



Ordinary Meeting of Council Late Agenda Items

Tuesday 25 June 2019

Ordinary Meeting 6.00pm

Council Chambers, Civic Centre,
Stuart Highway, Katherine



REPORT

FOLDER: Local Governance / Council Meeting / Agenda
MEETING: Ordinary Meeting of Council – 25 JUNE 2019
REPORT TITLE: Sustainability - Sustainable Functions & Facilities Policy

PURPOSE OF THE REPORT

To present to Council for consideration a policy to:

- promote minimum sustainability standards for internal Katherine Town Council functions and public events held within facilities under the control of Katherine Town Council.

REPORT

The policy seeks to provide direction and leadership for the Katherine community in the development of a sustainable and cyclic economy and the implementation of reduce, reuse and recycle practices.

The policy applies to Council's own internal functions. It also applies to public, commercial and private functions that are:

- run or sponsored by Council
- conducted in facilities owned or leased by Council
- conducted in facilities hired or leased out by Council

The policy is developed as an umbrella policy under which other more specific sub-policies can be incorporated. The first of these sub-policies relates to single use plastic products.

Future sub-policies may address issues such as:

- streaming of waste
- composting of food waste
- being water-wise
- ethical purchasing
- use of renewable energy
- minimising the carbon footprint
- greening the environment
- using alternative forms of transport
- paperless promotional options

RECOMMENDATION

That it be recommended to Council:

Council approve the attached Sustainable Functions & Facilities policy.

Robert Jennings

CHIEF EXECUTIVE OFFICER

Delegation: Peter Schubert, Sustainability Officer
Schedule of Attachments: Sustainable Events Policy

Sustainable Functions & Facilities Policy

Katherine Town Council

Sustainable Functions & Facilities Policy

1.0	Objectives.....	2
2.0	Background	2
3.0	Authority	3
4.0	Policy Structure	3
5.0	Exceptions.....	3
6.0	Exemptions.....	3
7.0	Transition Period	3
8.0	Sub-Policies	5
8.1	Single-Use Plastics	5
	Background Rationale	5
	Requirements	5
	Exceptions 6	

Approved by Council: _____

Sustainable Functions & Facilities Policy

1.0 Objectives

The purpose of this policy is to establish minimum sustainability standards for events and activities held within areas under the control of Katherine Town Council.

This policy applies in respect to:

- + the nature of the activity:
 - civic, community, or other public events,
 - commercial activities,
 - private events,
- + the size, duration and frequency of the activity:
 - all large and small scale events
 - one-off events,
 - annual, infrequent or irregular events,
 - ongoing or regular activities,
 - short or long lasting activities,
 - multiple day activities,
- + who may be responsible for organising the activity:
 - sponsored by Council,
 - run by Council, either solely or jointly with others,
 - using facilities hired out to the public by Council,
- + where the activity is held:
 - on Council land,
 - in Council buildings,
 - at Council controlled venues,
 - on roads managed by Council.

This policy includes, but is not limited to:

- community meetings and information sessions
- seminars, meetings and workshops
- parties and social functions
- festivals and markets
- pop-up cafes
- facility hires
- conferences and expos
- competition or recreational sports
- all cultural, community and recreational activities

2.0 Background

The Katherine Town Council recognise their responsibility to guide the community toward developing a cyclic economy. However, given the constraints, it is realised that this will require incremental steps. One of the most important steps is the management of waste, through reducing the generation of waste, selecting items that can be reused multiple times, and maximising the amount of recycling. In practical measures, this can mean composting foodstuffs and green waste rather than sending it to landfill. It can include eliminating single-use plastic packaging, cups and cutlery products. It can involve utilising stewardship programs to divert glass and plastic containers from landfill and recycling hazardous and materials, such as in batteries and electronic equipment.

Sustainable Functions & Facilities Policy

3.0 Authority

The role, functions and objectives of Councils are established in Part 2.3 of the Local Government Act and provides the legal basis for KTC's role in fostering environmentally responsible and sustainable practices with the community.

4.0 Policy Structure

The KTC Sustainable Functions & Facilities Policy is an umbrella policy, consisting of several sub-policies.

Organisers of events and activities on Council controlled land will need to commit to complying with these sub-policies before any Council endorsement or support for the event or activity is approved.

Council will support and assist organisers to comply with these sub-policies, however, if there is poor adherence, Council may:

- + require immediate remedial action be implemented
- + withdraw support for the event(s) to continue
- + withhold approval for future events, until steps to ensure compliance are demonstrated
- + retain part or all of the facility hire deposit
- + charge a waste levy

The following sub-policies are detailed in Clause 8, below:

- + Single Use Plastics

5.0 Exceptions

Once-off exceptions may be allowed where:

- + last minute changes to circumstances have lead to the need to employ a stop-gap measure as a last resort.
- + the event is a once-off, non-recurring event and the employment of a sustainable approach would necessitate an unreasonable cost to the organiser and the organiser has steps in place to minimise the impact of the exception.

All exceptions require written approval of Council's CEO or delegate. A report of exceptions will be provided to Council.

6.0 Exemptions

On-going exemptions may be made where:

- + it can be demonstrated that it is required for health and safety reasons.
- + there is no other practical or cost-effective alternative for providing the service or product required and the product is considered essential to the efficacy of the event or activity.

All exemptions require written approval of Council's CEO or delegate. A report of exemptions will be provided to Council.

7.0 Transition Period

This policy and any additional sub-policies will commence once approved by Council.



Sustainable Functions & Facilities Policy

A transition period of up to twelve months from the date of approval will apply, to enable:

- + Within three months, Council Teams and Departments to plan and implement section-specific action plans.
- + Within six months, Council to develop a communication strategy to inform the community about the Council's sustainable events policy.
- + Council to provide advice and support to enable adaptation to the new policy, for
 - sporting clubs
 - organisers of established regular events
 - leisure facilities contracting out services to Council
 - commercial operators providing ongoing user-pays services to the community
 - lessees and hirers

Sustainable Functions & Facilities Policy

8.0 Sub-Policies

8.1 Single-Use Plastics

The policy covers single-use plastic items used in purchasing, packaging, sales, distribution, transportation or clean-up practices associated with the use or hire of facilities, events and activities.

Background Rationale

Single-use plastics have many negative environmental, social and economic impacts that extend to tourism, recreational activities, commercial business, fisheries, agriculture and the pastoral industry. Plastic does not biodegrade, rather it breaks down into ever-smaller pieces.ⁱ Micro-plastics – tiny plastic fibres and fragments – are virtually impossible to clean up and expensive to mitigate against. The ongoing financial damage is inestimable.ⁱⁱ

Some of the chemicals in plastics, that give them their rigidity or flexibility or flame resistance, are oily poisons that repel water and stick to organic material.ⁱⁱⁱ These microplastics can migrate through the water-table and lead to wide spread contamination. They can be taken up by plants and enter into biological food chains. They can wash into rivers and enter into aquatic eco-systems. Even micro-organisms can be overwhelmed by the toxicity and physical impact of micro-plastics. Wildlife can become entangled in plastic wastes. They mistake it for food and eat it or feed it to their young.^{iv}

Micro-plastics find their way into human food chains. They appear to be bio-accumulative and their effects on long term human health are of growing concern. Toxic chemicals that have leached out of plastics can be found in the blood and tissue of nearly all humans alive today. Exposure to these chemicals is linked to cancer, birth defects, impaired immunity, endocrine disruption and hormone dysfunction.^v

Requirements

The Katherine Town Council has made a commitment to minimise the harmful effects of single-use plastic items by eliminating their use at premises and events and activities in areas that come under the control of Council. Any one approving, organising or running events or activities conducted at Council sites, MUST ensure the following event requirements are met:

- + When planning the event or activity, organisers are encouraged to consider whether single-use plastic items are even needed and to use alternatives where available.
- + Plastic-bottled water is NOT to be provided, sold or distributed by Council. However, ample free access to potable, filtered and chilled water MUST be provided.
- + Single-use plastic bags are NOT to be used, sold or distributed for transportation or promotional purposes. Use of alternative, high-quality, non-plastic, reusable bags is encouraged.
- + Single-use plastic plates, bowls, cups, straws, cutlery and take away food containers are NOT to be used, sold or distributed. Use of alternative compostable options are encouraged.
- + Single-use disposable plastic cups and lids are NOT to be used, sold or distributed. Use of alternative compostable options are encouraged.
- + All avoidable plastic packaging, including cling wrap, plastic bags or similar, must NOT be used in the purchase, sale, distribution and transport of food or goods. Use of alternative packaging options are encouraged.
- + Balloons are NOT to be used, sold or distributed.

Sustainable Functions & Facilities Policy

- + Props and infrastructure MUST be made from high quality materials and of solid construction so as to be fit for re-use. This includes signage, such as promotional banners, way-finding signs, event displays, advertising, etc.
- + The site or venue MUST be left litter free and cleaned. Organisers MUST use environmentally sound cleaning products to avoid contamination of wastewater or the site. Organisers are encouraged to set up container deposit scheme collection points, or bins clearly marked for plastic bottles and other plastic wastes to aid in recycling.
- + Organisers MUST educate and guide their staff and patrons on single-use plastic free practices, providing useful information, and promoting re-usable and other alternatives.

Exceptions

Once-off exceptions may be allowed in the case of:

- + the sale and distribution of single-use plastic bottled water and plastic disposable cups.
 - Rationale:
 - climactic conditions in Katherine exacerbate issues of dehydration
 - Circumstances:
 - once-off outdoor events
 - where stallholders, competitors and patrons from outside the Katherine municipality have been invited to participate in local festivals, carnivals and sporting competitions

Organisers of regular or periodically recurring events and activities are expected to inform stallholders about Council's Sustainable Functions & Facilities Policy. Where necessary, they are to:

- + provide advise on alternative ways to supply water for patrons, such as:
 - providing jugs and reusable glasses
 - promoting/selling/supplying refillable drinking bottles and reusable cups
 - providing a free/discounted refill service to those who bring their own reusable bottles and cups

ⁱ Disposed plastic materials can remain in the environment for up to 2,000 years and longer.

Source: DiGregorio, Barry E. "Biobased Performance Bioplastic: Mirel," Chemistry & Biology 2009

ⁱⁱ The overall natural capital cost of plastic use in the consumer goods sector each year is US\$75 billion.

Source: UN Environment Programme "Plastic Waste Causes Financial Damage of US\$13 Billion"

ⁱⁱⁱ Fish, exposed to a mixture of polyethylene with chemical pollutants absorbed from the marine environment, bioaccumulate these chemical pollutants and suffer liver toxicity and pathology.

Source: Rochman, Chelsea "Ingested Plastic Transfers Hazardous Chemicals to Fish and Induces Hepatic Stress," Scientific Reports 2013

^{iv} Over 260 species, including invertebrates, turtles, fish, seabirds and mammals, have been reported to ingest or become entangled in plastic debris, resulting in impaired movement and feeding, reduced reproductive output, lacerations, ulcers and death.

Source: Thompson, Richard C.; Moore, Charles J.; vom Saal, Frederick S.; Swan, Shanna H.

"Plastics, the Environment and Human Health: Current Consensus and Future Trends," Biological Sciences 14 June 2009

^v Two broad classes of plastic-related chemicals are of critical concern for human health — bisphenol-A (BPA) and phthalates (additives used in the synthesis of plastics).

Source: "Perils of Plastics: Risks to Human Health and the Environment," Arizona State University Bio-design Institute, 18 March 2010



REPORT

FOLDER: Local Governance / Council Meeting / Agenda

MEETING: Ordinary Meeting of Council – 25 JUNE 2019

REPORT TITLE: Sustainability - Social Inclusion Policy

PURPOSE OF THE REPORT

To present to Council for consideration a policy to:

- promote a progressive, accessible and accepting community for those who are disadvantaged, through providing an environment that fosters opportunities for social and economic participation, affirmative action and personal and vocational capacity building.

REPORT

The policy seeks to support:

- equitable access to facilities and services
- activities that promote participation and build capacity
- the development of a progressive, accessible and accepting community
- opportunities for affirmative action and tolerance

The policy targets social equity groups, such as:

- | | |
|--|-------------------------|
| • Aboriginal and Torres Strait Islanders | • Families and Children |
| • People with Disabilities | • Seniors |
| • Culturally and Linguistically Diverse Groups | • Young People |

The policy recognises that "*some socially beneficial programs require additional support outside of normal commercial operations*" and so will consider the use of "*a range of financial and non-financial mechanisms to support socially beneficial programs that would otherwise not be able to operate effectively.*"

The mechanisms that could be considered by Council include:

- Sponsorship
- In-kind Support
- Alternative Lease Arrangements
- Alternative Contractual Arrangements
- Memorandum of Understanding

This social inclusion policy is based on similar policies of the Darwin City Council.

RECOMMENDATION

That it be recommended to Council:

Council adopt the attached Social Inclusion policy.

Robert Jennings

CHIEF EXECUTIVE OFFICER

Delegation: Peter Schubert, Sustainability Officer
Schedule of Attachments: Social Inclusion Policy

Katherine Town Council

Participation, Access & Inclusion Policy

1.	<i>Purpose</i>	2
1.1.	<i>Vision</i>	2
1.2.	<i>Objectives</i>	2
1.3.	<i>Authority</i>	2
2.	<i>Social Equity Groups</i>	2
2.1.	<i>Aboriginal and Torres Strait Islanders</i>	2
2.2.	<i>People with Disabilities</i>	3
2.3.	<i>Culturally and Linguistically Diverse Groups</i>	3
2.4.	<i>Families and Children</i>	3
2.5.	<i>Seniors</i>	3
2.6.	<i>Young People</i>	4
3.	<i>Support Mechanisms</i>	4
3.1.	<i>Sponsorship</i>	4
3.2.	<i>In Kind Support</i>	5
3.3.	<i>Alternative Lease Arrangements</i>	5
3.4.	<i>Alternative Contractual Arrangements</i>	5
3.5.	<i>Memorandums of Understanding</i>	5
4.	<i>Procedures</i>	5
4.1.	<i>Identification & Application</i>	5
4.2.	<i>Assessment & Approval</i>	6
4.3.	<i>Written Agreements</i>	6



Participation, Access & Inclusion

1. *Purpose*

1.1. *Vision*

This policy provides the framework for the collaborative provision of key community services, facilities and programs that support an inclusive, interconnected and resilient community.

1.2. *Objectives*

Council aims to provide a sustainable and enriched environment for all people of the Katherine Region, including those who are disadvantaged. Council is committed to supporting a progressive, accessible and accepting community, through fostering opportunities for affirmative action and tolerance.

Council is committed to encouraging social inclusion, enabling individuals who would otherwise be marginalised to stay connected, through supporting activities that promote participation and build capacity.

Council recognises that the delivery of diverse, practical and focussed programs, that provide equitable access to facilities and services, will contribute to the development of a strong community and enable Council to be responsive to local needs.

Council recognises that some socially beneficial programs require additional support outside of normal commercial operations. Council will not support commercial activities to compete unfairly in the open marketplace, but will use a range of financial and non-financial mechanisms to support socially beneficial programs that would otherwise not be able to operate effectively.

Council will develop collaborative partnerships with key stakeholders that encourage service coordination and integration. Council will be guided by best practice principles, community need and feedback in its delivery of support to social venture programs and activities.

1.3. *Authority*

The role, functions and objectives of Councils are established in Part 2.3 of the Local Government Act and provides the legal basis for KTC's role in fostering community, cultural and social development.

2. *Social Equity Groups*

This policy describes Council's approach to facilitating and providing programs that foster access to and participation in the following key community areas:

- + Aboriginal and Torres Strait Islanders
- + People with Disabilities
- + Culturally and Linguistically Diverse Groups
- + Families and Children
- + Seniors
- + Young People

2.1. *Aboriginal and Torres Strait Islanders*

Council recognises the unique contribution of Aboriginal and Torres Strait Islander people and will develop and maintain partnerships with local groups and individuals to celebrate their historical, cultural and environmental importance within the region. We will work with the custodians to manage and preserve sacred and significant places.



Participation, Access & Inclusion

Council formally endorses the Australian Local Government Association National Agenda policy acknowledging Aboriginal and Torres Strait Islander peoples as the original occupants of Australia by incorporating the following wording into statements on significant occasions:

"I am honoured to be on the ancestral lands of Katherine's Aboriginal peoples. I acknowledge the First Australians as the traditional custodians of the continent, whose cultures are among the oldest living cultures in human history. I pay respect to the Elders of the community and extend my recognition to their descendants past present and emerging."

2.2. People with Disabilities

Council is committed to ensuring equitable access to its services, facilities and programs for people of all ages and abilities. Council will seek to empower people with various levels of ability to participate in the social and economic life of the community.

Council will ...

- + support actions to facilitate access and inclusion in the social and economic life of the community.
- + seek feedback and advice in relation to ensuring equity for people with a disability in the Council's provision of services and facilities.
- + endeavour to assist with coordination, promotion and engagement with the disability services sector.
- + raise awareness of disability services and programs, advocate for the rights of people with disability and celebrate the contribution that people with disability make to our community.

2.3. Culturally and Linguistically Diverse Groups

Council recognises and supports the diverse population of Katherine and acknowledges the important role diversity plays in all areas of life within the municipality.

Council is committed to ensuring its programs provide appropriate and equitable access with respect to language, religion, ethnicity and other specific cultural elements and sensitivities.

Council will actively support programs and events that celebrate and promote cultural diversity and social cohesion.

2.4. Families and Children

Council actively support the development of functional and resilient families, and promote the active participation of parents and children in community activities. Council supports equitable access to opportunities, resources, and services that foster positive health, wellbeing and education for families.

Council supports programs and services that benefit families and children throughout the municipality, such as the Katherine East childcare centre, the Katherine East community centre, a number of children's programs at the Katherine Public Library, the children's adventure playground and skate park, and several sports-based events, as well as a number of Family Fun Days.

2.5. Seniors

Council is committed to the provision of services, facilities and programs for elders and seniors that promote equitable access, healthy lifestyle opportunities and a positive image of ageing. Council will:



KATHERINE
TOWN COUNCIL

Participation, Access & Inclusion

- + Promote healthy lifestyle choices and lifelong learning opportunities for seniors, as well as supporting a positive image of ageing.
- + Deliver library services which allow for active participation by seniors.
- + Encourage seniors to stay connected to their community and to contribute their expertise and skills through leadership and volunteering activities.
- + Assist with coordination, promotion and connection to the seniors sector.
- + Maximise partnership opportunities, where appropriate, in the planning and delivery of services, programs and events with seniors organisations and government agencies.

2.6. *Young People*

Council understands that a strong and connected network of young people greatly contributes to a safe and resilient community. Council is committed to:

- + Engaging young people in Council and community consultation processes.
- + Ensuring the suite of Council's programs and facilities are designed inclusively and are youth friendly.
- + Fostering partnerships to initiate programs to respond to the needs of young people.
- + Supporting youth-led initiatives.
- + Encouraging employment and volunteering opportunities to young people.

3. *Support Mechanisms*

This policy outlines the mechanisms available to Council to provide support to organisations, and programs that foster social inclusion and capacity building activities:

- + Sponsorship
- + In-kind Support
- + Alternative Lease Arrangements
- + Alternative Contractual Arrangements
- + Memorandum of Understanding

3.1. *Sponsorship*

KTC may enter into sponsorship arrangements to support programs, services, facilities or events which contribute to the quality of life of the community and which are consistent with the goals and values of the Council. These arrangements may include:

- + grant of financial assistance
- + appropriate signage indicating the endorsement of the Council
- + media release acknowledging the organisation, activity/event and benefit to the community
- + inclusion of the organisation's name and logo on Council's official print and media publications and communications
- + award or trophy in the organisation's name and publicly presented by the Mayor
- + merchandising of co-branded goods at selected points of sale
- + public displays at Council buildings and sites
- + exclusive use of facilities by the organisation

These arrangements provided Council with:

- + appropriate branding and profile raising opportunities
- + ability to leverage sponsorship through media or advertising
- + ability to leverage support through attendance or staging of display or complementary event where appropriate
- + specific sponsorship category benefits
- + ability to reach traditional and non traditional audiences



Participation, Access & Inclusion

3.2. *In Kind Support*

KTC's support to community organisations may not always be in the form of direct finance, but may include providing advice, services, project management, quality assurance, statutory reporting, and general administrative support or discounting the cost of venue hire, access to facilities and municipal services. Council's in-kind contributions benefit a project by reducing the amount of actual dollars needed to be spent on these essential, but background activities, freeing up funds for actual community development or service provision.

3.3. *Alternative Lease Arrangements*

As a general rule, KTC (as custodian of public assets) would provide a leases on all properties through an open market format, to ensure due probity of process, optimal financial return and risk minimalisation.

However, one of Council's roles is to facilitate a range of goals and objectives, to ensure the growth and prosperity of the region, which if left to the private marketplace alone, may not be achievable.

Therefore, Council may undertake alternative processes to arrange leases, in order to achieve specific benefits than could be achieved through a public process. In such situations, Council will undertake direct negotiations with strategic partners, to the exclusion of a public process.

3.4. *Alternative Contractual Arrangements*

KTC observes NT Government requirements for procurement of all services, in line with the Local Government Act (2017) and (Accounting) Regulations (2014), and Procurement Rules (2018). These allow for exemptions to be made where it can be demonstrated that it will result in improved Value for Territory or is in the best interest of government and industry.

Council therefore has the flexibility to make alternative contractual arrangements for the provision of services that will provide specific benefits that may not be achieved through the usual public tendering process.

3.5. *Memorandums of Understanding*

KTC may enter into a partnership with other organisations to undertake what may be quite complex activities, the details of which are negotiated, documented and agreed to in writing, but which is not a contractual arrangement. Rather this memorandum of understanding (MoU) is a type of agreement that expresses a convergence of objectives and an intended common line of action. While it outlines each party's requirements and responsibilities, it is used where parties do not or cannot create a legal commitment or a legally enforceable agreement. It is a more formal alternative to a gentlemen's agreement.

4. *Procedures*

4.1. *Identification & Application*

The driving criterion for KTC to collaborate with individuals and organisations or to support their activities, is that these activities foster social inclusion for the target groups identified above.

KTC may

- + be approached by organisations with a formal written proposal to support some activity that addresses some specific social need
- + self-identify some specific social need, and approach suitable community organisations to collaborate with KTC in addressing this need



Participation, Access & Inclusion

Any proposal for KTC support should address the following:

- + An description of the social need and its impact
- + A plan outlining the strategic objectives and operational details of the activity
- + The capacity of the activity to deliver long term benefits to the community
- + The capacity (eg financial, infrastructural, personnel, etc) to administer and deliver the project of the organisations involved
- + Realistic timeframes and budgets outlined in the proposal
- + Level of support from the general community and any other relevant organisations
- + Appropriate marketing and communications support for the activity, which adequately acknowledges KTC's support
- + Details of other supporters involved with the event or activity (proposed or confirmed)

4.2. Assessment & Approval

All proposals for KTC to support an activity to address a social need must substantially meet all the criteria set out above. If the proposal does not meet some of the criteria above but it is considered that it has merit, the organisation may be invited to review and resubmit their proposal.

Proposals that do meet the criteria above must be assessed and a written report prepared for:

- + the CEO to determine, in liaison with the Mayor, in cases where requests for support are equivalent to or less than \$50,000
- + the full Council to consider, in cases where requests for support equivalent are greater than \$50,000).

The assessment and report will cover:

- + the nature and extent of the social need identified
- + an assessment of the current and ongoing impact of this need on the community
- + an assessment of the activity being proposed (or research on how best to address the need, if self-identified by KTC)
- + an assessment of the capacity of the organisation to deliver the activity
- + the level of support for the activity, or for addressing the need identified by KTC, from both the broader community and other relevant organisations
- + a consideration of how the proposal relates to KTC's strategic planning and other policies
- + a consideration of how the proposal relates to appropriate provisions in the Local Government Act and any other relevant legislation.
- + the exposure of KTC to any financial, legal or other risk, including potential conflicts of interest
- + the benefits to both KTC and to the broader community in supporting the proposal
- + a draft of the arrangements in the form of a written agreement

Decisions made in respect to this policy are reviewable decisions.

4.3. Written Agreements

All arrangements shall be fully described in a written agreement which clearly sets out:

- + the purpose and objectives of the activity.
- + the specific roles of each participant in the activity, including KTC's contribution:
 - The written agreement will include a statement that KTC's functions will continue to be carried out fully and impartially, notwithstanding the existence of the agreement. Any attempt to influence KTC's regulatory functions will result in an automatic review of the agreement.



KATHERINE
TOWN COUNCIL

Participation, Access & Inclusion

- + the benefits available to KTC from their support of the activity:
 - KTC's logo is to be used in any displays/promotions associated with the activity.
- + the details for how the activity will operate, including lines of authority and communication.
- + details of financial accountability and insurance requirements, where appropriate:
 - The agreement will include a statement indemnifying KTC from any loss, liability, or harm that arises from the activity, including any harm to third parties.
- + agreement to provide regular reports on the performance and outcome of the activity, in line with agreed performance measures.
- + timeframe for the activity and any conditions regarding reviews and renewals.
- + where appropriate, the consequences of change which may occur over time (eg new policies, a shift in the relationship, new corporate missions or objectives), including any dispute resolution processes.
- + provision for termination or suspension of the agreement, including details for any asset management required, upon cessation of the activity.
- + other provisions as may be required.

