



CANBERRA REGION
JOINT ORGANISATION

CRJO BOARD MEETING 19/20

Monday, 5 August 2019

Business Papers

CRJO BOARD MEETING	
DATE	Monday, 5 August 2019
TIME	11:00am – 2:00pm
LOCATION	Brindabella Conference Centre, 33-35 Brindabella Circuit Canberra Airport
MEETING ROOM	Bendora & Googong Room

MEMBERS	
Bega Valley Shire Council	Cr Kristy McBain Ms Leanne Barnes OAM
Eurobodalla Shire Council	Cr Liz Innes Dr Catherine Dale
Goulburn Mulwaree Council	Cr Bob Kirk Mr Warwick Bennett
Hilltops Council	Cr Brian Ingram Dr Edwina Marks
Queanbeyan-Palerang Regional Council	Cr Tim Overall Mr Peter Tegart
Upper Lachlan Shire Council	Cr John Stafford Mr Andrew Croke
Snowy Monaro Regional Council	Cr John Rooney Mr Peter Bascomb
Snowy Valleys Council	Cr James Hayes OAM Mr Matthew Hyde
Wingecarribee Shire Council	Cr Duncan Gair Ms Ann Prendergast
Yass Valley Council	Cr Rowena Abbey - Chair Mr Chris Berry
ACT Government	Mr Sam Engele Dr David Clapham

ATTENDEES	
CRJO Staff	Ms Gabrielle Cusack Ms Nikolina Marinovic

APOLOGIES	
East Gippsland Shire Council	Cr Natalie O'Connell Mr Anthony Basford
Upper Lachlan Shire Council	Mr John Bell
NSW Cross-Border Commissioner	James McTavish
Snowy Valleys Council	Matt Hyde

AGENDA		
NO	ITEM (ATTACHMENT)	PGE
	Welcome & Introductions	
	Opening Meeting	
	Apologies	
1	Disclosures of Interest	
2	Urgent or Late Business	
3	Confirmation of CRJO Board Minutes – 24 May 2019	3
4	CRJO Chair's Report 4.1.1. Joint Organisations Workshop 4.1.2. Letter to Minister Hancock 4.1.3. Notes – Chairs Network Meeting May 2019	13
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7	Finances 7.1. 2019/2020 Membership Fees 7.2. 2019/2020 Budget 7.3. Revenue Policy	44 46 54
8	Statement of Strategic Priorities – Update	60
9	Regional Workforce Strategies for Local Government 9.1 Draft Scope – Regional Workforce Strategies for Local Government	64
	Next Board Meeting Thursday 17 October – Parliament House Sydney Friday 18 October – Regional Visit: Western Sydney	
	CLOSED SESSION	

Meeting:	CRJO Board Meeting 19/20
Date:	Monday, 5 August 2019
Agenda Item:	3.0 Confirmation of CRJO Board Minutes – 24 May 2019

RECOMMENDATION

That the minutes from the CRJO Board Meeting #5/2018 – 24 May 2019 be confirmed.

CRJO BOARD MEETING MINUTES #5/2018

24 May 2019



Meeting Opened: 8.40am

1. Welcome and Introductions

Member Councils

Bega Valley Shire Council	Cr Mitchell Nadin Leanne Barnes
Eurobodalla Shire Council	Cr Liz Innes Dr Catherine Dale
Goulburn Mulwaree Council	Cr Bob Kirk Warwick Bennett
Hilltops Council	Dr Edwina Marks
Queanbeyan-Palerang Regional Council	Cr Tim Overall Peter Tegart
Snowy Valleys Council	Cr James Hayes OAM Matt Hyde
Snowy Monaro Regional Council	Cr John Rooney Peter Bascomb
Upper Lachlan Shire Council	Cr John Stafford Andrew Croke
Wingecarribee Shire Council	Cr Duncan Gair Ann Prendergast
Yass Valley Council	Cr Rowena Abbey (Chair) Sharon Hutch

Associate Members

ACT Government	Sam Engele
Wagga Wagga City Council	Cr Greg Conkey OAM
East Gippsland Shire Council	Cr Natalie O'Connell Anthony Basford

Also Present

CRJO	David Rowe Gabrielle Cusack
NSW Government	Laura Hartley

2. Apologies

RESOLUTION 74/2018

That apologies be accepted from Cr Kristy McBain, Cr Brian Ingram, John Bell, Peter Thompson, Noel McCann, David Clapham, Heidi Stratford and Elizabeth Dixon

For: Unanimous
Against: Nil

D.Gair/L.Innes

3. Disclosure of Interest

Nil

4. Urgent Items – Late Business

RESOLUTION 75/2018

That a discussion be held regarding Regional Priorities for Snowy Hydro Legacy Funding

For: Unanimous
Against: Nil

B.Kirk/J.Stafford

5. Confirmation of Minutes – 15 February 2019

RESOLUTION 76/2018

That the minutes from the CRJO Board meeting #4/18 of 15 February 2019 be confirmed.

For: Unanimous
Against: Nil

D.Gair/J.Stafford

6. CRJO Chairs Report

RESOLUTION 77/2018

- 1. That the report be noted.*
- 2. That a report be brought back to CRJO Board meeting in September regarding the possible establishment of a relationship between the CRJO and Wellington Region (NZ).*

For: Unanimous
Against: Nil

T.Overall/M.Nadin

7. CRJO Board Meetings

RESOLUTION 78/2018

- 1. That an Extraordinary meeting be held on Thursday morning 11 July 2019 from 9.00am until 11.00am to consider the financial sustainability of the CRJO and the Revenue Policy which includes membership fees and the 2019/2020 budget*

For: Unanimous

T.Overall/L.Innes

Against: Nil

- 2. That a Board meeting be held in Sydney on the Thursday 17 October 2019 including a regional tour of Western Sydney on the 18 October 2019*
- 3. That a Board meeting be held in Tumut on Friday 6 December 2019 with a regional tour of VISY Industries and Snowy Hydro to take place on Thursday 5 December 2019*
- 4. That the offer of East Gippsland Shire Council to host a CRJO Board meeting in 2020 be accepted and coordinated with East Gippsland Staff.*

For: Unanimous

M.Nadin/J.Hayes OAM

Against: Nil

8. Vision and Purpose

RESOLUTION 79/2018

- 1. That the Vision for the CRJO be adopted as:*

“Our Region.....Dynamic, Innovative, ConnectedCompelling!”

For: Unanimous

R.Abbey/J.Stafford

Against: Nil

- 2. That the purpose of the CRJO be confirmed as:*

“Working together to deliver better outcomes for our communities and the region”

For: Unanimous

L.Innes/T.Overall

Against: Nil

9. NSW Machinery of Government

RESOLUTION 80/2018

That the NSW Machinery of Government changes, and the Environment Planning and Industry Cluster being known as EPIC, be noted

For: Unanimous

T.Overall/L.Innes

Against: Nil

10. Advocacy Report

RESOLUTION 81/2018

- 1. That the Advocacy Report be noted*
- 2. That the CRJO seek to obtain from the NSW Government its regional roads priorities in the Canberra Region to enable discussion by the relevant Councils*
- 3. That GMAC prepare a report on establishing a Fee for Service framework for Advocacy Services provided by the CRJO.*

For: Unanimous

D.Gair/B.Kirk

Against: Nil

11. Emergency Services Levy

RESOLUTION 82/2018

- 1. That the CRJO advocate to the NSW Government:*
 - a. A strong objection to any increase to the Emergency Services Levy (ESL) above rate peg, and that no consultation was conducted with the sector in advance of the increase (noting that all Council budgets and integrated plans are on exhibition or finalised).*
 - b. The value of any increase of the ESL in future years be added to the rate peg*
 - c. The ESL be considered as a separate rate collected by Local Government on behalf of NSW Government*
 - d. The increase be deferred to 2021*
- 2. That each Council consider the draft mayoral minute prepared by LGNSW*

For: Unanimous

L.Innes/T.Overall

Against: Nil

12. Local Government Superannuation

RESOLUTION 83/2018

That Canberra Region Joint Organisation write a letter of support to the Country Mayors meeting to be held on the 31st May 2019 on the Goulburn Mulwaree Council's recommendations in regard to the additional contributions which will state as follows: -

That Country Mayors take the following actions in regard to the Local Government Super – Additional Contribution

- a. Write to Local Government Super expressing Country Mayors concern that they have disregarded two unanimous resolutions – one from Local Government NSW 2018 conference and the other of Country Mayors to cease additional contributions once total assets exceeded total liabilities in the defined benefit plan and that their continued demand for additional contributions is unreasonable and unacceptable*

- b. Country Mayors allocate \$20,000 from the unallocated accumulated funds to seek an independent review of the defined benefit plan of Local Government Super to determine if the fund should be self-funded. Such a report to review methodology, assumptions and sensitivity analysis used by Local Government Super to justify the additional contributions continuing. The report also to seek information on investment strategies used by Local Government Super and are those strategies appropriate for a contemporary superannuation fund when compared with industry benchmarks*
- c. Country Mayors write to the Minister of Finance (State Government) and IPART seeking their intervention, assistance or any advice in this matter they may be able to provide*
- d. Country Mayors seek a one off \$300 increase in annual subscription from members in 2019/20 to fund the unbudgeted use of the accumulated reserve funds.*
- e. Country Mayors send a copy of this resolution to Local Government NSW and seek that organisation as 50% shareholder to appoint Directors who will implement the policy of LGNSW as determined by unanimous resolution of members at the 2018 conference.*

For: Unanimous

B.Kirk/D.Gair

Against: Nil

13 Code of Meeting Practice

RESOLUTION 84/2018

- 1. That the draft code of meeting practice be adopted and implemented in its draft format as amended, by deleting the following sentence from clause 14.9 "The Canberra Region Joint Organisation encourages community members to first raise their topic of interest with their local council."*
- 2. That the draft code of meeting practice be placed on public exhibition for 42 days then be brought back to the Board for final adoption with any public submissions.*

For: Unanimous

J.Hayes OAM/L.Innes

Against: Nil

14. Code of Conduct Panel Reviewers

RESOLUTIONS 85/2018

1. *That the CRJO establish a “CRJO Panel of Conduct Reviewers” to operate from 1 June 2019 to 30 June 2022*
2. *That the following 12 consultants/entities be appointed to the “CRJO Panel of Conduct Reviewers”*

1. *Echidna Associates*
2. *Meehan and Meehan*
3. *Applied Integrity Solutions*
4. *Train Reaction*
5. *Sinc Solutions*
6. *Centium*
7. *O'Connor Marsden*
8. *Aust Workplace Training*
9. *Weir Consulting*
10. *Mediate Today*
11. *Nemesis Consultancy Group*
12. *Redenbach lee Lawyers*

3. *That it be noted by member councils that to utilise the CRJO Panel, councils will need to resolve to establish its own panel of conduct reviewers as the “CRJO Panel of Conduct Reviewers”*

For: L.Innes, B.Kirk, J.Hayes OAM, J.Rooney, R.Abbey, T.Overall, D.Gair, J.Stafford

Against: M.Nadin

L Innes/B Kirk

15. LG State Award Renegotiation

RESOLUTION 86/2018

That representations be made to LGNSW to create a working party to review the process for future Award negotiations where:

1. *General Managers are the predominate representatives negotiating Award changes on behalf of Councils*
2. *There is transparency in decision making by the Board around the Award agreement*

For: Unanimous

Against: Nil

B.Kirk/M.Nadin

16. Crown Lands

RESOLUTION 87/2018

- 1. That by June 6, 2019 all Councils provide estimates to the CRJO CEO, of costs to complete Plans of Management (POM) for Crown Lands vested to councils.*
- 2. That the NSW Government be strongly urged to provide additional funding based on the estimated costings for POM for Crown Lands.*
- 3. That the Crown Lands Department assess whether they have sufficient resources to process the POM within reasonable timeframes on top of their current commitments to Councils, noting that some Councils have a three-year backlog of requests with the Department.*
- 4. That the NSW Government confirm that Local Government will not be liable for any potential compensation or personal liability in relation to Native Title Claims.*

For: Unanimous
Against: Nil

J.Rooney/D.Gair

17. Wingecarribee Shire Council - Waste Levy

RESOLUTION 88/2018

- 1. That the Board notes that the CRJO will be making representations to the NSW Deputy Premier, Minister for Local Government and NSW Government Coordinator-General for the Department of Planning, Industry and Environment on Monday 27 May 2019, seeking their support for an urgent review to reclassify Wingecarribee Shire Council (WSC) from the Metropolitan Waste Levy Area to the Regional Levy area for the purpose of the NSW Waste Levy effective from 1 July 2019.*
- 2. That following those meetings, advice be provided to the Mayor and General Manager of WSC of the outcome.*
- 3. That the next step is to advocate to the NSW Premier and Treasurer for a face to face meeting to resolve the issue of the re-classification of WSC from the Metropolitan Waste Levy Area to the Regional Levy area for the purpose of the NSW Waste Levy.*

For: Unanimous
Against: Nil

D.Gair/B.Kirk

18. LG Remuneration Tribunal (LGRT) Joint Organisations

RESOLUTION 89/2018

That the report be noted with no further action to be taken.

For: Unanimous
Against: Nil

L.Innes/J.Rooney

19. Council Membership of SEATS & LGNSW

RESOLUTION 90/2018

1. *That the CRJO Board request the CEO to discuss the option for one representative membership at SEATS to cover the CRJO members, associate members and affiliate members.*
2. *That a suitable membership fee be negotiated.*
3. *That the CRJO be represented at SEATS meetings by a member and a representative of the Infrastructure Working Group and that they be requested to present all priority transport related issues from the CRJO.*
4. *All CRJO Councils be contacted to determine whether they would remain a member of SEATS if the CRJO became a member.*

For: Unanimous

M.Nadin/T.Overall

Against: Nil

5. *That membership of LGNSW be considered by the CRJO Board and that a meeting between the two organisations be held to look at options.*

For: Unanimous

M.Nadin/J.Stafford

Against: Nil

20. Affiliate Membership

RESOLUTION 91/2018

1. *That the terms of an Affiliate membership:*
 - a. *Be offered as a non-voting membership to a person(s) or entity including corporate and not-for-profit organisations subject to a resolution of the Board.*
 - b. *Be considered by the Board on a case by case basis where there is a benefit that is aligned to CRJO Strategic Priorities.*
 - c. *Be reviewed annually by the Board and the Affiliate as to whether continued membership remains applicable.*
 - d. *Attract a membership fee as determined by the annual membership fees or include in-kind support equivalent to a similar value.*
2. *That the initial membership fee for Affiliates be set at \$20,000.*

For: Unanimous

M.Nadin/J.Hayes OAM

Against: Nil

21. CBRJO Windup

RESOLUTION 92/2018

- 1. That all assets and liabilities from the CBRJO are recognised to have been transferred to and accepted by the CRJO with the transfer of the agreed funding of \$1,060,000 at 30 June 2018 from Queanbeyan-Palerang Regional Council.*
- 2. That it is acknowledged that this transfer of funds relieves Queanbeyan-Palerang Regional Council (QPRC) of any contingent and intangible liability associated with the operation of the CBRJO through the QPRC and Palerang Council.*

For: Unanimous
Against: Nil

D.Gair/J.Rooney

22. South East Sports Academy (SESA)

RESOLUTION 93/2018

- 1. That the two representatives on South East and Tablelands Sport and Active Recreation Plan steering committee be the Director of Assets and Operations from Bega Valley Shire Council (Anthony McMahon) and General Manager of Snowy Monaro Regional Council (Peter Bascomb).*
- 2. That the CRJO representatives to the steering committee investigate how the implementation of the Regional Sport and Active Recreation Plan will be managed and what will be the financial and other commitments requested from each Council.*
- 3. That the CRJO advocate that SESA continue to be operated by the Office of Sport, based at Jindabyne, noting the Government investments in Jindabyne and the sport (hub and spoke) campuses in the region.*

For: Unanimous
Against: Nil

M.Nadin/J.Stafford

23. Working Groups

RESOLUTION 94/2018

- 1. That the information be received and noted.*
- 2. That GMAC review its terms of reference and report back to the Board*

For: Unanimous
Against: Nil

B.Kirk/T.Overall

Next Meeting:

11 July 2019 @ 9am, with the option via video conference

Meeting Closed: 11.40am

Meeting:	CRJO Board Meeting 19/20
Date:	Monday, 5 August 2019
Agenda Item:	4.0 The CRJO Chair's Report
Reporting Officer	Cr Rowena Abbey – Chair CRJO Board
Attachments:	4.1.1 Joint Organisations Workshop 4.1.2 Letter to Minister Hancock 4.1.3 Notes – Chairs Network Meeting May 2019

RECOMMENDATION

That the Board note the update from the CRJO Chair.

REPORT

As Chair of CRJO I attended the following meetings and representations during in May, June and July 2019 and provide a list of upcoming meetings during August 2019.

Date - 2019	Meeting/Event	Representations
MAY		
21 May	RDASI & RDAACT	Initial meeting to discuss/identify areas to collaborate on.
27 May	Meeting with Minister for Local Government	CRJO representation to the Minister's office to provide a background and overview of the CRJO and key activities
27 May	Gary Barnes – Coordinator General Regions, Industry, Agriculture and Resources Department of Planning, Industry and Environment	CRJO representation to discuss Machinery of Government changes and overview of Coordinator General function. Provide an update on CRJO key activities.
30 May	Regional NSW JO Network Chair of Chairs Meeting	Refer Attachment 4.1.1 4.1.2 4.1.3
JULY		
11 July	Launch – Recycle Right Campaign	Representation at the EPA funded campaign at Hume Recycling Hub with ACT Minister Chris Steel MLA.
	CBR Airport + Singapore Airlines	Discussion regarding cross regional collaboration between Singapore Airlines and CBR airport to inform CRJO of a sponsored opportunity for possibly 10 regional influencers to attend the National Wine Show in November as guests of Singapore airlines and an opportunity to promote the region and Singapore Airlines.
	CBR Region Tourism Forum & Singapore Airlines	Discussion regarding possible opportunity to showcase Canberra Region produce working with Singapore Airlines.
	RDAACT & RDASI - Chairs	Discussion regarding regional collaboration on a shared activity.
12 July	RiotAct & Regional Media	Met with Genevieve Jacobs to discuss media/communications for Canberra Region and Riverina via online media portal.

Date - 2019	Meeting/Event	Representations
UPCOMING MEETINGS		
1 August	The Hon. Melinda Pavey MP Minister for Water Property and Housing	Provide an update on the Water & WasteWater Prospectus Discuss policy regarding water reform.
	NSW Government-Snowy Hydro Fund	Executive Director of Snowy Hydro Fund – Brendan Cook. Discuss Snowy Hydro Funds and potential projects & scope of the five categories of the fund
	Department of Premier & Cabinet	Secretary – Tim Reardon Discussion regarding the Canberra Region Joint Organisation.
	Regional NSW JO Network Chair of Chairs Meeting	Quarterly meeting/presentations.
	Office of The Hon Bronnie Taylor MLC Minister for Mental Health, Regional Youth and Women	Meeting to discuss health issues between jurisdictions (ACT & NSW).
20	Regional Export Capability Workshop	Participate in a regional export forum with PAK Fresh, CBR Airport, NSW Government, Councils, Exporters and ACT Government.
TBC	Chair and CEO of CRC for Future Food Systems	Together with CBR Airport, meet with Chair Fiona Simson and CEO David Ayres to discuss regional export of perishable product from Canberra Airport.

Joint Organisations Workshop – summary notes



12 June 2019

Purpose of this document

This document provides a summary of the key outcomes from a workshop with Joint Organisations (JOs) and NSW government representatives held on 30 May 2019 at NSW Parliament House. The workshop was attended by the representatives of all 13 JOs.

The Hon. John Barilaro, Member for Monaro, Deputy Premier, and Minister for Regional New South Wales, Industry and Trade, and the Hon. Shelley Hancock, Member for South Coast and Minister for Local Government, and the attended parts of the workshop.

The workshop was organised by the Office of Local Government (OLG), in conjunction with the NSW Department of Premier and Cabinet (DPC). Both agencies presented as part of the workshop. Slides from OLG and DPC presentations are included as an appendix.

The purpose of the workshop was to:

- » discuss the purpose and provide input to the development of a framework for ongoing collaboration for JOs, the OLG and the NSW Government
- » provide an opportunity for the Deputy Premier and the Minister for Local Government to talk with JOs about the vision for JOs and working together to support the success of JOs and regional communities
- » explore opportunities for project and program based funding
- » discuss next steps.

Developing a framework for ongoing collaboration

Tim Hurst, Chief Executive of OLG, outlined that the purpose of the collaboration framework is:

“To take forward, in a structured way, an approach about how JOs and the state government can work together.”

Suggested possible headings for the collaboration framework were:

- » Purpose
- » Guiding principles for collaboration
- » Key mechanisms for collaboration
- » What success looks like
- » How we review and improve.

Principles guiding collaboration

Participants identified a number of matters which have been summarised into potential principles to guide ongoing collaboration. This discussion was primarily focused on how JOs and the state government would work together. However, the importance of collaboration among JOs, and between JOs and member councils, was also acknowledged.

- » **Outcomes focused** – The need for an outcomes focus was widely noted. This was viewed as essential to maintain engagement from member councils as well as to realise the potential of JOs. Many participants

noted their JO had set the strategic regional priorities and was shifting the focus to results aligned with priorities.

- » **Partnership** – A partnership approach was suggested as critical to successful collaboration. Many agreed a key opportunity for JOs is to lead in developing a genuine partnership between state and local government that has not previously existed at the regional level. A focus of collaboration should be understanding each partner’s roles, context, perspectives, priorities and constraints. This underpins the ability to create an enabling environment which will deliver results.
- » **Respect and trust** – Trusting, positive relationships between individuals and organisations was seen as vital to collaboration. Open and clear communication support respect and trust building. A willingness to see each other’s point of view and timely information sharing are also important contributors.
- » **Clever and evidence-based** – The need for all parties to develop smart approaches was viewed as essential to achieving positive outcomes for regional communities. Collaboration should be underpinned by evidence and focused on identified regional priorities and areas of shared interest. Preparation, research and information sharing were seen as critical for effective collaboration and highly valued by both JOs and state government.
- » **Early and frequent communication** – The desire for JOs to be engaged at early stages of decision making was raised. This helps enable JOs to provide meaningful input into government directions, as well as funding and procurement decisions. Clear communication in Plain English was also understood as essential for all partners to understand each other’s point of view, priorities, and the relative constraints within which their organisations operate.
- » **Good governance** – was also understood as essential to maintain positive working relationships and ensure ongoing collaboration is effective. This included collating documents for review, ensuring appropriate timeframes to prepare for meetings and other respectful practices. Good governance was understood as a foundation for respectful relationships and partnership.

What success looks like in 12 months

JOs were asked:

‘if collaboration was successful, what would it look like?’

In having this discussion, participants explored how collaboration was working now and identified a number of characteristics of successful collaboration now and in the future. Many participants also identified what success for JOs would look like, highlighting that successful collaboration and success for JOs are intertwined.

- » **JOs are delivering for local communities** and getting ‘runs on the board’. The need to deliver for regional communities was also emphasised as critical to sustain member councils’ engagement in JOs.

“The JO is seen as a credible partner”

- » **There is clarity around roles and relationships.** This included the relationships between JOs and state government, among JOs, and between JOs and their member councils. A successful outcome would be that the value and place of JOs is clear to all parties. Clear expectations of JOs was also understood as vital to ensuring JO resources are focused on areas that are priorities for partners, especially with regard to state government funding applications and approvals.

“Success is the JO understanding its place”

“The one thing we don’t want JOs to do is disempower local government. As soon as that happens, JOs will fall apart.”

“We need to be singing from the same song sheet.”

- » **JOs have streamlined access grants and other funding opportunities.** Current issues include the need to prepare multiple grant applications for individual sections of corridor funding projects. JOs providing input into funding decisions and streamlining procurement processes to enable JOs to pool grant application resources were identified as examples of future JO success. Examples of streamlining include making it easier for JOs to do group projects by allowing the JO to sign agreements not every Council.
- » **Key relationships have been established** and collaboration is working well. Some acknowledged 12 months is not a long time to hope to achieve too many large projects. However, ensuring the foundations for future collaboration are set and positive relationships and ways of working are established is achievable and essential to ongoing success.

“Foundation stuff around trust, communication, governance and commitment.”

“We need the time to get the job right. Even success in 12 months, it’s not realistic. Some things we can deliver now but some things take much longer.”

- » **JOs are financially sustainable** and have a sophisticated approach with layered funding from different sources. This includes cash and in kind contributions from member councils and the NSW government, and other innovative approaches including ‘clip the ticket’ methods from project funding streams.

Discussion with the Deputy Premier and Minister for Local Government

Key points from the Deputy Premier

- » The NSW government understands JOs as an important part of delivering for regional communities and wants to be a genuine partner. There is a desire for JOs to be making decisions on funding priorities for their regions.
- » The Government has a focus on regional development and service delivery. Key priorities include delivering infrastructure and regional priorities, reducing duplication and ensuring communities have access to the key services they rely on. Water is a big part of this with the current drought. However, it also includes other key services.
- » One of the Deputy Premier’s priorities as the Minister for Regional NSW is increasing the diversity in regional economies to minimise the impacts of downturns and ensuring sustainable local jobs into the future. There are different focus areas on connectivity, export oriented industries and improving connections to market.
- » As Minister for Industry and Trade, the Deputy Premier is also focused on showcasing regional trade including opportunities for regional airports to enable farmers to get the best price for produce in international markets. Special Activation precincts and other opportunities for increased investment are priorities.
- » As part of its election promises, the NSW Government has committed funding for a number of key infrastructure areas including roads, rail, and timber bridges. NSW Government will be looking to work with JOs to deliver on these commitments.

Key points from the Minister for Local Government

- » Regional NSW is a focus for the Premier and the NSW Government.
- » The Minister will hold the government to election promises around funding projects and programs in the regions.
- » Coming from a local government background on the south coast, the Minister appreciates the challenges faced by JOs and their member councils. Country mayors and councils have high visibility and expectations

from their communities. Communities don't always understand funding constraints faced by councils or the limits of their responsibilities.

- » Key challenges moving forward are how to work together. This could mean administering projects on behalf of state government or in partnership with state government.

"We don't want to dictate what you should do or how JOs should be run. Our priority is finding positive ways to work with you to deliver for regional communities."

Key points from discussion with the Deputy Premier and Minister for Local Government

Workshop participants had a question and answer session with the Deputy Premier and Minister for Local Government. Key issues and directions from that discussion are summarised below.

- » The NSW Government will be seeking continued collaboration, feedback and partnership from JOs in relation to election funding commitments.
- » The NSW Government vision is for JOs to become a genuine part of the decision making for government. Success will be when NSW Government surrenders some decision making powers to JOs because of high confidence in their capacity and leadership.

"JOs need to back themselves and take a fee from projects. The more you do, the more you are funded."

- » The NSW government does not have an appetite to make JO membership mandatory. The best way to bring councils who have not yet joined JOs to the table is to make the JO a success. There is an opportunity to reset the relationships with non-member councils following the election. Regional centres are important for the state economy and the NSW government will continue to invest in them. The incentive to join JOs must be the benefits that membership will bring.
- » JOs are currently frustrated they can't apply for funding jointly. This is compounded by Benefit Cost Ratio (BCR) requirements. Projects focused on whole of corridor or wider precinct development achieve positive BCR but when councils apply for individual projects, they have a negative BCR.

"We're frustrated we can't apply for funding as a JO – each council has to spend extra money and time applying individually"

"The inconsistency of how BCR is applied is very frustrating"

- » BCR is difficult. Restart funds were legislated to need a positive BCR. However, BCRs can be inconsistent from what the applicant and Treasury calculate. The NSW Government is looking into other criteria to support funding decision making in the future. Snowy Hydro funds will use different criteria. It's important that the criteria be robust the meet the Auditor General's requirements for using public funds.
- » The standalone Minister for Local Government is positive and signals the NSW Government commitment to the sector.

JO chairs with the Minister for Local Government and Deputy Premier



Opportunities for JOs partnering with NSW government agencies

Chris Hanger, Executive Director, Infrastructure and Networks and Acting Deputy Secretary at DPC, presented opportunities for JOs to partner with NSW government (slides attached). Key points from the presentation and discussion following are summarised below.

Presentation

- » Delivery of projects and programs is a priority for the NSW Government. The Regional Coordination team in DPC is moving into the Department of Planning, Industry and Environment (DPIE). There are a number of opportunities for state and local government to work together to support effective delivery.
- » Water is front and centre for state government. This includes immediate drought-related and strategic longer term water issues. Transport projects are also priorities across the state.
- » There is \$1bil approved in Regional Growth Fund projects (see slides at the end). This is a significant existing pipeline including a backlog in some areas. Delivering this existing pipeline is a priority. For example, the Stronger Country Communities Fund has 1,422 projects submitted and 1,000 underway. The pressures for contractors to deliver against this pipeline are huge. There are around 85 Stronger Country Communities Fund projects that have outstanding milestone payments because they are running late or hitting delivery issues.
- » Flooding the system with more project funding will only drive up prices and benefit big contracting companies. For some project types (e.g. timber bridges), there are only a few companies in the state who can deliver. State government is looking into bulk procurement and defining pipelines of work to ensure the most efficient means of delivering.

"We have things to do before putting more money in"

- » DPC is focused on clever investment. There is a commitment from state government to look at how we can do this differently to improve delivery on the ground. The ongoing evaluation of regional programs is

essential to understand what's working well and what needs a different approach. JOs need to be part of that conversation.

- » DPC operates on a funding per project basis. Staff are only employed as long as there are projects to fund them.

Discussion

- » JOs see opportunities with the funding programs and would like to be involved. However, JOs want surety around some levels of funding and the pipeline in order to understand the real opportunities. With a strong pipeline there are opportunities to invest in the workforce through training and other means. This would contribute to job security for the regions.
- » Roads is one of Council's revenue raising opportunities. It could be very feasible for JOs to manage road works if the regional centre is able to invest in equipment.
- » JOs can be a central point of administration for funding and can manage a single consultant or contractor. This can be a very effective way to manage projects across the regions. Streamlining and prioritising grant application processes can also ensure smaller councils have the resources to put forward business cases and get funding. The JO's role in determining regional priorities is essential to underpinning this.
- » 'Clip the ticket' approaches are working, for example at Hunter JO. However, Hunter JO is building on 20 years of experience in this space. Most JOs are just starting and don't have the capacity or internal capability to operate like that at this stage.
- » As legislated bodies, JOs have compliance obligations that are understood as extensive. This is creating an administrative and resourcing burden for JOs, which are subject to the Audit Office.

"Governance is more onerous for JOs than ROCs, including the need for audits."

"You're highlighting what we can achieve. We want to go with you and thank you but we're struggling with the resources to even come to the table. We want to head there but we need to be resourced, so we're floundering."

"If you lose that core resourcing it puts us behind on project delivery"

- » JOs are very concerned by financial sustainability. They are a diverse group with varying capacities to self-fund and needs for assistance to stay afloat. Participants felt some core funding from the state would acknowledge the shared value JOs produce. The value proposition of JOs to state government is central – JOs can help streamline regional conversations, prioritisation processes and infrastructure and service delivery.
- » It was indicated that JOs like Orana will not be able to continue without some funding from the state. Member councils are very likely to disengage.

Next steps

Next steps identified at the workshop were:

- » OLG will be developing the collaboration framework, which will consider how JOs and state government work together, with each other and member councils
- » DPC will have ongoing conversations with all JOs around funding. This will include DPC leading individual conversations between JOs and government agencies about program or project-based funding for regional priorities, likely to be in the next one to three months

- » Opportunities for JOs coming together quarterly will be considered, to share learnings and engage with government agencies together
- » OLG will be considering capacity building initiatives which will be tailored to each JO's needs.

JOs also identified that they would pursue advocacy to state government for ongoing core funding.




Welcome to chairs and executive officers

- Canberra Region
- Central NSW
- Far North West
- Far South West
- Hunter
- Illawarra Shoalhaven
- Mid North Coast
- Namoi
- New England
- Northern Rivers
- Orana
- Riverina
- Riverina and Murray
- Riverina



Office of Local Government

Office of Local Government Tim Hurst, Chief Executive 30 May 2019




Office of Local Government



Overview

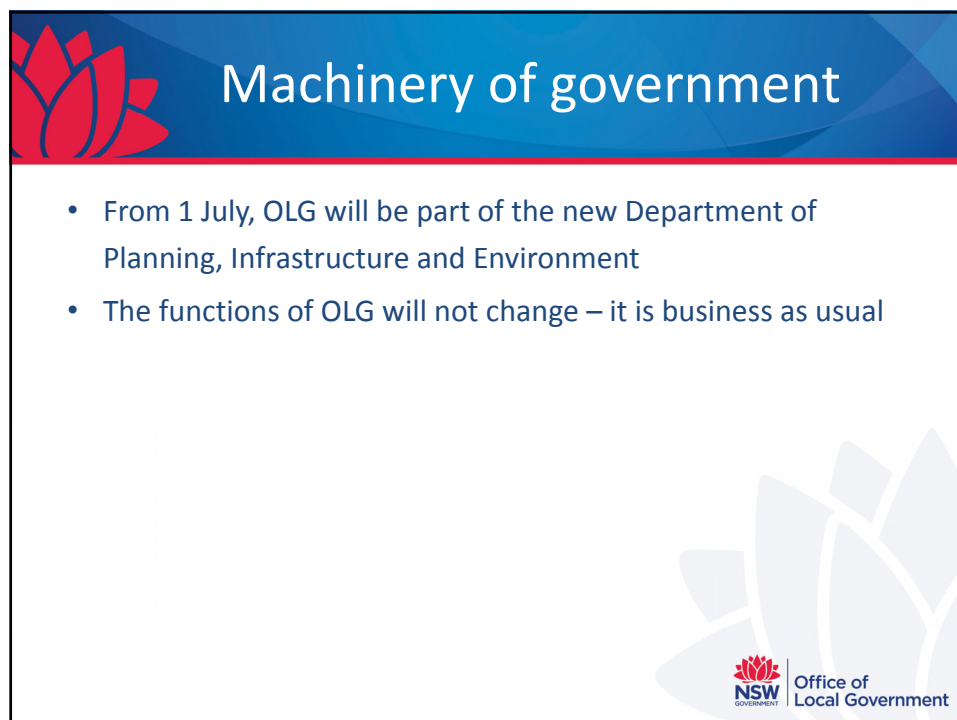
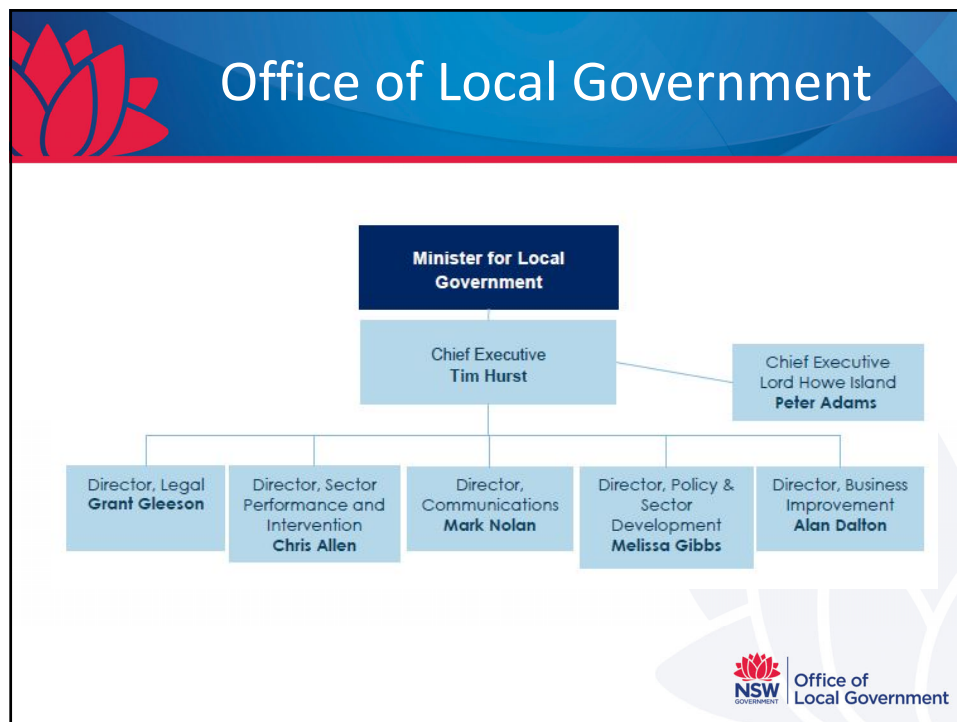
- About OLG
- Our role and purpose
- Who's who in OLG
- Machinery of government
- OLG's role in supporting joint organisations


Office of Local Government

- Regulates the system of local government in NSW
- Key advisor to the NSW Government on local government matters
- Supports the Minister for Local Government
- Administers the following acts:
 - Local Government Act 1993
 - City of Sydney Act 1988
 - Companion Animals Act 1998
 - Impounding Act 1993
 - (Parts of) Graffiti Control Act 2008
 - (Parts of) Roads Act 1003
- 61 permanent employees and 18 temporary employees
- Nowra based with a small office in Sydney




People in OLG you may encounter

Policy and Sector Development (Director, Melissa Gibbs)	Investigations and Sector Performance (Director, Chris Allen)
Council Governance – John Davies, Manager <ul style="list-style-type: none"> Policy development, implementation and support in relation to the internal governance of councils 	Investigations – Lyn Brown, Manager <ul style="list-style-type: none"> Exercises OLG's investigative and compliance functions (eg. misconduct, early intervention and investigations)
Policy – Keith Baxter, Manager <ul style="list-style-type: none"> Policy development and input into broader State Government policy impacts on Local Government 	Performance – Sonja Hammond, Manager <ul style="list-style-type: none"> Monitors council performance including financial performance and processes statutory applications
Council Engagement – Karen Purser, Manager <ul style="list-style-type: none"> Works with councils and JOs to identify emerging issues and opportunities for OLG to address 	Program Delivery <ul style="list-style-type: none"> Responsible for program delivery (eg companion animals, LIRS), grants payments

Supporting JO success


- Collaboration is a shared process:
 - **State Government** recognition and support for the role of JOs in our system of government
 - **Council** recognition and support for the role of JOs
 - **JOs** understanding their role and demonstrating their value to councils and the State Government
- OLG wants to support JOs to build their capacity to be a partner in our system of local government


NSW
GOVERNMENT
 Office of
Local Government




Collaboration framework

- Purpose for the framework:
 - To take forward, in a structured way, an approach about how JOs and the State Government can work together
- Seeking views on the proposed framework
- Possible headings:
 - Purpose
 - Guiding principles for collaboration
 - Key mechanisms for collaboration
 - What success looks like
 - How we review and improve



Office of Local Government

Thank you



Office of Local Government

JO Update

30 May 2019



Agenda



Premier
& Cabinet

- **Scene setting**
- **Current regional program environment and status**
- **Opportunities for collaboration and JO involvement in program delivery**
- **Next steps**

Scene setting



Premier
& Cabinet

- **Drought**
- **Election commitments and Machinery of Government**
- **Regional program delivery to date**
- **Regional program review**

JO update – 30 May 2019

3

Regional Growth Funds



Premier
& Cabinet

Economic infrastructure

- [Growing Local Economies](#) - \$500M
- [Regional Growth Environment & Tourism](#) - \$300M
- [Connecting Country Communities](#) - \$50M
- [Resources for Regions](#) - \$50M

Community infrastructure

- [Stronger Country Communities Fund](#) - \$400M
- [Regional Cultural Fund](#) - \$100M
- [Regional Sporting Infrastructure Fund](#) - \$100M

Other funds

- [Safe & Secure Water](#) - \$1B
- Transport - [Fixing Country Roads](#) (\$540M) & [Fixing Country Rail](#) (\$400M)
- [Jobs for NSW](#) - \$190M

JO update – 30 May 2019

4

More investment to come ...

- The Snowy Hydro Legacy Fund - \$4.2b
- Wood bridges program \$500m
- Other election commitments - ~\$200m
- Stronger Country Communities Round 3 - \$100m



JO update – 30 May 2019

5

Regional Growth Fund program status

Program	Projects Submitted	Projects successful/underway	Approved funding	Completed projects
Connecting Country Communities*	112	112	\$28,289,288	112
Growing Local Economies**	149	31	\$184,800,000	0
Regional Communities Development Fund	37	16	\$89,330,722	0
Regional Cultural Fund	396	136	\$96,594,661	9
Regional Growth Environment and Tourism Fund***	258	49	\$175,618,121	1
Regional Sports Infrastructure Fund	158	21	\$99,304,362	0
Resources for Regions	103	20	\$52,825,130	0
Stronger Country Communities Fund	1422	1001	\$286,432,698	26****
Total	2635	1386	\$1,013,194,982	133

* CCC additional 19 sites in the pipeline. Does not include sites that have no co-funding from NSW Government

** GLE includes projects submitted as EOIs but withdrawn before advancing to the next stage

*** Some indigenous projects in RGETF received funding in Round 1 for capacity building and business case development. Those projects are also part of Round 2 Stream 4. Only the projects in Round 2 are included in this count and funding tally.

**** 85 outstanding milestone payments for Stronger Country Community Projects

JO update – 30 May 2019

6

Other Restart programs; PWA projects



Premier
& Cabinet

Restart program	Active Projects	Approved funding
Fixing Country Roads	102	\$202, 104,510
Fixing Country Truck Washes	13	\$2,803,931
Regional Tourism Infrastructure Fund*	8	\$29,693,824
Safe & Secure Water / Water Security for Regions	70	\$173,491,317
Total	193	\$408,093,582

* RTIF - \$110m program for regional airports, cruise facilities and rail trails

Public Works Advisory currently working on 349 active projects for regional councils worth ~\$0.5b

JO update – 30 May 2019

7

Snowy Hydro Legacy Fund - Digital connectivity update



Premier
& Cabinet

Current focus

- Consulting with councils and businesses in Wagga Wagga and Dubbo
- Next focus will be surrounding towns
- REROC and CENTROC input has been valuable – we will keep talking
- Strong alignment with activation precincts in Parkes and Wagga Wagga – digital can be key barrier to investment

Future opportunities

- Engaging beyond the pilot locations – focussing on internet + mobile connectivity, and Smart Ag
- JOs are best placed to provide region-wide context for local economies, and help us to prioritise what matters

JO update – 30 May 2019

8

Snowy Hydro Legacy Fund - Special Activation Precincts update



Premier & Cabinet

Current focus

- Key planning workshop held in Parkes first week of May – we have a draft master plan
- Parkes Final Business Case kicking off in June and due end 2019
- Wagga Wagga planning, technical studies awarded by DPE – also starting June
- Lots of conversations with councils about local planning opportunities

Future opportunities

- New DPIE brings together regional infrastructure and planning roles
- Looking at how more councils can benefit from SAPs work
- Opportunities likely to be in planning and coordination space
- Reviewing regional programs to align government investment and priority

JO update – 30 May 2019

9

Program delivery cycle – opportunities for JO involvement



Premier & Cabinet

	Program Design	Promotion and Awareness	Application Process (Prioritisation / EOI / Business Case)	Assessment Process	Announcement	Contract, Delivery & Acquittal	Program Evaluation
Growing Local Economies							
Resources for Regions							
Stronger Country Communities Fund							
Fixing Country Roads							
Fixing Country Rail							
Safe & Secure Water							
Fixing Country Bridges							
Fixing Local Roads							
Snowy Hydro Legacy Fund							

JO update – 30 May 2019

10

Next steps Questions



Premier
& Cabinet

JO update – 30 May 2019

11

JO Update

30 May 2019



30 May 2019

Hon Shelley Hancock MP
Minister for Local Government
Parliament House
Macquarie St
SYDNEY NSW 2000

Dear Minister

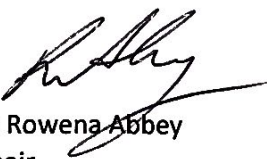
We write on behalf of all thirteen NSW Joint Organisations, following our facilitated meeting today to discuss a framework for collaboration with the NSW Government.


The meeting of Joint Organisation (JO) Chairs which followed the above meeting discussed its outcomes and the way forward. The JO Chairs have unanimously resolved that we write to you to advise that we agree that JOs require a more collaborative partnership approach to the proposed business model of funding. We agree that the provision of on-going baseline funding of \$300,000 per JO, each year for the next three years, would recognise the need for capacity building funding which would allow JOs and the State to work collaboratively to continue development on sustainable financial pathways for the new organisations.

It was noted during the facilitated session that JOs were reporting deficit budgets, during our JO Chairs' meeting it was agreed that this approach was not sustainable. Given the realised benefits of collaboration between JOs, State Government and councils to drive outcomes, we believe that a commitment from State Government to ensuring the financial sustainability of the JOs during their establishment phase is in the best interests of regional NSW.

We would welcome the opportunity to discuss the concerns raised in this letter with you. We are agreed that as we enter into a second Financial Year of operations for the JOs that the issue of a collaborative funding model must be suitably resolved to provide our member councils with confidence about the future of JOs. Your response to our correspondence, within 28 days would be appreciated.

Yours sincerely


Cr Rowena Abbey
Chair
Canberra Region JO


Cr John Metcalf
Chair
Central NSW JO



Cr Ryan Palmer
Acting Chair
Hunter JO




Cr Liz Campbell
Chair
Mid-North Coast JO



Cr Michael Pearce
Chair
New England JO




Cr Craig Davies
Acting Chair
Orana JO



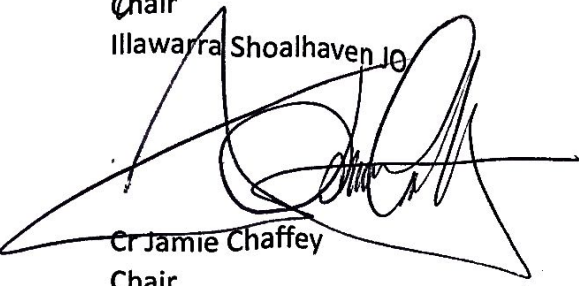
Cr Kevin Mack
Chair
Riverina and Murray JO



Cr Lillian Brady
Chair
Far North West JO



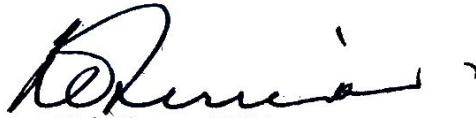
Cr Gordon Bradbery OAM
Chair
Illawarra Shoalhaven JO



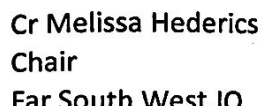
Cr Jamie Chaffey
Chair
Namoi Unlimited



Cr Danielle Mulholland
Chair
Northern Rivers JO



Cr Rick Firman OAM
Chair
Riverina JO



Cr Melissa Hederics
Chair
Far South West JO

Meeting Notes

NSW Joint Organisation – Chairs Meeting

Thursday 30 May 2019, 2.00pm to 4.05pm

Room 814/815, NSW Parliament, Macquarie Street Sydney

PRESENT	
Canberra Region (CRJO)	Clr Rowena Abbey, Mayor, Yass Valley, 0427 830 910 Rowena.abbey@yass.nsw.gov.au
Central NSW	Clr John Medcalf, Mayor, Lachlan Valley Council, 02 6895 1903 council@lachlan.nsw.gov.au
Hunter	Clr Ryan Palmer, Mayor, Port Stephens Council, 0402 749 467 mayor@portstephens.nsw.gov.au
Illawarra Shoalhaven (ISJO)	Clr Gordon Bradbery OAM, Lord Mayor, Wollongong, 0418 820 144 records@wollongong.nsw.gov.au
Mid-North Coast (MNCJO)	Clr Liz Campbell, Mayor, Kempsey Shire Council, 02 6566 3320
Namoi Unlimited (Namoi)	Clr Jamie Chaffey, Mayor, Gunnedah, 0467 402 412 jamiechaffey@infogunnedah.com.au
New England (NEJO)	Clr Michael Pearce, Mayor, Uralla, 0488 752 520 Mayor@uralla.nsw.gov.au
Northern Rivers (NRJO)	Clr Danielle Mulholland, Mayor, Kyogle, 0438 931 425 chair@northernriversjo.nsw.gov.au
Orana	Clr Craig Davies, Mayor, Narromine Shire Council, 0429 887 707
Riverina (RivJO)	Clr Rick Firman OAM, Mayor, Temora, 0429 204 060 chair@riverinajo.nsw.gov.au
Riverina and Murray (RAMJO)	Clr Kevin Mack, Mayor, Albury, 0419 711 147 kmack@alburycity.nsw.gov.au
Far South West (FSW)	Clr Melissa Hederics, Mayor, Wentworth Council, 03 5027 5001 council@wentworth.nsw.gov.au
Far North West (FNW)	Clr Lilliane Brady OAM, Mayor, Cobar Shire Council, 0438 362 005, lilliane.brady@cobar.nsw.gov.au
APOLOGIES	
Hunter	Clr Bob Pynsent, Mayor, Cessnock City Council, 0408 267 532 Bob.pynsent@cessnock.nsw.gov.au
Far South West	Clr Melissa Hederics, Mayor, Wentworth Council, 03 5027 5001 council@wentworth.nsw.gov.au
Orana	Clr Doug Batten, Mayor, Gilgandra, 02 6847 2057 mayor@gilgandra.nsw.gov.au
BY INVITATION	
Canberra Region (CRJO)	David Rowe, 0427 932 390 David.Rowe@crjo.nsw.gov.au

Central NSW	Jenny Bennett, 0428 690 935 Jenny.bennett@centroc.com.au
Hunter	Joe James 0405 217 249 ceo@huntercouncils.com.au
Illawarra Shoalhaven (ISJO)	Leanne Taylor, 0476 004 869 ltaylor@isjo.org.au
Mid-North Coast (MNCJO)	Craig Swift-McNair, 0400 081 803 Executive.Officer@mncjo.nsw.gov.au
Namoi Unlimited (Namoi)	Rebel Thomson, 0490 778 410 r.thomson@namoiunlimited.nsw.gov.au
New England (NEJO)	Paul Henry, 0428 264 312 executiveofficer@nejo.nsw.gov.au
Northern Rivers (NRJO)	Isabel Perdriau, 0427 668 860 execofficer@northernriversjo.nsw.gov.au Graham Kennett, General Manager, Kyogle Council
Orana JO	Belinda Barlow, 0408 381 474 eo@oranajointorganisation.nsw.gov.au
Riverina (RivJO)	Julie Briggs, 02 6931 9050 jbriggs@reroc.com.au
Riverina and Murray (RAMJO)	Bridget Leopold, 0408 498 534 admin@ramjo.nsw.gov.au
Far South West (FSW)	Mark Forbes, 0400 655 441 mark@southpacificwave.com
OLG	Karen Purser Karen.Purser@olg.nsw.gov.au Virginia Errington Virginia.Errington@olg.nsw.gov.au

1. Business Arising from Previous Meetings

The following was noted as business arising and was held over for discussion later in the meeting

- Remuneration for Chairs, consideration of a collective application to Remuneration Tribunal
- Issues Paper on NSW Treasury Guidelines and application of BCRs to road funding

2. Roundtable Discussion

Facilitated Session

Chairs and Executive Officers discussed outcomes of the OLG Facilitated Session. The JO representatives expressed their dissatisfaction that the session had not resulted in a concrete solution for funding for JOs.

RESOLVED on a motion moved by Cr Mulholland and by seconded Cr Brady that the Joint Chairs write to the Minister for Local Government stating that JOs require a more collaborative partnership approach to the proposed business model of funding. JOs request

on-going base line funding for each JO of \$300,000 per JO per annum for the next 3 years. A response from the Minister to be requested within 28 days.

The motion was passed unanimously.

Following the passing of the motion, the Chairs agreed that the correspondence should be prepared immediately and made ready for signing by all Chairs at the conclusion of the meeting. Cr Rowena Abbey advised that she was meeting with the Minister the following morning and agreed to present the correspondence to the Minister on behalf of the group.

The correspondence was prepared, with the assistance of Steph Cooke's office and signed by all the Chairs present. A copy of the correspondence is **attached**.

JOs' Update

JOs provided an updates and comments on their activities and thoughts on their progress:

ISJO – expressed concern about the lack of clear commitment regarding funding and advised that they are running a deficit budget. Cr Bradbery expressed concern that attending meetings was a waste of time, particularly for Chairs travelling in from rural areas.

FSW – moving ahead in a sustainable model. The State Government is being supportive.

NRJO – Happy to share their Freight and Supply Chain Strategy with the network. Cr Mulholland expressed concern that there is a risk of mayors disengaging due to lack of State Government buy-in.

MNCJO – The new Executive Officer will commence on 12 June. Concern expressed over RDAs, investment could be re-directed to Local Government.

Hunter – Have a good relationship with local RDA. Success of the JOs is reliant on all JOs being strong. Baseline funding is essential for this to occur.

FNW – have received \$14 million in funding and had success with securing a plane service for Cobar. All JOs should be supported equally.

Namoi – Water for the Future is a very exciting strategy, which will result in a 3 year program of works. JOs must take some responsibility for the disappointing funding outcome.

Central NSW – Now working under deficit budget, expressed concern that the Deputy Premier was not prepared to offer any solution. There has been ample time to commit to funding since the JO proclamation in May 18. The JO will continue its advocacy and is working positively with their 10 mayors.

NEJO – An Executive Officer has been recruited. The NEJO Board has written to request baseline funding. Their collaboration with Namoi is continuing.

Orana – JOs need to remain positive to work out the issues. Dubbo membership is critical to Orana's success. Collaboration with State has not been good. JO Chair remuneration must be addressed.

CRJO – the onus is on us to come up with a plan. Is there potential to access the RDA funding that the State was contributing to those organisations? The JO expressed concerns that LGNSW don't represent rural communities well. This may be a role that the JOs take on. Some of their members are questioning the LGNSW value proposition and the JO has sought a review.

RESOLVED on a motion moved by Cr Mulholland and seconded by Cr Medcalf that the LGNSW State President, Cr Linda Scott be invited to a JO Chairs' meeting.

It was agreed that it is important that an agenda be compiled for that meeting.

RAMJO – echoed concerns over the value of LGNSW membership. Also expressed concerns about the negotiating points in the DP's correspondence which should have been voiced to the DP and the Minister. It is important that JOs have an agreed position.

Solar uptake has been considerable in their region. Agricultural land has been lost with no compensation or return to the community. The JO supports renewables but has concerns about the community impact with money going off-shore. RivJO advised that it has been lobbying about s7.12 contributions not being levied on State Significant Developments and particularly solar farms. RivJO is meeting with the Minister for planning to discuss the issue.

RivJO – RivJO advised that it has been lobbying about s7.12 contributions not being levied on State Significant Developments and particularly solar farms. RivJO is meeting with the Minister for Planning to discuss the issue.

3. Fees for JO Chairs

CRJO provided a briefing paper on the issue. Some JOs were in favour of a fee while others were not. It was raised that the issue of voting on remuneration presented a conflict of interest and that it would be better if remuneration was determined by the Tribunal. This would require a change to the legislation.

It was agreed that individual JOs would take the issue to their Boards for discussion and return to the next joint meeting with their Board's stance.

4. Emergency Services Levy

JO Chairs expressed their frustration at the timing and size of the ELS for 2019/20. The imposition goes against the promise the Premier made in May 2017 to consult with councils.

RESOLVED on a motion moved by Cr Abbey and seconded by Cr Mulholland that each JO write to the all Ministers responsible recommending that due to timing and lack of consultation that the imposition of the ESL be deferred for 12 months then shown as a separate line item outside the rate cap. JOs to include relevant State members in the correspondence.

5. Issues Paper on BCR for Roads Funding

An issues paper was prepared by CRJO and circulated to the JOs. It was agreed that the Paper should be extended with local examples that demonstrated the lack of confidence in the BCR methodology. Inconsistent feedback on funding decisions was also cited as an issue.

The meeting agreed on the following actions:

- a) All EOs to forward examples of BCR issues to Namoi JO for collation into an expanded briefing paper;
- b) We invite the Treasurer, Minister for Finance and their Chiefs of Staff to the next meeting; and
- c) At the next meeting we workshop the BCR issue, using the expanded paper as the basis for discussion.

It was agreed that we need to have a bigger conversation with the State about the co-design of State programs.

6. Other Business

Regional Shared Positions – Biodiversity Reform and CLM Positions were discussed. CRJO raised the issue of whether we should be requesting an extension of the Biodiversity Reform position funding beyond February 2020.

It was noted that the two-year funding commitment has been challenging in terms of retention of staff and program implementation.

ISJO raised the issue of pest management and how this was being managed by councils. There is potential for this to be a regional project.

7. Next Meeting

Thursday, 1 August

Chair will be Cr Gordon Bradbery AM, Chair Illawarra JO

8. Close

Meeting closed at 4.05pm

Meeting:	CRJO Board Meeting 19/20
Date:	Monday, 5 August 2019
Agenda Item:	5.0 General Managers Group (GMG) Meeting Report
Reporting Officer:	Warwick Bennett – Chair – General Managers Group

RECOMMENDATIONS:

That:

1. *The report from the Chair of the General Managers Group summarising the recent GMG meeting be received.*
2. *CRJO change the required documentation to reflect the name change to General Managers Group.*
3. *The Board appoint Ms Gabrielle Cusack as Acting Executive Officer until such time, as the report defines in paragraph 4 of this resolution, is completed.*
4. *The Board requests reports be prepared by GMG on:*
 - a. *Potential restructure of the organisation, defining respective roles, skills sets and financial capacity of the organisation.*
 - b. *Mapping establishment, operational and project expenses against respective sources of income for FY18/19.*
 - c. *Operational and strategic priorities and sources of funding for FY19/20, drawn from the adopted strategic priorities.*
 - d. *Audit of the governance and operational arrangements in accordance with the Canberra Region Joint Organisation Establishment Plan.*
5. *The CRJO Board accept the interim offer of Goulburn Mulwaree Council to provide financial management services for a fee of \$20,000 for a period of 12 months.*

PREMABLE

This report is a summary from the General Manager Group meeting from the 11th July 2019.

REPORT

1. Name Change

The General Managers have agreed to change our name from General Managers Advisory Committee (GMAC) to General Managers Group (GMG). Now the CRJO is gazetted under the Local Government Act 1993 including the Code of Meeting Practice we can no longer be referred to as a committee. Thus, the name change.

2. Last meeting of the General Manager of Yass

This meeting was the last meeting that Sharon Hutch – General Manager of Yass attended. The General Managers Group meeting thanked Sharon for her significant contribution to GMG especially in the financial area.

3. Staffing matter

The GMG are recommending to the Board that an acting Executive Officer be appointed until such times as the General Managers can provide to the Board a report with recommendations on how best the CRJO can be structured and located. As Gabrielle Cusack is currently in that acting role it is recommended in this report that the delegation continue until the organisational review report is complete.

There are a number of operational issues that your General Managers would like to review to give the CRJO a clear direction going forward. Now that we are twelve months into the operations of the organisation we believe some changes are required. The following resolution was passed by GMG and this is reflected in the recommendations in this report

That GMAC recommends to the Board that reports be prepared on:

- a. Potential restructure of the organisation, defining respective roles, skills sets and financial capacity of the organisation.*
- b. Mapping establishment, operational and project expenses against respective sources of income for FY18/19.*
- c. Operational and strategic priorities and sources of funding for FY19/20, drawn from the adopted strategic priorities.*
- d. Audit of the governance and operational arrangements in accordance with the Canberra Region Joint Organisation Establishment Plan.*

In the meantime, a Management Group consisting of the General Managers from Bega Valley, Queanbeyan-Palerang, Eurobodalla and Goulburn Mulwaree will assist the Acting Executive Director in the Management of staff and the project operations. This Management Group will meet monthly via video conferencing.

CRJO has the following staff positions and responsibilities:

Position	Name	Funded
Executive Officer	Vacant	
Director Government Relations & Strategy	Gabrielle Cusack	CRJO
Regional Waste & Resource Recovery Coordinator	Robbert Mels	EPA – 2 years
Contaminated Lands Officer Northern Cluster	Alec Palmer commenced 29 July 2019.	EPA – 3 years
Contaminated Lands Officer Southern Cluster	Recruitment for position underway - August 2019	EPA – 3 years
Biodiversity Regional Support Officer	Vacant	OEH – Feb 2020
Executive Support Officer	Nikolina Marinovic	CRJO

4. Financial Issues

The GMG has been concerned for some time that the administration and management of the financial services are not to a standard that we believe reflects OLG and Audit standards. It has been difficult to obtain a financial starting position and a review has been undertaken by the CFO's of Wingecarribee and Goulburn Mulwaree. The shortcomings identified by those two CFO's are currently being addressed. A separate report on the 2019/20 budget is included in these agenda papers. These will be reviewed on a regular basis by the GMG.

The financial statements for the year ending 30th June 2019 will be ready for Audit prior to the 31st August 2019. We are seeking a fee proposal from the current financial service provider to have these financial statements prepared. Deloitte have been appointed by the Auditor General to undertake the financial audit for CRJO.

For the financial year 2019/20 GMG has accepted the offer from Goulburn Mulwaree Council to undertake the financial and payroll services for CRJO for a fee of \$20,000. This same service cost the CRJO \$39,000, in 2018/19.

5. Canberra Airport

As the Board is aware the Canberra Airport is an affiliate member of the CRJO and provide accommodation space and parking in lieu of a cash membership. As part of the review of all organisational structures of the CRJO, we will also review the need to have accommodation at the Canberra Airport for staff and look at alternatives in other parts of the region. The GMG has asked the Acting Executive Officer to discuss the opportunity of providing more meeting room space in lieu of office accommodation.

Currently some staff are located in Goulburn Mulwaree offices because of the convenience to where they live.

6. Biodiversity Support for Councils

As the Biodiversity officer of CRJO has resigned to take up a role with state Government, we will negotiate with State Government to have the funds allocated for this project to be spent on preparation and targeted delivery of specific biodiversity training programs including policy development guidelines.

7. CRJO Regional Workforce Strategy

GMG has endorsed the scope to enable a brief and Request For Proposal (RFP) to be prepared for a Regional Workforce Strategy for Local Government up to a cap of \$75,000 with funding apportioned between member councils for those who chose to participate based on membership split. We will also be requesting that Snowy Hydro to determine willingness to participate, including funding and contribution.

8.0 Regional Water Strategy

GMG has requested a presentation from Water NSW on the scope and approach of all regional water strategies that affect the CRJO.

Meeting:	CRJO Board Meeting 19/20
Date:	Monday, 5 August 2019
Agenda Item:	6.0 CRJO Regional Engagement
Reporting Officer:	Cr Rowena Abbey Gabrielle Cusack

RECOMMENDATION

That;

1. The Board note the CRJO Regional Engagement update,
2. The Board discuss the format for the regional presentations to Councils, ACT Government and Affiliate members.

REPORT

As part of the regional engagement strategy for the CRJO several areas have been identified with the aim to raise awareness; highlighting the role of the CRJO, outlining priorities, collaboration and regional wins.

1	REGIONAL PRESENTATIONS	<p>In 2018 it was agreed to visit each Council and do a presentation; providing an update to Councillors, the ACT Government and Affiliate members on the activities of the CRJO and outcomes of the work being undertaken; particularly with advocacy, cross regional collaboration and highlight outcomes and opportunities.</p> <p>The CRJO seeks agreement on the format for the presentations and ongoing engagement with Councillors; the ACT Government and Affiliate members.</p>
2	REGIONAL MEDIA	<p>On Friday, 19 July 2019, a meeting was held between the CRJO and RiotACT/Regional Media. RiotACT/Regional Media Group uses a digital platform to deliver media content (online published articles, twitter and facebook).</p> <p>There is an opportunity to use RiotACT/Regional Media Group to promote CRJO and Councils via the digital platform.</p> <p>RiotACT/Regional Media recently covered the launch of the CRJO initiative “Recycle Right” held on Thursday, 11 July 2019 and officially launched by Cr Rowena Abbey together with the ACT Minister Mr Chris Steel MLA. https://the-riotact.com/do-you-know-how-to-recycle-right-regions-launch-plan-to-update-your-rubbish-habits/312163</p>
3	REGIONAL WRAP	<p>The CRJO will deliver its first Regional Wrap for the Canberra Region in mid-August 2019.</p> <p>This online monthly newsletter will cover a number of aspects of the CRJO with the aim to increase awareness of what the CRJO does.</p> <p>The CRJO will seek items from the membership, links to grants, articles, media releases and community stories of interest.</p>
4	CRJO WEBSITE	<p>The CRJO has commenced work on revamping the CRJO website with the aim to make the site contemporary, engaging and encompassing of our region. The website is one of the focal points of engaging and communicating with our members and the public.</p> <p>The reconfigured CRJO website will present key JO information:</p> <ul style="list-style-type: none"> • In a visually appealing and interactive format • In a clear and accessible manner, allowing for easier navigation • In a contemporary way that promotes our JO, regional events and why the region is the best place to live, work and invest. • In a centralised portal for working groups, network groups, the GMG and Board.

Meeting:	CRJO Board Meeting 19/20
Date:	Monday, 5 August 2019
Agenda Item:	7.1 2019/2020 Membership Fees
Reporting Officer:	Warwick Bennett – Chair – General Managers Group

RECOMMENDATIONS

That:

- The report from the Chair of the General Managers Group on membership fees for 2019/20 Financial Year be received.*
- The CRJO Board adopt the following membership fees for 2019/20:*

LGA	Population 2017	Flat Fee	Population Fee	2019-2020 Full Fee	Factor	Factor Total	
Bega Valley	34,102	\$7,394	\$24,200	\$31,594	1	\$31,593.77	
Eurobodalla	38,083	\$7,394	\$27,025	\$34,419	1	\$34,418.80	
Goulburn Mulwaree	30,556	\$7,394	\$21,683	\$29,077	1	\$29,077.42	
Hilltops	18,753	\$7,394	\$13,308	\$20,702	1	\$20,701.67	
Queanbeyan-Palerang	58,771	\$7,394	\$41,706	\$49,100	1	\$49,099.61	
Snowy Monaro	20,655	\$7,394	\$14,657	\$22,051	1	\$22,051.39	
Upper Lachlan	7,909	\$7,394	\$5,612	\$13,006	1	\$13,006.46	
Yass Valley	16,739	\$7,394	\$11,878	\$19,272	1	\$19,272.48	
Wingecarribee	49,649	\$7,394	\$35,232	\$42,626	1	\$42,626.37	
Snowy Valleys	14,552	\$7,394	\$10,327	\$17,721	1	\$17,721	
Wagga Wagga	64,265	\$7,394	\$45,604	\$52,998	0.75	\$39,749	
ACT	411,667	\$7,394	\$292,131	\$299,525	as per MOU	\$39,749	
East Gippsland	46,142	\$7,394	\$32,744	\$40,138	0.25	\$10,034	
TOTAL	<i>(Calculated with a 0.709629 cent fee per person.)</i>						\$369,100

- GMG be requested to investigate options for the fee structure and other income opportunities from 2020/21 and beyond, and report to the Board with options and recommendations.*
- CRJO consider affiliate membership on a case by case basis.*

PREAMBLE

This report is to set the membership fees for the 2019/20 financial year.

REPORT

The CRJO Board is required to set the fees for 2019/20 financial year which will form part of the Revenue Policy and budget. GMG considered this matter at its last meeting and agreed to promote to the Board the same structure as 2018/19 plus the 2.7% rate peg increase. This was because these fees are being set after most Councils have already set their budgets and adopted their Operational Plans for the 2019/20 financial year.

However, GMG believes that from time to time this fee structure should be reviewed to ensure that the fees are fair and equitable to all members. Thus, the recommendation in this report is to review all income opportunities including the use of fees and report back to the Board with options and opportunities.

The fee structure for 2018/19 is as follows:

2018-2019 CRJO - MEMBERSHIP FEES						
LGA	Population 2016	Flat Fee	Population Fee	2018-2019 Full Fee	FACTOR	2018-2019
Bega Valley	33,475	\$7,200	\$23,433	\$30,633	1	\$30,633
Eurobodalla	37,882	\$7,200	\$26,517	\$33,717	1	\$33,717
Goulburn Mulwaree	29,550	\$7,200	\$20,685	\$27,885	1	\$27,885
Hilltops	18,919	\$7,200	\$13,243	\$20,443	1	\$20,443
Queanbeyan-Palerang	56,554	\$7,200	\$39,588	\$46,788	1	\$46,788
Snowy Monaro	20,753	\$7,200	\$14,527	\$21,727	1	\$21,727
Upper Lachlan	7,876	\$7,200	\$5,513	\$12,713	1	\$12,713
Yass Valley	16,564	\$7,200	\$11,595	\$18,795	1	\$18,795
Wingecarribee	49,070	\$7,200	\$34,349	\$41,549	1	\$41,549
Snowy Valleys	14,395	\$7,200	\$10,077	\$17,277	0.75	\$12,957
Wagga Wagga	64,085	\$7,200	\$44,860	\$52,060	0.75	\$39,045
ACT	397,397	\$7,200	\$278,178	\$285,378	0.5 X WGA	\$39,045
East Gippsland	45,526	\$7,200	\$31,868	\$39,068	0.25	\$9,767
TOTAL						\$355,064

For the Boards information, the other option considered by GMG but not recommended at this time to the Board:

Table 1 - applies 2.7% total increase with a flat fee of \$10,000.

2019-2020 CRJO - MEMBERSHIP FEES						
LGA	Population 2017	Flat Fee	Population Fee	2019 - 20 Full Fee	Factor	2019-2020
Bega Valley	34102	\$10,000	\$21,574	\$31,574	1	\$31,574
Eurobodalla	38083	\$10,000	\$24,093	\$34,093	1	\$34,093
Goulburn Mulwaree	30556	\$10,000	\$19,331	\$29,331	1	\$29,331
Hilltops	18753	\$10,000	\$11,864	\$21,864	1	\$21,864
Queanbeyan-Palerang	58771	\$10,000	\$37,180	\$47,180	1	\$47,180
Snowy Monaro	20655	\$10,000	\$13,067	\$23,067	1	\$23,067
Upper Lachlan	7909	\$10,000	\$5,003	\$15,003	1	\$15,003
Yass Valley	16739	\$10,000	\$10,590	\$20,590	1	\$20,590
Wingecarribee	49649	\$10,000	\$31,410	\$41,410	1	\$41,410
Snowy Valleys	14552	\$10,000	\$9,206	\$19,206	1	\$19,206
Wagga Wagga	64265	\$10,000	\$40,656	\$50,656	0.75	\$37,992
ACT	411667	\$10,000	\$260,434	\$270,434	=Wagga	\$37,992
East Gippsland	46142	\$10,000	\$29,191	\$39,191	0.25	\$9,798
TOTAL						\$369,100

Affiliate Membership

The CRJO will from time to time have requests from organisations who may wish to become affiliate members. This includes organisations like Snowy Hydro and the Country University Centre. The recommendation in this report is to deal with these requests on a case by case basis.

Meeting:	CRJO Board Meeting 19/20
Date:	Monday, 5 August 2019
Agenda Item:	7.2 2019/2020 Budget
Reporting Officer:	Warwick Bennett – Chair – General Managers Group

RECOMMENDATIONS

That:

- 1. The report from the Chair of the CRJO General Managers Group on the 2019/20 Budget be received.*
- 2. Canberra Region Joint Organisation adopt the 2019/20 budget as included in this report.*

REPORT

Please find attached the proposed budget 2019/20 for the Canberra Region Joint Organisation. The budget, if adopted, will produce an overall surplus of \$24,905. We will commence the financial year with a cash balance of \$505,481 and conclude with a balance of \$530,386. The administrative budget has a surplus of \$350.00. This is a good result because there is a one-off expenditure associated with the separation of the Chief Executive.

The budgets are very much business as usual with the only change being that CRJO charge members with a \$60 per head re-imbursement for all dinners that are held at meetings. This includes Board meetings as well as GMG meetings

Below are the summaries of the budget as follows:

CASH POSITION

Although the accounts for 2018/19 financial year is yet to be audited, the cash position is highlighted to the Board showing the end of year position to be \$530,386.

CONSOLIDATED ACCOUNTS

This is all the accounts and cost centres of the CRJO consolidated into one account to give the overall position for the Board's information.

ADMINISTRATION FUND

This account covers the management, administration and governance of the CRJO. This cost centre includes

Income

- Membership Fees
- Rebates from local government Procurement
- Fees for self-funded projects and a counter cost fee is included in the expenses
- Management Fee for the state funded cost centre of Waste, Biodiversity and Land contamination
- Re-imbursement of cost of dinners for members at Board and GMG meetings - \$25,000

Expenses

- Staff Costs – include staff salaries, separation agreement, superannuation, training and travel
- Audit Fees – which are self-explanatory but CRJO is require to be audited by the Auditor General through her agent being Deloittes
- Consulting and Accounting – covers the \$150,000 for additional project and \$25,000 for accounting services
- General Expenses – covers the cost of Board meetings and members fees
- All other expenses are self-explanatory

REGIONAL WASTE & RESOURCE RECOVERY COORDINATOR

Recurring funding from the EPA on a rotation of 2 years (to 2021).

The role is to co-ordinate and work with Councils to improve the management and create awareness regarding waste projects and the delivery of the Regional Waste Action; under the Waste Less, Recycle More Initiative. The role primarily focuses on the coordination of projects and programs such as:

1. The annual household chemical collection
2. The waste education school program
3. Waste related workshops across the Councils
4. Identifying and applying for regional EPA funding on behalf of the Councils
5. Litter Prevention Campaign
6. Illegal Dumping/Data Improvement Project

CONTAMINATED LANDS OFFICER

Funding by the EPA for three years (2022)

The role is to co-ordinate and work with Councils to improve the management of contaminated land in the region by a developing framework that will include guidance and training of staff, development of policies, procedures and systems, as well as assisting the handover of the administration of Underground Petrol Storage Systems (UPSS) to councils from the EPA .

2019-2020 DRAFT BUDGET - CONSOLIDATED :11 July 2019

2020 Budget		2019 Original Budget	2019 Projected Expend	2020 Proposed Budget
Income from Continuing Operations				
Revenue				
	Rates and Annual Charges			
	User Charges and Fees			
	Interest and Investment Revenue			
	270 Interest Income	\$15,000	\$7,500	\$5,000
	Other Revenues			
	200 Sales	\$0	\$0	\$0
	201 Member Contributions	\$355,064	\$356,864	\$369,000
	202 Associate Contributions	\$0	\$0	\$0
	210 Project Income	\$220,000	\$163,361	\$150,000
	211 Procurement Rebate	\$60,000	\$89,000	\$80,000
	Administration Cont	\$0	\$0	\$45,000
	260 Other Revenue	\$0	\$0	\$372,295
	261 MV Private Use Cont	\$0	\$15,000	\$7,200
	ELE and LSL	\$0	\$0	\$0
	Operating Grants			
	220 Operating Grants	\$523,510	\$541,510	\$671,719
	221 Operating Contributions	\$0	\$22,351	\$0
	Capital Grants			
Other Income				
	Net Gains from Disposal of Assets			
TOTAL INCOME FROM CONTINUING OPERATIONS		\$1,173,574	\$1,195,586	\$1,700,214
Expenses from Continuing Operations				
	Employee Benefits and On-Costs			
	477 Wages and Salaries	\$679,787	\$494,187	\$583,500
	477A Ex Gratia Payments	\$0	\$0	\$147,000
	478 Superannuation	\$0	\$68,300	\$51,900
	492 Training & Development	\$0	\$6,000	\$12,569
	493 Travel - National	\$2,000	\$22,500	\$23,500
	494 Travel - International	\$0	\$0	\$0
	Borrowing Costs			
	437 Interest Expense	\$0	\$0	\$0
	Materials and Contracts			
	402 Audit Fees	\$11,500	\$11,500	\$16,500
	412 Consulting & Accounting	\$833,862	\$801,126	\$481,050
	441 Legal expenses	\$5,000	\$5,000	\$3,000
	473 Repairs and Maintenance	\$0	\$0	\$0
	Depreciation			
	416 Depreciation	\$24,000	\$24,000	\$24,100
	Other Expenses			
	400 Advertising	\$5,000	\$6,000	\$4,000
	Adminsitration Cont			\$139,000
	404 Bank Fees	\$0	\$350	\$150
	408 Cleaning	\$0	\$900	\$1,000
	420 Entertainment	\$0	\$0	\$0
	425 Freight & Courier	\$0	\$0	\$0
	429 General Expenses	\$88,000	\$141,919	\$103,000
	433 Insurance	\$0	\$14,500	\$16,000
	445 Light, Power, Heating	\$0	\$0	\$2,000
	449 Motor Vehicle Expenses	\$36,100	\$26,100	\$38,000
	453 Office Expenses	\$5,000	\$45,000	\$19,040
	461 Printing & Stationery	\$5,000	\$1,000	\$1,500
	469 Rent	\$0	\$0	\$0
	485 Subscriptions	\$0	\$4,600	\$2,000
	489 Telephone & Internet	\$4,500	\$7,000	\$6,500
	Net losses from disposal of assets			
TOTAL EXPENSES FROM CONTINUING OPERATIONS		\$1,699,749	\$1,679,982	\$1,675,309
OPERATING RESULT FOR THE YEAR		-\$526,175	-\$484,396	\$24,905

2019-2020 DRAFT BUDGET - ADMINISTRATION

2020 Budget		2019 Original Budget	2019 Projected Expend	2020 Proposed Budget
Income from Continuing Operations				
Revenue				
	Rates and Annual Charges			
	User Charges and Fees			
	Interest and Investment Revenue			
	270 Interest Income	\$15,000	\$7,500	\$5,000
	Other Revenues			
	200 Sales	\$0	\$0	
	201 Member Contributions	\$355,064	\$356,864	\$369,000
	202 Associate Contributions	\$0	\$0	
	210 Project Income	\$220,000	\$163,361	\$150,000
	211 Procurement Rebate	\$60,000	\$89,000	\$80,000
	Administration Cont	\$0	\$0	\$45,000
	260 Other Revenue	\$0	\$854	\$139,000
	261 MV Private Use Cont	\$0	\$15,000	\$7,200
	LSL and ELE			
	Operating Grants			
	220 Operating Grants	\$300,000	\$300,000	
	221 Operating Contributions	\$0	\$22,351	
	Capital Grants			
Other Income				
	Net Gains from Disposal of Assets			
TOTAL INCOME FROM CONTINUING OPERATIONS		\$950,064	\$954,930	\$795,200
Expenses from Continuing Operations				
	Employee Benefits and On-Costs			
	477 Wages and Salaries	\$463,537	\$305,237	\$268,000
	477A Ex Gratia payments			\$147,000
	478 Superannuation	\$0	\$50,000	\$25,000
	492 Training & Development	\$0	\$1,000	\$2,000
	493 Travel - National	\$2,000	\$20,000	\$10,000
	494 Travel - International	\$0	\$0	
	Borrowing Costs			
	437 Interest Expense	\$0	\$0	
	Materials and Contracts			
	402 Audit Fees	\$10,000	\$10,000	\$15,000
	412 Consulting & Accounting	\$300,000	\$509,000	\$175,000
	441 Legal expenses	\$5,000	\$5,000	\$3,000
	473 Repairs and Maintenance	\$0	\$0	
	Depreciation			
	416 Depreciation	\$9,000	\$9,000	\$6,400
	Other Expenses			
	400 Advertising	\$5,000	\$6,000	\$4,000
	404 Bank Fees	\$0	\$350	\$150
	408 Cleaning	\$0	\$900	\$1,000
	420 Entertainment	\$0	\$0	
	425 Freight & Courier	\$0	\$0	
	429 General Expenses	\$75,000	\$80,350	\$85,000
	433 Insurance	\$0	\$14,500	\$16,000
	445 Light, Power, Heating	\$0	\$0	\$2,000
	449 Motor Vehicle Expenses	\$21,100	\$13,100	\$12,500
	453 Office Expenses	\$5,000	\$45,000	\$15,000
	461 Printing & Stationery	\$5,000	\$1,000	\$1,500
	469 Rent	\$0	\$0	
	485 Subscriptions	\$0	\$4,600	\$2,000
	489 Telephone & Internet	\$3,000	\$5,000	\$5,000
	Net losses from disposal of assets			
TOTAL EXPENSES FROM CONTINUING OPERATIONS		\$903,637	\$1,080,037	\$795,550
OPERATING RESULT FOR THE YEAR		\$46,427	-\$125,107	-\$350

2019-2020 DRAFT BUDGET - WASTE					
2020 Budget		2019 Original Budget	2019 Projected Expend	2020 Proposed Budget	
Income from Continuing Operations					
Revenue					
	Rates and Annual Charges				
	User Charges and Fees				
	Interest and Investment Revenue				
	270 Interest Income	\$0	\$0	\$0	\$0
	Other Revenues				
	200 Sales	\$0	\$0	\$0	\$0
	201 Member Contributions	\$0	\$0	\$0	\$0
	202 Associate Contributions	\$0	\$0	\$0	\$0
	210 Project Income	\$0	\$0	\$0	\$0
	211 Procurement Rebate	\$0	\$0	\$0	\$0
	260 Other Revenue	\$0	\$1,000	\$150,000	\$150,000
	261 MV Private Use Cont	\$0	\$0	\$0	\$0
	Operating Grants				
	220 Operating Grants	\$223,510	\$241,510	\$304,162	\$304,162
	221 Operating Contributions	\$0	\$0	\$0	\$0
	Capital Grants				
Other Income					
	Net Gains from Disposal of Assets				
TOTAL INCOME FROM CONTINUING OPERATIONS		\$223,510	\$242,510	\$454,162	
Expenses from Continuing Operations					
	Employee Benefits and On-Costs				
	477 Wages and Salaries	\$96,250	\$87,650	\$93,300	\$93,300
	478 Superannuation	\$0	\$8,600	\$8,900	\$8,900
	492 Training & Development	\$0	\$3,000	\$4,000	\$4,000
	493 Travel - National	\$0	\$2,000	\$3,000	\$3,000
	494 Travel - International	\$0	\$0	\$0	\$0
	Borrowing Costs				
	437 Interest Expense	\$0	\$0	\$0	\$0
	Materials and Contracts				
	402 Audit Fees	\$1,500	\$1,500	\$1,500	\$1,500
	412 Consulting & Accounting	\$221,260	\$147,328	\$237,562	\$237,562
	441 Legal expenses	\$0	\$0	\$0	\$0
	473 Repairs and Maintenance	\$0	\$0	\$0	\$0
	Depreciation				
	416 Depreciation	\$7,500	\$7,500	\$4,900	\$4,900
	Other Expenses				
	400 Advertising	\$0	\$0	\$0	\$0
	Administration Fee	\$0	\$0	\$82,000	\$82,000
	404 Bank Fees	\$0	\$0	\$0	\$0
	408 Cleaning	\$0	\$0	\$0	\$0
	420 Entertainment	\$0	\$0	\$0	\$0
	425 Freight & Courier	\$0	\$0	\$0	\$0
	429 General Expenses	\$13,000	\$32,351	\$10,000	\$10,000
	433 Insurance	\$0	\$0	\$0	\$0
	445 Light, Power, Heating	\$0	\$0	\$0	\$0
	449 Motor Vehicle Expenses	\$7,500	\$7,500	\$7,500	\$7,500
	453 Office Expenses	\$0	\$0	\$0	\$0
	461 Printing & Stationery	\$0	\$0	\$0	\$0
	469 Rent	\$0	\$0	\$0	\$0
	485 Subscriptions	\$0	\$0	\$0	\$0
	489 Telephone & Internet	\$1,500	\$1,500	\$1,500	\$1,500
	Net losses from disposal of assets				
TOTAL EXPENSES FROM CONTINUING OPERATIONS		\$348,510	\$298,929	\$454,162	
OPERATING RESULT FOR THE YEAR		-\$125,000	-\$56,419	\$0	

2019-2020 DRAFT BUDGET - CONTAMINATED LAND				
2020 Budget		2019 Original Budget	2019 Projected Expend	2020 Proposed Budget
Income from Continuing Operations				
Revenue				
	Rates and Annual Charges			
	User Charges and Fees			
	Interest and Investment Revenue			
	270 Interest Income	\$0		
	Other Revenues			
	200 Sales	\$0		
	201 Member Contributions	\$0		
	202 Associate Contributions	\$0		
	210 Project Income	\$0		
	211 Procurement Rebate	\$0		
	260 Other Revenue	\$0		\$83,295
	261 MV Private Use Cont	\$0		\$0
	Operating Grants			
	220 Operating Grants	\$0		\$280,000
	221 Operating Contributions	\$0		
	Capital Grants			
Other Income				
	Net Gains from Disposal of Assets			
TOTAL INCOME FROM CONTINUING OPERATIONS		\$0		\$363,295
Expenses from Continuing Operations				
	Employee Benefits and On-Costs			
	477 Wages and Salaries			\$222,200
	478 Superannuation			\$18,000
	492 Training & Development			\$6,000
	493 Travel - National			\$10,000
	494 Travel - International			\$0
	Borrowing Costs			
	437 Interest Expense			\$0
	Materials and Contracts			
	402 Audit Fees			\$0
	412 Consulting & Accounting			
	441 Legal expenses			\$0
	473 Repairs and Maintenance			\$0
	Depreciation			
	416 Depreciation			\$12,800
	Other Expenses			
	400 Advertising			\$0
	Administration			\$42,000
	404 Bank Fees			\$0
	408 Cleaning			\$0
	420 Entertainment			\$0
	425 Freight & Courier			\$0
	429 General Expenses			\$8,000
	433 Insurance			\$0
	445 Light, Power, Heating			\$0
	449 Motor Vehicle Expenses			\$15,000
	453 Office Expenses			\$4,040
	461 Printing & Stationery			\$0
	469 Rent			\$0
	485 Subscriptions			\$0
	489 Telephone & Internet			\$0
	Net losses from disposal of assets			
TOTAL EXPENSES FROM CONTINUING OPERATIONS				\$338,040
OPERATING RESULT FOR THE YEAR				\$25,255

2019-2020 DRAFT BUDGET - BIODIVERSITY					
2020 Budget		2019 Original Budget	2019 Projected Expend	2020 Proposed Budget	
Income from Continuing Operations					
Revenue					
	Rates and Annual Charges				
	User Charges and Fees				
	Interest and Investment Revenue				
	270 Interest Income	\$0	\$0		
	Other Revenues				
	200 Sales	\$0	\$0		
	201 Member Contributions	\$0	\$0		
	202 Associate Contributions	\$0	\$0		
	210 Project Income	\$0	\$0		
	211 Procurement Rebate	\$0	\$0		
	260 Other Revenue	\$0	\$0		
	261 MV Private Use Cont	\$0	\$0		
	Operating Grants				
	220 Operating Grants	\$0	\$0	\$87,557	
	221 Operating Contributions	\$0	\$0		
	Capital Grants				
Other Income					
	Net Gains from Disposal of Assets				
TOTAL INCOME FROM CONTINUING OPERATIONS		\$0	\$0	\$87,557	
Expenses from Continuing Operations					
	Employee Benefits and On-Costs				
	477 Wages and Salaries	\$120,000	\$101,300		
	478 Superannuation	\$0	\$9,700		
	492 Training & Development	\$0	\$2,000	\$569	
	493 Travel - National	\$0	\$500	\$500	
	494 Travel - International	\$0	\$0		
	Borrowing Costs				
	437 Interest Expense	\$0	\$0		
	Materials and Contracts				
	402 Audit Fees	\$0	\$0		
	412 Consulting & Accounting	\$2,000	\$4,000	\$68,488	
	441 Legal expenses	\$0	\$0		
	473 Repairs and Maintenance	\$0	\$0		
	Depreciation				
	416 Depreciation	\$7,500	\$7,500		
	Other Expenses				
	400 Advertising	\$0	\$0		
	Administration	\$0	\$0	\$15,000	
	404 Bank Fees	\$0	\$0		
	408 Cleaning	\$0	\$0		
	420 Entertainment	\$0	\$0		
	425 Freight & Courier	\$0	\$0		
	429 General Expenses	\$0	\$500		
	433 Insurance	\$0	\$0		
	445 Light, Power, Heating	\$0	\$0		
	449 Motor Vehicle Expenses	\$7,500	\$5,500	\$3,000	
	453 Office Expenses	\$0	\$0		
	461 Printing & Stationery	\$0	\$0		
	469 Rent	\$0	\$0		
	485 Subscriptions	\$0	\$0		
	489 Telephone & Internet	\$0	\$500		
	Net losses from disposal of assets				
TOTAL EXPENSES FROM CONTINUING OPERATIONS		\$137,000	\$131,500	\$87,557	
OPERATING RESULT FOR THE YEAR		-\$137,000	-\$131,500	\$0	

Meeting:	CRJO Board Meeting 19/20
Date:	Monday, 5 August 2019
Agenda Item:	7.3 Revenue Policy
Reporting Officer:	Warwick Bennett – Chair – General Managers Group

RECOMMENDATIONS

That:

1. *The report from the Chair of the CRJO General Managers Group on the Revenue Policy be received.*
2. *The CRJO adopt the 2019/20 Revenue Policy.*

REPORT

The Canberra Region Joint Organisation is required under Regulation 397 (i) Joint Organisations to have a statement of their revenue policy for each year and it should include

- (a) an estimate of income and expenditure
- (b) the types of fees proposed to be charged services
- (c) any proposed fees for non-business activities
- (d) statement of any proposed borrowings

Please find attached the proposed revenue policy for the Boards' consideration and determination. As part of this agenda the Board is being asked to consider that the General Managers Group undertake an organisational review. That review could require this revenue policy to be revised and thus further recommendations on this matter may be forthcoming at a later meeting.

1. Introduction

The Canberra Region Joint Organisation is governed the Local Government Act 1993 and under REG 397 (i) joint organisations must have a statement of their revenue policy for each year and it should include

- (e) an estimate of income and expenditure
- (f) the types of fees proposed to be charged services
- (g) any proposed fees for non-business activities
- (h) statement of any proposed borrowings

NB: fees need not be disclosed for on any information that could confer a commercial advantage on the competitor of the joint organisation.

2. Membership Fees

Membership fees shall be determined in accordance with the methodology adopted by the Board in the CRJO Charter as described in detail in Section 3 of the Charter

2.1 Annual Member Contributions

For 2019/2020 each member council is to contribute an annual monetary payment or equivalent contribution based on

- I. A flat fee of \$7394
- II. And the balance based on a per head population fee

2.2 Associate Member Contributions

Contributions to be as follows unless otherwise determined by the Board:

- I. 75% of the calculated member contribution fee for councils located in NSW
- II. 25% of the calculated member contribution fee for councils outside NSW (East Gippsland)
- III. Affiliate membership fees of other entities determined by the Board on a case by case basis
- IV. That the ACT contribution be determined on annual basis in discussion with the ACT

2.3 Affiliate Member Contributions

- I. the initial membership fee for Affiliates be set at \$20,000.
- II. The terms of affiliate membership:
 - e. be offered as a non-voting membership to a person(s) or entity including corporate and not-for-profit organisations subject to a resolution of the Board.
 - f. be considered by the Board on a case by case basis where there is a benefit that is aligned to CRJO Strategic Priorities.
 - g. be reviewed annually by the Board and the Affiliate as to whether continued membership remains applicable.
 - h. attract a membership fee as determined by the annual membership fees or include in-kind support equivalent to a similar value.

2.4 Other Member Contributions

Contributions for other projects /activities shall be at the discretion of the individual member.
Members may choose to be a voluntary participant in the project/activity.

3. Table 1 – Membership fees

LGA	Population	Flat Fee	Population Fee	2019-2020		Factor Total
	2017			Full Fee	Factor	
Bega Valley	34,102	\$7,394	\$24,200	\$31,594	1	\$31,593.77
Eurobodalla	38,083	\$7,394	\$27,025	\$34,419	1	\$34,418.80
Goulburn Mulwaree	30,556	\$7,394	\$21,683	\$29,077	1	\$29,077.42
Hilltops	18,753	\$7,394	\$13,308	\$20,702	1	\$20,701.67
Queanbeyan-Palerang	58,771	\$7,394	\$41,706	\$49,100	1	\$49,099.61
Snowy Monaro	20,655	\$7,394	\$14,657	\$22,051	1	\$22,051.39
Upper Lachlan	7,909	\$7,394	\$5,612	\$13,006	1	\$13,006.46
Yass Valley	16,739	\$7,394	\$11,878	\$19,272	1	\$19,272.48
Wingecarribee	49,649	\$7,394	\$35,232	\$42,626	1	\$42,626.37
Snowy Valleys	14,552	\$7,394	\$10,327	\$17,721	1	\$17,720.00
Wagga Wagga	64,265	\$7,394	\$45,604	\$52,998	0.75	\$39,749.00
ACT	411,667	\$7,394	\$292,131	\$299,525	as per MOU	\$39,749.00
East Gippsland	46,142	\$7,394	\$32,744	\$40,138	0.25	\$10,034.00
TOTAL	(Calculated with a 0.709629 cent fee per person.)					\$369,100.00

4. 2019/20 Budget

A summary of the 2019/20 budgeted financial statements is provided below:

	2019/2020
	\$'000
<i>Income Statement</i>	
Total income from continuing operations	1,700
Total expenses from continuing operations	1,675
Operating result from continuing operations	25
<i>Statement of Financial Position</i>	
Total current assets	524
Total current liabilities	0
Total non-current assets	72
Total non-current liabilities	-
Total equity	596

See Attachment 1 for the 2019/20 detailed consolidated budgeted financial statements.

5. Cost Recovery

The principle of full cost recovery and 'users pays' will apply to any services provided unless otherwise determined by the Board.

6. Statement of Proposed Borrowings

2018 – 2019 BORROWINGS	NIL
------------------------	-----

7. Debt Policy

The CRJO will not borrow funds to create long term debt.

Funds will only be borrowed to address any short term cash flow issues to ensure that there is sufficient liquidity to meet ongoing operational requirements. The short-term borrowing may be in the form of an overdraft negotiated with the CRJO's banking facility.

8. Competitive Neutrality

If the CRJO competes in the market place with other private providers, the CRJO will operate on the basis that it does not utilise its public position to gain an unfair advantage over private businesses that may be in competition with the CRJO.

9. Investment Policy

The CRJO will only invest monies above the requirements to meet short term operational cost, ensuring that there is sufficient liquidity to meet anticipated cash flow requirements.

All the investments of funds shall comply with the *Ministerial Investment Order No 12 – 2011*.

10. Goods and Services Tax

The Goods and Services Tax (GST) must be applied to non-exempt fees and charges. The current rate of 10% will be included in the price paid by the recipient of where applicable.

11. Private Works

Any private work will be carried on the basis of charge representing full cost recovery of the work and profit margin. The profit margin will depend on the scope of work and market forces applying to the service at the time of delivery.

12. Version Control

Policy title	
Policy No.:	1.01.4
Responsible Officer	Executive Officer
Version	1
Adopted	
Review Period	Annually by the Board with advice from GMG
Next revision	May 2020

2019-2020 DRAFT BUDGET - CONSOLIDATED :11 July 2019					
2020 Budget		2019 Original Budget	2019 Projected Expend	2020 Proposed Budget	
Income from Continuing Operations					
Revenue					
	Rates and Annual Charges				
	User Charges and Fees				
	Interest and Investment Revenue				
	270 Interest Income	\$15,000	\$7,500		\$5,000
Other Revenues					
	200 Sales	\$0	\$0		\$0
	201 Member Contributions	\$355,064	\$356,864		\$369,000
	202 Associate Contributions	\$0	\$0		\$0
	210 Project Income	\$220,000	\$163,361		\$150,000
	211 Procurement Rebate	\$60,000	\$89,000		\$80,000
	Administration Cont	\$0	\$0		\$45,000
	260 Other Revenue	\$0	\$0		\$372,295
	261 MV Private Use Cont	\$0	\$15,000		\$7,200
	ELE and LSL	\$0	\$0		\$0
Operating Grants					
	220 Operating Grants	\$523,510	\$541,510		\$671,719
	221 Operating Contributions	\$0	\$22,351		\$0
Capital Grants					
Other Income					
	Net Gains from Disposal of Assets				
TOTAL INCOME FROM CONTINUING OPERATIONS		\$1,173,574	\$1,195,586		\$1,700,214
Expenses from Continuing Operations					
Employee Benefits and On-Costs					
	477 Wages and Salaries	\$679,787	\$494,187		\$583,500
	477A Ex Gratia Payments	\$0	\$0		\$147,000
	478 Superannuation	\$0	\$68,300		\$51,900
	492 Training & Development	\$0	\$6,000		\$12,569
	493 Travel - National	\$2,000	\$22,500		\$23,500
	494 Travel - International	\$0	\$0		\$0
Borrowing Costs					
	437 Interest Expense	\$0	\$0		\$0
Materials and Contracts					
	402 Audit Fees	\$11,500	\$11,500		\$16,500
	412 Consulting & Accounting	\$833,862	\$801,126		\$481,050
	441 Legal expenses	\$5,000	\$5,000		\$3,000
	473 Repairs and Maintenance	\$0	\$0		\$0
Depreciation					
	416 Depreciation	\$24,000	\$24,000		\$24,100
Other Expenses					
	400 Advertising	\$5,000	\$6,000		\$4,000
	Administration Cont				\$139,000
	404 Bank Fees	\$0	\$350		\$150
	408 Cleaning	\$0	\$900		\$1,000
	420 Entertainment	\$0	\$0		\$0
	425 Freight & Courier	\$0	\$0		\$0
	429 General Expenses	\$88,000	\$141,919		\$103,000
	433 Insurance	\$0	\$14,500		\$16,000
	445 Light, Power, Heating	\$0	\$0		\$2,000
	449 Motor Vehicle Expenses	\$36,100	\$26,100		\$38,000
	453 Office Expenses	\$5,000	\$45,000		\$19,040
	461 Printing & Stationery	\$5,000	\$1,000		\$1,500
	469 Rent	\$0	\$0		\$0
	485 Subscriptions	\$0	\$4,600		\$2,000
	489 Telephone & Internet	\$4,500	\$7,000		\$6,500
Net losses from disposal of assets					
TOTAL EXPENSES FROM CONTINUING OPERATIONS		\$1,699,749	\$1,679,982		\$1,675,309
OPERATING RESULT FOR THE YEAR		-\$526,175	-\$484,396		\$24,905

Meeting:	CRJO Board Meeting 19/20
Date:	Monday, 5 August 2019
Agenda Item:	8.0 CRJO Statement of Strategic Priorities - Update
Reporting Officer:	Gabrielle Cusack

RECOMMENDATION

That the Board note update on the CRJO Statement of Strategic Priorities.

REPORT

At the February 2019 CRJO Board meeting, the CRJO Statement of Strategic Priorities was endorsed. It is noted the Board will receive a report from the General Managers Group on the operational and strategic priorities and sources of funding for the 2019/20 FY, drawn from the Statement of Strategic Priorities.

The Statement of Strategic Priorities has 22 actions. GMG has progressed many of the priorities having received presentations and considered reports.

PILLAR		LEADERSHIP	ECONOMIC	INFRASTRUCTURE	COMMUNITY	ENVIRONMENT	CROSS-BORDER
STRATEGIC PRIORITIES	GOALS	CRJO is a recognised leader in regional advocacy and the delivery of regional programs	Our economy is strong and diverse, with extensive business and job opportunities	Our region is connected and serviced by infrastructure that meets contemporary, emerging and future expectations	Our community is resilient and feels informed, connected, capable and valued	Our environment is valued and enhanced for future generations	Our region operates seamlessly across all boundaries
	PRIORITY ACTIONS	<ol style="list-style-type: none"> 1. Develop Regional Advocacy Plan 2. Develop a strategy to influence legislation and government policies 3. Develop Regional Workforce Strategy 4. Develop Regional Project Management Model 5. Investigate opportunities for regional collaboration 6. Develop creative and futuristic 30-year vision for shaping the region 	<ol style="list-style-type: none"> 7. Develop the Canberra Region Economic Development Strategy 8. Support the development of a regional Agrifood Export Precinct 	<ol style="list-style-type: none"> 9. Develop further infrastructure prospectus – recreation and cultural 10. Facilitate funding to eliminate telecommunication blackspots 11. Facilitate regional communities to embrace smart technology 12. Refine and update strategic CRJO infrastructure documents 	<ol style="list-style-type: none"> 13. Advocate for funding to assist Councils manage Crown Land and Native Title issues 14. Provide direct support to assist Councils manage Crown Land and Native Title issues 15. Develop Regional Social Infrastructure Prospectus 	<ol style="list-style-type: none"> 16. Facilitate an increase in the capacity of Councils to deal with biodiversity 17. Advocate for funding support to assist Councils with contaminated land management 18. Develop Regional Waste Action Plan 19. Develop Regional Energy Action Plan 20. Develop Regional Climate Adaptation Plan 	<ol style="list-style-type: none"> 21. Cross-border impacts and opportunities are considered in the delivery of all strategic regional priorities 22. Advocate for positive cross-border connectivity

No.		PRIORITY	STATUS
	LEADERSHIP		
1		Regional Advocacy Plan	<ul style="list-style-type: none"> • Draft prepared in March 2019 • Completion August 2019
3		Regional Workforce Strategy	<ul style="list-style-type: none"> • GM Sub-group established. • GMG endorsed scope for preparation of brief • Snowy Hydro a stakeholder • Report to the Board in October
4		Regional Project Management	<ul style="list-style-type: none"> • GMG considered several presentations and reports on scenarios and options on Regional Project Office and cadets; decision to proceed yet to be supported, but open for individual councils to opt in • Board considered presentation on Regional Project Office; Board decision yet to be made • Wagga proposed Sydney CBD site for its project office and specialist staff, inviting other councils to share the leased space
	ECONOMIC		
7		Canberra Region Economic Development Strategy - CREDS	<ul style="list-style-type: none"> • Working group established, consultant appointed • Stage 1 – background paper prepared. Completion August 2019 • Stage 2 – strategy and action plan
8		Regional Agrifood Export Precinct	<ul style="list-style-type: none"> • Regional Export/Import Roadshow across the region – Aug/Sept/Oct 2019 Collaboration with PAK Fresh, CBR Airport, CRJO, NSW Government, ACT Government • Meeting with CRC for Future Food Systems in late August 2019
	INFRASTRUCUTRE		
11		Smart Technology	<ul style="list-style-type: none"> • GMG yet to consider paper on regional approach to smart communities, to guide a potential regional deal • Will be guided by CREDS
12		Update Strategic Infrastructure Documents	<ul style="list-style-type: none"> • Underway – focus on water security & waste water • Engaged with consultants examining CBR-Eden Rail; and country rail network review

		PRIORITY	STATUS
	COMMUNITUY		
		Crown Land and Native Title	<ul style="list-style-type: none"> • GMG considered several reports and presentations on collaborative approach with government to deal with Crown Lands and Native Title
	ENVIRONMENT		
16		Increase in the capacity of Councils to deal with biodiversity	<ul style="list-style-type: none"> • Delivery of Biodiversity workshops/information/templates in line with legislation • OEH funding until February 2020 • Contractor to complete work started by Biodiversity Officer
17		Advocate for funding support to assist Councils with contaminated land management	<ul style="list-style-type: none"> • Appointment of two Contaminated Lands Officers • EPA funding for two positions for three years.
18		Development of a Regional Waste Action Plan	<ul style="list-style-type: none"> • Completed and launched in October 2018 • Working with Council to implement six key strategies
22		Cross Border Infrastructure Agreement	<ul style="list-style-type: none"> • Cross Border Commissioner announce \$16m funding available for connecting and enabling infrastructure for LGA's adjacent to ACT

Meeting:	CRJO Board Meeting 19/20
Date:	Monday, 5 August 2019
Agenda Item:	9.0 Regional Workforce Strategies for Local Government
Reporting Officer:	Peter Tegart Gabrielle Cusack
Attachment:	9.1 Draft Scope – Regional Workforce Strategies for Local Government

RECOMMENDATIONS

That

1. *The CRJO Board to note the report*
2. *The CRJO Board recognise this as a key initiative to attract and retain sustainable workforce.*

REPORT

In early June a working group of General Managers (Tegart, Marks, and Hyde) met to further progress one of our strategic priorities, being the development of Regional Workforce Strategy (RWFS), specifically targeting the local government sector. It was noted that NSW Government are currently looking at evidence-gathering work for Snowy Valleys and Snowy Monaro under the Snowy Futures Strategy. This work is being undertaken by Ernst and Young (EY). The Working Group established the attached elements, which were considered and supported by GMG.

The focus of our RWFS are designed to be “different”, given the workforce disruptors emerging across our region. The scope for the RWFS includes a Drivers Pressures State Impact Response (DPSIR) framework.

This framework draws on a number of studies and existing evidence; which examines a range of issues, options and opportunities. This mechanism enables a set of actions and initiatives to be identified highlighting local government as the regional ‘employer of choice’, ensuring local government can attract the ‘right people, with the right skills, in the right positions at the right time’ across our region.

A report was prepared for the recent GMG meeting, which provided a scope to move forward in preparing a Request For Proposal to commence this significant and important piece of work.

It is proposed to have discussions with the DPC to explore assistance with funding; which may include expanding the scope of the EY workforce study to the other councils in the region. It is also anticipated Snowy Hydro may partner in the project.

1. CRJO Background

- 1.1 Organisation
- 1.2 Vision: ‘compelling’....
- 1.3 Profile: lifestyle (sub region – snowy, coast, city, tableland)
- 1.4 Endowments: REDS
- 1.5 Map: travel distance between LGA head offices and ACT

2. RWFS Scope and Deliverables – RFP

- 2.1. *(Option – request EY to tailor regional study)*

3. Informing Documents

- 3.1. National Local Government Workforce Strategy
- 3.2. LGNCSW workforce planning guide
- 3.3. LGNSW skill gap analysis and competency framework
- 3.4. LGA’s community strategic plan and resourcing strategy
- 3.5. LGA’s workforce strategies
- 3.6. NSW LG Skills Strategy
- 3.7. NSW Infrastructure Skills Legacy Program
- 3.8. Snowy Futures Strategy
- 3.9. NSW Regional Youth Strategy
- 3.10. Vision for Regional NSW

4. Structure

- 4.1. DPSIR Framework
 - i. Drivers – what is the driving force/s?
E.g. disruptors: quantum of large infrastructure projects (Snowy, Aerotropolis) ageing workforce, ACT
 - ii. Pressures - what pressures placed on LGAs as result of drivers?
E.g. turnover, recruitment delay, loss experience, changing desires of younger workers, knowledge of breadth of jobs in LG, people with desire to work for LG, perception of LG as employer/ee
 - iii. State - what is current condition of the workforce?
E.g. profile and workforce statistics of LGAs and region
 - iv. Impact - what are changes to the ‘state’ that has impact on workforce?
E.g. remote office, turnover in millennials, education costs, enacting regionalisation
 - v. Response - what are proposals to mitigate pressure and impact?
E.g. list actions, policies, initiatives, and advocacy.
Establish metrics for monitoring.

5. Evidence

- 5.1. Snowy Futures Strategy (EY): skills, accommodation and government services
- 5.2. RDASI regional skills audit
- 5.3. PwC Performance Excellence Program
- 5.4. LGA OCI circumplex
 - 5.4.1. Actual v LG average
- 5.5. LG employment and skill flows
 - 5.5.1. Inter/intra region
 - 5.5.2. Inter/intra jurisdiction (include NSW and ACT agencies)

6. Considerations

- 6.1. Recognise economic profile, multipliers and value of LG employment in region
- 6.2. Recognise worker attraction to LGAs influenced by spouses/options for other employment and lifestyle benefits (*consider ANU med school model?*)
- 6.3. Acknowledge future workers may choose location for lifestyle, provided commute or remote work is viable
- 6.4. Acknowledge impact of infrastructure and development pipelines, incl. Snowy, SAP
- 6.5. Build case for 'nursery' in region: cadets, apprentices, trainees
- 6.6. Potential to cycle cadets through RPMO
- 6.7. Build case for LGA sponsored 'smart hubs' to host education in region
- 6.8. Explore opportunities around engagement of returned skilled defence vets, and immigrants
- 6.9. Re-engineer and map skills/professions to LG services
- 6.10. Market LG to change individuals perception of jobs in LG
- 6.11. Explore opportunities to develop and phase 'para-professionals' to supplement professional staff and re-distribute functions
- 6.12. Explore options to bring work to staff (e.g. Sydney) rather than bring them to work
- 6.13. Classify typical LGA employee/s by MBTI type (by role cohort) and relative attractors/detractors (may guide the packaging of role, TRP and collateral to attract)
- 6.14. Explore transport/accommodation options to attract staff gain and deter/retain staff loss (live in one LGA, work in another, but skills/experience retained in region)
- 6.15. Confirm government and sector funding/sponsorship options (training subsidy, apprentice grants, immigrant support, school pathways etc.)
- 6.16. Explore option of regional salary system and TRP model; and regional workforce policies
- 6.17. Outline opportunities for centre of excellence or hosting approach to LGAs in region (e.g. training, recruitment, payroll)
- 6.18. Explore joint/regional technology models to engage, retain, develop staff

- 6.19. Explore opportunities for short term employment or project contracts with overseas staff, accessed through CBR airport

7. Primary Focus

- 7.1. LGA in CRJO as employer of choice**
- 7.2. Improved diversity in workforce (reflect local/regional cohort mix)
- 7.3. Transition to gender equity/pay
- 7.4. Others

8. Potential Stakeholders

- 8.1. Education 'partners' (CUC, ANU, UC, TAFE, UOW, CSU, TAFE, TSNSW, UNSW/ADFA)
- 8.2. Professional networks (EA, IPWEA, PIA, AIM, etc.)
- 8.3. Government agencies (Regional NSW, OLG, Defence, DPC)
- 8.4. Regional Development Australia (Commonwealth)

9. Funding

- 9.1. Equal contribution from LGAs for RWFS
- 9.2. *Consider if/how incorporate ACT and NSW agencies into Strategy??*

10. Integration

- 10.1. Identify common threads/actions to support
 - 10.1.1. LGAs and region CSP
 - 10.1.2. Snowy Future
 - 10.1.3. SET regional plan

11. Main Outcomes (*per workforce planning guideline*)

- 11.1. Improving workforce planning and development
- 11.2. Promoting local government as a place-based employer
- 11.3. Retaining and attracting a diverse workforce
- 11.4. Creating a contemporary workplace
- 11.5. Investing in skills
- 11.6. Improving productivity and leveraging technology
- 11.7. Maximising management and leadership
- 11.8. Implementation and collaboration

12. Timelines

Deliverable	Due Date
Finalise Scope	Early August 2019
Advertise Expression of Interest	End of August 2019
Commence Strategy	Mid-November 2019
Conclude	March 2020

NOTES:

1. DPSIR framework - is a chain of causal links starting with '*driving forces*' (economic sectors, human activities) through '*pressures*' (emissions, waste) to '*states*' (physical, chemical and biological) and '*impacts*' on ecosystems, human health and functions, eventually leading to political '*responses*' (prioritisation, target setting, indicators).

- A 'driving force' is a need
- human activities exert 'pressures' on the environment, as a result of production or consumption processes
- As a result of pressures, the 'state' of the environment is affected; that is, the quality of the various environmental compartments
- changes in the state may have environmental or economic 'impacts' on the functioning of ecosystems
- A 'response' by society or policy makers is the result of an undesired impact and can affect any part of the chain between driving forces and impacts

2. University of Sydney has produced **Regional Workforce Planning and Development Best Practice Principles** and a Regional Workforce Planning and Development Best Practice

3. Disruptors

- Snowy 2.0
- Western Sydney Aerotropolis
- Digital Connectivity
- Fast rail
- International entry

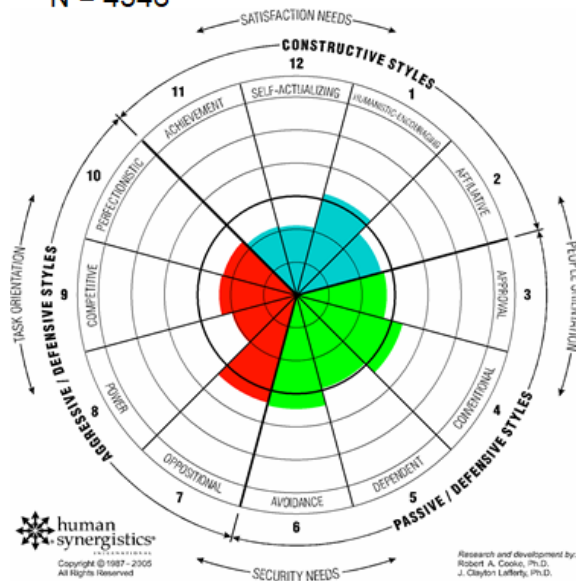
4. LG national workforce survey

Challenges facing councils in developing their workforce for the future were (in descending order):

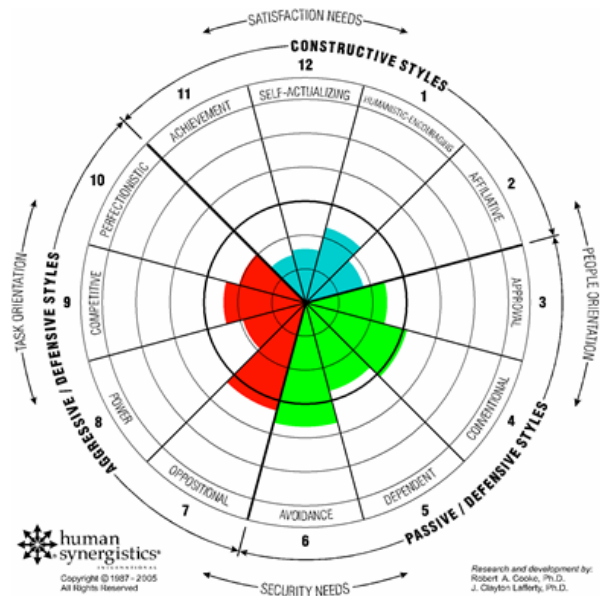
1. Ageing workforce
2. Uncertainty due to possible future local government reforms
3. Skills shortages in professional areas
4. Limitations in leadership capability
5. Gender imbalance in senior roles
6. Lack of skills and experience in workforce planning
7. Lack of workforce trend data
8. Difficulty in recruiting staff
9. Resistance to more flexible work practices
10. Lack of cultural diversity

5. LG Circumplex

2018-19 LG Australia Actual Culture
N = 4546



2018 QPRC Actual Culture
N = 292



Best Practice Principles

The Workforce Development Supply Demand Principal Committee proposes ten best practice principles.

PURPOSE:

1. Regional workforce plans should encompass a balance of activities.

Regional workforce plans should include strategies to:

- Attract and retain new sources of skilled labour
- Increase the labour market participation of disadvantaged people within the region
- Improve the qualifications and skills utilisation of the region's current workforce.

Achieving these three elements involves regions undertaking workforce planning, workforce development planning, and the implementation of workforce development activities.

STRUCTURE:

2. The division of states or territories into workforce planning and development regions should be organised around commonly understood areas of economic and workforce activity.

Although the regional structure need not be exhaustive, local workforce planning and development should be supported in all regions that meet the lead agency's mission. Metropolitan areas should not be ignored as sites for regional workforce planning and development.

3. Workforce planning and development regions should be intertwined with other regional structures.

Local government areas (LGAs) and Regional Development Australia (RDA) regions are the most active and embedded regional structures in most states and territories.

ALIGNMENT WITH OTHER PLANS:

4. Regional workforce plans should set goals that are correlated with state/territory and national workforce goals.

Regional workforce goals should support state/territory and national goals but be determined primarily by local workforce needs.

5. Regional workforce planning and development should be integrated with other regional planning and development activities.

Regional workforce plans should support and take account of regional economic development, social inclusion, education and planning policies. Policies as well as plans can be integrated, such as through the use of social enterprises in local procurement and tying employment and training outcomes to local development processes.

STAKEHOLDER INVOLVEMENT:

6. Regional workforce planning and development should be led by local stakeholders.

This requires a high level of commitment from stakeholders. Central workforce planning and development agencies have a responsibility to develop stakeholders' awareness of workforce planning and development as well as their capacity to participate in these processes where it is not already present.

7. Regional workforce planning and development should encompass a broad cross-section of stakeholders, including representatives from multiple industry sectors, education and training, local government and employment services, and representatives from local disadvantaged populations.

To sustain this requires the championing of local coordinators.

DATA:

8. Regional workforce planning networks and alliances should be resourced with data from a single contact point.

Regional workforce networks and alliances should have access to data that spans workforce demand, workforce supply and projections for future local population and workforce needs.

9. Regional workforce planning should be informed by reliable and tailored data, including projections of future supply and demand.

Where reliable quantitative data are not available at the regional level, data at the state or territory level should be used alongside local intelligence. Regional workforce planning networks and alliances should be supported and resourced to conduct their own data collection where that would assist decision-making.

RESOURCING:

10. Regional workforce planning and development should be resourced adequately.

Ongoing resources should be available to support planning and network coordination activities. The implementation of regional workforce development activities should be funded primarily through existing programs but support should be available on a targeted basis to provide mentoring, program coordination and evaluation.

Best Practice Framework

The best practice framework contains nine stages:

1. Deduce a workforce development need.
2. Identify a regional contribution.
3. Probe stakeholder investment.
4. Validate goals through analysis of data and modelling.
5. Refine the goals with stakeholder input.
6. Stock take all current and recent workforce planning and development activities.
7. Identify solutions to goals not currently being addressed.
8. Implement solutions.
9. Evaluate initiatives and review workforce needs.

This best practice framework places local workforce planning alliances or networks at the centre of the regional workforce planning and development process. However, at each stage of the framework, there is a critical role for central workforce planning and development agencies to support the work of local alliances and groups.

