated costs related to firefighters contracting work related cancers. The aggregated additional cost to ISJO's four member councils is approximately \$718,000. ABC radio covered this matter on Wednesday 22 May where ISJO gave an interview summarising the impact on member Councils that went to air.

Set out below is a breakdown of additional costs for each member Council and how each have chosen to respond:

Council	Uplift in Levy	Council Response
Wollongong City Council	\$213,000	Additional funds have been allocated in FY19/20 budget to pay
Shellharbour City Council	\$135,000	Letter sent to National General Assembly (NGA) for matter to be added to agenda for next meeting requesting NGA to lobby various government departments
Kiama Municipal Council	\$ 55,038	Council has written to the Minister asking for a 1 year grace period
Shoalhaven City Council	\$315,607	FY 19/20 Budget has been adjusted to pay

Local Government NSW intends to lobby on behalf of councils for NSW Government to cover the additional \$19m increase for the first year; and for the NSW Government to work with NSW Local Government to redesign the future funding mechanism for the scheme to ensure fairness in the future.

Local Government NSW has asked each Lord Mayor/Mayor in NSW to write to the NSW Premier, Interim Opposition Leader; Minister for Customer Services; Minister for Emergency Services; Minister for Local Government; Shadow Minister for Local Government; Local and State Members; with a copy to Local Government NSW.

#### Local Strategic Planning Strategy (LSPS) Update

As discussed at ISJO's Board meeting in May, recent amendments to the Environmental Planning and Assessment Act 1979 introduced a new requirement for councils to prepare and make a Local Strategic Planning Statement (LSPS) which sets the context for planning priorities which meet the community's needs and deliver on key state and regional planning objectives.

On 6 May ISJO, in partnership with each member Council's Planning Director, facilitated a regional consultation workshop with regional peak bodies and stakeholders at Shellharbour Civic Centre. The workshop provided information on Local Strategic Planning Statements; explained where each member council was up to in their consultation and planning for their LGA's LSPS; and to hear from each peak body what their 20 year vision for the region was. This regional approach enabled the collection of feedback in a streamlined, whole of region systematised way. The outcomes of the consultation have been documented in a report which is attached as Item 5.5a.

#### Joint Organisation Funding Model

On 30 May, prior to the JO Chairs meeting at Parliament House, a State Government facilitated workshop was held in the morning where the Deputy Premier and Minister for Local Government talked about their vision for Joint Organisations. The Hon. John Barilaro's vision is for regional Joint Organisations to be at the decision making table with State Government. He indicated that he hoped eventually regional decision making would be handed over from State Government to Joint Organisations. He is still in favour of JO voluntary buy in (rather than it being mandated) where he saw the existing JOs being such a success that they would act as a magnet for other councils who haven't yet opted in. This vision was supported by The Hon. Shelley Hancock where she also saw JOs being different to ROCs through the additional opportunity for shared regional services and enterprises.

The workshop was then followed with Senior Executives from the Department of Premier and Cabinet outlining how grant funds had been expended across the State. They indicated that they will continue to work with JOs to deliver cross JO regional programs and procurement. Unfortunately there was no offer for ongoing JO State funding even though the majority of JOs had communicated prior to the workshop of funding shortfalls and deficit budgets for the FY 19/20.

As a result, ISJO Chair Cr Gordon Bradbery proposed a funding model comprising State Government baseline funding of \$300,000pa for the next three years, supplemented by member council contributions and grant funding for projects. This was agreed to by all JO Chairs and followed up in the afternoon's JO Chairs meeting where a letter was drafted setting out the proposed model, signed by all JO Chairs and hand delivered to the Minister for Local Government the following day. A copy of the proposed funding model is attached as Item 5.5b.

**Matters for approval**Expenditure and Progress report for JO Establishment Funding

Item 5.5c shows the expenditure and progress of activities funded by the NSW Government to assist Joint Organisation establishment. In order to deliver strategic projects into 2019/20, it is proposed to move the final report to 31<sup>st</sup> March 2020. This is permitted within the funding guidelines.

**Matters for Noting**Associate Memberships with Neighbouring Councils

While travelling to Narooma to attend a meeting in late May, I took the opportunity to meet with Leanne Barnes, General Manager Bega Valley Shire Council; and Catherine Dale, General Manager Eurobodalla Shire Council. The purpose of these meetings was primarily relationship building as well as to learn more about their LGA issues. Both General Managers were very welcoming and indicated an ongoing interest in partnering with ISJO on coastal management issues.

Further work will be undertaken on developing a coastal management forum strategy prior to any approach to become an Associate Member in order to give substance to the offer.

It is anticipated that as relationships continue to be built with Wingecarribee, Wollondilly, Camden, Campbelltown and Liverpool Councils the option of inviting them to become an ISJO Associate Member could also be considered once we have our value proposition clearly articulated and the Action Plan developed for the Western Sydney – Illawarra Shoalhaven Alliance.

IDWA – Small Grants application to South East Local Land Services

IDWA have applied to SELLS for \$12,240 funding to tackle an infestation of Alligator weed within the Endangered Ecological Community (EEC) (Freshwater wetlands on Coastal floodplains) at Dunmore. Alligator weed poses a significant risk to the natural environment, nearby agricultural lands and some extractive industries. To ensure these impacts are minimised it is critical to contain the spread of alligator weed, taking the opportunity to eradicate small, new or isolated outbreaks and suppress larger infestations. Funding is available through the South East Weeds Action Program. Decision and funding allocations due by 30 June 2019.

Fast Rail Workshop

As agreed at the May Board Meeting, Anthony Body from DPC invited Professor Andrew McNaughton to visit the Illawarra Shoalhaven region. On 3 June Professor McNaughton, accompanied by members of the Fast Rail team at DPC and Transport NSW, facilitated a workshop at Shoalhaven City Council. The workshop was attended by staff from member Councils, ISJO, UOW, RDA Illawarra and Far South Coast.

The workshop undertook an Illawarra Shoalhaven visioning exercise with participants and undertook consultation regional transport issues. The workshop culminated in Professor McNaughton addressing the group where he talked about the need for visioning out to 40 years' time; identifying mega trends such as changing demographics; and outlined a UK case study where a commute time of 2 hours was reduced by 1 hour through fast rail at a cost of 5 billion pounds, generating 1 billion pounds in fares but brought about other economic gains over the next 15 years' worth 15 billion pounds.



### **Financial / Resource Implications**

Budget to be updated should IDWA application to grant programs be successful.

[Link to Contents](#)

## 6. Matters for Strategic Decision Making

### 6.1 ISJO Strategic Plan 2019 – 2021

**Referred by:** ISJO

**Author:** Chief Executive

**Attachment:** Confidential Item 6.1a - Draft ISJO Strategic Plan 2019 - 2021 (issued under separate cover)  
Confidential Item 6.1b - ISJO Strategic Plan 2019 – 2021 One Pager (issued under separate cover)

#### Recommendation

That the Board:

1. Endorse the suggested ISJO Values
2. Endorse the revised Regional Priorities
3. Endorse the focus for Advocacy for each Regional Priority
4. Note the summary of external and inter-council partnerships and collaborations
5. Endorse the list of suggested shared services projects

#### Background

ISJO's regional priorities and strategic plan was developed during the pilot period and workshopped by the ISJO Board and General Managers on 1 December 2017. Following the commencement of ISJO in July 2018 this was reviewed and a document title "Illawarra Shoalhaven Joint Organisation Statement of Regional Priorities 2017 – 2020" was endorsed at the September 2018 Board meeting. The Statement of Regional Priorities was intended to be reviewed annually.

#### Current Situation

Following the commencement of the new Chief Executive, a review of the regional priorities and strategic plan has been undertaken. This review is the result of a range of meetings with regional Mayors, General Managers, member Council key personnel, State Government Agencies and regional stakeholder groups.

The attached ISJO Strategic Plan 2019 – 2021 summarises the result of this review where the regional priorities have been reduced and simplified so that they are easier to remember and reflect current thinking. These regional priorities set the scene for regional leadership and advocacy. Below is a table setting out the differences from the 2017 regional priorities and the proposed 2019 regional priorities:

ISJO Regional Priorities 2017	ISJO Regional Priorities 2019
1. Economy, Education and Employment	1. Connectivity
2. Infrastructure	2. Jobs Growth
3. Communities, Housing and Lifestyle	3. Liveability
4. Environment	4. Environment
5. Governance and Administration	

The ISJO Strategic Plan 2019 – 21 has adopted the existing ISJO Vision and Mission statements from the 2017 Board Workshop, but has included the following draft values: collaborative, inclusive, accountable and visionary. These values have been reviewed by the General Managers Committee and are recommended to the Board for endorsing.

The Strategic Plan documents existing Collaborations – externally facing regional collaborations as well as internally inter-council collaborations; as well as existing Shared Services operated by ISJO. As discussed in the feedback for the General Managers' Committee meeting, the inter-council collaborations are now going to be reviewed with a focus on regional themes that fit the regional priorities where working groups will be established to deliver on regional outcomes.

On the last two pages of the Strategic Plan is a list of ideas for new ISJO initiated shared services and regional projects - all of which are reliant on funding being made available. These projects are in no particular order of priority and have been identified through my conversations with many ISJO member councils and regional stakeholders during the first two months of my tenure.

A one page summary of the ISJO Strategic Plan 2019 – 2021 has also been drafted and attached for your review. This is intended to be a useful marketing collateral tool to clearly explain what ISJO does and the current regional priorities for all regional stakeholders.

---

#### **Financial / Resource Implications**

Nil.

[Link to Contents](#)

## 6.2 ISJO Business Plan 2019 – 2020

---

**Referred by:** ISJO

**Author:** Chief Executive

**Attachment:** Confidential Item 6.2 - Draft ISJO Internal Business Plan 2019 - 2020 (issued under separate cover)

---

### Recommendation

That the Board:

1. Endorse the ISJO Internal Business Plan 2019 - 2020
- 

### Background

During the past year a number of operating systems have been developed to support the new requirements of Joint Organisations. In addition to this, there are a number of legacy systems carried over from the Southern Councils Group operations that require review.

### Current Situation

A review of ISJO's business operations has been undertaken where a number of internal systems have been identified as requiring attention. These have been documented in the attached ISJO Internal Business Plan 2019 – 2020 and will be actioned during the 2019/20 financial year.

As actions are achieved, these will be reported back to the General Managers' Committee and, where appropriate, to the ISJO Board over the next 12 months.

---

### Financial / Resource Implications

Nil.

[Link to Contents](#)

## 6.3 ISJO Logo and Brand

---

**Referred by:** ISJO

**Author:** Chief Executive

**Attachment:** Confidential Item 6.3 – ISJO logo – 3 concepts (issued under separate cover)

---

### **Recommendation**

That the Board:

1. Endorse the preferred logo concept and brand
- 

### **Background**

The current ISJO logo was originally developed as an interim logo and requires a refresh.

### **Current Situation**

In positioning ISJO both regionally and in the state context the organisation's logo and brand needs to reflect ISJO's remit of regional leadership and advocacy; collaborations; and shared services. A designer has been engaged and briefed to develop a logo and brand that reflected the Illawarra Shoalhaven region, the four member councils, the context of collaboration, and ISJO being the voice of the region.

Attached are three options for ISJO's new logo and branding for the Board's consideration.

---

### **Financial / Resource Implications**

Nil.

[Link to Contents](#)

## 6.4 City Deals

---

**Referred by:** ISJO

**Author:** Chief Executive

**Attachment:** Item 6.4 - City Deal Process Factsheet

---

### Recommendation

That the Board:

1. Receive and note the report
  2. Endorse the Chief Executive to continue ISJO participation in the Wollongong City Deal Collaborative led by RDA Illawarra
- 

### Background

City Deals are a relatively new approach in Australia to bring together the three levels of government, the community and the private sector. The partnership focuses on aligning planning, investment and governance to accelerate growth and job creation, stimulate urban renewal and drive economic reforms to secure the future prosperity and liveability of our cities.

In Australia, the principles which guide the development, consideration and selection of City Deals are:

- A shared vision for growth, reform and improvement
- A negotiated and customised approach, across the whole of government
- Transformative investment
- Institutional and governance reforms for sustained improvement
- Innovative financing and value capture

Item 6.4 outlines the City Deal process and conditions for success.

To date [Seven City Deals](#) have been agreed across Australia for Western Sydney, Townsville, Launceston, Darwin, Hobart, Geelong and Adelaide. In addition two further city deals are in progress for both Perth and South East Queensland.

The Western Sydney City Deal is a partnership between the Australian Government, NSW Government, and local governments of the Blue Mountains, Camden, Campbelltown, Fairfield, Hawkesbury, Liverpool, Penrith and Wollondilly. The Deal builds on the \$5.3 billion Federal investment in Western Sydney Airport, and aims to be a catalyst for economic activity and lay the foundation for a liveable 30-minute city, with infrastructure and facilities that bring residents closer to jobs, services, education and the world. This City Deal has a 20 year lifespan with the [implementation plan](#) being finalised in December 2018.

The Geelong City Deal is a 10 year plan to revitalise Geelong and unlock the potential of the Great Ocean Road visitor economy. The Australian and Victorian Governments, with the City of Greater

Geelong, will deliver \$370 million in investment to the region, supporting Geelong's continued economic diversification, growth of the visitor economy and a thriving city centre.

The South East Queensland City Deal is the most recently announced commitment from the Federal Government in February 2019, with a deal to be negotiated over 12-18 months. Local government is represented by the [Council of Mayors \(SEQ\)](#) – consisting of 10 local governments.

A successful City Deal relies upon parties having mutual goals and finding where there's a genuine need for collaboration between governments.

### **Current Situation**

The Wollongong City Deal Collaborative (Collaborative) was first initiated in January 2017 as an initiative of RDA Illawarra and includes senior leaders from Wollongong City Council, ISJO, University of Wollongong (including representation from SMART Infrastructure Facility), Illawarra Business Chamber, DPC and DPE.

The purpose of the Collaborative is to determine the best approach to navigate the policy framework and political landscape in order to optimise any City Deal proposal with a compelling case based on strong evidence. Determination of the geographic reach of the City Deal has been an ongoing consideration for the group, but is yet to be resolved. The most recent meeting for the Collaborative was held in July 2018 and it was agreed the next meeting be held after the Federal Election and has been scheduled for 20 June 2019.

Recent local media articles indicate strong support for a City Deal from stakeholders such as the [Illawarra Business Chamber](#) and the [Property Council](#).

This matter was discussed at the General Managers Committee meeting on 6 June where they recommended ISJO continue as a partner in the Wollongong City Deal Collaborative with RDA Illawarra taking the lead.

---

### **Financial / Resource Implications**

Nil.

[Link to Contents](#)

## 7. Matters for Board Endorsement

### 7.1 Adoption of ISJO Budget and Statement of Revenue Policy 2019-20

---

**Referred by:** ISJO

**Author:** Manager Programs and Operations

**Attachment:** Item 7.1 – Draft ISJO Budget and Statement of Revenue Policy 2019-20

---

#### Recommendation

That the Board:

1. Note any further comments received during the public exhibition period to 13 June 2019.
  2. Endorse the ISJO Budget and Statement of Revenue Policy 2019-20 as tabled.
- 

#### Background

##### Background

The ISJO Draft Budget and Statement of Revenue Policy 2019-20 was endorsed at the 3 May 2019 meeting for public exhibition until 13 June. Due to the time restrictions on preparation of the business papers, any comments received during exhibition period will be tabled at the meeting.

##### Current Situation

There were no comments received via public exhibition on the draft document up until the distribution of the business papers. There are no amendments from the draft document which was exhibited.

For 2019-20, equal contributions per member council of \$55,191 have been determined with following breakdown:

- Secretariat Contribution: \$38,634
  - Projects and Programs Contribution: \$16,557
- 

#### Financial / Resource Implications

Nil.

[Link to Contents](#)



## 7.2 2017-18 Audited Financial Statement (Voluntary ISJO Entity)

---

**Referred by:** ISJO

**Author:** Manager Programs and Operations

**Attachment:** Item 7.2a – 2017-18 Audit Report and Financial Statements ISJO (voluntary entity)  
Item 7.2b – 2017-18 Audit Report and Financial Statements Illawarra District  
(Noxious) Weeds Authority

---

### Recommendation

That the Board:

1. Endorse the audited financial statements for the previous voluntary Illawarra Shoalhaven Joint Organisation entity and the Illawarra District (Noxious) Weeds Authority program
  2. Accept the surplus assets and cash to the newly legislated Illawarra Shoalhaven Joint Organisation
- 

### Background

The final Board meeting of the ISJO Voluntary Regional Organisation of Councils (VROC) entity held on 20 September 2018, the following resolutions were adopted:

**059: Resolved:** *By unanimous agreement at this final meeting of the Illawarra Shoalhaven Joint Organisation, established as a (VROC), referred to in Section 355 of the Local Government Act (LGA 1993), surplus assets as at 30th June 2018 will be directed in cash and in kind to the new organisation formed by proclamation dated 11 May 2018, the Illawarra Shoalhaven Joint Organisation (ISJO), member councils being Kiama Municipal Council, Shellharbour City Council, Shoalhaven City Council and Wollongong City Council, and consisting of those same Councils which were member Councils immediately before the termination of the VROC.*

**060: Resolved:** *That the draft final report as circulated be adopted as the final report of the organisation; and that the draft financial statements attached be adopted subject to final review and the receipt by member Councils of the Auditors Statement.*

The request for auditing the financial statements has been with the Kiama Council appointed auditor since late 2018. These statements have now been finalised and are attached.

### Current Situation

The 2018 draft ISJO financial statements tabled at the September 2018 Board meeting have been adjusted due to the return and subsequent sale of the vehicles and infrastructure from the Hope Centre through the Illawarra Food Hub Environmental Trust Grant Project.

ISJO received advice on 29 May 2019 from the NSW Environmental Trust that the final grant report has been accepted and the project will be acquitted once the amount \$175,204 is returned. ISJO is awaiting the final invoice from the Trust so payment can be made and the project finalised.

Restrictions (Note 5) are being reviewed with some redundancy provisions created prior to the transition of staff to the new entity to be updated and returned to unrestricted.

Illawarra District Weeds Authority statements demonstrate a healthy financial position, with the Management Committee to review the future business and investment plan for unrestricted reserve funds on the conclusion of the 4-year reserves plan in September 2019.

---

### **Financial / Resource Implications**

Nil.

[Link to Contents](#)

## 7.3 Code of Meeting Practice

---

**Referred by:** ISJO

**Author:** Manager Programs and Operations

**Attachment:** Item 7.3 – Draft Code of Meeting Practice

---

### Recommendation

That the Board adopt the draft Code of Meeting Practice.

---

### Background

The Board adopted a Code of Meeting Practice at the 20 September 2018 meeting which was based on the draft model code of meeting practice.

The Model Code of Meeting Practice for Local Councils in NSW (the Model Meeting Code) was prescribed on 14 December 2018 and comprises of mandatory and non-mandatory provisions. This report provides a new draft Code of Meeting Practice for Board consideration for adoption. The draft Code contains all mandatory provisions of the Model Meeting Code as well as additional clauses consistent with the ISJO's current Code of Meeting Practice that have non-mandatory provisions. There is no requirement for Joint Organisations to publically exhibit the Code.

### Current Situation

The majority of the Model Meeting Code is prescribed content that is mandatory for both Councils and Joint Organisations to adopt. However, the Model Meeting Code contains a number of non-mandatory provisions that each Joint Organisation is required to decide as to whether to include in their Code of Meeting Practice.

To align with the ISJO adopted Code, the new draft Code proposes to remove the same non-mandatory sections on pre-meeting briefing sessions, Public Forums, webcasting or recording meetings, time limits on meetings and motions to rescind a resolution at the same meeting.

Non-mandatory items that are recommended for inclusion in the ISJO Code:

- Member councils can appoint an alternate voting delegate as per ISJO Charter (Sect. 4.4)
  - Dealing with items by exception (Sect 12)
- 

### Financial / Resource Implications

Nil.

[Link to Contents](#)

## 8. Matters for Noting

---

**Referred by:** ISJO

**Author:**

---

Recommendation

---

Background

**Current Situation**

---

Financial / Resource Implications

## 9. Late Business Item

---

**Referred by:** ISJO

**Author:**

---

Recommendation

---

Background

---

Financial / Resource Implications

## 10. Next Meeting

---

The next Board meeting has been scheduled during a Parliamentary Sitting week. This has become a popular meeting to meet and listen to our elected representatives.

The date is scheduled for Thursday 19 September. The Hon. Gareth Ward, Minister for Families Communities and Disability Services and the Member for Kiama's Office have invited interested Board delegates to attend and listen into Parliament's Question Time. As this takes place between 2.15pm – 3.30pm it is proposed our Board meeting start later in the morning at 11.00am to enable delegates this opportunity.



Illawarra Shoalhaven Joint Organisation  
PO Box 148  
KIAMA NSW 2533  
[info@isjo.org.au](mailto:info@isjo.org.au)  
Ph: 4232 3200

7 May 2019

The Hon Shelley Hancock MP  
Minister for Local Government  
52 Martin Place  
SYDNEY NSW 2000

E: [office@hancock.minister.nsw.gov.au](mailto:office@hancock.minister.nsw.gov.au)

Dear Minister Hancock

On behalf of the ISJO Board I want to thank you for attending our recent ISJO Board meeting at Shoalhaven City Council on 3 May 2019. The Board appreciated your attendance so soon after being sworn in and your interest in discussing our concerns.

The following resolution was endorsed at that meeting:

*Item 8.1 Draft Budget and Statement of Revenue Policy for Exhibition - Min: 07*

1. *Write to the Minister for Local Government enclosing the above statement highlighting the need for ongoing funds to meet State Government's expectations of Joint Organisations.*

As you will recall, the primary issue raised at this meeting was the need for ongoing State Government funding for Joint Organisations. We are committed to ISJO meeting State Government's expectations for Joint Organisations, but in order to do this effectively ongoing funding is required not only from Member Councils but the State Government.

Attached is a copy of our draft Budget and Statement of Revenue Policy for the 2019-20 financial year which has a forecast deficit of \$322,188. This figure is partly due to grant funds being released this current financial year that are to be expended next financial year but still leaves a shortfall of approximately \$120,000. While this shortfall will be overcome by drawing down on remaining funds from the OLG Establishment grant and the small amount of cash reserves currently held, this is clearly not sustainable.

I also draw your attention to correspondence received from the Deputy Premier the Hon. John Barilaro dated 5 March 2019 (copy attached) in response to a joint ISJO and CRJO letter asking for annual State Government funding over the next four years (copy attached). This letter explains the State Government's future expectations for Joint Organisations and the potential for additional responsibilities and funding. Unfortunately to date ISJO has had no further feedback on any of the issues raised.

Other issues raised by our Board Delegates to for your investigation include:

- Procurement – legislative change is required to enable local government to procure in bulk and pass on discounts to rate payers as is the case in Victoria
- The status of Wollongong City Council to be consistent (ie regional or metro) to enable appropriate access to grant funds

If you require any further information to assist you in supporting the issues raised in this letter, please let me know.

Yours sincerely

Cr Gordon Bradbery AM  
Chair  
Illawarra Shoalhaven Joint Organisation  
M: 0418 820 144

Att: ISJO Draft Budget and Statement of Revenue Policy 2019-20  
Copy of correspondence received from Hon. John Barilaro dated 5 March 2019  
Copy of correspondence sent to Hon. John Barilaro 13 December 2018



**Gareth Ward** MP  
MEMBER FOR KIAMA

GW:cw

Monday, 3 June 2019

Mr Jim Fraser  
PO Box 148  
KIAMA NSW 2533

Via email: [jfraser@isjo.org.au](mailto:jfraser@isjo.org.au)

Dear Mr Fraser

Thank you for taking the time to contact me regarding a request for consideration of further funding for the Illawarra Shoalhaven Joint Organisation.

I enclose correspondence I have received from the Hon. Shelley Hancock MP, Minister for Local Government who has responded to representations I have made on your behalf on this important matter.

After having had the opportunity to review the Minister's remarks, please don't hesitate to contact me again. I would be more than happy to seek further clarification from the Minister or seek answers to any relevant questions you may have.

Once again thank you for taking the time to contact me. If I can ever be of any assistance in the future, please do not hesitate to contact me.

Kind regards

**GARETH WARD MP**  
Member for Kiama

*Working for Our Community*

Encl. Response





**The Hon. Shelley Hancock MP**  
Minister for Local Government

Doc ID: A647398

Clr Gordon Bradbery  
Chair  
Illawarra Shoalhaven Joint Organisation  
PO Box 148  
KIAMA NSW 2533

By email: [info@isjo.org.au](mailto:info@isjo.org.au)

Dear Clr Bradbery

Thank you for your letter of 9 May 2019 requesting my support for ongoing funding for the Illawarra Shoalhaven Joint Organisation (ISJO). It was good to meet you and the ISJO Board so early in my term as Minister for Local Government, as it has helped me to gain an appreciation of the opportunities and challenges facing joint organisations (JOs) as they undertake their important work.

As I mentioned when I addressed the Board meeting, the NSW Government remains committed to working in partnership with JOs to deliver for regional NSW.

The Deputy Premier and I are looking forward to meeting with you and the other JO Chairs at Parliament House on 30 May 2019 to actively workshop a number of options to help build the capacity of joint organisations to assist with the implementation of regional infrastructure programs. I anticipate that it will be a productive and lively discussion.

As a new Minister, I am eager to hear from councillors and staff from across the State about the needs and priorities of councils and communities in their area. I have noted your request for the status of Wollongong City Council to be consistent (i.e. regional or metro) and also your suggestion for legislative change to enable local government to procure in bulk. I will be seeking guidance from the Office of Local Government on these matters.

I am looking forward to many productive discussions with you on how we can work collaboratively together at a regional level to build a brighter future for NSW residents.

Yours sincerely

29 MAY 2019

**Shelley Hancock MP**  
Minister for Local Government



**The Hon. John Barilaro MP**  
Deputy Premier  
Minister for Regional New South Wales  
Minister for Industry and Trade

Ref: A2976762

Councillor Gordon Bradbery OAM  
Chair  
Illawarra Shoalhaven Joint Organisation  
PO Box 148  
KIAMA NSW 2533

Dear Cr Bradbery *Gordon*

We are writing to provide you with an update on our discussions since the letter sent to all Joint Organisation Chairs in February 2019 to propose a plan for working together following the establishment of regional strategic priorities. The letter foreshadowed discussions with Joint Organisations in April 2019.

Following the NSW State election, the Hon. Shelley Hancock MP was appointed as the new Minister for Local Government. Since that time, we have had an opportunity to discuss our roles with respect to Joint Organisations. While the Deputy Premier will retain an active interest in Joint Organisations, we have agreed that Minister Hancock will take overall responsibility going forward.

Staff from the Department of Premier and Cabinet who currently sit as non-voting members on Joint Organisation Boards, will continue to do so and will be the key regional interface with other government agencies. Staff of the Office of Local Government will support Joint Organisations to build capacity and will monitor the Joint Organisations model to ensure it meets our mutual objectives.

We are developing a framework for ongoing collaboration with Joint Organisations in line with the direction outlined in the February 2019 letter. To provide sufficient time for this work to progress, we are moving discussions with Joint Organisations to 30 May 2019. An invitation and agenda for this meeting will be forwarded to you shortly by the Office of Local Government. We look forward to a productive discussion with you then.

The NSW Government remains committed to the long term success of Joint Organisations. There is much to be gained by working collaboratively to deliver strong outcomes for regional communities.

Yours sincerely

  
**The Hon. John Barilaro MP**  
**Deputy Premier**  
**Minister for Regional New South Wales**  
**Minister for Trade and Industry**

  
**The Hon. Shelley Hancock MP**  
**Minister for Local Government**

This report summarises the outcomes from a regional consultation workshop with representatives from Illawarra Shoalhaven peak bodies where they shared their 20 year vision for the Illawarra Shoalhaven region.

# Regional Peak Body Consultation

Local Strategic Planning  
Statements

Leanne Taylor, Chief Executive ISJO

---



## Contents

Regional Consultation Workshop for Local Strategic Planning Statements .....	2
Background .....	2
Participants .....	3
Workshop Agenda.....	4
Presentations .....	4
Illawarra Shoalhaven's Peak Bodies and their 20 Year Vision .....	5
UDIA .....	5
University of Wollongong .....	5
Property Council .....	5
Transport NSW .....	5
RDA Illawarra .....	6
NSW Ports .....	6
Illawarra Business Chamber.....	6
RDA Far South Coast .....	6
Regional Strengths .....	7
Regional Risks.....	8
Regional Opportunities .....	9
Themes and Regional/LGA Specific Consideration .....	11
Appendices.....	12
Photos from the Workshop .....	13



# Regional Consultation Workshop for Local Strategic Planning Statements

## Background

In March 2018 amendments to the Environmental Planning and Assessment Act 1979 introduced a new requirement for local councils to prepare and make a Local Strategic Planning Statement (LSPS). Each council's LSPS will set the context for their planning priorities which meet the community's needs and deliver key state and regional planning objects and include:

- The 20 year vision for land use in the local area
- How future growth and change will be managed
- The shared community values to be maintained and enhanced
- The special characteristics which contribute to local identity

Each LSPS will inform changes to the planning controls in member council's LEP and DCPs to achieve the priorities. It will also inform other planning tools such as contribution plans, to ensure that local facilities are provided as the community's needs change. State agencies will also use each LSPS to inform their infrastructure planning and service delivery such as schools, hospitals and transport to support local communities.

While this process adds a layer to the planning processes, the benefits to member councils will be in: improved communication; increased certainty and clarity in land use requirements; less controversy as LSPSs will assist in justifying DA decision making and provide evidence at the Land and Environment Court; reduced spot rezonings; greater community understanding; and may provide assistance in the interpretation of controls.

ISJO, in partnership with each member Council's Planning Director, facilitated a regional consultation workshop with regional peak bodies and stakeholders on 6 May at Shellharbour Civic Centre. The purpose of the workshop was to provide information on Local Strategic Planning Statements; explain where each member council was up to in their consultation and planning for their LGA's LSPS; and to hear from each peak body on their 20 year vision for the region.

This regional approach enabled the collection of feedback in a streamlined, whole of region systematised way.

## Participants

The following list shows the workshop participants and the organisation they represented:

Peak Body Representatives	
Keiran Thomas	UDIA
Michelle Guido	Property Council
Adam Zarth	Illawarra Business Chamber
Debra Murphy	RDA Illawarra
Canio Fierravanti	UOW
Mark Roberts	UOW
Greg Walls	NSW Ports
Jason Clifford	Transport NSW
State Government Representatives	
Graham Towers	Department of Planning and Environment
Claudia Jordan	Department of Planning and Environment
ISJO Member Council Representatives	
David Green	Wollongong City Council
Chris Stewart	Wollongong City Council
Melissa Boxall	Shellharbour City Council
Jessica Lintern	Shellharbour City Council
Linda Davis	Kiama Municipal Council
Ryan Jameson	Shoalhaven City Council
Matthew Rose	Shoalhaven City Council
ISJO Facilitator	
Leanne Taylor	
Post workshop consultation	
Fiona Hatcher	RDA FSC
Apologies	
Luke Musgrave	Department of Planning and Environment
Diana Zagora	Transport NSW
Jennifer Macquarie	Property Council

## Workshop Agenda

### AGENDA

Time	Topic	Presenter
2.00pm	Welcome Purpose and overview of workshop	Leanne Taylor
2.05pm	Overview of Local Strategic Planning Statements Linkages to existing regional plans	Claudia Jordan Graham Towers
2.30pm	Kiama Municipal Council Progress with LSPS to date	Linda Davis
2.40pm	Shellharbour City Council Progress with LSPS to date	Jessica Lintern
2.50pm	Shoalhaven City Council Progress with LSPS to date	Ryan Jameson
3.00pm	Wollongong City Council Progress with LSPS to date	Chris Stewart
3.10pm	Afternoon tea	
3.20pm	Facilitated discussion with peak body representatives: <ul style="list-style-type: none"><li>• What is your organisation's 20 year Vision?</li><li>• Regional Strengths?</li><li>• Regional Risks?</li><li>• Regional Opportunities?</li><li>• Regional and LGA specific themes for consideration</li></ul>	Leanne Taylor
4.25pm	Review of outcomes and where to from here	Leanne Taylor
4.30pm	Close	

### Presentations

Copies of the presentations given by the Department of Planning and Environment and each member Council can be found in the Appendices at the back of this document.

## Illawarra Shoalhaven's Peak Bodies and their 20 Year Vision

The following summarises the outcomes of a visioning exercise where each peak body representative explained their vision for the Illawarra Shoalhaven region:

### UDIA

- Implementation of streamlined planning and approval processes
- Realising existing identified urban growth
- Diverse housing
- SW Rail Link (SWIRL) completed
- Better connections to Western Sydney

### University of Wollongong

- Economic restructure nearly achieved after 30-40 years
- Manageable growth trajectory
- M1/A1 providing increased accessibility throughout the region
- SW Sydney and Metro Sydney opportunities are leveraged through better connections
- Health and Wellbeing Campus fully operational in 5 years
- While the Shoalhaven campus is not a growing cohort, the opportunities relating to social and health as well as continuing professional development will be harnessed
- University will encourage people to see the multi-dimensions of the regional economy
- Diversifying into metro and overseas campuses
- Recognition for high end research
- University business

### Property Council

- Liveable connected region, creating activated communities
- Transport connectivity – to SW Sydney and Newcastle (Port linkages)
- Employment lands to support growth
- Diverse choice for housing: type, affordable, location
- Precinct planning and connections between them

### Transport NSW

- Maldon Dombarton rail link is a key priority for the region– need to be aware of supply chain issues and implications
- Completion of second escarpment and Mt Ousley upgrades
- Picton Road upgrade
- Shipping Containers in and out of Port Kembla – which will be the driver for the SWIRL



### RDA Illawarra

- Enabling infrastructure in place
- Relationship between regional and metro jobs markets
- Changing nature of work and economic opportunities ie technology, jobs will be very different in 20 years
- Demonstrate regional value to Metro economy to leverage outcomes
- Existing industry growth sectors supported as well as providing support for new ones

### NSW Ports

- SW Rail Link (SWIRL) completed
- Maldon – Dombarton to connect region to Western Sydney
- Trade growth and diversification
- Increased trade in cars, grain and gas
- Port Kembla will be known as a diverse import/export port
- Road connections improved
- Additional connections to the Port eg pipeline
- 

### Illawarra Business Chamber

- SW Rail Link (SWIRL) completed

### RDA Far South Coast

- The addiction of some community members to ice is resolved
- Greater job creation to enable the number of unemployed and people on welfare who don't need to be, employed
- Reliable internet where NBN coverage enables business with current black spots resolved
- Public transport connectivity across the Shoalhaven
- Princes Highway duplication to the Victorian border
- More diversity in population with overseas students choosing to stay and work in the region
- Reduction in the number of people living with mental health through interventions such as 'Mind the Gap'
- World Class medical facilities in the region
- Main Road 92 complete with efficient connectivity for freight to Canberra and beyond from the Shoalhaven
- Niche agricultural businesses growing

## Regional Strengths

Listed below are what the participants saw as the strengths (grouped by themes) of the Illawarra Shoalhaven region:

Theme	Comments
Infrastructure	<ul style="list-style-type: none"> <li>• Port, rail and airport – potential</li> <li>• NSW's 2<sup>nd</sup> port capacity</li> <li>• Port Kembla</li> <li>• The M1 and train lines</li> <li>• Deep water diversified Port</li> <li>• Regional airport</li> <li>• World Class University</li> <li>• Shoalhaven Defence Force Technology Park</li> <li>• Shoalhaven Hospital Precinct</li> <li>• Development is enough for population growth</li> <li>• Relatively well developed regional infrastructure</li> <li>• Bluescope Steelworks</li> <li>• Hospital upgrades in Nowra and Moruya</li> </ul>
People	<ul style="list-style-type: none"> <li>• Everyone wants the same things for the region, and feels equally ignored by State and Federal Governments</li> <li>• Lifestyle and liveability</li> <li>• Strong community of people advocating for the region</li> <li>• Can do attitude</li> <li>• Innovative culture</li> <li>• Population serving workforce</li> <li>• Live and work together</li> <li>• Regional people with a passion and vision for the future</li> <li>• Regional collaboration</li> <li>• Strong sense of community ie peak bodies and organisations all work together</li> <li>• Liveable region</li> <li>• Community strength</li> <li>• 20,000 – 25,000 skilled workers heading up the road to work in Sydney each day</li> <li>• Shoalhaven community very focussed on providing jobs for youth</li> </ul>
Place	<ul style="list-style-type: none"> <li>• Natural environment</li> <li>• Natural assets</li> <li>• recreation</li> <li>• Proximity to Western Sydney</li> <li>• Natural environment and lifestyle opportunities</li> <li>• Connection to Sydney and rest of state/Australia</li> <li>• Proximity to Sydney and Sydney economy</li> <li>• Good climate</li> <li>• Large industrial areas separated from housing</li> <li>• Proximity to Canberra</li> <li>• Green space</li> </ul>

Theme	Comments
Business	<ul style="list-style-type: none"> <li>• Innovative culture</li> <li>• Diverse</li> <li>• Committed to growth and success</li> <li>• Manufacturing/steel – high GRP</li> <li>• Decentralisation of private and public</li> <li>• Diversifying economy</li> <li>• Tourism and visitor economy</li> <li>• resilient</li> </ul>

## Regional Risks

Listed below are what the participants saw as potential risks to the Illawarra Shoalhaven region:

Theme	Comments
Business	<ul style="list-style-type: none"> <li>• Ageing Workforce profile</li> <li>• Lack of A grade office space</li> <li>• Insular university</li> <li>• Changing industries</li> <li>• Decline in manufacturing</li> <li>• Our economy and job growth with more people commuting to Sydney</li> <li>• Different stakeholders pursuing own agendas</li> <li>• Urban encroachment to employment lands and Port</li> <li>• Not enough large employers relocating to the region</li> <li>• Insufficient growth in medium-high paying jobs</li> <li>• Bluescope steel closure</li> <li>• 'Nimbies' kill off development</li> <li>• Steel industry not sustainable</li> <li>• Global trade restrictions</li> <li>• Shoalhaven black spots with NBN coverage</li> </ul>
Housing	<ul style="list-style-type: none"> <li>• Housing affordability – not enough supply for all groups within our community</li> <li>• All councils saying that housing affordability is a big, complex problem. No-one is trying to address it.</li> <li>• More homes than jobs</li> </ul>
Government, governance and Infrastructure	<ul style="list-style-type: none"> <li>• Community/council opposition to medium density, private certification and growth mindset</li> <li>• Political landscape</li> <li>• Lack of vision from councils and state government</li> <li>• Safe political seats</li> <li>• Lack of investment in infrastructure result in not reaching potential</li> <li>• Short term vision around election and funding cycles for infrastructure</li> <li>• Not supporting connections within the region and between LGAs</li> <li>• No shared vision</li> </ul>

Theme	Comments
	<ul style="list-style-type: none"> <li>• Lack of infrastructure investment</li> <li>• Ageing 'economic' infrastructure</li> <li>• Lack of buy in from government</li> <li>• Agendas from outside our region's priorities</li> <li>• Not maintaining focus on collective/same priorities</li> <li>• Not having strategic framework to guide development and ending up with inappropriate development</li> <li>• Infrastructure connectivity too slow</li> <li>• Poor coordination across Councils and spheres of government</li> </ul>
People	<ul style="list-style-type: none"> <li>• Becoming a dormitory suburb of Sydney</li> <li>• Zombie communities of commuters – no sense of local community</li> <li>• Employment opportunities and people travelling outside LGA for work</li> <li>• Ageing population</li> <li>• Low paid jobs continue and lowers overall socio-economy</li> <li>• Issues related to ice addiction and mental health</li> <li>• Employment opportunities need to be more than entry level jobs</li> </ul>
Place	<ul style="list-style-type: none"> <li>• Inefficient land use</li> <li>• Under-utilised industrial lands</li> <li>• Losing character of our existing localities</li> <li>• Public transport issues east – west in the Illawarra</li> <li>• Public transport issues in general for the Shoalhaven</li> </ul>
Environment	<ul style="list-style-type: none"> <li>• Adaptation and resilience</li> <li>• Climate change</li> </ul>

## Regional Opportunities

Listed below are what the participants saw as potential opportunities for the Illawarra Shoalhaven region:

Theme	Comments
Infrastructure	<ul style="list-style-type: none"> <li>• Remote working technology</li> <li>• Port of Port Kembla</li> <li>• Port Kembla the gateway to Sydney</li> <li>• Western Sydney International Nancy Bird Walton Airport</li> <li>• North south rail in Macarthur</li> <li>• SW and Western Sydney and the Aerotropolis</li> <li>• Illawarra supports congestion – busting Sydney</li> <li>• Benefits from passenger and freight with SWIRL</li> <li>• Rail connectivity – Maldon Dombarton</li> <li>• Faster rail</li> <li>• Connection to Nowra/Shoalhaven</li> <li>• Transport infrastructure upgraded (road and rail)</li> <li>• As technology changes, being nimble in response</li> <li>• Support/link to enormous growth and investment in SW Sydney</li> </ul>

Theme	Comments
	<ul style="list-style-type: none"> <li>• Leverage off regional assets such as Albatross, City, University, Port, Airport</li> <li>• Main Road 92 connection from Shoalhaven to Canberra for freight movement</li> <li>• Hospital upgrades creating centres for world class medical facilities and attraction of skilled medicos</li> </ul>
Business	<ul style="list-style-type: none"> <li>• Import replacement industries</li> <li>• Second university in Wollongong</li> <li>• Supporting construction growth through materials import</li> <li>• Agritourism and niche agricultural opportunities</li> <li>• Tourism</li> <li>• Diversified economy eg industrial, education, health, tourism to build resilience</li> <li>• Defence industries provides employment diversity</li> <li>• Leverage our economic assets</li> <li>• Collaboration and partnerships flourish</li> <li>• Innovation and smart technology</li> <li>• Leverage and Invest in connections with SW Sydney</li> </ul>
People	<ul style="list-style-type: none"> <li>• 25,000 people commuting to Sydney for work</li> <li>• Ageing population driving increased specialisation in health services</li> <li>• Ageing population driving servicing jobs, increase employment opportunities</li> <li>• Increased local employment</li> <li>• Skilled workforce</li> <li>• Collective support for priorities</li> </ul>
Place	<ul style="list-style-type: none"> <li>• More liveable places with character and inclusiveness</li> <li>• Development of vacant land in Port Kembla port precinct</li> <li>• Balance growth with biodiversity and character outcomes</li> </ul>
Housing	<ul style="list-style-type: none"> <li>• Medium density housing</li> <li>• SEPP 70 opportunities</li> <li>• Public/private partnerships to deliver affordable housing</li> <li>• Climate refugees from Western Sydney</li> </ul>
Government/Governance	<ul style="list-style-type: none"> <li>• City Deals</li> <li>• LSPS process enables us to work closely with everyone involved in developing the region</li> <li>• Planning better for our region – we are more focussed on planning for our region</li> <li>• Transport Plan/delivery of infrastructure</li> <li>• Metro Plan for Wollongong</li> <li>• Precinct Planning/zoning relevance</li> <li>• Inter-regional alliances provide outcomes (eg NUW, megaregions)</li> <li>• Build on/utilise existing relationships within the Region eg between industry and government</li> <li>• More collaboration</li> <li>• Stronger regional advocacy</li> </ul>

## Themes and Regional/LGA Specific Consideration

Theme	Comments
Housing	<ul style="list-style-type: none"> <li>• Issue of supporting infrastructure to support growth and who pays?</li> <li>• Investing in community infrastructure</li> <li>• Encouraging diversity in housing choice</li> <li>• Opportunities for public-private partnerships</li> <li>• Housing for vulnerable groups</li> </ul>
Infrastructure	<ul style="list-style-type: none"> <li>• New and innovative ways to increase capital for investment is needed</li> <li>• Opportunity for single distribution centre to service cities and centres</li> </ul>
Employment and business attraction	<ul style="list-style-type: none"> <li>• Health and aged care sector</li> <li>• Technology and research</li> <li>• Opportunities for partnerships</li> <li>• Continuing 'traditional' industries ie coal and steel</li> <li>• Approvals processes that supports certainty for investors</li> <li>• Migrant workforce</li> </ul>
Liveability	<ul style="list-style-type: none"> <li>• Climate and environment is attractive</li> <li>• Climate change management</li> <li>• Growth funds liveability outcomes</li> <li>• Need more investment in open spaces</li> <li>• Public transport and movement of the public</li> </ul>
Assets	<ul style="list-style-type: none"> <li>• Need to maximise opportunities the airport presents</li> </ul>

## Appendices

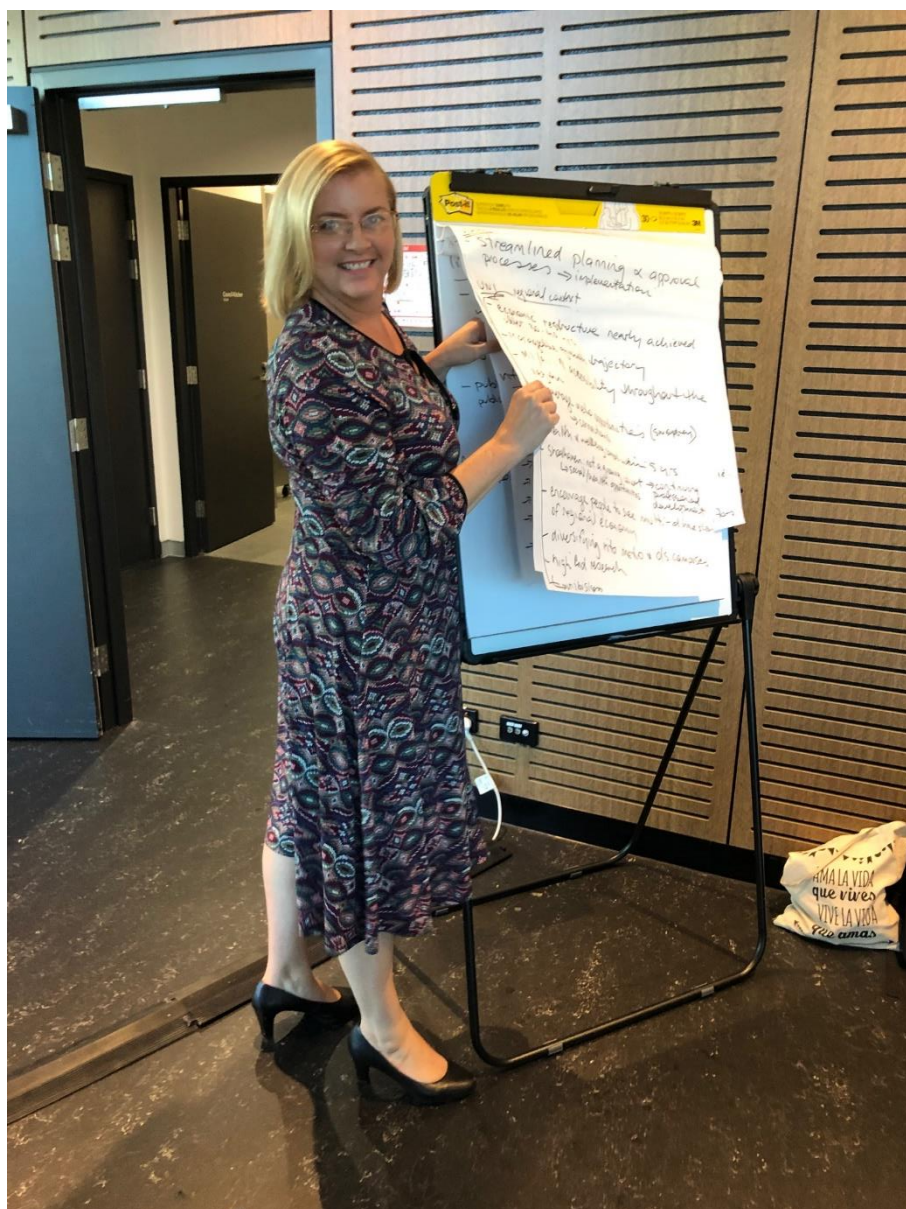
Presentations from:

- NSW Department of Planning and Environment
- Kiama Municipal Council
- Shellharbour City Council
- Shoalhaven City Council
- Wollongong City Council

## Photos from the Workshop









## Progress Report as at 1 June 2019

### Illawarra Shoalhaven Joint Organisation Establishment Funding Allocation and Action Plan

#### *Background*

Following commencement of Joint Organisations, the NSW Government has provided \$3.3 million in funding to help establishment. The Illawarra Shoalhaven Joint Organisation has been allocated \$300,000 to assist establishment costs of the organisation.

#### *Governance*

To ensure robust governance of the expenditure of the funding, the following processes will be followed:

- Progress of expenditure and implementation will be reported to the ISJO Board at each general meeting until funds are expended.
- Establishment funding will be accounted separately and will be reported as an internally restricted asset within the ISJO Financial Statements
- Progress and expenditure report will be submitted to the OLG by 31 August and 28 February each year until funds are expended.
- Establishment funding will adhere to the guidelines and only be utilised on eligible activities.

Activities that are eligible for funding include the following areas:

1. Expert establishment and implementation advice
2. Systems to support operation of the new joint organisation
3. Information and communications technology, e.g. new website
4. Capacity-building initiatives
5. Facilitation services to support establishment of regional priorities
6. Remuneration of the executive officer and other staff
7. Grants to member councils

The following table outlines the activities which the establishment funding will support. The first column cross-referenced with the eligible areas listed above. A contingency has been created until projects are fully scoped and costed.

Eligibility Number	Activity	Responsibility	Timeframe	Status as at 1/6/19	Budget Ex GST	Expenditure to 1/6/19
1 / 2	Systems Establishment and expert implementation advice <b>a.</b> Set up finance system including Authority fund for purchasing, payroll and accounting systems to enable Kiama Council to manage financial services <b>b.</b> Drafting of service level agreements, assistance with winding up voluntary association and creation of new entity	Consultant E.O.	By 30/9/18	a. Bank reconciliation process to be finalised with Kiama Council.  b. Draft SLA complete awaiting cost feedback from Kiama Council	75,000	66,917
3 / 4	Information and Communications - Website upgrade of CMS, improve functionality and extranet for council staff - Communications & Engagement Strategy Implementation	Consultant E.O.	By 30/09/19	Website consultant engaged for design refresh, upgrade CMS and archiving SCG website, total cost \$14,200. Re-launch occurred mid-March – <a href="http://www.isjo.org.au">www.isjo.org.au</a> Remaining allocation towards development of an ISJO logo, branding and Communications and Engagement Strategy to occur following new Strategic Business Plan development.	35,000	14,200
4 / 5	Implementation of Regional Priorities and capacity-building activities <b>a.</b> Regional Infrastructure Prioritisation Project (matrix etc.) <b>b.</b> SMART Region Strategy Implementation	Consultant E.O.	a. By 31/12/18 b. By 31/3/19 c. By 30/6/19	<b>a.</b> Audit of council facilities to be undertaken in relation to tourism infrastructure.  <b>b.</b> Coordination Group met with consultant to progress engagement	100,000	20,000



Eligibility Number	Activity	Responsibility	Timeframe	Status as at 1/6/19	Budget Ex GST	Expenditure to 1/6/19
	c. Other Projects from Statement of Strategic Regional Priorities - <i>Western Sydney Action Plan</i>			strategy. Potential allocation towards engagement strategy of \$5,000  c. Board endorsed of \$20,000 towards Illawarra Shoalhaven - Western Sydney Action Plan, consultant engaged 14/2/19. Workshops occurred during May/June.		
6	Staff remuneration contribution towards Interim Executive Officer, backfill requirements of Regional Programs Manager role and Recruiter fees for new Executive Officer	E.O.	By 30/6/19	Consultant engaged to assist grant application for Contaminated Lands Support Officer. Consultant engaged to undertake E.O. recruitment. New Chief Executive commenced 1 April. Recruitment costs now to be paid by member councils directly.	80,000	2,079
	Contingencies				10,000	
	Progress reports to the ISJO Board at least quarterly until funds are expended	E.O.	Quarterly	November 2018 Board complete February 2019 Board complete April 2019 Board complete	-	
	6 monthly progress and expenditure report to OLG	E.O.	By 28/2/19 By 31/8/19	Complete	-	
	Final progress and expenditure report to OLG	E.O.	By 31/3/20	New final report date to enable strategic projects in 2019/20	-	
	<b>TOTAL</b>				<b>300,000</b>	<b>103,196</b>

# DELIVERING

## City Deals

City Deals are a new approach in Australia to bring together the three levels of government, the community and the private sector. The partnership focuses on aligning planning, investment and governance to accelerate growth and job creation, stimulate urban renewal and drive economic reforms to secure the future prosperity and liveability of our cities.

### Our Focus Areas

The uniqueness and diversity of Australia's cities means that it is necessary to tailor the approach to designing and delivering Australian City Deals. The approach draws from our experience developing the first three City Deals in Townsville, Launceston and Western Sydney, as well as lessons from overseas.

Depending on the city's priorities, a City Deal might include investment, planning, policy and regulatory changes in relation to:

- Jobs and skills
- infrastructure and investment
- liveability and sustainability
- innovation and digital opportunities
- governance, planning and regulation and
- housing

### City Deal Principles

These principles will guide the development, consideration and selection of City Deals.

#### A shared vision for growth, reform and improvement

The commitment to a City Deal reflects a serious and shared ambition from federal, state or territory and local leaders to improve their city. The process of agreeing and implementing the City Deal provides an impetus for major reforms and co-investments that can jump-start economic growth and improve liveability.

#### A negotiated and customised approach, across the whole of government

City Deals focus on leveraging cities' unique strengths and responding to their specific needs. Instead of national and state policies and programs delivered locally by different departments, working with local

governments and stakeholders produces a unified deal that addresses a city's priorities.

#### Transformative investment

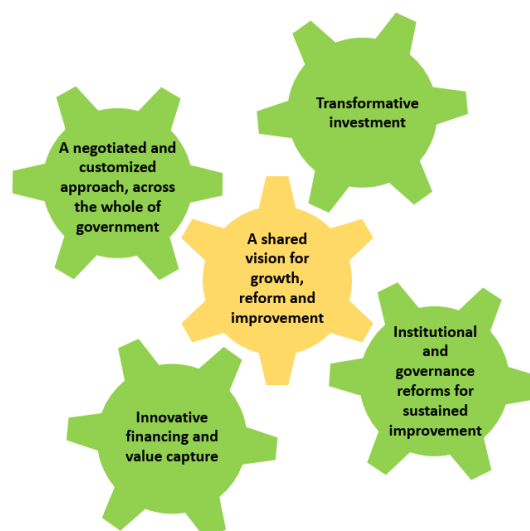
Investment delivered as part of a City Deal is focused on a long-term vision for the city, not immediate business-as-usual needs. This longer term and broader approach makes City Deal investment transformative, rather than reactive.

#### Institutional and governance reforms for sustained improvement

For sustained improvement, institutional reforms and investments may also be necessary to improve local capacity for whole-of-city governance and reform. This could include creating new bodies for planning, collaboration, governance and investment to ensure progressive improvement.

#### Innovative financing and value capture

City Deals should, where possible, use innovative financing and funding methods to deliver greater investment than could otherwise be provided. Since the deals aim to integrate transport, housing and land use policies, they create the opportunity for coordinated action to maximise and capture the value of investment.



Australian Government

Department of the Prime Minister and Cabinet

# DELIVERING

## City Deals

---

### Conditions for success

Meeting the following three criteria gives the best chance for a successful City Deal:

#### Willing and capable partners

The jurisdictions involved need to be willing and able to negotiate and deliver a City Deal. All levels of government must dedicate the resources needed for effective negotiation and implementation, as well as the political capital to drive difficult reforms and investments in the long-term interest of the City.

#### Opportunities to unlock economic potential and transform the City

There must be real opportunities to unlock economic potential in the City. City Deals are best suited to improving larger complex economic systems rather than simply providing an area assistance package.

#### Alignment with broader investment and policy priorities

City Deals should leverage government investment to further national policy goals, such as economic reform, rather than simply improving one location.

### The process to develop a City Deal

The three phases of developing and delivering City Deals can be summarised as preparation, collaboration and implementation (see diagram below).

#### Preparation

To establish a framework for City Deal discussions, and shared commitment to the City Deal model, the Prime Minister invited all state and territory governments to sign a City Deals Memorandum of Understanding (MoU).

Once the City Deal MoU has been signed, the Commonwealth's Cities Division works closely with their state and territory counterparts to consider city deal opportunities in line with the principles outlined on page one.

The preparation phase helps local governments and stakeholders prepare and set the groundwork for a City Deal in their community.

While only a small number of City Deals will be initiated at any one time, all cities can benefit from engaging in the preparation phase. It may help communities to identify and act upon opportunities in their local area – for example strengthening ties with the private sector and other communities with similar challenges – or enhance engagement with policy and funding processes, such as grants or other investments from local, state or Australian Government programs, business investors or philanthropic organisations.

Online data and guidance will support local governments and other interested users, to establish a **baseline** for their city, develop a **vision** for the future, and identify **focus areas** to be explored through a City Deal.

Engaging the local community to identify priorities and opportunities is important throughout the process.

#### Collaboration

The collaboration phase is about the formal development of the deal. This phase begins once all three levels of government have agreed to develop a City Deal. During this phase, the Australian Government, state or territory and local governments work together with the community and private sector to identify priorities and commit to delivering key outcomes for the city.

Although each deal is unique, the Australian Government has developed some guidance for this stage, including templates, timeframes and protocols, which are shared with the parties to the City Deal.

In the first instance, we **discuss** objectives for the City Deal, identify decision-making requirements and develop appropriate governance arrangements for the deal.

A successful City Deal relies upon parties having mutual goals and finding where there's a genuine need for collaboration between governments. Coordination across governments, ongoing consultation with the community and key stakeholders, along with detailed workshops, and specialist advice helps to **shape** the scope of the City Deal and identify potential delivery partners.

We explore various options to address priority issues for the city. Once there's agreement about initiatives that will enable success, we formalise and agree to the City



# DELIVERING

## City Deals

Deal. The deal includes the commitments of each level of government, and other key partners.

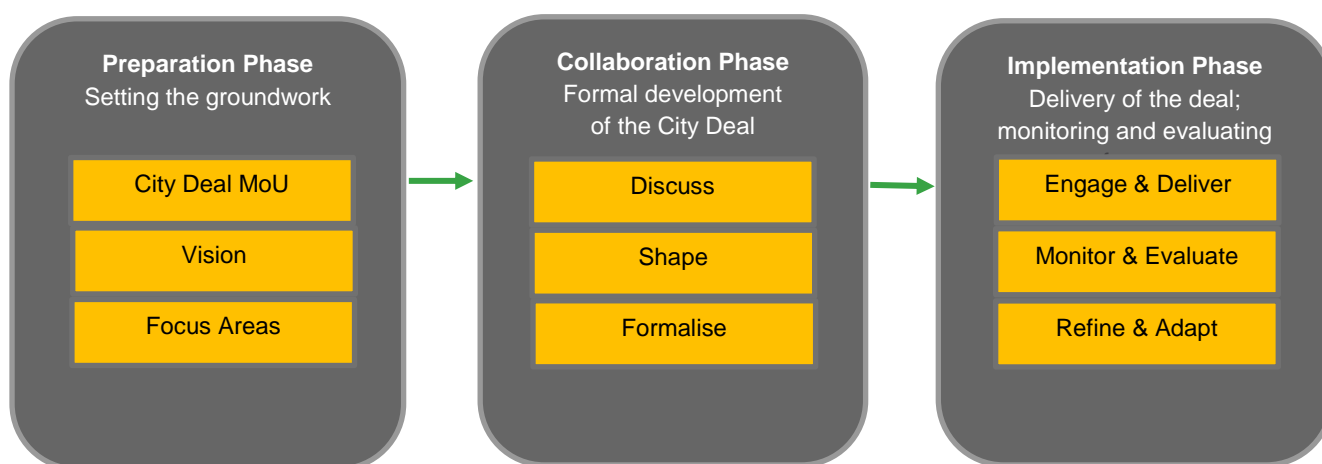
### Implementation

The implementation phase commences once the City Deal is agreed. Over the life of each City Deal, monitoring and evaluating performance and keeping the community up to date about progress is important. We want to ensure that the City Deal is making a difference, and share lessons.

Following signing of the City Deal, we **engage** with the community and with other interested parties to deliver the various commitments under the City Deal.

An Executive Board (established for each City Deal to oversee implementation) will **monitor and evaluate** progress on the delivery of commitments. We will report annually on the progress.

Over time, we will **refine and adapt** each City Deal as necessary. As milestones are achieved, we will determine next steps for each commitment. We also look at emerging trends, opportunities and risks and consider whether commitments under the City Deal need to be refined. We will consider altering a deal after its formal review, which typically occurs after 3 years.







Illawarra Shoalhaven  
Joint Organisation  
Draft Budget and Statement of Revenue  
Policy 2019-2020

Adopted by ISJO:

The Illawarra Shoalhaven Joint Organisation's revenue and accounting policies are kept in accordance with the Australian Accounting Standards Board. ISJO abides by the:

- *Local Government Act (1993)*
- *Local Government (General Regulation 2005)*
- *Local Government Code of Accounting Practice and Financial Reporting*

## 1. Financial contributions by member councils

As outlined in the charter, the Illawarra Shoalhaven Joint Organisation (ISJO) member councils must contribute a monetary payment or equivalent contribution based on the following methodology:

- Equal contribution by all member councils in order to perform the principal functions of delivering on strategic regional priorities, regional leadership and intergovernmental cooperation; and
- Contributions by participating member councils for other functions of enhancing strategic capacity and direct service delivery.

For 2019-20, equal contributions per member council of \$55,191 has been determined with following breakdown:

- Secretariat Contribution: \$38,634
- Projects and Programs Contribution: \$16,557

## 2. Fees and Charges 2019-20

Under the Local Government Act 1993, the ISJO may charge and recover an approved fee for its services. ISJO must consider the following when establishing approved fees:

- the cost of provision of the service
- recommended prices suggested by outside bodies
- the importance of the service
- legislation that regulates certain fees
- Goods and Services Tax legislation

### Illawarra District Weeds Authority

ISJO will manage the Illawarra District Weeds Authority with the schedule of fees to be charged for 2019-20 included. These are also included in the Fees & Charges of participating councils – Wollongong City, Shellharbour City and Kiama Municipal.

Details – Private Works Charges	2019/20 Fee Incl. GST
Small Scale Jobs Works requiring up to 1 hour to complete. Includes labour (one operator), plant and chemical Assumes chemical usage of 250 ml or 25 litres of mix	\$110.00 per job
Large Scale Jobs Works requiring more than 1 hour to complete. Includes one operator and all plant / equipment. Chemical extra	\$90.00 per hour
Two operators	\$140.00 per hour

<b>NOTE:</b> An administration fee of 16.5% applies to all large-scale private works undertaken.	
Application for certificate from local control authority as to weed control notices, expenses and charges on land Clause 28 (2) of Schedule 7	\$200.00 (GST exempt)

### GIPA Government Information (Public Access) Act 2009

Details	2019/20 Fee Incl. GST
A processing charge based on hourly Staff Services fee is applied where applicable. Subject to notes 1 to 4.	\$30 per application
<b>NOTE</b> 1. Application fees covers costs of receiving applications including registration and initial discussions with applicants. Any applications requiring more than 1/2 hour file research will involve processing charges (subject to note 4). 2. An advance deposit may also be required in accordance with Section 68 and 69 of the Government Information (Public Access) Act 2009, if Council's costs are likely to exceed the application fee. 3. A 50% reduction in fees applies for eligible pensioners and non-profit organisations under financial hardship. 4. First 20 hours free of processing charge for person accessing documents relating to their personal affairs.	
Research and Processing	\$30 per hour
Application for review of determination	\$40 per application

### 3. 2019-20 Draft Income Statement (excluding Illawarra District Weeds Authority)

The following consolidated budget is for the operations of the Illawarra Shoalhaven Joint Organisation **excluding the Illawarra District Weeds Authority** (program for participating councils of Wollongong City, Shellharbour City and Kiama Municipal Councils only)

Illawarra Shoalhaven Joint Organisation (excl. IDWA) Draft Budget 2019-20	Consolidated 2019/20 \$
<b>Income from Continuing Operations</b>	
Rates & Annual Charges	-
User Charges & Fees	72,000
Interest & Investment Revenue	30,000
Other Revenues	-
Grants & Contributions provided for Operating Purposes	1,128,184
Grants & Contributions provided for Capital Purposes	-
Net gains from the disposal of assets	-
Joint Ventures & Associated Entities	-

<b>Total Income from Continuing Operations</b>	<b>1,230,184</b>
<b>Expenses from Continuing Operations</b>	
Employee Benefits & On-Costs	243,000
Borrowing Costs	-
Materials & Contracts	836,735
Depreciation & Amortisation	95,000
Impairment	-
Other Expenses	36,888
Interest & Investment Losses	-
Net Losses from the Disposal of Assets	-
Joint Ventures & Associated Entities	358,749
<b>Total Expenses from Continuing Operations</b>	<b>1,570,372</b>
Net Profit/(Loss) from Discontinued Operations	-
<b>Net Operating Profit /(Loss) for the Year</b>	<b>(340,188)</b>
Add back Depreciation Expense (non-cash)	18,000
Add back ELE Expense (non-cash)	-
Add back Other Expenses (non-cash)	-
Less Other Income (non-cash)	-
<b>Net Result (excluding Depreciation &amp; Other non-cash items)</b>	<b>(322,188)</b>
<b>Capital (Balance Sheet) and Reserve Movements</b>	
Capital Expenditure	-
Loan Repayments (External)	-
New Loan Borrowings (External)	-
Cash and Investments	-
<b>Total Capital (Balance Sheet) and Reserve Movements</b>	<b>(0)</b>
<b>Cash Budget Surplus/(Deficit)</b>	<b>(322,188)</b>

**Note:** The following Grant Income was received in 2018/19 for delivery in 2019/20

- Regional Litter Prevention - Round 4: \$126,000
- Joint Organisation Establishment Grant Fund Projects: \$150,000

#### 4. 2019-20 Draft Income Statement – Illawarra District Weeds Authority

The following consolidated budget is for the operations of the **Illawarra District Weeds Authority** (program for participating councils of Wollongong City, Shellharbour City and Kiama Municipal Councils only).

<b>Illawarra District Weeds Authority Draft Budget 2019-20</b>	<b>Consolidated 2019/20 \$</b>
<b>Income from Continuing Operations</b>	
Rates & Annual Charges	-
User Charges & Fees	-
Interest & Investment Revenue	27,000
Other Revenues	55,100
Grants & Contributions provided for Operating Purposes	304,866
Grants & Contributions provided for Capital Purposes	-
Net gains from the disposal of assets	-
Joint Ventures & Associated Entities	-
<b>Total Income from Continuing Operations</b>	<b>386,966</b>
<b>Expenses from Continuing Operations</b>	
Employee Benefits & On-Costs	179,106
Borrowing Costs	-
Materials & Contracts	155,760
Depreciation & Amortisation	28,000
Impairment	-
Other Expenses	-
Interest & Investment Losses	-
Net Losses from the Disposal of Assets	-
Joint Ventures & Associated Entities	-
<b>Total Expenses from Continuing Operations</b>	<b>362,866</b>
Net Profit/(Loss) from Discontinued Operations	-
<b>Net Operating Profit /(Loss) for the Year</b>	<b>24,100</b>
Add back Depreciation Expense (non-cash)	28,000
Add back ELE Expense (non-cash)	-
Add back Other Expenses (non-cash)	-
Less Other Income (non-cash)	-

<b>Net Result (excluding Depreciation &amp; Other non-cash items)</b>	<b>52,100</b>
<b>Capital (Balance Sheet) and Reserve Movements</b>	
Capital Expenditure	-
Loan Repayments (External)	-
New Loan Borrowings (External)	-
Cash and Investments	-
<b>Total Capital (Balance Sheet) and Reserve Movements</b>	<b>(0)</b>
<b>Cash Budget Surplus/(Deficit)</b>	<b>52,100</b>

## 5. 2019-20 Draft Detailed Estimates – Budget

2019-20 Income and Expenditure Estimates – ISJO (excl. IDWA)	Draft 2019-20
<b>Income</b>	
Council Secretariat Contributions	154,535
Council Project and Programs Contributions	66,229
ISJO Interest	30,000
Administration revenue	72,000
<b>Grants &amp; contributions provided for operating purposes</b>	
LGP Regional Procurement Rebate	170,000
Regional Waste Strategy Coordination	100,028
Better Waste & Recycle	102,852
Shellharbour Clean up and Prevention Grant	14,480
Regional Illegal Dumping Program	520,060
<b>Total Income</b>	<b>1,230,184</b>
<b>Secretariat - Operating Expenses</b>	
Secretariat - Employee Benefits & On-costs	243,000
Programs & Operations - Employee Benefits & On-costs	119,925
Audit Fees	4,500
Rent	40,000
Admin Expenses	10,000

Insurances - Public & Management Liability	18,000
Vehicle Running Costs	15,000
IT Expenses, Telephone, Web hosting, Teleconferencing	25,000
JO Establishment Grant Fund Projects	95,000
Depreciation & Amortisation	15,000
<b>Total Expenses</b>	<b>585,425</b>
<b>Regional Procurement Program - Operating Expenses</b>	
Employee Benefits & On-Costs	87,125
ISJO Administration Fee	6,103
IT Expenses (software licences)	50,000
Consultants (incl. legal services)	3,000
Training (member councils)	45,000
Advertising (tenders)	3,000
<b>Total Expenses</b>	<b>194,228</b>
<b>Waste &amp; Recycling Programs - Operating Expenses</b>	
<b>Regional Waste Strategy Coordination</b>	
Employee Benefits & On-Costs	93,019
ISJO Administration Fee	9,384
<b>Better Waste and Recycling</b>	
Employee Benefits & On-Costs	69,700
ISJO Administration Fee	7,640
Catering Costs	1,000
Consultancy Fees	15,000
Working Expenses	5,000
Training Expenses	4,512
<b>Regional Litter Prevention - Round 4</b>	
Employee Benefits & On-Costs	18,800

Contractors Charges	35,000
Working Expenses	43,500
Advertising	28,700
<b>Regional Illegal Dumping Program</b>	
Employee Benefits & On-Costs	53,477
ISJO Administration Fee	10,246
Program support	5,123
Member Councils - RID support	337,886
Member Councils - Contestable Projects	52,467
Communications Strategy & Advertising	26,233
Training Courses (councils)	18,888
Working Expenses (operations & equipment)	15,740
Shellharbour Clean-up and Prevention Grant	36,200
<b>Total Expenses</b>	<b>887,515</b>

<b>2019-20 Income and Expenditure Estimates - Illawarra District Weeds Authority</b>	<b>Draft 2019-20</b>
IWDA Interest	27,000
<b>IDWA - Grants &amp; contributions provided for operating purposes</b>	
Weeds Action Plan Program - Council contributions	63,150
Weeds Action Plan Program - State Grant	107,214
Vacant Crown Lands Program - State Grant	35,000
Vacant Crown Lands Program - Council contributions	5,000
Widespread Weed Program - Council contributions	94,502
IWDA Leaseback	4,500
Biosecurity inspection fees	600
IWDA Private Works	50,000
<b>Total Income (IDWA)</b>	<b>386,966</b>



<b>Illawarra District Weeds Authority - Operating Expenses</b>	
<b>Weeds Action Program</b>	
Employee Benefits & On-Costs	112,956
ISJO Administration & Working Expenses	48,410
Integration of NRM with weed management	2,000
Community awareness and participation (staff publicity)	3,000
Skilled workforce (staff training)	4,000
<b>Vacant Crown Lands Program</b>	40,000
<b>Widespread Weed Program</b>	
Employee Benefits & On-Costs	66,150
ISJO Administration & Working Expenses	28,350
Depreciation & Amortisation	28,000
<b>Private Works</b>	30,000
<b>Total Expenses (IDWA)</b>	<b>362,866</b>

**Independent Audit Report**  
**To the Members of the Illawarra Shoalhaven Joint Organisation ("ISJO")**  
**(previously known as Illawarra Pilot Joint Organisation)**

**Report on the Financial Report**

We have audited the accompanying financial report being a special purpose financial report, of the Illawarra Shoalhaven Joint Organisation ("ISJO") (previously known as Illawarra Pilot Joint Organisation), which comprises the Balance Sheet as at 30 June 2018, Income Statement, Statement of Changes in Equity, Cash Flow Statement for the year then ended and accompanying notes to the special purpose financial statements.

**The responsibility of those charged with governance**

The management committee is responsible for the preparation of the financial report and has determined that the basis of accounting described in Note 1 to the financial statements is appropriate to meet the financial reporting needs of the management committee.

The management committee's responsibility also includes such internal control as the management committee determine is necessary to enable the preparation of a financial report that is free from material misstatement, whether due to fraud or error.

**Auditor's Responsibility**

Our responsibility is to express an opinion on the financial report based on our audit. No opinion is expressed as to whether the accounting policies used, as described in Note 1 to the financial statements, are appropriate to meet the needs of the members. We conducted our audit in accordance with Australian Auditing Standards. Those Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by those charged with governance, as well as evaluating the overall presentation of the financial report.

The financial report has been prepared for distribution to members for the purpose of fulfilling the management committee's financial reporting requirements. We disclaim any assumption of responsibility for any reliance on this report or on the financial report to which it relates to any person other than the members, or for any purpose other than that for which it was prepared.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Independence**

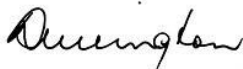
In conducting our audit, we have complied with APES 110 *Code of Ethics for Professional Accountants*.

**Opinion**

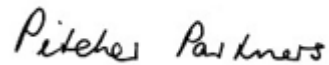
In our opinion, the financial report presents fairly, in all material respects the financial position of the ISJO as at 30 June 2018 and of its financial performance and its cash flows for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements.

**Basis of Accounting**

Without modifying our opinion, we draw your attention to Note 1 to the financial statements, which describes the basis of accounting. The financial statements have been prepared to assist the ISJO to meet the financial reporting needs of the members as determined by the management committee. As a result, the financial statements may not be suitable for another purpose.



C R MILLINGTON  
Partner



PITCHER PARTNERS  
Sydney

3 May 2019

---

# Illawarra Shoalhaven Joint Organisation

---

---

Financial Statements

Year ending 30 June 2018

---



Illawarra Shoalhaven Joint Organisation  
(previously known as Illawarra Pilot Joint Organisation)

## Contents

Income Statement for the year ended 30 June 2018 .....	2
Statement of Financial Position as at 30 June 2018 .....	3
Statement of Changes in Equity.....	4
Statement of Cash Flows .....	5
Note 1 Basis of preparation .....	6
Note 2 Income from Continuing Operations .....	7
Note 3 Expenses from Continuing Operations .....	9
Note 4 Gain or loss from disposal of assets .....	16
Note 5(a) Cash and cash equivalents .....	17
Note 5(b) Restricted cash, cash equivalents and investments.....	17
Note 6 Infrastructure, property, plant and equipment .....	18
Note 7 Payables and Borrowings .....	19
Note 8 Statement of Cash Flows Information.....	20

Illawarra Shoalhaven Joint Organisation  
(previously known as Illawarra Pilot Joint Organisation)

Income Statement for the year ended 30 June 2018

	Notes	2018 \$	2017 \$
Income from continuing operations			
Constituent Council Contributions	2a	210,124.00	205,000.00
Interest	2b	20,458.18	41,460.94
Other revenues	2c	623,923.79	182,776.52
Grants and contributions provided for operating purposes	2d	862,019.66	1,176,859.14
<b>Total income from continuing operations</b>		<b>1,716,525.63</b>	<b>1,606,096.60</b>
Expenses from continuing operations			
Employee benefits and on-costs	3a	574,023.61	500,353.92
Materials and contracts	3b	224,098.27	652,730.11
Depreciation and amortisation	3c	18,219.71	15,367.51
Other expenses	3d	789,149.65	677,388.41
Net loss from the disposal of assets	4	0.00	2,588.98
<b>Total expenses from continuing operations</b>		<b>1,605,491.24</b>	<b>1,848,428.93</b>
Operating result from continuing operations		111,034.39	(242,332.33)
<b>Net operating result for the year</b>		<b>111,034.39</b>	<b>(242,332.33)</b>
Attributable to: ISJO		111,034.39	(242,332.33)
Attributable to: non-controlling interests			
<b>Net operating result for the year</b>		<b>111,034.39</b>	<b>(242,332.33)</b>

Illawarra Shoalhaven Joint Organisation  
(previously known as Illawarra Pilot Joint Organisation)

Statement of Financial Position as at 30 June 2018

	Notes	2018 \$	2017 \$
<b>Assets</b>			
<b>Current Assets</b>			
Cash and cash equivalents	5	1,303,684.76	1,518,881.62
<b>Total current assets</b>		<b>1,303,684.76</b>	<b>1,518,881.62</b>
<b>Non-current assets</b>			
Infrastructure, property, plant and equipment	6	44,036.94	61,750.29
Assets held for Sale	6	18,412.64	0.00
<b>Total non-current assets</b>		<b>62,449.58</b>	<b>61,750.29</b>
<b>Total assets</b>		<b>1,366,134.34</b>	<b>1,580,631.91</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Payables	7	206,009.65	312,198.00
Provisions	7	275,032.89	494,376.50
<b>Total current liabilities</b>		<b>481,042.54</b>	<b>806,574.50</b>
<b>Total Liabilities</b>		<b>481,042.54</b>	<b>806,574.50</b>
<b>Net assets</b>		<b>885,091.80</b>	<b>774,057.41</b>
<b>Equity</b>			
Accumulated surplus		885,091.80	774,057.41
<b>Total equity</b>		<b>885,091.80</b>	<b>774,057.41</b>

Illawarra Shoalhaven Joint Organisation  
(previously known as Illawarra Pilot Joint Organisation)

Statement of Changes in Equity

For the Year ended 30 June 2018

	2018 \$			2017 \$		
	Accumulated Surplus	ISJO equity interest	Total equity	Accumulated Surplus	ISJO equity interest	Total equity
Opening Balance	774,057.41	774,057.41	774,057.41	1,016,389.74	1,016,389.74	1,016,389.74
Net operating result for the year	111,034.39	111,034.39	111,034.39	(242,332.33)	(242,332.33)	(242,332.33)
Closing balance	885,091.80	885,091.80	885,091.80	774,057.41	774,057.41	774,057.41



Illawarra Shoalhaven Joint Organisation  
(previously known as Illawarra Pilot Joint Organisation)

## Statement of Cash Flows

For the Year Ended 30 June 2018

	2018 \$	2017 \$
Cash flows from operating activities		
<i>Receipts</i>		
Constituent Council Contributions	210,124.00	205,000.00
Investment revenue and interest	20,458.18	41,460.94
Grants and contributions	753,020.02	1,067,859.50
Other	394,921.19	197,974.52
<i>Payments</i>		
Employee benefits and on costs	(583,965.97)	(305,066.80)
Materials and contracts	(224,098.27)	0
Other	(785,149.65)	(1,330,118.52)
<b>Net cash (used) in operating activities</b>	<b>(214,690.50)</b>	<b>(122,890.36)</b>
Cash flow from investing activities		
<i>Receipts</i>		
Sale of infrastructure, property, plant and equipment	0	7,775.00
<i>Payments</i>		
Purchase of infrastructure, property, plant and equipment	(506.36)	(37,166.00)
<b>Net cash (used in) investing activities</b>	<b>(506.36)</b>	<b>(29,391.00)</b>
Net (decrease) in cash and cash equivalents	(215,196.86)	(152,281.36)
Cash and cash equivalents at the beginning of the reporting period	1,518,881.62	1,671,162.98
<b>Cash and cash equivalents at end of reporting period</b>	<b>1,303,684.76</b>	<b>1,518,881.62</b>

Illawarra Shoalhaven Joint Organisation  
(previously known as Illawarra Pilot Joint Organisation)

Note 1 Statement of Significant Accounting Policies

This financial report is a special purpose financial report prepared in order to satisfy the financial report preparation requirements of the Illawarra Shoalhaven Joint Organisation. The Member Councils have determined that the group is not a reporting entity. The Management Committee has determined that the accounting policies adopted are appropriate to meet the needs of the Member Councils.

The financial report does not comply with International Financial Reporting Standards. It has been prepared on an accruals basis and is based on historic costs and does not take into account changing money values or, except where specifically stated, current valuations of non-current assets.

The reporting layout is consistent with the requirements for Local Government authorities in New South Wales.

The following specific accounting policies, which are consistent with the previous period unless otherwise stated, have been adopted in the preparation of this financial report:

**Property Plant and Equipment**

All assets have been revalued to Fair Value. All assets, excluding freehold land, are depreciated over their useful lives.

**Revenue**

Illawarra Shoalhaven Joint Organisation recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the Illawarra Shoalhaven Joint Organisation and specific criteria have been met.

Illawarra Shoalhaven Joint Organisation bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

Revenue is measured at the fair value of the consideration received or receivable.

Illawarra Shoalhaven Joint Organisation  
(previously known as Illawarra Pilot Joint Organisation)

Note 2 Income from Continuing Operations

	2018 \$	2017 \$
<b>a. Constituent Council Contribution</b>		
ISJO		
Wollongong City Council	36,772.00	35,875.00
Kiama Municipal Council	36,772.00	35,875.00
Shoalhaven City Council	36,772.00	35,875.00
Shellharbour City Council	36,772.00	35,875.00
<b>Total</b>	<b>147,088.00</b>	<b>143,500.00</b>
Programs & Projects		
Wollongong City Council	15,759.00	15,375.00
Kiama Municipal Council	15,759.00	15,375.00
Shoalhaven City Council	15,759.00	15,375.00
Shellharbour City Council	15,759.00	15,375.00
<b>Total</b>	<b>63,036.00</b>	<b>61,500.00</b>
<b>Total Constituent Council Contributions</b>	<b>210,124.00</b>	<b>205,000.00</b>
<b>b. Interest</b>		
ISJO	14,920.19	27,440.88
Regional Waste Strategy Program	2,881.93	5,488.82
Better Waste & Recycling	1,309.11	1,965.25
Illegal Dumping Clean Up & Prevention	(0.09)	0
Regional Litter Prevention Program	(24.43)	1,223.18
Community Recycling Centre & Education Plan	1,907.24	1,974.62
APC Litter Project	197.06	0
Illawarra Food Recovery & Distribution Hub	(732.83)	3,368.19
<b>Total Interest Revenue</b>	<b>20,458.18</b>	<b>41,460.94</b>
<b>c. Other revenues</b>		
ISJO		
Motor Vehicle Leaseback	9,440.00	9,223.73
Admin Fees – IDNWA	11,411.00	8,388.00
Admin Fees – Regional Illegal Dumping Program	9,459.00	9,254.00
Admin Fees – Regional Waste Strategy Coordination	9,459.00	14,923.00
Admin Fees – ISJO Waste Projects and Programs	5,820.00	0
Admin Fees – Illawarra Pilot joint Organisation	37,000.00	23,428.00
Admin Fees – IPJO Regional Procurement	5,820.00	0
Admin Fees – Programs and Projects	5,841.00	0
Plant Hire	23,791.26	26,011.56
Illawarra YES Launch	0	1,055.45
Write back of Redundancy Provision	229,002.60	0
Sundry Income	33,503.97	0
<b>Total</b>	<b>380,547.83</b>	<b>92,283.74</b>

Illawarra Shoalhaven Joint Organisation  
(previously known as Illawarra Pilot Joint Organisation)

Note 2 (continued)

Programs and Projects		
IPJO Regional Procurement	153,375.96	90,492.78
ISJO Marine Tourism Strategy	90,000.00	0
<b>Total</b>	<b>243,375.96</b>	<b>90,492.78</b>
<b>Total other revenue from continuing operations</b>	<b>623,923.79</b>	<b>182,776.52</b>
<b>d. Grants and Contributions</b>		
Regional Illegal Dumping Program	498,346.00	406,000.00
Regional Waste Strategy Coordination	101,384.00	120,000.00
Better Waste & Recycle	105,834.29	124,297.14
Illegal Dumping Clean Up & Prevention – Wollongong	22,224.00	44,448.00
Regional Litter Prevention Program	5,000.00	116,080.00
Community Recycling Centre Comm & Education Plan	24,000.00	50,000.00
APC Litter Project	0	27,800.00
LRIP Foreshore Recreation Parks Litter Reduction	53,250.00	0
LRIP Major Road Intersections and Tourist Rd Hotspot	51,700.00	0
Illawarra Food Recovery & Distribution Hub	281.37	221,415.82
Illawarra Food Recovery & Distribution Hub Vehicle Cont	0	21,818.18
Economic Outlook Project	0	45,000.00
<b>Total Grants and Contributions</b>	<b>862,019.66</b>	<b>1,176,859.14</b>

Illawarra Shoalhaven Joint Organisation  
(previously known as Illawarra Pilot Joint Organisation)

Note 3 Expenses from Continuing Operations

	2018 \$	2017 \$
<b>a. Employee Benefits and On costs</b>		
ISJO Administration		
Salaries & Wages	155,648.53	155,585.34
Travel Costs	1,215.47	17.91
Employee Leave Entitlements	9,691.74	16,189.19
Superannuation	16,948.35	14,781.24
FBT	5,794.95	0
Workers Compensation	4,804.82	7,405.89
Training Costs	300.00	0
<b>Total</b>	<b>194,403.86</b>	<b>193,979.57</b>
Better Waste and Recycling		
Salaries & Wages	41,393.82	51,914.85
Travel Costs	837.82	732.26
Employee Leave Entitlements	(6,087.11)	6,774.93
Superannuation	5,173.54	4,932.20
Workers Compensation	1,466.69	2,471.16
Training Costs	8,718.91	3,708.18
<b>Total</b>	<b>51,503.67</b>	<b>70,533.58</b>
Programs & Projects		
Salaries & Wages	135,321.52	11,476.63
Travel Costs	15.56	0
Employee Leave Entitlements	2,029.03	(6,284.52)
Superannuation	12,886.27	2,739.62
Workers Compensation	3,653.24	3,878.26
<b>Total</b>	<b>153,906.06</b>	<b>11,809.99</b>
Regional Illegal Dumping		
Salaries & Wages	40,536.41	50,124.86
Travel Costs	31.19	2,400.24
Employee Leave Entitlements	2,539.88	4,065.76
Superannuation	3,833.06	4,761.86
Workers Compensation	1,086.66	2,385.94
Training Costs	14,854.43	3,866.46
<b>Total</b>	<b>62,881.63</b>	<b>67,602.12</b>
IPJO Regional Litter Project – Enhanced		
Salaries & Wages	1,647.24	0
Superannuation	155.76	0
Workers Compensation	44.16	0
<b>Total</b>	<b>1,847.16</b>	<b>0.00</b>
Illegal Dumping Clean Up & Prevention		
Salaries & Wages	154.08	0
Training Costs	900.00	0
<b>Total</b>	<b>1,054.08</b>	<b>0.00</b>

Illawarra Shoalhaven Joint Organisation  
(previously known as Illawarra Pilot Joint Organisation)

Note 3 (continued)

	2018 \$	2017 \$
LRIP Foreshore Recreation Parks Litter Reduction		
Salaries & Wages	3,449.76	0
Superannuation	326.20	0
Workers Compensation	92.44	0
<b>Total</b>	<b>3,868.40</b>	<b>0.00</b>
Regional Waste Strategy Coordination		
Salaries & Wages	33,556.56	70,000.00
Travel Costs	1,230.94	321.87
Employee Leave Entitlements	0	6,500.00
Superannuation	1,823.16	5,000.00
Workers Compensation	516.86	0
Training Costs	2,853.68	3,627.63
<b>Total</b>	<b>41,863.85</b>	<b>85,449.50</b>
IPJO Regional Procurement		
Salaries & Wages	55,541.59	40,848.61
Travel Costs	556.64	815.05
Superannuation	3,603.67	3,881.00
Workers Compensation	1,021.63	2,448.41
Training Costs	1,020.00	26,849.55
<b>Total</b>	<b>61,743.53</b>	<b>74,842.62</b>
Commonwealth Care Link		
Salaries & Wages	848.41	0
Superannuation	80.22	0
Workers Compensation	22.74	0
<b>Total</b>	<b>951.37</b>	<b>0.00</b>
<b>TOTAL EMPLOYEE BENEFITS &amp; ONCOSTS</b>	<b>547,023.61</b>	<b>504,220.38</b>
<b>b Materials and Contracts</b>		
ISJO Admin		
Furniture & Equipment M&R	2,956.47	1,445.26
<b>Total</b>	<b>2,956.47</b>	<b>1,445.26</b>
ISJO Better Waste & Recycle		
Consultancy Fees	0	27,380.00
Working Expenses	2,420.55	18,810.65
Equipment Non-Capital	25,677.60	11,141.07
Furniture & Equipment M&R	2,576.94	0
<b>Total</b>	<b>30,675.09</b>	<b>57,331.72</b>
ISJO Regional Litter Prevention program		
Consultancy Fees	0	265.00
Working Expenses	883.97	23.72
<b>Total</b>	<b>883.97</b>	<b>288.72</b>
Programs and Projects		
Equipment – Non-Capital	0	1,209.09
<b>Total</b>	<b>0.00</b>	<b>1,209.09</b>

Illawarra Shoalhaven Joint Organisation  
(previously known as Illawarra Pilot Joint Organisation)

Note 3 (continued)

	2018 \$	2017 \$
Regional Illegal Dumping Program		
Consultancy Fees	3,515.00	0
Furniture & Equipment M&R	5,580.25	5,218.30
Working Expenses	1,842.25	1,090.88
<b>Total</b>	<b>10,937.50</b>	<b>6,309.18</b>
Illawarra JO Secretariat		
Consultancy Fees	4,800.00	0
<b>Total</b>	<b>4,800.00</b>	<b>0.00</b>
APC Litter Project		
Consultancy Fees	0	7,965.00
Working Expenses	0	4,884.02
<b>Total</b>	<b>0.00</b>	<b>12,849.02</b>
Regional Waste Strategy Coordination		
Consultancy Fees	36,461.96	67,134.36
Working Expenses	0	682.22
<b>Total</b>	<b>36,461.96</b>	<b>67,816.58</b>
IPJO Regional Procurement		
Consultancy Fees	2,950.00	11,386.50
<b>Total</b>		
Illawarra Food Recovery & Distribution Hub		
Consultancy Fees	2,085.90	390.00
Contractor Fees	0	52,000.00
Equipment Non-Capital	2,100.00	390,943.47
Working Expenses	2,088.00	0
<b>Total</b>	<b>6,273.90</b>	<b>443,333.47</b>
Illawarra Economic Outlook		
Consultancy Fees	16,212.00	48,638.00
<b>Total</b>	<b>16,212.00</b>	<b>48,638.00</b>
ISJO Marine Tourism Strategy		
Consultancy Fees	61,891.18	0
<b>Total</b>	<b>61,891.18</b>	<b>0.00</b>
Illegal Dumping Clean Up & Prevention – WCC		
Equipment Non-Capital	32,723.75	2,122.57
Working Expenses	769.18	0
<b>Total</b>	<b>33,492.93</b>	<b>2,122.57</b>
IPJO Regional Litter Project – Enhanced		
Consultancy Fees	5,414.00	0
Contractor Fees	2,080.00	0
Equipment Non-Capital	2,950.00	0
Working Expenses	6,678.99	0
<b>Total</b>	<b>17,122.99</b>	<b>0.00</b>
<b>TOTAL MATERIALS AND CONTRACTS</b>	<b>224,657.99</b>	<b>652,730.11</b>

Illawarra Shoalhaven Joint Organisation  
(previously known as Illawarra Pilot Joint Organisation)

Note 3 (continued)

	2018 \$	2017 \$
<b>c Depreciation and amortisation</b>		
Vehicles	118,537.55	12,687.13
Plant & Equipment	0	0
Office Equip, Furniture & Fittings	7,270.90	2,680.38
<b>TOTAL DEPRECIATION AND AMORTISATION COSTS EXPENSED</b>	<b>125,808.45</b>	<b>15,367.51</b>
<b>d Other Expenses</b>		
Audit Fees	4,000.00	4,300.00
Admin Expenses	0	5,681.00
Vehicle Running Costs	34,282.73	10,221.77
Catering & Tele Conferencing	3,521.62	8,965.00
Subscriptions	709.09	707.78
Bega Valley	0	19,571.00
Special Events	10,336.33	12,203.17
Web Development & Hosting	1,508.96	1,162.63
Printing & Stationery	2,718.80	2,266.95
Telephone	3,069.37	6,042.48
Postage/Fax	102.81	35.93
Cleaning	4,290.93	4,337.91
Rent	33,995.961	32,785.20
Sundry	3,219.92	2,367.96
Public/Professional Liability Insurance	0	1,345.00
Security	2,706.36	2,436.76
IT Expenses	22,212.78	16,821.39
<b>Total</b>	<b>126,675.95</b>	<b>131,251.93</b>
<b>ISJO – Better Waste and Recycle</b>		
Administration fee	5,820.00	7,800.00
Advertising	0	1,022.67
IT Expenses	303.38	1,782.08
Catering Costs	545.84	1,626.95
Professional Liability	0	504.00
Printing & Stationery	7,604.35	1,732.72
<b>Total</b>	<b>14,273.57</b>	<b>14,468.42</b>
<b>ISJO – Regional Litter Prevention Program</b>		
Catering	0	123.36
Advertising	0	35,783.00
Support – Wollongong	0	6,500.00
Support – Shellharbour	0	6,500.00
Support – Kiama	0	6,500.00
Support – Shoalhaven	6,500.00	0
Support – Wingecarribee	6,500.00	0
<b>Total</b>	<b>13,000.00</b>	<b>55,406.36</b>



Illawarra Shoalhaven Joint Organisation  
(previously known as Illawarra Pilot Joint Organisation)

Note 3 (continued)

	2018 \$	2017 \$
Programs & Projects		
Vehicle running costs	18,139.66	4,302.97
Public/Professional Liability	0	504.00
Printing & Stationery	460.00	0
Room Hire	0	13,000.00
Administration	5,841.00	7,799.00
<b>Total</b>	<b>24,440.66</b>	<b>25,605.97</b>
Regional Illegal Dumping Program		
Administration	9,459.00	11,385.00
Telephone	27.27	1,791.48
Catering & Tele conferencing	1,093.77	1,553.62
Advertising	642.99	7,125.00
Projects	21,335.86	0
Public/Professional Liability	0	504.00
Postage	3.23	17.68
Printing & Stationery	0	9.90
Room Hire	0	313.64
IT Expenses	0	1,480.81
RID Support – Wollongong	57,671.00	72,875.00
RID Support – Wollondilly	40,000.00	0
RID Support – Shellharbour	24,829.00	22,025.00
RID Support – Kiama	22,095.00	15,356.00
RID Support – Shoalhaven	47,256.00	45,342.00
RID Support – Eurobodalla	35,322.00	31,492.00
RID Support – Bega	54,115.00	43,157.00
RID Support – Wingecarribee	40,711.00	57,751.00
<b>Total</b>	<b>354,561.12</b>	<b>312,179.13</b>
Illegal Dumping Clean Up & Prevention – Nowra		
Working Expenses	48.14	0
<b>Total</b>	<b>48.14</b>	<b>0</b>
APC Litter Project		
Advertising	0	23,616.29
Catering Costs	0	4,248.50
Equipment	0	4,441.52
Printing & Stationery	0	922.27
Room Hire	0	218.18
Travel	0	831.45
<b>Total</b>	<b>0</b>	<b>34,278.21</b>

Illawarra Shoalhaven Joint Organisation  
(previously known as Illawarra Pilot Joint Organisation)

Note 3 (continued)

	2018 \$	2017 \$
Regional Waste Strategy Coordination		
Administration	9,459.00	10,674.00
Advertising	35.00	0
Catering Costs	311.26	4,275.09
Public/Professional Liability	0	337.00
IT Expenses	228.56	2,616.15
Printing & Stationery	148.73	0
Room Hire	591.82	736.36
Vehicle running expenses	0	15,000.00
Contributions – IROC	0	5,000.00
<b>Total</b>	<b>10,774.37</b>	<b>38,638.60</b>
IPJO Regional Procurement		
Administration	5,838.93	2,131.00
Advertising	4,859.42	1,540.91
Catering Costs	177.61	246.68
Printing & Stationery	14.50	0
Room Hire	601.36	0
IT Expenses	49,455.77	45,044.48
<b>Total</b>	<b>60,947.59</b>	<b>48,963.07</b>
Resource Recovery		
Vehicle running expenses	0	78.26
<b>Total</b>	<b>0</b>	<b>78.26</b>
Community Recycling Centre & Education Plan		
Administration	5,000.00	0
Advertising	92,080.27	5,312.00
Printing & Stationery	12,306.63	0
<b>Total</b>	<b>109,386.90</b>	<b>5,312.00</b>
Illawarra Food Recovery & Distribution Hub		
Signage	0	7,340.00
<b>Total</b>	<b>0</b>	<b>7,340.00</b>
LRIP Foreshore Recreation Parks Litter Reduction		
Administration	5,000.00	0
<b>Total</b>	<b>5,000.00</b>	<b>0</b>
ISJO Marine Tourism Strategy		
Advertising	152.73	0
Catering Costs	473.75	0
Room Hire	409.09	0
<b>Total</b>	<b>1,035.57</b>	<b>0</b>
Illegal Dumping Clean Up & Prevention – Wollongong		
Advertising	6,620.00	0
Administration	5,000.00	0
Support – Shoalhaven	20,000.00	0
<b>Total</b>	<b>31,620.00</b>	<b>0</b>

Illawarra Shoalhaven Joint Organisation  
(previously known as Illawarra Pilot Joint Organisation)

Note 3 (continued)

	2018 \$	2017 \$
IPJO Regional Litter Project – Enhanced		
Advertising	13,363.52	0
Administration	2,000.00	0
Catering Costs	341.33	0
Printing & Stationery	12,745.22	0
Room Hire	200.00	0
<b>Total</b>	<b>28,650.07</b>	<b>0</b>
LRIP Major Road Intersections and Tourist Rd Hotspot		
Administration	5,000.00	0
Printing & Stationery	3,736.00	0
	<b>8,736.00</b>	<b>0</b>
<b>TOTAL OTHER EXPENSES FROM CONTINUING OPERATIONS</b>	<b>789,149.65</b>	<b>722,159.95</b>

Illawarra Shoalhaven Joint Organisation  
(previously known as Illawarra Pilot Joint Organisation)

Note 4      Gain or loss from disposal of assets

	2018 \$	2017 \$
Gain (or loss) on disposal of infrastructure, property, plant and equipment		
Proceeds from disposal	0	7,775.00
Less : carrying amount of assets sold	0	10,363.98
<b>Gain (or loss) on disposal</b>	<b>0</b>	<b>(2,588.98)</b>
Gain (or loss) on disposal of investment property		
Proceeds from disposal		
Less : carrying value investment property		
<b>Gain (or loss) on disposal</b>	<b>0.00</b>	<b>0.00</b>
Gain (or loss) on disposal of non-current assets held for sale		
Proceeds from disposal		
Less: carrying value on non-current assets held for sale		
<b>Gain (or loss) on disposal</b>	<b>0.00</b>	<b>0.00</b>
Gain (or loss) on disposal of financial assets		
Proceeds from disposal		
Less: carrying value of financial assets		
<b>Gain (or loss) on disposal</b>	<b>0.00</b>	<b>0.00</b>
<b>Net gain (or loss) from disposal of assets</b>	<b>0.00</b>	<b>(2,588.98)</b>

Illawarra Shoalhaven Joint Organisation  
(previously known as Illawarra Pilot Joint Organisation)

Note 5(a) Cash and cash equivalents

	2018 \$	2017 \$
Cash at bank and on hand	1,303,684.76	1,518,881.62
	<b>1,303,684.76</b>	<b>1,518,881.62</b>

Note 5(b) Restricted cash, cash equivalents and investments

	2018 \$	2017 \$
Purpose		
EXTERNAL RESTRICTIONS		
ISJO Projects & Programs	(4,489.30)	119,048.98
Regional Illegal Dumping Program	393,089.53	323,123.78
Regional Waste Strategy Coordination	86,198.24	73,914.42
Better Waste & Recycling	31,271.55	21,889.59
Regional Litter Prevention Program	8,465.69	17,349.66
Community Recycling Centre Comm	12,220.44	97,607.34
Illegal Dumping Clean Up & Prev – WCC	(1,617.58)	42,325.43
APC Litter Project	53,091.43	53,091.43
Illawarra Food Recovery & Dist Hub	(10,767.32)	(4,774.73)
Economic Outlook Project	150.00	16,362.00
IPJO Regional Litter Project - Enhanced	(2,620.22)	45,000.00
LRIP Foreshore Rec Parks Litter Reduction	44,381.60	0
LRIP Major Road Intersections Hotspot	42,964.00	0
<b>TOTAL EXTERNAL RESTRICTIONS</b>	<b>652,338.06</b>	<b>804,937.81</b>
INTERNAL RESTRICTIONS		
GM's Reserve Fund	10,000.00	30,000.00
ISJO Secretariat Fund	111,221.41	101,529.67
Regional Illegal Dumping Program	14,914.76	12,374.85
Programs and Projects	17,496.67	15,467.67
Better Waste & Recycling	0	6,087.11
Payments for sold Hope Centre Assets	202,009.65	0
Redundancy Prov – Programs and Projects	0	24,744.00
Redundancy Prov – Reg Illegal Dumping	0	6,621.00
Redundancy Prov – Admin	74,577.30	168,708.20
Redundancy Prov – Carers Program	158,844.00	158,844.00
<b>TOTAL INTERNAL RESTRICTIONS</b>	<b>589,063.79</b>	<b>524,375.83</b>
<b>TOTAL UNRESTRICTED</b>	<b>62,282.91</b>	<b>189,567.98</b>
<b>TOTAL CASH, CASH EQUIVALENTS AND INVESTMENTS</b>	<b>1,303,684.76</b>	<b>1,518,881.62</b>

Illawarra Shoalhaven Joint Organisation  
(previously known as Illawarra Pilot Joint Organisation)

Note 6 Infrastructure, property, plant and equipment

By Asset Class	At June 30 2017 (\$)			Movements during the year (\$)			As at June 30 2018 (\$)		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions	Disposals	Depreciation and impairment	Gross Carrying amount	Accumulated depreciation and impairment	Net Carrying amount
<b>Vehicles</b>	68,240.00	15,919.72	52,320.28			13,648.00	68,240.00	29,567.72	38,672.28
<b>Office Equipment</b>	110,475.15	101,999.18	8,475.97	506.36		3,754.43	110,981.51	105,753.61	5,227.90
<b>Furniture and Fittings</b>	14,074.74	13,120.71	954.04			817.28	14,074.74	13,937.98	136.76
<b>Assets Held for Sale</b>	0	0	0	206,183.55	187,770.91	0	18,412.64	0	18,412.64
<b>Totals</b>	<b>192,789.89</b>	<b>131,039.60</b>	<b>61,750.29</b>	<b>206,689.91</b>	<b>187,770.91</b>	<b>18,219.71</b>	<b>211,708.89</b>	<b>149,259.31</b>	<b>62,449.58</b>

Illawarra Shoalhaven Joint Organisation  
(previously known as Illawarra Pilot Joint Organisation)

Note 7 Payables and Borrowings

	2018	2017
	\$	\$
<b>PAYABLES</b>		
Goods and Services	202,009.65	0.00
Accrued Expenses	4,000.00	
Other - Security Deposits		
<b>TOTAL PAYABLES</b>	<b>206,009.65</b>	<b>0.00</b>
<b>INTEREST BEARING LIABILITIES</b>		
Loans		
Government Advances		
<b>TOTAL INTEREST BEARING LIABILITIES</b>	<b>0.00</b>	<b>0.00</b>
<b>PROVISIONS</b>		
ISJO Admin		
ELE	112,706.86	101,529.67
Redundancy	110,252.00	168,708.20
<b>Total</b>	<b>222,958.86</b>	<b>270,237.87</b>
ISJO Carers Respite		
ELE	0	0
Redundancy	13,041.60	158,844.00
<b>Total</b>	<b>13,041.60</b>	<b>158,844.00</b>
Programs & Projects		
ELE	17,496.70	15,467.67
Redundancy	0	24,744.00
<b>Total</b>	<b>17,496.70</b>	<b>40,211.67</b>
Regional Illegal Dumping		
ELE	14,914.73	12,374.85
Redundancy	6,621.00	6,621.00
<b>Total</b>	<b>21,535.73</b>	<b>18,995.85</b>
Better Waste & Recycle		
ELE	0	6,087.11
Redundancy	0	0
<b>Total</b>	<b>0</b>	<b>6,087.11</b>
<b>TOTAL PROVISIONS</b>	<b>275,032.89</b>	<b>494,376.50</b>

Illawarra Shoalhaven Joint Organisation  
(previously known as Illawarra Pilot Joint Organisation)

Note 8 Statement of Cash Flows Information

	2018 \$	2017 \$
<b>(a) RECONCILIATION OF CASH ASSETS</b>		
Total Cash Assets	1,303,684.76	1,518,881.62
Less Bank Overdraft	0	0
<b>BALANCES AS PER CASH FLOW STATEMENT</b>	<b>1,303,684.76</b>	<b>1,518,881.62</b>
<b>(b) RECONCILIATION OF NET OPERATING RESULT TO CASH PROVIDED FROM OPERATING ACTIVITIES</b>		
<i>ADD:</i>		
Surplus(Deficit) from ordinary activities	111,034.39	(242,332.33)
Depreciation	18,219.71	15,367.51
Increase in employee entitlements	0	230,647.12
Increase in payables	0	15,198.00
Loss on sale of assets	0	2,588.98
<i>LESS:</i>		
Decrease in employee entitlements	219,343.61	35,660.00
Decrease in Payables	106,188.35	109,000.00
Increase in Asset held for sale	18,412.59	0
<b>NET CASH PROVIDED (USED IN) OPERATING ACTIVITIES FROM CASH FLOW STATEMENT</b>	<b>(214,690.50)</b>	<b>(122,890.36)</b>



## **INDEPENDENT AUDIT REPORT TO THE MEMBERS OF ILLAWARRA DISTRICT WEEDS AUTHORITY**

### **Report on the Financial Report**

We have audited the accompanying financial report being a special purpose financial report, of Illawarra District Weeds Authority, which comprises the Balance Sheet as at 30 June 2018, the Income Statement, Statement of Changes in Equity and Cash Flow Statement for the year then ended and accompanying notes to the special purpose financial statements.

### **The responsibility of those charged with governance**

The management committee is responsible for the preparation of the financial report and has determined that the basis of accounting described in Note 1 to the financial statements is appropriate to meet the financial reporting needs of the management committee.

This management committee's responsibility also includes such internal control as the management committee determine is necessary to enable the preparation of a financial report that is free from material misstatement, whether due to fraud or error.

### **Auditor's responsibility**

Our responsibility is to express an opinion on the financial report based on our audit. No opinion is expressed as to whether the accounting policies used, as described in Note 1 to the financial statements, are appropriate to meet the needs of the members. We conducted our audit in accordance with Australian Auditing Standards. Those Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by those charged with governance, as well as evaluating the overall presentation of the financial report.

The financial report has been prepared for distribution to members for the purpose of fulfilling the management committee's financial reporting requirements. We disclaim any assumption of responsibility for any reliance on this report or on the financial report to which it relates to any person other than the members, or for any purpose other than that for which it was prepared.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Independence**

In conducting our audit, we have complied with APES 110 Code of Ethics for Professional Accountants.

**Opinion**

In our opinion, the financial report presents fairly, in all material respects the financial position of Illawarra District Weeds Authority as at 30 June 2018 and of its financial performance and its cash flows for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements.

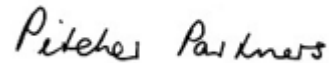
**Basis of Accounting**

Without modifying our opinion, we draw your attention to Note 1 to the financial statements, which describes the basis of accounting. The financial statements have been prepared to assist the Illawarra District Weeds Authority to meet the financial reporting needs of the members as determined by the management committee. As a result, the financial statements may not be suitable for another purpose.



C R MILLINGTON  
Partner

31 May 2019



PITCHER PARTNERS  
Sydney

---

*Illawarra District Weeds Authority*

---

---

Financial Statements

Year ending 30 June 2018

---



## Table of Contents

Income Statement for the year ended 30 June 2018 .....	4
Statement of Financial Position as at 30 June 2018 .....	5
Statement of Changes in Equity for the year ended 30 June 2018 .....	6
Statement of Cash Flows for the year ended 30 June 2018 .....	0
Note 1 Statement of Significant Accounting Policies.....	1
Note 2 Income from Continuing Operations .....	2
Note 3 Expenses from Continuing Operations .....	3
Note 4 Gain or loss from disposal of assets.....	6
Note 5(a) Cash and cash equivalents .....	7
Note 5(b) Restricted cash, cash equivalents and investments .....	7
Note 6 Receivables .....	7
Note 7 Infrastructure, property, plant and equipment .....	8
Note 8 Payables and Provisions .....	8
Note 9 Statement of Cash Flows Information .....	9

## Income Statement for the year ended 30 June 2018

	Notes	2018 \$	2017 \$
<b>Revenue from continuing operations</b>			
Constituent Council Contributions	2a	155,878	142,796
Interest	2b	25,691	27,233
Other revenues	2c	63,380	57,266
Grants and contributions provided for operating purposes	2d	108,278	122,539
<b>Other Income</b>			
▪ Net gain from the disposal of assets	4	-	6,640
<b>Total revenue from continuing operations</b>		<b>353,227</b>	<b>356,474</b>
<b>Expenses from continuing operations</b>			
Employee benefits and on-costs	3a	233,474	243,464
Materials and contracts	3b	5,021	27,497
Depreciation and amortisation	3c	28,897	23,017
Other expenses	3d	56,918	81,232
Net loss from the disposal of assets	4	20,759	-
<b>Total expenses from continuing operations</b>		<b>345,069</b>	<b>375,210</b>
<b>Operating result from continuing operations</b>		<b>8,158</b>	<b>(18,734)</b>
<b>Net operating result for the year</b>		<b>8,158</b>	<b>(18,734)</b>

## Statement of Financial Position as at 30 June 2018

	Notes	2018 \$	2017 \$
<b>Assets</b>			
<b>Current Assets</b>			
Cash and cash equivalents	5	938,065	840,959
Receivables	6	10,395	-
<b>Total current assets</b>		<b>948,460</b>	<b>840,959</b>
<b>Non-current assets</b>			
Infrastructure, property, plant and equipment	7	62,895	142,727
<b>Total non-current assets</b>		<b>62,895</b>	<b>142,727</b>
<b>Total assets</b>		<b>1,011,355</b>	<b>983,686</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Payables	8	800	-
Provisions	8	208,938	190,227
<b>Total current liabilities</b>		<b>209,738</b>	<b>190,227</b>
<b>Total Liabilities</b>		<b>209,738</b>	<b>190,227</b>
<b>Net assets</b>		<b>801,617</b>	<b>793,459</b>
<b>Equity</b>			
Accumulated surplus		801,617	793,459
<b>Total equity</b>		<b>801,617</b>	<b>793,459</b>

## Statement of Changes in Equity for the year ended 30 June 2018

	2018 \$			2017 \$		
	Accumulated Surplus	Equity interest	Total equity	Accumulated Surplus	Equity interest	Total equity
Opening Balance	793,459	793,459	793,459	812,193	812,193	812,193
Net operating result for the year	8,158	8,158	8,158	(18,734)	(18,734)	(18,734)
Closing balance	801,617	801,617	801,617	793,459	793,459	793,459



## Statement of Cash Flows for the year ended 30 June 2018

		2018 \$	2017 \$
Cash flows from operating activities			
<i>Receipts</i>			
Constituent Council Contributions		155,878	142,796
Investment revenue and interest		25,691	27,233
Grants and contributions		108,278	122,539
Other		52,984	57,266
<i>Payments</i>			
Employee benefits and on costs		214,758	222,466
Materials and contracts		5,020	27,494
Other		56,118	81,232
<b>Net cash provided from (or used) in operating activities</b>	9	<b>66,935</b>	<b>18,642</b>
Cash flow from investing activities			
<i>Receipts</i>			
Sale of infrastructure, property, plant and equipment		30,170	31,009
<i>Payments</i>			
Purchase of infrastructure, property, plant and equipment		-	124,228
<b>Net cash provided from (or used in) investing activities</b>		<b>30,170</b>	<b>(93,219)</b>
Net increase/decrease in cash and cash equivalents		97,105	(74,577)
Cash and cash equivalents at the beginning of the reporting period		840,959	915,537
<b>Cash and cash equivalents at end of reporting period</b>		<b>938,065</b>	<b>840,959</b>

## Note 1      Statement of Significant Accounting Policies

This financial report is a special purpose financial report prepared in order to satisfy the financial report preparation requirements of the Illawarra District Weeds Authority. The Member Councils have determined that the group is not a reporting entity. The Management Committee has determined that the accounting policies adopted are appropriate to meet the needs of the Member Councils.

The financial report does not comply with International Financial Reporting Standards. It has been prepared on an accruals basis and is based on historic costs and does not take into account changing money values or, except where specifically stated, current valuations of non-current assets.

The reporting layout is consistent with the requirements for Local Government authorities in New South Wales.

The following specific accounting policies are consistent with the previous period unless otherwise stated, have been adopted in the preparation of this financial report:

### **Investments**

Investments are brought to account at cost. Dividends and interests are brought to account when received.

### **Property Plant and Equipment**

All assets have been revalued to Fair Value. All assets, excluding freehold land are depreciated over their useful lives.

## Note 2      Income from Continuing Operations

	2018 \$	2017 \$
<b>a. Constituent Council Contribution</b>		
<i>NSW WAP</i>		
Wollongong City Council	72,624	65,046
Kiama Council	35,580	35,054
Shellharbour Council	47,674	42,696
<b>Total User Charges</b>	<b>155,878</b>	<b>142,796</b>
<b>b. Interest</b>		
Interest on Investments – I.D.N.W.A	25,691	26,822
Interest on Investments – Bitou Bush Task Force	-	411
<b>Total Interest Revenue</b>	<b>25,691</b>	<b>27,233</b>
<b>c. Other revenues</b>		
<i>I.D.N.W.A</i>		
Private Works	59,392	51,958
Motor Vehicle Leaseback	3,955	4,958
Certificates	33	150
Penalty Notice	-	200
<b>Total other revenue from continuing operations</b>	<b>63,380</b>	<b>57,266</b>
<b>d. Grants and Contributions</b>		
Grant – General Purpose – Local Lands Service	85,258	84,039
Grant – CFC Boneseed Program	17,111	17,000
Grant – CFC Aquatic Weeds Program	-	12,000
Grant – V.C.L Prog	5,909	4,500
Grant – Contain and Connect Program	-	5,000
<b>Total Grants and Contributions</b>	<b>108,278</b>	<b>122,539</b>

### Note 3 Expenses from Continuing Operations

	2018 \$	2017 \$
<b>a. Employee Benefits And On Costs</b>		
<b>I.D.N.W.A</b>		
<i>Salaries and Wages</i> - Administration	27,805	19,064
- Private Works	15,453	26,588
Employee Leave Entitlements	18,711	20,998
Workers Compensation Insurance	5,094	8,635
Superannuation	17,970	18,729
Fringe Benefit Taxation	2,749	-
<b>Category A &amp; B Weeds</b>		
<i>Salaries and Wages</i>		
Property inspections	41,469	37,786
African Lovegrass	-	31
Alligator Weed	1,947	466
Boneseed	793	342
Cats Claw Creeper	63	-
Chilean Needs Grass	338	941
Coolatai Grass	3,198	4,115
Groundsel Bush	2,230	2,864
Ludwigia	350	217
Mysore Thorn	1,709	2,342
Giant Parramatta Grass	2,198	9,263
Serrated Tussock	159	124
St Johns Wort	509	622
Salvinia	476	249
Water Hyacinth	1,125	902
<b>Category C &amp; D Weeds</b>		
<i>Salaries and Wages</i>		
Property inspections	12,980	17,937
Blackberry	4,604	5,321
Green Cestrum	63	31
African Lovegrass	31	124
Bitou Bush	13,102	11,537
Lantana Common Pink	-	1,399
<b>NWC – WAP Priorities</b>		
<i>Salaries and Wages</i>		
NRM Integration	1,635	3,240
Administration	14,577	20,114
Publicity	2,779	1,340
Training	5,192	4,436
Invasive Weeds	6,190	1,337
High Risk Pathways	10,451	7,832
Training Costs	5,374	824
<b>SOTS Bitou Bush Program</b>		
<i>Salaries and Wages</i>		
Boneseed	-	3,139
Admin	-	1,331

<b>LLS Contain and Connect Program</b>		
<i>Salaries and Wages</i>		
Weed Control	12,132	1,731.28
<b>SOTS Alligator Weed Program</b>		
<i>Salaries and Wages</i>		
Property Inspections	-	3,320
Workers Comp	-	308
Superannuation	-	669
Weed Control	-	3,197
<b>Total Employee Costs Expensed</b>	<b>233,474.48</b>	<b>243,464</b>
<b>b. Materials And Contracts</b>		
<i>I.D.N.W.A. Other:</i>		
Contracts	-	6,380
Private Works Materials	2,520	557
	2,520	6,937
<i>V.C.L. Program Other Expenses:</i>		
Contractors	-	11,700
<i>SOTS Alligator Weed Program</i>		
Contractor Charges	-	5,170
<i>SOTS Bitou Bush Program</i>		
Contractor Charges	-	3,686
<i>LLS Contain and Connect Expenses:</i>		
Contractor Charges	2,500	-
<b>TOTAL MATERIALS AND CONTRACTS</b>	<b>5,020</b>	<b>27,494</b>
<b>c. Depreciation</b>		
Vehicles	18,307	14,276
Plant & Equipment	4,456	4,146
Office Equip, Furniture & Fittings	6,133	4,595
<b>TOTAL DEPRECIATION COSTS EXPENSED</b>	<b>28,897</b>	<b>23,017</b>
<b>d. Other Expenses</b>		
<i>I.D.N.W.A. Administration:</i>		
Audit Fees	800	800
Delegates Expense	1,054	-
Insurance	-	2,353
Admin. Fee - I.R.O.C.	8,514	8,388
Admin. Fee - Kiama Council	-	9,943
Sundry Expenses	759	166
	11,127	21,650
<i>I.D.N.W.A. Office Expenses:</i>		
Printing & Stationery	1,907	351
Telephone	3,436	3,105
Postage	412	265
Rent	2,897	2,759
	8,652	6,480

<i>I.D.N.W.A. Other:</i>		
Vehicle Running Costs	17,654	35,649
Chemicals	6,727	12,416
Protective Clothing/Safety Equipment	329	642
	24,710	48,707
<i>I.D.N.W.A. Computer Expenses</i>		
Maintenance - Computers	221	50
Contribution - Computer Bureau	7,449	-
	7,670	50
<i>V.C.L. Program Other Expenses:</i>		
VCL Project - IDNWA	3,722	3,465
<i>SOTS Alligator Weed Program</i>		
Chemicals	-	477
<i>SOTS Bitou Bush Program</i>		
Chemicals	-	153
<i>LLS Contain and Connect Expenses:</i>		
Chemicals	1,036	247
<b>TOTAL OTHER EXPENSES FROM CONTINUING OPERATIONS</b>	<b>56,918</b>	<b>81,232</b>

## Note 4      Gain or loss from disposal of assets

	Note	2018 \$	2017 \$
Gain (or loss) on disposal of infrastructure, property, plant and equipment	7		
Proceeds from disposal		30,170	31,009
Less : carrying amount of assets sold		50,929	24,369
Net gain (or loss) from disposal of assets		(20,759)	6,640

## Note 5(a) Cash and cash equivalents

	2018 \$	2017 \$
Cash at bank and on hand	938,065	840,959
	<b>938,065</b>	<b>840,959</b>

## Note 5(b) Restricted cash, cash equivalents and investments

	2018	2017
	Current \$	Current \$
Purpose		
EXTERNAL RESTRICTIONS		
Included in liabilities (offset liabilities)		
Bitou Bush Task Force	24,209	24,209
<b>TOTAL EXTERNAL RESTRICTIONS</b>	<b>24,209</b>	<b>24,209</b>
INTERNAL RESTRICTIONS		
Included in liabilities (offset liabilities)		
Employee Leave Ent.	208,938	190,226
<b>TOTAL INTERNAL RESTRICTIONS</b>	<b>208,938</b>	<b>190,226</b>
<b>TOTAL UNRESTRICTED</b>	<b>704,917</b>	<b>626,523</b>
<b>TOTAL CASH, CASH EQUIVALENTS AND</b>		
<b>INVESTMENTS</b>	<b>938,065</b>	<b>840,959</b>

## Note 6 Receivables

	2018 \$	2017 \$
Receivables	10,395	-
	<b>10,395</b>	<b>-</b>



## Note 7      Infrastructure, property, plant and equipment

By Asset Class	At June 30 2017 (\$)			Movements during the year (\$)			As at June 30 2018 (\$)		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions	Disposals	Depreciation and impairment	Gross Carrying amount	Accumulated depreciation and impairment	Net Carrying amount
<b>Vehicles</b>	139,735	36,609	103,125	-	50,929	18,307.01	86,740	52,854	33,885
<b>Plant and Equipment</b>	36,793	22,949	13,844	-	-	4,456.18	36,793	27,405	9,388
<b>Office Equipment and Furniture</b>	41,708	15,952	25,756	-	-	6,133.94	41,708	22,086	19,622
<b>Totals</b>	<b>218,237</b>	<b>75,510</b>	<b>142,722</b>	<b>-</b>	<b>50,929</b>	<b>28,897.13</b>	<b>165,242</b>	<b>102,346</b>	<b>62,895</b>

## Note 8      Payables and Provisions

	2018 \$	2017 \$
<b>PAYABLES</b>		
Accrued Expenses	800	-
<b>TOTAL PAYABLES</b>	<b>800</b>	<b>-</b>
<b>PROVISIONS</b>		
Annual Leave	23,565	23,221
Sick Leave	43,372	40,782
Long Service Leave	142,001	126,223
<b>TOTAL PROVISIONS</b>	<b>208,938</b>	<b>190,226</b>

## Note 9 Statement of Cash Flows Information

	2018 \$	2017 \$
<b>(a) RECONCILIATION OF CASH ASSETS</b>		
Total Cash Assets	938,065	840,959
<b>BALANCES AS PER CASH FLOW STATEMENT</b>	<b>938,065</b>	<b>840,959</b>
<b>(b) RECONCILIATION OF NET OPERATING RESULT TO CASH PROVIDED FROM OPERATING ACTIVITIES</b>		
<i>ADD:</i>		
Surplus(Deficit) from ordinary activities	8,158	(18,734)
Depreciation	28,897	23,017
Increase in employee leave entitlements	18,711	20,998
Increase in payables		
Loss on sale of assets	20,759	-
<i>LESS:</i>		
Increase in receivables	10,395	-
Gain on sale of assets	-	6,640
<b>NET CASH PROVIDED FROM (OR USED IN) OPERATING ACTIVITIES FROM CASH FLOW STATEMENT</b>	<b>66,931</b>	<b>18,642.</b>



# **MODEL CODE OF MEETING PRACTICE FOR JOINT ORGANISATIONS IN NSW**

**2018**

## Table of Contents

1	INTRODUCTION .....	3
2	MEETING PRINCIPLES .....	3
3	BEFORE THE MEETING.....	4
4	COMING TOGETHER.....	8
5	THE CHAIR.....	11
6	MODES OF ADDRESS.....	12
7	ORDER OF BUSINESS FOR ORDINARY JOINT ORGANISATION MEETINGS .....	12
8	CONSIDERATION OF BUSINESS AT JOINT ORGANISATION MEETINGS .....	12
9	RULES OF DEBATE.....	15
10	VOTING.....	18
11	COMMITTEE OF THE WHOLE.....	20
12	DEALING WITH ITEMS BY EXCEPTION.....	20
13	CLOSURE OF JOINT ORGANISATION MEETINGS TO THE PUBLIC .....	21
14	KEEPING ORDER AT MEETINGS.....	25
15	CONFLICTS OF INTEREST.....	28
16	DECISIONS OF THE JOINT ORGANISATION .....	28
17	AFTER THE MEETING .....	30
18	JOINT ORGANISATION COMMITTEES .....	31
19	IRREGULARITIES .....	34
20	DEFINITIONS .....	35

## 1 INTRODUCTION

This Model Code of Meeting Practice for Local Joint Organisations in NSW (the Model Meeting Code) is 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 and includes all meetings of Joint Organisations (JOs) and committees of Joint Organisations of which all the members are Board delegates (committees of JOs). JO committees whose members include persons other than delegates may adopt their own rules for meetings unless the JO determines otherwise.

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

A JO's adopted 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 JO must not contain provisions that are inconsistent with the mandatory provisions of this Model Meeting Code.

## 2 MEETING PRINCIPLES

2.1 Joint Organisation and committee meetings should be:

*Transparent:* Decisions are made in a way that is open and accountable.

*Informed:* Decisions are made based on relevant, quality information.

*Inclusive:* Decisions respect the diverse needs and interests of the local community.

*Principled:* Decisions are informed by the principles prescribed under Chapter 3 of the Act.

*Trusted:* The community has confidence that Board delegates and staff act ethically and make decisions in the interests of the whole community.

*Respectful:* Board delegates, staff and meeting attendees treat each other with respect.

*Effective:* Meetings are well organised, effectively run and skilfully chaired.

*Orderly:* Board delegates, staff and meeting attendees behave in a way that contributes to the orderly conduct of the meeting.

### 3 BEFORE THE MEETING

#### Timing of ordinary Joint Organisation meetings

- 3.1 The Joint Organisation shall, by resolution, set the frequency, time, date and place of its ordinary meetings.

**Note: Under section 400T of the Act, boards of joint organisations are required to meet at least four (4) times each year, each in a different quarter of the year.**

#### Extraordinary meetings

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

**Note: Clause 3.2 reflects section 366 of the Act.**

#### Notice to the public of Joint Organisation meetings

- 3.3 The Joint Organisation must give notice to the public of the time, date and place of each of its meetings, including extraordinary meetings and of each meeting of committees of the Joint Organisation.

**Note: Clause 3.3 reflects section 9(1) of the Act.**

- 3.4 For the purposes of clause 3.3, notice of a meeting of the Joint Organisation and of a committee of Joint Organisation is to be published before the meeting takes place. The notice must be published on the Joint Organisation's website, and in such other manner that the Joint Organisation is satisfied is likely to bring notice of the meeting to the attention of as many people as possible.

- 3.5 For the purposes of clause 3.4, notice of more than one (1) meeting may be given in the same notice.

#### Notice to Board delegates of ordinary Joint Organisation meetings

- 3.6 The Chief Executive must send to each Board delegate, at least three (3) days before each meeting of the Joint Organisation, 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.

**Note: Clause 3.6 reflects section 367(1) of the Act.**

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

**Note: Clause 3.7 reflects section 367(3) of the Act.**

Notice to Board delegates of extraordinary meetings

- 3.8 Notice of less than three (3) days may be given to Board delegates of an extraordinary meeting of the Joint Organisation in cases of emergency.

**Note: Clause 3.8 reflects section 367(2) of the Act.**

Giving notice of business to be considered at Joint Organisation meetings

- 3.9 A Board delegate may give notice of any business they wish to be considered by the Joint Organisation 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 ten (10) business days before the meeting is to be held.
- 3.10 A Board delegate may, in writing to the Chief Executive, 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 delegate may, by way of a notice submitted under clause 3.9, ask a question for response by the Chief Executive about the performance or operations of the Joint Organisation.
- 3.12 A Board delegate is not permitted to ask a question with notice under clause 3.11 that comprises a complaint against the Chief Executive or a member of staff of the Joint Organisation, or a question that implies wrongdoing by the Chief Executive or a member of staff of the Joint Organisation.
- 3.13 The Chief Executive 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 Joint Organisation or orally at the meeting.

Agenda and business papers for ordinary meetings

- 3.14 The Chief Executive must cause the agenda for a meeting of the Joint Organisation or a committee of the Joint Organisation to be prepared as soon as practicable before the meeting.
- 3.15 The Chief Executive must ensure that the agenda for an ordinary meeting of the Joint Organisation states:
- (a) all matters to be dealt with arising out of the proceedings of previous meetings of the Joint Organisation, and
  - (b) if the Chair is the Chair – any matter or topic that the Chair 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 Chair to put a Chair minute to a meeting under clause 8.6.
- 3.17 The Chief Executive must not include in the agenda for a meeting of the Joint Organisation any business of which due notice has been given if, in the opinion of the Chief Executive, the business is, or the implementation of the business would be, unlawful. The Chief Executive must report, without giving details of the item of business, any such exclusion to the next meeting of the Joint Organisation.
- 3.18 Where the agenda includes the receipt of information or discussion of other matters that, in the opinion of the Chief Executive, is likely to take place when the meeting is closed to the public, the Chief Executive 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.

**Note: Clause 3.18 reflects section 9(2A)(a) of the Act.**

- 3.19 The Chief Executive must ensure that the details of any item of business which, in the opinion of the Chief Executive, is likely to be considered when the meeting is closed to the public, are included in a business paper provided to Board delegates 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 delegate or by any other person to another person who is not authorised to have that information.

#### Availability of the 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 Joint Organisation and committees of Joint Organisation, are to be published on the Joint Organisation'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 Joint Organisation, at the relevant meeting and at such other venues determined by the Joint Organisation.

**Note: Clause 3.20 reflects section 9(2) and (4) of the Act.**

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

**Note: Clause 3.21 reflects section 9(2A)(b) of the Act.**

- 3.22 For the purposes of clause 3.20, copies of agendas and business papers must be published on the Joint Organisation'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 delegates.

**Note: Clause 3.22 reflects section 9(3) of the Act.**

- 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.

**Note: Clause 3.23 reflects section 9(5) of the Act.**

Agenda and business papers for extraordinary meetings

- 3.24 The Chief Executive must ensure that the agenda for an extraordinary meeting of the Joint Organisation 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 Joint Organisation, 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 Chair to be of great urgency on the grounds that it requires a decision by the Joint Organisation before the next scheduled ordinary meeting of the Joint Organisation.
- 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 9.20–9.30, 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 Chair under clause 3.25(b) on whether a matter is of great urgency.

## 4 COMING TOGETHER

### Attendance by Board delegates at meetings

- 4.1 All voting representatives must make reasonable efforts to attend meetings of the Joint Organisation and of committees of the Joint Organisation of which they are members.
- 4.2 The board of the joint organisation may, if it thinks fit, transact any of its business at a meeting at which representatives (or some representatives) participate by telephone or other electronic means, but only if any representative who speaks on a matter before the meeting can be heard by the other representatives. For the purposes of a meeting held in accordance with this clause, the Chair and each other voting representative on the board have the same voting rights as they have at an ordinary meeting of the board.
- 4.3 Where a voting representative is unable to attend one or more ordinary meetings of the Joint Organisation, the voting representative should request that the Joint Organisation grant them a leave of absence from those meetings. This clause does not prevent a voting representative from making an apology if they are unable to attend a meeting. However the acceptance of such an apology does not constitute the granting of a leave of absence for the purposes of this code and the Act.
- 4.4 Member councils that choose to appoint an alternate voting representative from amongst its councillors, must notify the joint organisation in writing of that person's name, position and term of appointment. While acting in the place of a voting representative on the board, that person has all the functions of a representative, including voting.
- 4.5 A voting representative's request for leave of absence from Joint Organisation meetings should, if practicable, identify (by date) the meetings from which the voting representatives intends to be absent and the grounds upon which the leave of absence is being sought.
- 4.6 The Joint Organisation must act reasonably when considering whether to grant a voting representative's request for a leave of absence.
- 4.7 A voting representative's civic office will become vacant if the voting representative is absent from three (3) consecutive ordinary meetings of the Joint Organisation without prior leave of the Joint Organisation, or leave granted by the Joint Organisation at any of the meetings concerned, unless the holder is absent because they have been suspended from office under the Act, or because the Joint Organisation has been suspended under the Act, or as a consequence of a compliance order under section 438HA.  
  
**Note: Clause 4.7 reflects section 234(1)(d) of the Act.**
- 4.8 A Board delegate who intends to attend a meeting of the Joint Organisation despite having been granted a leave of absence should, if practicable, give the Chief Executive at least two (2) days' notice of their intention to attend.

### The quorum for a meeting

- 4.9 The quorum for a meeting of the Joint Organisation is a majority of the Board delegates of the Joint Organisation who hold office at that time and are not suspended from office.

**Note: Clause 4.9 reflects section 368(1) of the Act.**

- 4.10 Clause 4.9 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 Joint Organisation.

**Note: Clause 4.10 reflects section 368(2) of the Act.**

- 4.11 A meeting of the Joint Organisation must be adjourned if a quorum is not present:

- (a) at the commencement of the meeting where the number of apologies received for the meeting indicates that there will not be a quorum for the meeting, or
- (b) within half an hour after the time designated for the holding of the meeting, or
- (c) at any time during the meeting.

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

- (a) by the Chair, or
- (b) in the Chair's absence, by the majority of the Board delegates present, or
- (c) failing that, by the Chief Executive.

- 4.13 The Chief Executive must record in the Joint Organisation'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 Joint Organisation, together with the names of the Board delegates present.

### Entitlement of the public to attend Joint Organisation meetings

- 4.14 Everyone is entitled to attend a meeting of the Joint Organisation and committees of the Joint Organisation. The Joint Organisation must ensure that all meetings of the Joint Organisation and committees of the Joint Organisation are open to the public.

**Note: Clause 4.14 reflects section 10(1) of the Act.**

- 4.15 Clause 4.14 does not apply to parts of meetings that have been closed to the public under section 10A of the Act.

- 4.16 A person (whether a Board delegate or another person) is not entitled to be present at a meeting of the Joint Organisation or a committee of the Joint Organisation if expelled from the meeting:

- (a) by a resolution of the meeting, or

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

**Note: Clause 4.16 reflects section 10(2) of the Act.**

#### Attendance of the Chief Executive and other staff at meetings

- 4.17 The Chief Executive is entitled to attend, but not to vote at, a meeting of the Joint Organisation or a meeting of a committee of the Joint Organisation of which all of the members are Board delegates.

**Note: Clause 4.17 reflects section 376(1) of the Act.**

- 4.18 The Chief Executive is entitled to attend a meeting of any other committee of the Joint Organisation and may, if a member of the committee, exercise a vote.

**Note: Clause 4.18 reflects section 376(2) of the Act.**

- 4.19 The Chief Executive may be excluded from a meeting of the Joint Organisation or a committee while the Joint Organisation or committee deals with a matter relating to the standard of performance of the Chief Executive or the terms of employment of the Chief Executive.

**Note: Clause 4.19 reflects section 376(3) of the Act.**

- 4.20 The attendance of other Joint Organisation staff at a meeting, (other than as members of the public) shall be with the approval of the Chief Executive.

## 5 THE CHAIR

### The Chair at meetings

- 5.1 The Chair, or at the request of or in the absence of the Chair, the deputy Chair (if any) presides at meetings of the Joint Organisation.

**Note: Clause 5.1 reflects section 369(1) of the Act.**

- 5.2 If the Chair and the deputy Chair (if any) are absent, a Board delegate elected to chair the meeting by the Board delegates present presides at a meeting of the Joint Organisation.

**Note: Clause 5.2 reflects section 369(2) of the Act.**

### Election of the Chair in the absence of the Chair and deputy Chair

- 5.3 If no Chair is present at a meeting of the Joint Organisation at the time designated for the holding of the meeting, the first business of the meeting must be the election of a Chair to preside at the meeting.

- 5.4 The election of a Chair must be conducted:

- (a) by the Chief Executive or, in their absence, an employee of the Joint Organisation designated by the Chief Executive to conduct the election, or
- (b) by the person who called the meeting or a person acting on their behalf if neither the Chief Executive nor a designated employee is present at the meeting, or if there is no Chief Executive or designated employee.

- 5.5 If, at an election of a Chair, two (2) or more candidates receive the same number of votes and no other candidate receives a greater number of votes, the Chair 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 Chair.

- 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.

### Chair to have precedence

- 5.9 When the Chair rises or speaks during a meeting of the Joint Organisation:

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

## **6 MODES OF ADDRESS**

- 7.1 If the chairperson is the elected Chair, they are to be addressed as 'Mr Chair' or 'Madam Chair'.
- 7.2 Where the chairperson is not the elected Chair, they are to be addressed as either 'Mr Chairperson' or 'Madam Chairperson'.
- 7.3 A Board delegate is to be addressed as 'Councillor [surname]'.
- 7.4 A Joint Organisation officer is to be addressed by their official designation or as Mr/Ms [surname].

## **7 ORDER OF BUSINESS FOR ORDINARY JOINT ORGANISATION MEETINGS**

- 7.1 At a meeting of the Joint Organisation, the general order of business is as fixed by resolution of the Joint Organisation.
- 7.2 The order of business as fixed under clause 7.1 may be altered for a particular meeting of the Joint Organisation if a motion to that effect is passed at that meeting. Such a motion can be moved without notice.
- 7.3 Despite clauses 9.20–9.30, only the mover of a motion referred to in clause 7.2 may speak to the motion before it is put.

## **8 CONSIDERATION OF BUSINESS AT JOINT ORGANISATION MEETINGS**

### Business that can be dealt with at a Joint Organisation meeting

- 8.1 The Joint Organisation must not consider business at a meeting of the Joint Organisation:
  - (a) unless a Board delegate 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 delegates in accordance with clause 3.7 in the case of an ordinary meeting or clause 3.9 in the case of an extraordinary meeting called in an emergency.
- 8.2 Clause 8.1 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 Joint Organisation, or
  - (b) is the election of a Chair to preside at the meeting, or
  - (c) subject to clause 8.9, 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 Joint Organisation.

- 8.3 Despite clause 8.1, business may be considered at a meeting of the Joint Organisation even though due notice of the business has not been given to the Board delegates 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 Chair to be of great urgency on the grounds that it requires a decision by the Joint Organisation before the next scheduled ordinary meeting of the Joint Organisation.
- 8.4 A motion moved under clause 8.3(a) can be moved without notice. Despite clauses 9.20–9.30, only the mover of a motion referred to in clause 8.3(a) can speak to the motion before it is put.
- 8.5 A motion of dissent cannot be moved against a ruling by the Chair under clause 8.3(b).

#### Chair minutes

- 8.6 Subject to clause 8.9, if the elected Chair is the chairperson at a meeting of the Joint Organisation, the Chair may, by minute signed by the Chair, put to the meeting without notice any matter or topic that is within the jurisdiction of the Joint Organisation, or of which the Joint Organisation has official knowledge.
- 8.7 A Chair minute, when put to a meeting, takes precedence over all business on the Joint Organisation's agenda for the meeting. The Chair (but only if the chairperson is the elected Chair) may move the adoption of a Chair minute without the motion being seconded.
- 8.8 A recommendation made in a Chair minute put by the elected Chair is, so far as it is adopted by the Joint Organisation, a resolution of the Joint Organisation.
- 8.9 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. For the purpose of this clause, a matter will be urgent where it requires a decision by the Joint Organisation before the next scheduled ordinary meeting of the Joint Organisation.

#### Staff reports

- 8.10 A recommendation made in a staff report is, so far as it is adopted by the Joint Organisation, a resolution of the Joint Organisation.

#### Reports of committees of Joint Organisation

- 8.11 The recommendations of a committee of the Joint Organisation are, so far as they are adopted by the Joint Organisation, resolutions of the Joint Organisation.
- 8.12 If in a report of a committee of the Joint Organisation distinct recommendations are made, the Joint Organisation may make separate decisions on each

recommendation.

### Questions

- 8.13 A question must not be asked at a meeting of the Joint Organisation unless it concerns a matter on the agenda of the meeting or notice has been given of the question in accordance with clauses 3.8 and 3.9.
- 8.14 A Board delegate may, through the Chair, put a question to another Board delegate about a matter on the agenda.
- 8.15 A Board delegate may, through the Chief Executive, put a question to a Joint Organisation employee about a matter on the agenda. Joint Organisation employees are only obliged to answer a question put to them through the Chief Executive at the direction of the Chief Executive.
- 8.16 A Board delegate or Joint Organisation 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 delegate or Joint Organisation 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 Joint Organisation.
- 8.17 Board delegates must put questions directly, succinctly, respectfully and without argument.
- 8.18 The Chair must not permit discussion on any reply to, or refusal to reply to, a question put to a Board delegate or Joint Organisation employee.



## **9 RULES OF DEBATE**

### Motions to be seconded

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

### Notices of motion

- 9.2 A Board delegate who has submitted a notice of motion under clause 3.8 is to move the motion the subject of the notice of motion at the meeting at which it is to be considered.
- 9.3 If a Board delegate who has submitted a notice of motion under clause 3.8 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 delegates, the Board delegate may request the withdrawal of the motion when it is before the Joint Organisation.
- 9.4 In the absence of a Board delegate who has placed a notice of motion on the agenda for a meeting of the Joint Organisation:
- (a) any other Board delegate may, with the leave of the Chair, move the motion at the meeting, or
  - (b) the Chair may defer consideration of the motion until the next meeting of the Joint Organisation.

### Chair's duties with respect to motions

- 9.5 It is the duty of the Chair at a meeting of the Joint Organisation to receive and put to the meeting any lawful motion that is brought before the meeting.
- 9.6 The Chair must rule out of order any motion or amendment to a motion that is unlawful or the implementation of which would be unlawful.
- 9.7 Before ruling out of order a motion or an amendment to a motion under clause 9.6, the Chair is to give the mover an opportunity to clarify or amend the motion or amendment.
- 9.8 Any motion, amendment or other matter that the Chair has ruled out of order is taken to have been lost.

### Amendments to motions

- 9.10 An amendment to a motion must be moved and seconded before it can be debated.
- 9.11 An amendment to a motion must relate to the matter being dealt with in the original motion before the Joint Organisation 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 Chair.

- 9.12 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.
- 9.13 If an amendment has been lost, a further amendment can be moved to the motion to which the lost amendment was moved, and so on, but no more than one (1) motion and one (1) proposed amendment can be before Joint Organisation at any one time.
- 9.14 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.
- 9.15 If the amendment is carried, it becomes the motion and is to be debated. If the amendment is lost, debate is to resume on the original motion.
- 9.16 An amendment may become the motion without debate or a vote where it is accepted by the Board delegate who moved the original motion.

#### Foreshadowed motions

- 9.17 A Board delegate may propose a foreshadowed motion in relation to the matter the subject of the original motion before the Joint Organisation, 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.
- 9.18 Where an amendment has been moved and seconded, a Board delegate 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 Joint Organisation 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.
- 9.19 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

- 9.20 A Board delegate who, during a debate at a meeting of the Joint Organisation, 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 any amendment to it at the conclusion of the debate before the motion (whether amended or not) is finally put.

- 9.21 A Board delegate, other than the mover of an original motion, has the right to speak once on the motion and once on each amendment to it.
- 9.22 A Board delegate must not, without the consent of the Joint Organisation, speak more than once on a motion or an amendment, or for longer than five (5) minutes at any one time.
- 9.23 Despite clause 9.22, the Chair may permit a Board delegate 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 delegate to make a statement limited to explaining the misrepresentation or misunderstanding.
- 9.24 Despite clause 9.22, the Joint Organisation may resolve to shorten the duration of speeches to expedite the consideration of business at a meeting.
- 9.25 Despite clauses 9.20 and 9.21, a Board delegate 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 delegate expresses an intention to speak against it, or
  - (b) if at least two (2) Board delegates have spoken in favour of the motion or amendment and at least two (2) Board delegates have spoken against it.
- 9.26 The Chair must immediately put to the vote, without debate, a motion moved under clause 9.25. A seconder is not required for such a motion.
- 9.27 If a motion that the original motion or an amendment be now put is passed, the Chair 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 9.20.
- 9.28 If a motion that the original motion or an amendment be now put is lost, the Chair must allow the debate on the original motion or the amendment to be resumed.
- 9.29 All Board delegates must be heard without interruption and all other Board delegates must, unless otherwise permitted under this code, remain silent while another Board delegate is speaking.
- 9.30 Once the debate on a matter has concluded and a matter has been dealt with, the Chair must not allow further debate on the matter.

#### Participation by non-voting representatives in joint organisation board meetings

- 9.31 Non-voting representatives of joint organisation boards may speak on but must not move, second or vote on any motion or an amendment to a motion.

**Note: Under section 400T(1)(c) of the Act, non-voting representatives of joint organisation boards may attend but are not entitled to vote at a meeting of the board.**

## 10 VOTING

### Voting entitlements of Board delegates

- 10.1 Each voting representative is entitled to one (1) vote.

**Note: Clause 10.1 reflects section 370(1) of the Act.**

**Note: Under section 400T(1) of the Act, voting representatives of joint organisation boards are entitled to one (1) vote each at meetings of the board.**

- 10.2 A motion at a meeting of the board of a joint organisation is taken to be lost in the event of an equality of votes.

**Note: Under section 400U(4) of the Act, joint organisations may specify more stringent voting requirements for decisions by the board such as a 75% majority or consensus decision making.**

### Voting at Joint Organisation meetings

- 10.3 A voting representative who is present at a meeting of the Joint Organisation but who fails to vote on a motion put to the meeting is taken to have voted against the motion.
- 10.4 If a voting representative who has voted against a motion put at a Joint Organisation meeting so requests, the Chief Executive must ensure that the Board delegate's dissenting vote is recorded in the Joint Organisation's minutes.
- 10.5 The decision of the Chair as to the result of a vote is final, unless the decision is immediately challenged and not fewer than two (2) voting representatives rise and call for a division.
- 10.6 When a division on a motion is called, the Chair must ensure that the division takes place immediately. The Chief Executive must ensure that the names of those who vote for the motion and those who vote against it are recorded in the Joint Organisation's minutes for the meeting.
- 10.7 When a division on a motion is called, any voting representative who fails to vote will be recorded as having voted against the motion in accordance with clause 10.3 of this code.
- 10.8 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 Joint Organisation may resolve that the voting in any election by voting representatives for Chair or deputy Chair is to be by secret ballot.

### Voting on planning decisions

- 10.9 The Chief Executive must keep a register containing, for each planning decision made at a meeting of the Joint Organisation or a Joint Organisation

committee (including, but not limited to a committee of the Joint Organisation), the names of the voting representatives who supported the decision and the names of any voting representatives who opposed (or are taken to have opposed) the decision.

- 10.10 For the purpose of maintaining the register, a division is taken to have been called whenever a motion for a planning decision is put at a meeting of the Joint Organisation or a Joint Organisation committee.
- 10.11 Each decision recorded in the register is to be described in the register or identified in a manner that enables the description to be obtained from another publicly available document.
- 10.12 Clauses 10.9-10.12 apply also to meetings that are closed to the public.

**Note: Clauses 10.9-10.12 reflect section 375A of the Act.**

## **11 COMMITTEE OF THE WHOLE**

- 11.1 The Joint Organisation may resolve itself into a committee to consider any matter before the Joint Organisation.

**Note: Clause 11.1 reflects section 373 of the Act.**

- 11.2 All the provisions of this code relating to meetings of the Joint Organisation, so far as they are applicable, extend to and govern the proceedings of the Joint Organisation when in committee of the whole, except the provisions limiting the number and duration of speeches.

**Note: Clauses 9.20–9.30 limit the number and duration of speeches.**

- 11.3 The Chief Executive or, in the absence of the Chief Executive, an employee of the Joint Organisation designated by the Chief Executive, is responsible for reporting to the Joint Organisation 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.
- 11.4 The Joint Organisation must ensure that a report of the proceedings (including any recommendations of the committee) is recorded in the Joint Organisation's minutes. However, the Joint Organisation is not taken to have adopted the report until a motion for adoption has been made and passed.

## **12 DEALING WITH ITEMS BY EXCEPTION**

- 12.1 The Joint Organisation or a committee of Joint Organisation may, at any time, resolve to adopt multiple items of business on the agenda together by way of a single resolution.
- 12.2 Before the Joint Organisation or committee resolves to adopt multiple items of business on the agenda together under clause 12.1, the Chair must list the items of business to be adopted and ask voting representatives to identify any individual items of business listed by the Chair that they intend to vote against the recommendation made in the business paper or that they wish to speak on.
- 12.3 The Joint Organisation or committee must not resolve to adopt any item of business under clause 12.1 that a voting representative has identified as being one they intend to vote against the recommendation made in the business paper or to speak on.
- 12.4 Where the consideration of multiple items of business together under clause 12.1 involves a variation to the order of business for the meeting, the Joint Organisation or committee must resolve to alter the order of business in accordance with clause 7.2.
- 12.5 A motion to adopt multiple items of business together under clause 12.1 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.

- 12.6 Items of business adopted under clause 12.1 are to be taken to have been adopted unanimously.
- 12.7 Board delegates must ensure that they declare and manage any conflicts of interest they may have in relation to items of business considered together under clause 12.1 in accordance with the requirements of the Joint Organisation's code of conduct.

### **13 CLOSURE OF JOINT ORGANISATION MEETINGS TO THE PUBLIC**

#### Grounds on which meetings can be closed to the public

- 13.1 The Joint Organisation or a committee of the Joint Organisation 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 delegates),
  - (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 Joint Organisation 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 Joint Organisation, or
    - (iii) reveal a trade secret,
  - (e) information that would, if disclosed, prejudice the maintenance of law,
  - (f) matters affecting the security of the Joint Organisation, Board delegates, Joint Organisation staff or Joint Organisation 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 Joint Organisation's code of conduct.

**Note: Clause 13.1 reflects section 10A(1) and (2) of the Act.**

- 13.2 The Joint Organisation or a committee of the Joint Organisation 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.

**Note: Clause 13.2 reflects section 10A(3) of the Act.**

#### Matters to be considered when closing meetings to the public

- 13.3 A meeting is not to remain closed during the discussion of anything referred to in clause 13.1:
- (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 Joint Organisation or committee concerned is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest.

**Note: Clause 13.3 reflects section 10B(1) of the Act.**

- 13.4 A meeting is not to be closed during the receipt and consideration of information or advice referred to in clause 13.1(g) unless the advice concerns legal matters that:
- (a) are substantial issues relating to a matter in which the Joint Organisation or committee is involved, and
  - (b) are clearly identified in the advice, and
  - (c) are fully discussed in that advice.

**Note: Clause 13.4 reflects section 10B(2) of the Act.**

- 13.5 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 13.2), 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 13.1.

**Note: Clause 13.5 reflects section 10B(3) of the Act.**

- 13.6 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 Joint Organisation or committee concerned, or to Board delegates or to employees of the Joint Organisation, or
    - (ii) cause a loss of confidence in the Joint Organisation or committee.

**Note: Clause 13.6 reflects section 10B(4) of the Act.**

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

**Note: Clause 13.7 reflects section 10B(5) of the Act.**

Notice of likelihood of closure not required in urgent cases

- 13.8 Part of a meeting of the Joint Organisation, or of a committee of the Joint Organisation, may be closed to the public while the Joint Organisation 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 13.1, and
- (b) the Joint Organisation or committee, after considering any representations made under clause 13.9, 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.

**Note: Clause 13.8 reflects section 10C of the Act.**

Representations by members of the public

- 13.9 The Joint Organisation, or a committee of the Joint Organisation, 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.

**Note: Clause 13.9 reflects section 10A(4) of the Act.**

- 13.10 A representation under clause 13.9 is to be made after the motion to close the part of the meeting is moved and seconded.
- 13.11 Where the matter has been identified in the agenda of the meeting under clause 3.18 as a matter that is likely to be considered when the meeting is closed to the public, in order to make representations under clause 13.9, members of the public must first make an application to the Joint Organisation in the approved form. Applications must be received by 12 noon on the working day before the meeting at which the matter is to be considered.
- 13.12 The Chief Executive (or their delegate) may refuse an application made under clause 13.11. The Chief Executive or their delegate must give reasons in writing for a decision to refuse an application.
- 13.13 No more than two speakers are to be permitted to make representations under clause 13.9.
- 13.14 If more than the permitted number of speakers apply to make representations under clause 13.9, the Chief Executive or their delegate may request the speakers to nominate from among themselves the persons who are to make representations to the Joint Organisation. If the speakers are not able to agree on whom to nominate to make representations under clause 13.9, the Chief Executive or their delegate is to determine who will make representations to the Joint Organisation.
- 13.15 The Chief Executive (or their delegate) is to determine the order of speakers.
- 13.16 Where the Joint Organisation or a committee of the Joint Organisation 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 13.9 after the motion to close the part of the meeting is moved and seconded. The chairperson is to permit no more than two speakers to

make representations in such order as determined by the chairperson.

- 13.17 Each speaker will be allowed five minutes to make representations, and this time limit is to be strictly enforced by the chairperson. Speakers must 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 do so. If a speaker fails to observe a direction from the chairperson, the speaker will not be further heard.

#### Expulsion of non-Board delegates from meetings closed to the public

- 13.18 If a meeting or part of a meeting of the Joint Organisation or a committee of the Joint Organisation is closed to the public in accordance with section 10A of the Act and this code, any person who is not a Board delegate 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.
- 13.19 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 Joint Organisation 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 for the remainder of the meeting.

#### Information to be disclosed in resolutions closing meetings to the public

- 13.20 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.

**Note: Clause 13.20 reflects section 10D of the Act.**

#### Resolutions passed at closed meetings to be made public

- 13.21 If the Joint Organisation passes a resolution during a meeting, or a part of a meeting, that is closed to the public, the Chair 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.
- 13.22 Resolutions passed during a meeting, or a part of a meeting, that is closed to the public must be made public by the Chair under clause 13.21 during a part of the meeting that is webcast.

## **14 KEEPING ORDER AT MEETINGS**

### Points of order

- 14.1 A Board delegate may draw the attention of the Chair to an alleged breach of this code by raising a point of order. A point of order does not require a seconder.
- 14.2 A point of order cannot be made with respect to adherence to the principles contained in clause 2.1.
- 14.3 A point of order must be taken immediately it is raised. The Chair must suspend the business before the meeting and permit the Board delegate raising the point of order to state the provision of this code they believe has been breached. The Chair must then rule on the point of order – either by upholding it or by overruling it.

### Questions of order

- 14.4 The Chair, without the intervention of any other Board delegate, may call any Board delegate to order whenever, in the opinion of the Chair, it is necessary to do so.
- 14.5 A Board delegate who claims that another Board delegate has committed an act of disorder, or is out of order, may call the attention of the Chair to the matter.
- 14.6 The Chair must rule on a question of order immediately after it is raised but, before doing so, may invite the opinion of the Joint Organisation.
- 14.7 The Chair's ruling must be obeyed unless a motion dissenting from the ruling is passed.

### Motions of dissent

- 14.8 A Board delegate can, without notice, move to dissent from a ruling of the Chair on a point of order or a question of order. If that happens, the Chair must suspend the business before the meeting until a decision is made on the motion of dissent.
- 14.9 If a motion of dissent is passed, the Chair 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 rejected as out of order, the Chair must restore the motion or business to the agenda and proceed with it in due course.
- 14.10 Despite any other provision of this code, only the mover of a motion of dissent and the Chair 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

14.11 A Board delegate commits an act of disorder if the Board delegate, at a meeting of the Joint Organisation or a committee of the Joint Organisation:

- (a) contravenes the Act or any regulation in force under the Act or this code, or
- (b) assaults or threatens to assault another Board delegate 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 Joint Organisation or the committee, or addresses or attempts to address the Joint Organisation 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 Joint Organisation official, or alleges a breach of the Joint Organisation'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 Joint Organisation or the committee into disrepute.

14.12 The Chair may require a Board delegate:

- (a) to apologise without reservation for an act of disorder referred to in clauses 14.11(a) or (b), or
- (b) to withdraw a motion or an amendment referred to in clause 14.11(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 14.11(d) and (e).

### How disorder at a meeting may be dealt with

14.13 If disorder occurs at a meeting of the Joint Organisation, the Chair may adjourn the meeting for a period of not more than fifteen (15) minutes and leave the chair. The Joint Organisation, on reassembling, must, on a question put from the Chair, 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 delegates.

### Expulsion from meetings

14.14 All Chairpersons of meetings of the Joint Organisation and committees of the Joint Organisation are authorised under this code to expel any person, including any Board delegate, from a Joint Organisation or committee meeting, for the purposes of section 10(2)(b) of the Act.

14.16 Clause 14.14 does not limit the ability of the Joint Organisation or a committee of the Joint Organisation to resolve to expel a person, including a voting representative, from a Joint Organisation or committee meeting, under section 10(2)(a) of the Act.

14.17 A Board delegate may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the Joint Organisation for having failed to comply

with a requirement under clause 14.12. The expulsion of a Board delegate from the meeting for that reason does not prevent any other action from being taken against the Board delegate for the act of disorder concerned.

- 14.18 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 Joint Organisation for engaging in or having engaged in disorderly conduct at the meeting.
- 14.19 Where a Board delegate 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.
- 14.20 If a Board delegate or a member of the public fails to leave the place where a meeting of the Joint Organisation is being held immediately after they have been expelled, a police officer, or any person authorised for the purpose by the Joint Organisation or person presiding, may, by using only such force as is necessary, remove the Board delegate or member of the public from that place and, if necessary, restrain the Board delegate or member of the public from re-entering that place for the remainder of the meeting.

#### Use of mobile phones and the unauthorised recording of meetings

- 14.21 Board delegates, Joint Organisation staff and members of the public must ensure that mobile phones are turned to silent during meetings of the Joint Organisation and committees of the Joint Organisation.
- 14.22 A person must not live stream or use an audio recorder, video camera, mobile phone or any other device to make a recording of the proceedings of a meeting of the Joint Organisation or a committee of the Joint Organisation without the prior authorisation of the Joint Organisation or the committee.
- 14.23 Any person who contravenes or attempts to contravene clause 14.22, may be expelled from the meeting as provided for under section 10(2) of the Act.
- 14.24 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 Joint Organisation 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 for the remainder of the meeting.

## 15 CONFLICTS OF INTEREST

- 15.1 All Board delegates and, where applicable, all other persons, must declare and manage any conflicts of interest they may have in matters being considered at meetings of the Joint Organisation and committees of the Joint Organisation in accordance with the Joint Organisation's code of conduct. All declarations of conflicts of interest and how the conflict of interest was managed by the person who made the declaration must be recorded in the minutes of the meeting at which the declaration was made.

## 16 DECISIONS OF THE JOINT ORGANISATION

### Joint Organisation decisions

- 16.1 A decision supported by a majority of the votes at a meeting of the Joint Organisation at which a quorum is present is a decision of the Joint Organisation.

**Note: Clause 16.1 reflects section 400T(8) in the case of joint organisations.**

- 16.2 Decisions made by the Joint Organisation must be accurately recorded in the minutes of the meeting at which the decision is made.

### Rescinding or altering Joint Organisation decisions

- 16.3 A resolution passed by the Joint Organisation may not be altered or rescinded except by a motion to that effect of which notice has been given under clause 3.8.

**Note: Clause 16.3 reflects section 372(1) of the Act.**

- 16.4 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.

**Note: Clause 16.4 reflects section 372(2) of the Act.**

- 16.5 If a motion has been lost, a motion having the same effect must not be considered unless notice of it has been duly given in accordance with clause 3.8.

**Note: Clause 16.5 reflects section 372(3) of the Act.**

- 16.6 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 lost, must be signed by three (3) voting representatives if less than three (3) months has elapsed since the resolution was passed, or the motion was lost.

**Note: Clause 16.6 reflects section 372(4) of the Act.**

- 16.7 If a motion to alter or rescind a resolution has been lost, or if a motion which

has the same effect as a previously lost motion is lost, no similar motion may be brought forward within three (3) months of the meeting at which it was lost. This clause may not be evaded by substituting a motion differently worded, but in principle the same.

**Note: Clause 16.7 reflects section 372(5) of the Act.**

- 16.8 The provisions of clauses 16.5–16.7 concerning lost motions do not apply to motions of adjournment.

**Note: Clause 16.8 reflects section 372(7) of the Act.**

- 16.9 A notice of motion submitted in accordance with clause 16.6 may only be withdrawn under clause 3.10 with the consent of all signatories to the notice of motion.

- 16.10 A motion to alter or rescind a resolution of the Joint Organisation may be moved on the report of a committee of the Joint Organisation and any such report must be recorded in the minutes of the meeting of the Joint Organisation.

**Note: Clause 16.10 reflects section 372(6) of the Act.**

## 17 AFTER THE MEETING

### Minutes of meetings

- 17.1 The Joint Organisation is to keep full and accurate minutes of the proceedings of meetings of the Joint Organisation.

**Note: Clause 17.1 reflects section 375(1) of the Act.**

- 17.2 At a minimum, the Chief Executive must ensure that the following matters are recorded in the Joint Organisation's minutes:

- (a) details of each motion moved at a Joint Organisation 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.

- 17.3 The minutes of a Joint Organisation meeting must be confirmed at a subsequent meeting of the Joint Organisation.

**Note: Clause 17.3 reflects section 375(2) of the Act.**

- 17.4 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.

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

**Note: Clause 17.5 reflects section 375(2) of the Act.**

- 17.6 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.

- 17.7 The confirmed minutes of a Joint Organisation meeting must be published on the Joint Organisation's website. This clause does not prevent the Joint Organisation 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

- 17.8 The Joint Organisation and committees of the Joint Organisation 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.

**Note: Clause 17.8 reflects section 11(1) of the Act.**



- 17.9 Clause 17.8 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.

**Note: Clause 17.9 reflects section 11(2) of the Act.**

- 17.10 Clause 17.8 does not apply if the Joint Organisation 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.

**Note: Clause 17.10 reflects section 11(3) of the Act.**

- 17.11 Correspondence or reports to which clauses 17.9 and 17.10 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 Joint Organisation

- 17.12 The Chief Executive is to implement, without undue delay, lawful decisions of the Joint Organisation.

**Note: Clause 17.12 reflects section 335(b) of the Act.**

### **18 JOINT ORGANISATION COMMITTEES**

#### Application of this Part

- 18.1 This Part only applies to committees of the Joint Organisation whose members are all voting representatives.

#### Joint Organisation committees whose members are all voting representatives

- 18.2 The Joint Organisation may, by resolution, establish such committees as it considers necessary.
- 18.3 A committee of the Joint Organisation is to consist of the Chair and such other voting representatives as are elected by the voting representatives or appointed by the Joint Organisation.
- 18.4 The quorum for a meeting of a committee of the Joint Organisation is to be:
- (a) such number of members as the Joint Organisation decides, or
  - (b) if the Joint Organisation has not decided a number – a majority of the members of the committee.

#### Functions of committees

- 18.5 The Joint Organisation 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

- 18.6 The Chief Executive must send to each Board delegate, 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.
- 18.7 Notice of less than three (3) days may be given of a committee meeting called in an emergency.

#### Attendance at committee meetings

- 18.8 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.
- 18.9 Clause 18.8 does not apply if all of the members of the Joint Organisation are members of the committee.

#### Non-members entitled to attend committee meetings

- 18.10 A voting representative who is not a member of a committee of the Joint Organisation is entitled to attend, and to speak at a meeting of the committee. However, the Board delegate 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 Joint Organisation committees

- 18.11 The Chair of each committee of the Joint Organisation must be:
- (a) the Chair, or
  - (b) if the Chair does not wish to be the Chairperson of a committee, a member of the committee elected by the Joint Organisation, or
  - (c) if the Joint Organisation does not elect such a member, a member of the committee elected by the committee.
- 18.12 The Joint Organisation may elect a member of a committee of the Joint Organisation as deputy chairperson of the committee. If the Joint Organisation does not elect a deputy chairperson of such a committee, the committee may elect a deputy chairperson.
- 18.13 If neither the chairperson nor the deputy chairperson of a committee of the Joint Organisation 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.

- 18.14 The chairperson is to preside at a meeting of a committee of the Joint Organisation. 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

- 18.15 Subject to any specific requirements of this code, each committee of the Joint Organisation may regulate its own procedure. The provisions of this code are to be taken to apply to all committees of the Joint Organisation unless the Joint Organisation or the committee determines otherwise in accordance with this clause.
- 18.16 A motion at a committee of a joint organisation is taken to be lost in the event of an equality of votes.

**Note: Clause 18.16 reflects clause 397E of the Regulation.**

- 18.17 Voting at a Joint Organisation 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

- 18.18 The provisions of the Act and Part 14 of this code apply to the closure of meetings of committees of the Joint Organisation to the public in the same way they apply to the closure of meetings of the Joint Organisation to the public.
- 18.19 If a committee of the Joint Organisation 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 Joint Organisation. The resolution or recommendation must also be recorded in the publicly available minutes of the meeting.
- 18.20 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 20.20 during a part of the meeting that is webcast.

#### Disorder in committee meetings

- 18.21 The provisions of the Act and this code relating to the maintenance of order in Joint Organisation meetings apply to meetings of committees of the Joint Organisation in the same way as they apply to meetings of the Joint Organisation.

#### Minutes of Joint Organisation committee meetings

- 18.22 Each committee of the Joint Organisation 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.
- 18.23 The minutes of meetings of each committee of the Joint Organisation must be confirmed at a subsequent meeting of the committee.
- 18.24 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.
- 18.25 When the minutes have been confirmed, they are to be signed by the person presiding at that subsequent meeting.
- 18.26 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.
- 18.27 The confirmed minutes of a meeting of a committee of the Joint Organisation must be published on the Joint Organisation's website. This clause does not prevent the Joint Organisation from also publishing unconfirmed minutes of meetings of committees of the Joint Organisation on its website prior to their confirmation.

## **19 IRREGULARITIES**

- 19.1 Proceedings at a meeting of a Joint Organisation or a Joint Organisation 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 delegate or committee member, or
  - (c) any defect in the election or appointment of a Board delegate or committee member, or
  - (d) a failure of a Board delegate or a committee member to declare a conflict of interest, or to refrain from the consideration or discussion of, or vote on, the relevant matter, at a Joint Organisation or committee meeting in accordance with the Joint Organisation's code of conduct, or
  - (e) a failure to comply with this code.

**Note: Clause 19.1 reflects section 374 of the Act.**

## 20 DEFINITIONS

the Act	means the <i>Local Government Act 1993</i>
act of disorder	means an act of disorder as defined in clause 15.11 of this code
amendment	in relation to an original motion, means a motion moving an amendment to that motion
audio recorder	any device capable of recording speech
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 Joint Organisation – means the person presiding at the meeting as provided by section 369 of the Act and clauses 6.1 and 6.2 of this code, and in relation to a meeting of a committee – means the person presiding at the meeting as provided by clause 20.11 of this code
this code	means the Joint Organisation's adopted code of meeting practice
committee of the Joint Organisation	means a committee established by the Joint Organisation in accordance with clause 20.2 of this code (being a committee consisting only of voting representatives) or the Joint Organisation when it has resolved itself into committee of the whole under clause 12.1
Joint Organisation official	has the same meaning it has in the Model Code of Conduct for Local Joint Organisations in NSW
day	means calendar day
division	means a request by two voting representatives under clause 11.7 of this code requiring the recording of the names of the voting representatives who voted both for and against a motion
foreshadowed amendment	means a proposed amendment foreshadowed by a voting representative under clause 10.18 of this code during debate on the first amendment
foreshadowed motion	means a motion foreshadowed by a voting representative under clause 10.17 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
planning decision	means a decision made in the exercise of a function of a Joint Organisation under the <i>Environmental Planning and Assessment Act 1979</i> including any decision relating to a development application, an environmental planning instrument, a development control plan or a development contribution plan under that Act, but not including the making of an order under Division 9.3 of Part 9 of that Act

performance improvement order	means an order issued under section 438A of the Act
quorum	means the minimum number of voting representatives or committee members necessary to conduct a meeting
the Regulation	means the <i>Local Government (General) Regulation 2005</i>
webcast	a video or audio broadcast of a meeting transmitted across the internet either concurrently with the meeting or at a later time
year	means the period beginning 1 July and ending the following 30 June