



CANBERRA REGION
JOINT ORGANISATION

CRJO General Managers Advisory Group Meeting

Friday, 26 March 2021

10:00 – 1:30pm

Zoom Videoconference

Meeting ID 910 5131 6457

Our Region...

Dynamic

Innovative

Connected

...Compelling!

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MEMBERS	
Bega Valley Shire Council	Mayor Cr Russell Fitzpatrick Ms Leanne Barnes OAM
Eurobodalla Shire Council	Mayor Liz Innes Dr Catherine Dale
Goulburn Mulwaree Council	Mayor Bob Kirk Mr Warwick Bennett
Hilltops Council	Mayor Brian Ingram Mr Anthony O'Reilly
Queanbeyan-Palerang Regional Council	Mayor Tim Overall Mr Peter Tegart
Snowy Monaro Regional Council	Mayor Peter Beer Mr Peter Bascomb
Snowy Valleys Council	Mayor James Hayes OAM – Deputy Chairperson Mr Matthew Hyde
Upper Lachlan Shire Council	Mayor John Stafford Ms Colleen Worthy
Wingecarribee Shire Council	Mr John Brgess (A/General Manager)
Yass Valley Council	Mayor Rowena Abbey – Chairperson Mr Chris Berry
ACT Government	MS Wilhelmina Blount
East Gippsland Shire Council	Mayor Mende Urie Mr Anthony Basford
Wagga Wagga City Council	Mayor Greg Conkey OAM Mr Peter Thompson
Canberra Region Joint Organisation	Ms Kalina Koloff Ms Natasa Sojic
GUESTS	
Resilience NSW	Mr David Butt
Office of Local Government	Ms Karen Purser Ms Alison Murphy
NSW Government – Regional NSW	Ms Megan Cleary
NSW Cross Border Commissioner and Regional Town Water Supply Coordinator	Mr James McTavish Ms Emma Watts
Dept Planning Industry and Environment	Ms Anthea Sargeant
Jennifer Lang Australia	Ms Jennifer Lang

1. Opening Meeting

The Chairperson will open the meeting.

2. Apologies

The Chairperson will call for any apologies. CRJO will resolve to accept any apology and may grant leave of absence.

3. Presentations

3.1. Public Service Commission – Regional Workforce (10:30am)

Reporting officer: Anat Hassner, Assistant Commissioner, Regional Workforces, Public Service Commission

Attachment: Approach to Achieving Regionalisation Principles (PowerPoint)

REPORT

In February 2021 Anat joined the Public Service Commission as Assistant Commissioner, Regional Workforce. The role is a 6 months secondment to drive the new regionalisation strategy announced by the Deputy Premier on the 3rd of February, 2021. Anat has held senior roles in Woolworths and Lend Lease and ran a private consulting business for 7 years, where she led strategic reforms in private and public organisations. Anat has a PhD in change and project management, a Masters in Organisational Psychology and has lectured for 5 years at the University of Sydney.

3.2. DPIE – Special Activation Precincts (11:00am)

Reporting officer: Anthea Sargeant, Executive Director DPIE

REPORT

Anthea Sargeant is the Department of Planning and Environment Executive Director - Key Sites and Industry Assessments for the Department of Planning and Environment responsible for overseeing State Significant development assessments for key projects in NSW including Special Activation Precincts.

4. Urgent Business

The Chairperson will call for any Additional Business pursuant to Clause 9.3 of the Code of Meeting Practice. Any additional business to be discussed requires a Board resolution or a ruling by the Chairperson that the matter is of great urgency.

The CRJO Board may resolve to accept any late item, information, or urgent business to be discussed and/or determined at this meeting.

5. Confirmation of Minutes

Attachment: CRJO Board Meeting Minutes 11 December 2020

RECOMMENDATION

That the CRJO Board meeting minutes from 11 December 2020 be confirmed.

6. Reports to CRJO Board

6.1. A new CRJO Strategic Plan

Reporting officer: Kalina Koloff

Attachment: A new Statement of Strategic Priorities for the CRJO (PowerPoint)

RECOMMENDATIONS

That the CRJO Board:

- 1. Note the updated DRAFT CRJO Strategic Plan*
- 2. Provide input and propose any revisions before finalisation of the plan and endorsement by new CRJO Board in September 2021*

REPORT

The NSW Government established joint organisations under the Local Government Act 1993 (the Act) in 2018. Joint organisations are an important initiative to build stronger councils and improve service delivery and infrastructure across rural and regional communities.

Each joint organisation will define their priorities in a Statement of Strategic Regional Priorities. Boards of joint organisations will provide annual progress reports on these priorities. Joint organisations may also choose to carry out additional functions, such as delivering shared services.

The CRJO's current Statement of Strategic Regional Priorities (statement) is due to be refreshed in June 2021. As part of this process the CRJO General Managers participated in a full day workshop to review progress and relevance of the current priorities and to determine the way forward for an updated statement.

The timing of the new statement coincides with election of new Councils, a refreshed CRJO Board and with the NSW Government review of the Joint Organisations due to be completed by June 2021.

6.2. Southern Lights NSW – Project Update

Reporting officer: Kalina Koloff

RECOMMENDATIONS

That the CRJO Board:

- 1. Note the progress of the Southern Lights NSW Project*
- 2. Endorse the decision of the CRJO General Managers to withdraw from the Southern Lights Project at June 30, 2021 at the conclusion of Phase 1 of the project.*

REPORT

Context

The CRJO has been involved with the Southern Lights project since 2017. The initial purpose of the project was to enable a regional infrastructure project that delivered better, safer, cheaper lighting and smarter, connected communities. This has been achieved through a coordinated and aggregated streetlighting upgrade program.

Though Southern Lights initially started as a simple street lighting improvement program the project objectives have now grown to encompass the latest technology in smart-enabled LED lighting and also a communications system that will have the capacity to allow dimming and the deployment of smart city devices, such as traffic counters, environmental sensors, noise, smoke and weather sensors.

Covering over 41 Local Government Areas, the Southern Lights project is a collaboration between Riverina and Murray Joint Organisation, Canberra Region Joint Organisation, Central West Joint Organisation, Riverina Joint Organisation and Broken Hill. The project is delivered by Riverina Eastern Regional Organisation of Councils (REROC) who are the lead entity and are supported by technical consultants Next Energy to provide feedback, advice and expertise. REROC provide coordination services, preparation and management of tender documents and contract management services at no cost to the Southern Lights project as well as leading the advocacy on street lighting issues. The Southern Lights program demonstrates the capability and benefits of regional collaboration and has a reputation as providing an innovative and collective position on Street lighting in NSW.

ACT Government Streetlighting Program

At the GMAG meeting of 10 December 2020, CRJO CEO Kalina Koloff was instructed to meet with the representatives from the ACT Government to investigate opportunities for collaboration and/or shared procurement of smart-enabled technologies.

Kalina Koloff met with Ms Jennie Gilles (Senior Director, Roads and Stormwater Maintenance) and Mr David Hua (Streetlight Contract Manager) on Monday 15 February 2021.

The ACT streetlighting upgrade program was outlined with the following highlights noted:

- The ACT are the asset owners of streetlighting infrastructure providing a strong negotiating position for market tender for upgrade program.
- The streetlighting upgrade program was taken to market with overall outcomes based procurement model in which expectations, timeline for delivery and budget envelope were disclosed and the respondents were responsible for determining the best value/opportunities to achieve them.
- Of the 40,000 streetlights across the ACT about 25,000 are smart enabled which provides sufficient network coverage.
- Consideration of the type and adaptability of the existing infrastructure (local, power supply, access to the router network and socket type influenced the design and roll out of smart meter and LED lighting upgrades.
- Though the ACT streetlighting upgrade program was designed to deliver more efficient and cost-saving technology the market innovation has allowed better adaptation of smart technology.
- The roll-out of energy saving lighting coincides with rises in local energy costs and overall the program allows for future-proofing of energy costs to the Government

Current Situation

Feedback from CRJO member councils indicate that individual councils are dealing directly and productively with Essential Energy on these matters and that the progress toward LED upgrades is largely complete. Due to the different timing of roll out of LED, and how Councils are choosing to fund the replacements, expected costs savings from the LED replacement program vary between LGAs. It is

worth noting that the Southern Lights group worked with Essential Energy to create several options for Councils to fund their replacements.

Continued participation in the Southern Lights program is now focused on technical advisory and advocacy as well as market sounding for smart city technology.

Since June 2020 the Southern Lights project has undertaken two key initiatives on behalf of its members:

1. Coordinated Submission into the Review of the Public Lighting Code

Next Energy, (Southern Lights project managers and technical experts) consulted with the members of Southern Lights and the councils they represent to prepare a comprehensive submission as input to the review. The Code is essential to the efficient and effective operation of public lighting in NSW and as such Southern Lights supports the on-going consultation and review of its performance.

2. EOI for a Smart Controller System

Southern Lights has recently released an Expression of Interest (EOI) inviting suppliers to submit innovative proposals for a range of low-cost smart city sensors that could be mounted in Zhaga Book-18 interfaces on street lights in the Southern Lights' footprint. The 41 local governments in the Southern Lights project and their street lighting service provider, electricity distributor Essential Energy, agreed to the use of LEDs with an additional downward-facing Zhaga Book 18 interface in an LED tender completed in 2019. As part of the LED deployment, every luminaire in the Essential Energy region is being equipped with a NEMA/ANSI C136.41 receptacle on top to accommodate photocells or smart street lighting controls. As an option, each luminaire can also be provided with an additional Zhaga Book 18 interface on the bottom to accommodate the deployment of smart city sensors. *(Note: CRJO Members to confirm if this option has been selected in their individual LGAs).*

There is potential for significant benefits to councils through the deployment of smart controls and a collaborative approach with Essential Energy and Southern Lights in the future. This work is aligned with the CRJO priority action 11. *Facilitate regional communities to embrace smart technology.* Implementation of smart controllers on streetlighting would be a good way to progress this.

Financial Commitment

As part of the financial contribution to the Southern Lights project the CRJO has paid since 1 July 2018 to 31 May 2020 an amount of \$59,123.

Fees for the CRJO from 1 April to 31 December 2020 were \$6,719 which included a portion of Next Energy's consulting fees to prepare the submission into the Review of the Public Lighting Code.

Expected fees for the remainder of the 2020/2021 financial year are in the vicinity of \$3,000. This will include a contribution to the technical assessment of the EOI for Zhaga Book-18 smart controllers and the initiation of a project plan for Stage 2 of the project.

6.3. EPA Bushfire Generated Green Waste Data Collection Initiative

Reporting officer: Kalina Koloff

RECOMMENDATION

That the CRJO Board note the progress of the Bushfire Generated Green Waste – Data Collection Initiative.

REPORT

In January 2021, the Canberra Region Joint Organisation (CRJO)¹ received a grant of \$70,000 from the NSW Environmental Protection Agency (EPA) under the Bushfire-Generated Green Waste Grant program. Eight member council LGAs are listed as fire affected, and seven are participating in the program.

1. Bega Valley Shire Council (BVSC)
2. Eurobodalla Shire Council (ESC)
3. Goulburn Mulwaree Council (GMC)
4. Queanbeyan-Palerang Regional Council (QPRC)
5. Snowy Monaro Regional Council (SMRC)
6. Snowy Valleys Council (SVC)
7. Upper Lachlan Shire Council (ULSC)

The project seeks to provide a high-level situation analysis of bushfire generated green waste on Council owned or managed land and on private property in each of the LGAs that remains. It draws together data from a number of sources including:

- NSW Regional Economic Development Strategy (REDS) reports for each region
- National Bushfire Recovery Agency reports
- LGA close-out reports from NSW Public Works Advisory from the Bushfire Clean-up Program
- Pictures and context from site visits at selected locations within the CRJO region.
- Assessments from member Councils road inspection teams.

On Tuesday 23rd February, CEO Kalina Koloff met with representatives from the EPA to provide preliminary feedback on the initiative. In the meeting it was discussed that the availability of data was insufficient to provide an accurate assessment of residual green waste across fire affected LGAs. At the Infrastructure Development Working Group meeting on Wednesday 24th February the project was discussed with representatives across the CRJO network confirming data gaps and additionally expressing concerns about capacity of local landfill sites to accommodate Green Waste.

6.4. A Regional Community Strategic Plan

Reporting officer: Kalina Koloff

Attachment: Projectura Proposal

RECOMMENDATION

That the CRJO Board note the outcome of the procurement and the appointment of Projectura to develop a Regional Community Strategic plan.

REPORT

The tender for the Canberra Region Joint Organisation Regional Community Strategic Plan was open for 6 weeks over December and January. The tender documentation is attached. There were eleven (11) submissions. The CSP Project Group- Ricky Tozer, Kaliegh Smerdon and Kalina Koloff undertook an initial review and scoring of the tender responses based on the respondents outlined methodology,

¹ Member Councils: Wingecarribee Shire, Goulburn Mulwaree, Upper Lachlan Shire, Hilltops, Queanbeyan-Palerang, Eurobodalla Shire, Bega Valley Shire, Snowy Monaro and Snowy Valleys. Associate Members: Wagga Wagga and East Gippsland Council and ACT Government. Affiliate: Canberra Airport

previous relevant experience, pricing and referees. The quality of the tender responses was high and further detailed analysis was undertaken on a shortlisted group of four (4) respondents.

Projectura was selected as the preferred candidate and a contract for delivery of the project has been executed. Projectura have demonstrated an understanding of the challenge in developing a regional plan that is sufficiently granular to be recognisable to each LGA community and then operationalised at a local level. Their response provided the opportunity for co-design of community engagement that would allow for Councils to more authentically engage. The tender response from Projectura is attached.

Next steps

An inception meeting with participating Councils and Projectura was conducted on Wednesday 24th March. The timeline outlined in Projectura's proposal will need refinement, given we are at the end of February, however the goal is still to have a draft Regional Community Strategic Plan by October/November.

Projectura will conduct an initial desktop review to create a baseline report. Councils are asked to provide any relevant reporting or strategies/plans to help inform that process. This may include a summary on status of existing CSP's of each Council prior to the End of Term Report being finalised or recent Community Engagement Plans and procedures.

As outlined in Projectura's submission they are conscious of the varying needs of each of the Councils participating in this collaborative project. They have allowed for individual meetings with each of the Councils to build a consensus on the opportunities and findings from the baseline data they have compiled, gain clarity on potential measurable and meaningful indicators for the RCSP, and to better understand the region, project stakeholders, and preferred engagement and communication methods.

Community engagement

Community engagement will be an essential element of this project and Projectura understand there will be varying degrees of capacity and resources across the participating Councils, combined with the varying geography and community composition across the region. Projectura have proposed a co-design approach with each Council.

The tender responses provided a range of suggestions for community engagement approaches. The options outlined helped to solidify for the CSP Project Group the minimum expectations for the delivery of the engagement elements of the project, with allowable capacity to tailor engagement activities with each Council.

- In-person inception meeting with IPR Working Group and (possibly relevant comms officers) from each Council
- Fortnightly working group meetings- online as required
- A draft Engagement Strategy is developed for review by the IPR Working Group
- Key stakeholders for each LGA and across the region identified
- All collateral for the community engagement events to be designed and managed by the consultant
- An engagement toolkit with resources is provided to each Council to manage some of their own community engagement activities above the consultant led activities, if needed
- Methods to include a variety of in-community engagement sessions- structure to vary per Council's needs- workshops, drop-in booths, targeted stakeholder sessions, semi-structured interviews, place-based workshops, online sessions. Allowance for at least 3 in community sessions per Council

- All print collateral (if any) to be designed, printed and distributed by tenderer
- Online survey to be designed and hosted by tenderer with unique links and branding to be provided for each Council
- Preparation of a Community Engagement summary report shared with IPR Working Group
- In person presentation of draft RCSP to each Council and a single online session for those unable to attend those 8 sessions
- Allowance for at least one set of consolidated changes per draft document produced- Community Engagement Strategy, RCSP, feedback reports etc

6.5. The Climate Resilient Housing Toolkit

Reporting officer: Kalina Koloff

RECOMMENDATION

That the CRJO Board note the progress of the Climate Resilient Housing Toolkit project.

REPORT

In December 2020, the CRJO was awarded a grant of \$70,000 through the LGNSW Increasing Resilience to Climate Change program for development of a Climate Resilient Housing Toolkit. Project partners, the Insurance Council and Minderoo Foundation agreed to contribute a further \$50,000 each and Resilience NSW \$15,000 making a total program budget of \$185,000.

The project seeks to address the impacts of natural hazards that are causing increased hardship in the 10 Councils of the Canberra Region, evidenced by recent bushfires, floods and drought. Communities experiencing the effects of natural hazards today, will become more exposed in a climate changed future. Consequentially, the cost of living will increase, partly because vulnerable homes will become more expensive to insure. Action is needed to protect the community and their housing assets.

This project will develop tools for homeowners, councils and industry to improve their climate resilience. We will combine existing tools, data and partnerships with deep understanding of the local population and behaviour change principles to unlock scalable action. It will deliver the Canberra Region Climate Resilient Housing Toolkit, consisting of guidance to bridge the gap between the body of evidence for change, and material action required to protect community and assets. The long-term outcome will be the development of more climate resilient housing stock.

Roles and responsibilities

Nominated Project partners and their role are as follows:

- **Canberra Region Joint Organisation** (a partnership of the 11 NSW Councils, ACT Government and East Gippsland Council) – In-kind time from key staff and Council representatives, project administration, contract management and grant acquittals and oversight from the General Manager's Advisory Committee (see below)
- **Insurance Council of Australia** – Funding partner and provider of in-kind time to provide guidance on how to factor in current and future insurance industry requirements and drivers
- **Minderoo Foundation** – Funding partner, amplify the sharing of the results with other regions using their broad network
- **Resilience NSW** - In-kind time from key staff and co-funding; help share the project outputs across the State; Edge Environment – Project design, in-kind access to the Building Resilience Rating Tool, project delivery;

Project delivery will be governed by an agreed Work Plan and managed by the Steering Committee. Reporting on project milestones will be undertaken quarterly at a minimum.

Objective #1:	To increase the resilience of existing housing stock, across the Region, to a range of natural hazards magnified by climate change by: Determining the current and future natural hazard adaptive capacity of the Canberra Region's current housing to bushfire, flood, and coastal erosion, by developing an understanding of target audiences and housing typology through reviewing existing data, literature, frameworks, knowledge and partnerships.
Objective #2:	Developing a change plan that supports home owners to act. This will capture qualitative and quantitative insights to guide Toolkit development to ensure technical, economic and communications outputs can accelerate the adoption of climate resilience beyond business as usual.
Objective #3:	Creating and deploying the "Canberra Region Joint Organisation Climate Resilient Housing Toolkit" to inform, educate and inspire residents, council and industry to act in a way that is complimentary to existing initiatives and services that might be delivered by emergency services, by January 2022.

The project Steering Committee will consist of representatives of each of the partner organisations listed above. Furthermore, the CRJO's General Manager's Advisory Committee will provide oversight of the project and provide support to share outcomes with other Joint Organisations and councils.

6.6. Incoming Councillors Induction – Proposal from the Australian Institute of Company Directors

Reporting officer: Kalina Koloff

Attachments: AICD CRJO Proposal

RECOMMENDATIONS

That the CRJO Board:

1. *Note the AICD proposal*
2. *Endorse the decision of the CRJO General Managers to:*
 - 2.1. *Organise AICD Training for new CRJO Board*
 - 2.2. *Invite Councils to take up 2 day AICD courses in pairs*

REPORT

Following the December GMAG meeting, CRJO CEO Kalina Koloff met with Johnathan Cale, Board and Governance partner for the Australian Institute of Company Directors (AICD) to discuss options for a coordinated training package for incoming Councillors across the CRJO network. Acknowledging that ESC and BVSC have already secured a date for training a proposal has been prepared for the remaining CRJO Councils. It is acknowledged that by partnering with neighbouring Councils the schedule for training will offer opportunities for local networking and reduced costs per head.

The CRJO proposes to coordinate a joint procurement of the courses if deemed suitable by members.

The proposal from AICD includes two course outlines;

- A 2-day Local Government course which can be contextualised to use case study evidence and examples from across the region, and
- A 1-day CRJO board essentials course encompassing a governance workshop, moving to a discussion on proactively managing risk in numerous areas and linked to new strategic priorities.

6.7. Outcome of the 2019/2020 Audit

Reporting officer: Kalina Koloff

Attachments:

6.7.1 Independent Auditors Report

6.7.2 Report on the Conduct of the Audit

RECOMMENDATION

That the CRJO Board:

1. *Note the outcomes of the 2019/2020 Audit*

REPORT

The 2019/20 Audit was completed with the Formal Management Letter issued on 1 March 2021. The overall performance of the organisation was found to be satisfactory with no major deficiencies in accounting records or reporting. The CRJO received confirmation that the General-Purpose Financial Statements (GPFS) complied with the Local Government Act 1993 (the LG Act), The Australian Accounting Standards (namely the transition to AASB15, AASB16 and AASB1058) and met The Joint Organisations Supplement to the Local Government Code of Accounting Practice and Financial Reporting – update number 27. The GPFS were also free material misstatement or significant control deficiencies.

It should be noted that the submission of the records to the NSW Audit Office occurred after the Board approved the financial statements at the 11th December meeting. Financial statements for the year ended 30 June 2020 are due by 30 November 2020. This delay constituted a breach of section 416 of the Local Government Act. Scheduling of meetings for 2021 Calendar year will ensure this does not occur again.

6.8. CRJO Operational Report

Reporting officer: Kalina Koloff

Attachments

- 6.8.1 JO Forum – Representation on Working with JOs
- 6.8.2 CRJO Representation on Emergency Services Levy
- 6.8.3 Response from Minister Hancock on Emergency Services Levy
- 6.8.4 CRJO Submission – Fairer Rating Review
- 6.8.5 CRJO Submission – Inland Rail Inquiry
- 6.8.6 CRJO Submission - NSW Property Tax
- 6.8.7 CRJO Submission – NSW Agricultural land Use

RECOMMENDATION

That the CRJO Board

1. *Receive the CRJO Operational Report*
2. *Note the correspondence with the Minister for Local Governments in relation to representations on the Emergency Services Levy and:*
 - 2.1. *Advise the Minister of Local Government that her letter does not reflect that most regional and rural Councils Emergency Services Levy increases either surpasses the quantity of the 2021/22 rate cap or consume the majority of the 2% rate cap increase,*
 - 2.2. *Seek an immediate review her decision,*
 - 2.3. *Recommend member Councils only pay for the Emergency Service Levy in 2021/22 an amount equivalent to that paid in 2020/21 plus 2% reflecting the increase in the rate cap.*

Submissions and Representations

- CRJO Chair and CEO attended JO Forum meeting on 4th March and CEO further attended an Agency Workshop on 5th March with representatives from Resilience NSW, Transport, PWA, DPIE, Office of Water and OLG to discuss collaboration on future projects and planning.
- CRJO Chair and CEO met with Minister Toole on 25th March to discuss Feasibility Study into East West Freight Linkages in the South East.
- CRJO Chair and CEO with other representatives from the NSW JO network met with Minister Pavey and Dr Jim Bentley to discuss NSW water strategies and future collaboration opportunities.
- CRJO CEO with other representatives from the NSW JO network met with representatives of DPIE Sustainable Local Communities team to discuss possible Energy Efficiency trials for members.

Submissions

- CRJO Submission to Inquiry into Inland Rail
- CRJO Submission to Fairer Rating Review

- CRJO Submission to NSW Property Tax Reform
- CRJO Submission to NSW Agricultural Land Use Review

Representations

- JO Forum Representation to Minister for Emergency Services on Working with JOs
- CRJO Representation to Minister for Emergency Services on ESL

Letters of Support (copies available on request)

- ULSC - Building Better Regions Fund – Crookwell Visitors Centre
- GMC – Building Better Regions Fund – Community Centre, Crookwell Rail Trail and Shietsu Gardens
- GMC - Bushfire Local Economic Recovery Fund -ReUse Hub
- BVSC – Fixing Local Roads – Nethercote Rd and Kameruka Lane
- BVSC - Bushfire Local Economic Recovery Fund - Nethercote Rd, Kameruka Lane, Wanatta Lane, and Dr Geroge Mtn Road
- WSC – Bushfire Local Economic Recovery Fund – Berrima Rd, Casburn Park, Station St, and Walking Trails
- ANU - Strategic University Reform Fund
- ARDA – Bushfire Local Economic Recovery Fund

Murray and Murrumbidgee Regional Water Strategies

The Department of Planning, Industry and Environment is seeking input on the key water-related challenges, opportunities and potential options for the draft Murray and Murrumbidgee Regional Water Strategies.

One of the biggest challenges currently facing regional NSW is access to reliable and resilient water resources that are able to support the current and future needs of communities, industry and the environment. The NSW Government is preparing comprehensive regional water strategies that will bring together the best and latest climate evidence with a wide range of tools and solutions to plan and manage each region's water needs over the next 20 to 40 years. Each strategy will set out a series of strategic options that are tailored to the needs and opportunities of the region and align with at least one of the Regional Water Strategy Program objectives:

- Deliver and manage water for local communities
- Enable economic prosperity
- Recognise and protect Aboriginal water rights, interests and access to water
- Protect and enhance the environment
- Affordability – identify least policy and infrastructure options.

The Department is seeking feedback from local councils, joint organisations, local water utilities and Aboriginal people in the Murray and Murrumbidgee region which will be a key input in the development of the draft Murray and Murrumbidgee strategies.

The CRJO has provided a liaison service for DPIE and is organising a webinar and meeting series with Council planners.

JO Forum and Network

The Chairs of Joint Organisations met in Parliament House on Thursday 4th March. The meeting was well represented and focussed on upcoming review of Joint Organisations by OLG (7.7.5). The objectives of the project are to:

- Assess the effectiveness of the JO operational model in facilitating the delivery of core functions and statutory obligations and increasing collaboration with external partners.
- Assess the outcomes of the JO in delivering their core functions -advocacy, strategic leadership, delivery of regional priorities and better outcomes for regional communities.

It was foreshadowed that consultants were due to be appointed shortly and the review is due for completion by June 2021. Each JO will be interviewed as well as representatives from across Government Agencies.

Following the JO Chairs Forum the Executive Officers held a workshop with heads of Agencies to discuss how to collaborate and to seek initial feedback on future project design including on infrastructure, water and resilience. It is anticipated that more engagement will be planned as we seek to formalise and grow JO relationships across NSW government.

Staffing

Recruitment for the Executive and Program Support Officer for the CRJO has concluded with a successful appointment due to commence in the role on Monday 29 March. 12 applications were received with 4 interviews offered and 3 conducted.

Recruitment for the Senior Disaster Preparedness Officer with Resilience NSW is well advanced. The position will be housed in the CRJO for a minimum 12 months with future opportunities possible when the current restructure has been finalised. The position attracted a very strong candidate field with over 60 applications received.5 interviews were offered and 3 conducted. Negotiations are underway with the preferred candidate.

Waste and Resource Recovery Programs

Bin Trim Program Halfway Point

- CRJO received \$240,000 funding to roll out a Bin Trim Program in the CRJO region
- The Bin Trim Program provides free help and support to NSW businesses to maximise their recycling and minimise the waste ending up in landfill
- CRJO has engaged MRA Consultants to offer free waste assessments to 400 businesses in the region
- Businesses enrolled in the program can be eligible for a rebate of between \$1,000 and \$50,000 to help with the purchase price of recycling equipment
- The program is halfway, over 200 businesses signed up to the program so far, they have received a first waste assessment, action plan and follow up assessment.
- A new round of recruitment is planned for March/April this year, the program will be finalised in August.

Case study: Joinery in Queanbeyan

- A joinery in Queanbeyan used to dispose 8 tonnes/week of untreated timber off cuts before Bin Trim
- Bin Trim assessment recommended investment in a briquette and shredder machine
- CRJO processed the EPA rebate application

Food Donation Education project

- CRJO has received \$106,000 of funding to roll out a Food Donation Education Project in 8 LGA's in the CRJO region (Bega and Queanbeyan have/had their own project funding)
- Aim of the project is to engage and build the network of food donation organisations in the region, helping them to connect with potential food donors to increase the amount of good food being donated to these charities
- Currently, the project involves 19 charities and 16 supermarkets in Goulburn, Eurobodalla, Wingecarribee and Snowy Valleys
- The activities across the targeted Council areas include meetings with each charity and supermarket manager, as well as forums which allow supermarket managers to meet their local charity volunteers
- The project activities have attracted media attention from ABC South Coast Radio, ABC Illawarra, Southern Highlands Express, Nine News Illawarra, 2ST, East Coast Radio, 2EAR-FM Radio, The Goulburn Post, The Goulburn Phoenix and The Braidwood Bugle. Additionally, the Mayors for Goulburn Mulwaree Council, Eurobodalla Shire Council and Wingecarribee Shire Council were quoted for the media releases.



CRC Promotion continuing

- CRJO is coordinating promotional activities in Eurobodalla Shire Council, Queanbeyan Palerang Regional Council, Snowy Monaro Regional Council and Snowy Valleys
- CRJO is in the final design stage for the construction of 20 small CRC drop off stations/cabinets. These will be distributed to Eurobodalla, Snowy Monaro and Snowy Valleys. A cabinet maker in Queanbeyan was selected to manufacture the cabinets
- CRJO negotiated new signage on waste trucks in Queanbeyan and Snowy Valleys to promote the CRC's in their council



New CRC signage on waste trucks in Snowy Valleys

Best Practice in Aggregated Procurement (BPAP) Project

Project update: stage 2 and 3 (Research and desktop study) is complete. This stage required the councils of each of the JO's to submit a survey. CRJO had the most responses, indicating that we are the most engaged JO.

Stage 4 will be an investigation and report on income methodologies.

Stage 5 will include:

- Pre-workshop reading for participants – findings of the research presented.
- Facilitation of one workshop for each JO and any interested councils – videoconference delivery
- Post workshop report
- Template future procurement plan

Contaminated Lands Program

Western Cluster

From early November 2020 through to mid-December every Western Cluster Council participated in a Training Workshop for the purpose of UPSS Infrastructure Regulation and Council Site Inspections. The workshops were conducted over a full day which comprised in-class theory reviews and legislative discussion. The afternoon involved practical training with onsite visits to 2 operational service stations. The workshops were conducted collaboratively with a program delivered for Hilltops, Yass and Upper Lachlan at Yass Council Chambers, Wagga Wagga and Snowy Valleys at Wagga Wagga Civic Centre and Snowy Monaro receiving their own in-house workshop at Cooma.



Upper Lachlan: with Karina at Taralga Rural



Hilltops: A newly installed Emergency Data Box

As part of the Contaminated Land Project, all Councils are to be provided with an updated Contaminated Land Register for the purpose of locating, identifying and risk assessing all current contamination producing sites as well as all legacy sites that may have been subject to previous business activities of a contaminating nature. The most effective means of collecting such a vast amount of information was to physically travel to each UPSS and Contaminated Land site and speak with the business manager/owner to best obtain current and accurate data. This was carried out between January 13 and February 26 with the CRJO Officer visiting each Council and inspecting all UPSS sites in the accompaniment of an authorized Council representative. The CRJO would like to thank all Western Cluster Councils for their co-operation, assistance, and valuable input during this lengthy exercise.

Note: During these Survey and Data Collection visits some valuable historical information was obtained through our meetings with the service station owners. Without these meetings this information may not have come to light.



This rare photo shows the demolition of the Mobil Service Station & Garage at Old Adaminaby in 1958 prior to the lake flooding. (Photo source supplied by Justin Richardson of Adaminaby Ampol)

Eastern Cluster

The Contaminated Land Officer (CLO) has now conducted UPSS Regulation and Site Inspection Training with four of the five Eastern Cluster Councils – with training to be conducted with Wingecarribee Shire Council at a suitable time. Within the training, site inspections were carried out by Council Officers and the CLO. Many sites were found to have non-compliances, and the CLO has worked with each council to determine the best course of action. Many of the inspected sites have since installed compliance infrastructure and follow up inspections have confirmed the sites are now compliant with the UPSS Regulation. The CLO is working with each Council to determine the preferred method of Regulation – whether that be inspecting every site, “high risk” sites, or only inspecting sites when complaints are received, the CLO will assist wherever necessary.



Council Officers inspecting a Stormwater Treatment Device at a service station in Moruya



UPSS Training with Eurobodalla Shire Council

The Eastern Cluster Contaminated Land Officer has now completed the CRJO Model Contaminated Land Policy – Draft v1. This document has been distributed to all councils, with the CLO intending on meeting with each Council to discuss the policy and receive Council feedback. Councils are encouraged to ensure all relevant staff are given time to review the document and provide feedback to the CLO. The intention is to have this policy and associated internal procedures adopted as soon as possible, noting that the upcoming Council elections may delay some adoptions by Councils.

Following acceptance and adoption of the policy, the CLO will be delivering relevant training to councils to ensure that the policy statements and internal procedures are understood and followed by council staff.

6.9. CRJO Financial Report

Reporting officer: Kalina Koloff and Jennifer Lang

Attachments:

- 6.9.1 Balance Sheet
- 6.9.2 Profit and Loss
- 6.9.3 Profit and Loss – Climate Toolkit
- 6.9.4 Profit and Loss – Contaminated Lands
- 6.9.5 Profit and Loss CRC Education
- 6.9.6 Profit and Loss – CRJO Operations
- 6.9.7 Profit and Loss – EPA Green Waste Project
- 6.9.8 Profit and Loss – Household Chemicals
- 6.9.9 Profit and Loss – Regional Coordination

RECOMMENDATION

That the CRJO Board receive the CRJO Finance Report and note the financial position of the Organisation as at 28 February 2021.

REPORT

Summary of operational activities to date

For the year to date ending 28 February 2021, the Canberra Region Joint Organisation (CRJO) achieved an operating surplus of \$815k.

This surplus is due to:

- Unspent grant funding of \$175k carried forward from the 2019/20 financial year.
- Unpent grant funding received in the current year for existing programs \$354k
- Unspent grant funding received within the reporting period for new programs, namely:
 - Climate Resilient Housing Toolkit (\$64k); and
 - Green Waste Data Collection (\$52k).
- Operational surplus available for business-as-usual expenses for the remainder of 2020/21 \$170k.

The impacts of COVID19 throughout the 2020/21 financial year saw a significant reduction in travel related expenses, which was a contributing factor to the unspent funds detailed above.

Table 1. below provides a breakdown of the operating surplus across each Program.

Program	YTD Income \$000	YTD Expenses \$000	YTD Operating Result \$000	Full Year Budget \$000
CRJO Operations*	\$678	\$415	\$262	\$43
EPA - Contaminated Lands	\$381	\$213	\$168	\$0
EPA - Regional Coordination Support Fund**	\$385	\$235	\$150	(\$28)
EPA - Household Chemical Clean Up	\$99	\$116	(\$17)	\$0
EPA – CRC Education	\$171	\$58	\$113	\$0
OEH – Biodiversity	\$23	\$0	\$23	\$0
NEW PROGRAM FUNDING				
Climate Resilient Housing Toolkit	\$64	\$0	\$64	\$0
Green Waste Data Collection	\$56	\$4	\$52	\$0
Total Operating Result	\$1,857	\$1,041	\$815	\$15

*Includes the JO Capacity Building Program and Disaster Preparedness Program

**Includes Regional Waste Education, Bin Trim, Food Donation Network, Container Deposit Scheme, Illegal Dumping and Litter Programs

Notable items to date:

- Final reimbursements were made to participating councils for the 2020 calendar year Household Chemical Cleanup Program.
- All other expenditure for the period represents ‘Business as Usual’ operations including staff wages and on-costs.

Cash Balances

As at 28 February 2021, the CRJO holds a cash balance of \$1,065k. Table 2 below provides a summary of the distribution of cash across the core Programs.

Programs	Opening Balance 1 Jul 2020 \$000	Cash Receipts \$000	Cash Outgoings \$000	Closing Balance 28 Feb 2021 \$000
CRJO Operations*	\$396	\$656	\$692	\$360
EPA - Contaminated Lands	\$361	\$52	\$216	\$197
EPA - Regional Coordination Support Fund**	\$329	\$317	\$317	\$329
EPA - Household Chemical Clean Up	\$151	\$19	\$116	\$54
EPA – CRC Education	\$122	\$60	\$57	\$125
OEH – Biodiversity	\$77	\$0	\$77	\$0
Total Cash on Hand	\$1,436	\$1,104	\$1,475	\$1,065

*Includes the JO Capacity Building, Disaster Preparedness and Climate Resilient Housing Toolkit Programs

**Includes Regional Waste Education, Bin Trim, Food Donation Network, Container Deposit Scheme, Illegal Dumping, Litter and Green Waste Data Collection Programs.

Notable business as usual upcoming expenditure:

- GST, PAYG and superannuation payments totaling \$55k will be paid over the next two months.
- \$504k of the cash balance remains in a three-month Term Deposit. It is expected that this will continue to rollover until the funds are called upon by the core programs (i.e. Contaminated Lands and Regional Waste).

Risks to budget

- Currently, CRJO Operations is tracking on budget for the year to date.
- All other Programs remain within budget.

7. Network Updates

7.1. ACT Government

Reporting Officers: Wilhelmina Bount/David Clapham

7.2. Resilience NSW

Reporting Officer: David Butt

7.3. Regional NSW

Reporting Officer: Megan Cleary

7.4. Office of the Cross Border Commissioner

Reporting Officers: James McTavish/Emma Watts

7.5. Office of Local Government

Reporting Officers: Karen Purser/Alison Murphy

8 Confidential Matters

The CRJO Board must resolve to move into Closed Session to deal with any items under s10 Local Government Act 1993.

9 Close

The Chairperson will close the meeting.