

CRJO BOARD MEETING #4/18
Townhouse Motel Wagga Wagga
FRIDAY 15 February 2019



8.30am – 12.00pm
AGENDA

Agenda No	Item (Attachment)	Pg
	Welcome & Introductions	
	Presentations Snowy Hydro Victorian Cross-Border Commissioner	
1	Open Meeting – apologies	
2	Urgent Business or Late Items	
3	Confirmation of CRJO Board Minutes – 7 December 2018	3
4	CRJO Membership 4.1 Snowy Valleys 4.2 Snowy Hydro	8
5	CRJO Draft Statement of Regional Priorities 2019	12
6	CRJO Draft Strategic Plan 2019 – 2021	14
7	CRJO Vision	32
8	Regional NSW JO Network	33
9	Payment of Board Membership Fees	46
10	Board Meeting Dates	53
11	Model Code of Conduct	54
12	CRJO Advocacy Report	55
13	Election Advocacy Plan 13.1 CRJO Correspondence: Regional Transport & Freight Infrastructure Prospectus 13.2 CRJO Correspondence: Regional Roads & Bridge Register 13.3 CRJO Correspondence: Regional WWWW Infrastructure @ 10 December 2018 13.4 CRJO Correspondence: Regional WWWW Infrastructure @ 12 December 2018	57
14	Finance 14.1 Finance Report 14.2 Draft Forward Budgets 14.3 Financial Sustainability of Joint Organisations	68
15	Biodiversity Reforms Capacity Building Program	70
16	Coastal Catchment Management	73
17	Office of Sport Update	74
18	Future Fund for Regional Councils	82
19	Southern Lights update	84
20	CRJO Board Actions	92
	Next CRJO Board Meeting	

MEMBERSHIP

Bega Valley Shire Council	Cr Kristy McBain Leanne Barnes
East Gippsland Shire Council	Cr Natalie O'Connell Anthony Basford
Eurobodalla Shire Council	Cr Liz Innes Lindsay Usher
Goulburn Mulwaree Council	Cr Bob Kirk Warwick Bennett
Hilltops Council	Cr Brian Ingram Dr Edwina Marks
Queanbeyan-Palerang Regional Council	Cr Mark Schweikert Peter Tegart
Upper Lachlan Shire Council	Cr John Stafford John Bell
Snowy Monaro Regional Council	Cr John Rooney Peter Bascomb
Snowy Valleys Council	Cr Geoff Pritchard Phil Stone
Wingecarribee Shire Council	Cr Duncan Gair Ann Prendergast
Yass Valley Council	Cr Rowena Abbey Sharon Hutch
ACT Government	Sam Engele David Clapham

ATTENDEES

CRJO Staff	David Rowe Gabrielle Cusack
NSW Department of Premier & Cabinet	James Bolton
Victorian Cross-Border Commissioner	Luke Wilson
Snowy Hydro	Dean Lynch

APOLOGIES

Eurobodalla Shire Council	Dr Catherine
Snowy Valleys Council	Cr James Hayes OAM Matthew Hyde
Queanbeyan-Palerang Regional Council	Cr Tim Overall
Yass Valley Council	Sharon Hutch
Canberra Airport	Noel McCann
NSW Cross-Border Commissioner	James McTavish
Office of Local Government	Elizabeth Dixon
NSW Dept of Premier & Cabinet	Heidi Stratford

CRJO Board Meeting #3: 7 December 2018

MINUTES



Meeting Opened: 9.00am

1. Welcome and Introductions

Member Councils

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

Associate Members

ACT Government	Sam Engele David Clapham
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Also Present

CRJO	David Rowe Gabrielle Cusack Angela Jenkins
NSW Government	Heidi Stratford Elizabeth Dixon

Apologies

East Gippsland Shire Council	Cr Natalie O'Connell Anthony Basford
Queanbeyan-Palerang Regional Council	Peter Tegart
Snowy Monaro Regional Council	Cr John Rooney
Wagga Wagga City Council	Cr Greg Conkey OAM Peter Thompson
Canberra Airport	Noel McCann

2. Urgent Items – Late Business

2.1 Letter from Canberra Airport

The Chair outlined an item of late business regarding a letter from Mr Stephen Byron, Canberra Airport noting their acceptance of affiliate membership.

RESOLUTION 42/2018

That the correspondence from the Canberra Airport be dealt with.

L Innes/D Gair

RESOLUTION 43/2018

That Canberra Airport be granted affiliate membership.

L Innes/K McBain

3. Confirmation of Minutes – 14 September 2018

The minutes from the CRJO Board meeting #2 of 14 September 2018 were confirmed.

K McBain/B Ingram

4 CRJO Chair's Report

RESOLUTION 44/2018

That the CRJO Board note the Chair's Report.

B Kirk/D Gair

5. GMAC Recommendations

RESOLUTION 45/2018

1. **Regional Infrastructure Taskforce & Freight & Transport Taskforce (Ken Gillespie):** *that the CRJO Board write and thank the Taskforce for their support, advocacy and regional engagement.*
2. **Code of Conduct Review Panel:** *That CRJO call for an EOI for the establishment of its own conduct review panel and for member Councils who wish to participate; and the cost of preparation be shared amongst NSW participating Councils.*
3. **Agrifood Export Hub:** *That CRJO assist Canberra Airport in coordinating a forum with agencies and stakeholder groups on air freight and agrifood in the region.*
4. **Canberra Region Economic Development Strategy – CREDS**
 - a. *That the CRJO fund the development of a CREDS in partnership with the NSW Government and the ACT Government at a cost of \$10,000 each.*
 - b. *That the CRJO share be funded from the CRJO 'establishment monies'.*
5. **Waste Levy Wingecarribee Shire Council**
 - a. *That the Board write to the Deputy Premier and Minister for Regional New South Wales, The Hon John Barilaro MP; Minister for the Environment, Minister for Local Government, and Minister for Heritage, The Hon Gabrielle Upton and the Member for Goulburn, The Hon Pru Goward, The Member for Wollondilly, The Hon Jai Rowell seeking their support for an urgent review to reclassify Wingecarribee*

Shire Council from the "Metropolitan Waste Levy Area" to the "Regional Levy Area" for the purpose of the NSW Waste Levy.

b. That CRJO strongly oppose the broadening of the Waste Levy to other LGA's in the region.

6. **Joint Organisations and LGNSW:** that the CRJO not be a member of LGNSW as there are no identified operational benefits.

L Innes/B Ingram

6. Finance Report

RESOLUTION 46/2018

1. That the November Budget Review Statement adjustments as detailed in the report be adopted and the relevant income and expenditure budget adjustments be approved.
2. That the Board consider implementing a financial strategy in December 2019 to ensure that a minimum cash balance of \$200K is retained going forward, recognising that this may include an increase of membership contribution fees for 2020/2021.
3. That the Office of Local Government be notified of the proposed project expenditure for the \$300k establishment funding as detailed in the report.
4. That the CRJO advocate to the NSW Government for Operational funding of \$300K per annum for each Joint Organisation.

L Innes/D Gair

7. CRJO Strategic Directions

RESOLUTION 47/2018

1. That the following list of Draft Regional Priorities be adopted;
 - A. Advocacy Plan for State and Federal Government Linkages
 - B. Canberra Region Economic Development Strategy (CREDS)
 - C. Develop Plan for Legislation Reviews & State Government Policies
 - D. Commercial opportunities investigation
 - E. Support the development of a regional Agrifood Export Precinct
 - F. Develop further infrastructure prospectus – recreation and cultural
 - G. Identified telecommunications blackspots, prioritise and facilitate funding
 - H. Cadet Training Program
 - I. Regional Project Management Model
 - J. Crown Land / Native Title Support
 - K. Biodiversity Support
 - L. Contaminated Land Management Support
 - M. Circular Economy – Regional Opportunities
 - N. 'Blue Sky' thinking approach for the future shaping of the region over 30 years

T Overall/B Ingram

2. That the following timetable be adopted for production of the Strategic Plan 2019-2022.

DEVELOPMENT OF CRJO STRATEGIC PLAN		
Date	Description	Action
07.12.2018	Draft list of Regional Priorities	Adopt by Board
31.12.2018	Draft Strategic Plan 2019 - 2022 (DSP)	CRJO develop and circulate to Councils, post on website
08.02.2019	Review of DSP	Review of DSP by GMAC
22.02.2019	Strategic Plan Adoption	Submission to Board

T Overall/B Ingram

8. Access to ACT Hospitals by NSW Residents

RESOLUTION 48 /2018

That the CRJO write to both the ACT and NSW Governments to ensure that an appropriate 'health agreement' is negotiated between the parties to ensure that there is an equitable access to hospital services in the ACT by both the residents of the ACT and residents of the South East of NSW.

K McBain/B Ingram

9. Natural Funding Disaster Arrangements

RESOLUTION 49/2018

1. That Councils carefully consider the financial implications when making their decision whether to 'opt in' to the new funding arrangements.
2. That the CRJO advocate to the State Government to renegotiate the guidelines such that the financial burden on Local Government is more equitable.
3. That the CRJO develop a more equitable contribution model for submission to the NSW Government with consideration of a sliding scale contribution based on the 'Council Category'.
4. Office of Emergency Management (OEM) be invited to the next GMAC meeting.

T Overall/D Gair

10. CRJO Advocacy Report

RESOLUTION 50/2018

That the CRJO Board note the Advocacy Activities.

L Innes/T Overall

11. Report – NSW Government Department of Premier & Cabinet

RESOLUTION 51/2018

That the CRJO note the report.

L Innes/B Kirk

12. NSW Government – Office of Local Government

RESOLUTIONS 52/2018

1. *CRJO Board note the report.*
2. *That the CRJO writes to the Chief Executive Officer of the Office of Local Government seeking clarification regarding the Joint Organisation Assessment Framework currently under development.*
3. *CRJO strongly request any consultation includes all Joint Organisations.*

L Innes/B Ingram

13. CRJO Action List

RESOLUTION 53/2018

That the Action list include in the item on the Regional Cadet Strategy (P49) that the HR Working Group also participates in establishing the framework of the Strategy.

K McBain/J Stafford

Next Meeting: Thursday 21 & Friday 22 February 2019 (venue to be advised).

Meeting Closed: 11.50am

Meeting:	GMAC BOARD MEETING #4/18
Date:	15 February 2019
Title:	Agenda Item 4.0 CRJO Membership
Reporting Officer:	David Rowe
Attachment:	4.1 NSW Deputy Premier – Correspondence to Snowy Valleys 4.2 Snowy Valleys Proclamation

RECOMMENDATIONS:

- 1. That Snowy Valleys Council be formally accepted as full member of the Canberra Region Joint Organisation.***
- 2. Note that Snowy Hydro has been invited to join CRJO as an Affiliate member.***

REPORT

1. Snowy Valleys Full Membership to the CRJO

Snowy Valleys Council (SVC) wrote to the CBRJO Chair, Cr Rowena Abbey in January 2018 requesting to join the then CBRJO as an Associate Member. SVC resolved in November 2017 to join the CBRJO as it believed there was a commonality with the CBRJO and the linkage with the ACT given it was a neighbouring LGA.

The CBRJO agreed to accept the request from Snowy Valleys Council and became an associate member. Since then, Snowy Valleys Council advocated to become a full member as they believe there is greater alignment with the Canberra Region rather than the Riverina or Murray Regions.

Under the criteria for establishment of joint organisations, member Councils were required to be located within the one NSW Regional Planning area. Snowy Valley's is not within the South East and Tablelands Planning area, so it was were prohibited from joining the CRJO as a full member.

The CRJO advocated to the NSW Government supporting the request for Snowy Valleys Council to become a full member of the CRJO. Snowy Hydro 2.0, tourism and linkage to Canberra were seen as the key areas of alignment with the Canberra Region.

In January 2019, Snowy Valleys Council received notification from the Deputy Premier that an exemption has been granted from the requirement to be located within the 'planning area' and approved Snowy Valleys becoming a full member of the CRJO – correspondence attached. It is expected that the proclamation will be gazetted by the time of the Board meeting.

NB: CBRJO is used as the abbreviation of the Canberra Region Joint Organisation prior to the JO becoming a legal entity under the Local Government Act (29 June 2018).

4.2 Snowy Hydro – Affiliate Member

Snowy Hydro has been identified as a key stakeholder in our region and the opportunity for Snowy Hydro to partner with the CRJO in a more formal capacity exists within the CRJO category affiliate membership. Snowy Hydro has been invited to join CRJO as an Affiliate Member with a fee commensurate with that which has previously been establish for an affiliate membership.



The Hon. John Barilaro MP

Deputy Premier
Minister for Regional New South Wales,
Minister for Skills and Minister for Small Business

Ref: A2804632

Councillor James Hayes
Mayor
Snowy Valleys Council
PO Box 61
TUMBARUMBA NSW 2653

Dear Mayor, *James*

Thank you for your correspondence over 2018 requesting that Snowy Valleys Council be allowed full membership of the Canberra Region Joint Organisation (CRJO).

We are pleased to advise you that the NSW Government will grant Snowy Valleys Council an exemption from the Joint Organisation criteria that requires a council to sit within the regional planning boundary. This will allow Snowy Valleys Council to join the CRJO as a full member.

We note that the CRJO has expressed its mutual support for full membership for Snowy Valleys, citing the strong linkages between your council and CRJO member councils. We are also advised that Snowy Valley's full membership will not adversely impact other joint organisations.

We will progress a proclamation in early 2019 to include Council in the CRJO.

We congratulate Snowy Valleys on its accomplishments since amalgamation, and wish Council every success in continuing to deliver for the community.

Yours sincerely,



The Hon. John Barilaro MP
Deputy Premier
Minister for Regional New South Wales
Minister for Skills and
Minister for Small Business



The Hon. Gabrielle Upton MP
Minister for Local Government
Minister for the Environment
Minister for Heritage
21.1.19

cc: Premier of NSW, the Hon Gladys Berejiklian MP



New South Wales

Local Government (Regional Joint Organisations) Amendment Proclamation 2019

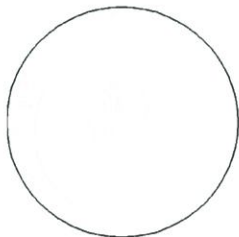
under the
Local Government Act 1993

, Governor

I, General The Honourable David Hurley AC DSC (Ret'd), Governor of New South Wales, with the advice of the Executive Council, and in pursuance of section 400ZC of the *Local Government Act 1993*, make the following Proclamation.

Signed and sealed at Sydney, this 30th day of January 2019.

By His Excellency's Command,



Minister for Local Government

GOD SAVE THE QUEEN!

Explanatory note

The object of this Proclamation is to amend the *Local Government (Regional Joint Organisations) Proclamation 2018* to add the Snowy Valleys Council area to the joint organisation area of the Canberra Region Joint Organisation.

Local Government (Regional Joint Organisations) Amendment Proclamation 2019

under the

Local Government Act 1993

1 Name of Proclamation

This Proclamation is the *Local Government (Regional Joint Organisations) Amendment Proclamation 2019*.

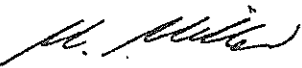
2 Commencement

This Proclamation commences on the day on which it is published on the NSW legislation website.

3 Amendment of Local Government (Regional Joint Organisations) Proclamation 2018

Clause 3 Constitution of joint organisations

Insert "Snowy Valleys," in alphabetical order in Column 2 of the matter relating to Canberra Region Joint Organisation in the Table to the clause.

Approved by the Executive Council	
MIN No. - - 0 3 - -	3 0 JAN 2019
	
Clerk of the Council	

Meeting:	CRJO BOARD MEETING #4/18
Date:	Friday 15 February 2019
Title:	Item 5.0 CRJO Draft Statement of Regional Priorities 2019
Reporting Officer:	David Rowe
Attachment:	5.1 CRJO Draft Statement of Regional Priorities

RECOMMENDATION:

That the Statement of Regional Priorities be adopted.

REPORT

The CRJO under the Local Government (General) Amendment (Regional Joint Organisations) Regulation 2018 (the Regulation) is required to prepare a statement of strategic regional priorities.

The OLG prepared a ‘fact sheet’ for the preparation of this statement and some of the key points to note are that the

- The statement should draw on community strategic plan and other strategic documents to identify the top regional priorities
- It should focus on the highest priorities for the region
- It is suggested that the timeframe extends a number of years (4) to align with integrated planning and reporting cycle
- If the statement doesn’t include timelines then it should be supported by other documents that sets out key milestones for achieving activities and what the outcomes of these priorities will be achieved.
- Once adopted by the Board it must be published on the CRJO website
- The statement must be prepared by 31 December 2019
- The statement should be reviewed annually and completely reviewed every 4 years

Following the GMAC workshop of 26 November 2018, and directions resolved by the CRJO Board at the meeting held on 7 December 2018 a draft statement was compiled identifying actions, outcomes and measures. This was posted on the website by 31 December 2018.

On 9 January 2019, the staff met with GMAC Chair and Deputy Chair and reviewed the draft. Some minor adjustments were undertaken including expanding the ‘domestic violence and mental health’ priority into the development of a regional social plan. This amendment is now on the website.

Following a comprehensive review of the “Statement” by GMAC at its meeting on the 1 February 2018, there have been a number of additions and amendments that now provide a wider range of coverage of ‘priorities’.

The ‘statement’ has been kept as a very brief document so that it is easily digestible, however it is supported by a the more comprehensive Draft Strategic Plan. The Draft Strategic Plan provides background and context to the ‘Statement’ and is included as Item 6 for the Boards consideration.

DRAFT STATEMENT OF STRATEGIC REGIONAL PRIORITIES

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



CANBERRA REGION
JOINT ORGANISATION

PILLAR	LEADERSHIP	ECONOMIC	INFRASTRUCTURE	COMMUNITY	ENVIRONMENT	CROSS-BORDER
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
STRATEGIC PRIORITIES	PRIORITY ACTIONS 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	7. Develop the Canberra Region Economic Development Strategy 8. Support the development of a regional Agrifood Export Precinct	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	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	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	21. Cross-border impacts and opportunities are considered in the delivery of all strategic regional priorities 22. Advocate for positive cross-border connectivity
2019 - 2021 OUTCOMES	1.1 Successful implementation of the Regional Advocacy Plan measured by regular meetings, excellent relationships with key stakeholders and successful funding bids 2.1 Legislation and government policies actively benefit the region, measured by the number of successful submissions resulting in positive changes to legislation and/or policy 3.1 Staff capability and retention in councils is increased due to effective training programs and attraction/retention strategies, measured by an increase in skill levels and reduction in the number of vacancies and staff turnover compared to sector benchmarks 4.1 Regional Project Management Model developed, funded and implemented resulting in increased effectiveness and efficiency in delivering projects, measured by the number of projects through a centralised model. 5.1 Identified opportunities for collaboration implemented with success measured by greater efficiency and cost savings for Councils 6.1 30 year Plan to address effective decentralisation for the region is developed in collaboration with futurists and the community, with success measured by acceptance of the Plan by the State and Federal Governments	7.1 Successful implementation of the Canberra Region Economic Development Strategy measured by an increase in the regional GDP 8.1 The Canberra Region is recognised as an export precinct, measured by market awareness and an increase in the volume and type of food and manufactured products exported from the region	9.1 Prospectus developed for recreation and cultural infrastructure with success measured by recognition of regional priorities by Councils and State Government agencies 10.1 Telecommunications black spots in the region minimised or eliminated measured by a reduction in identified black spots and improved coverage 11.1 Progress towards each LGA implementing smart technology measured by smart technology implemented across community infrastructure 12.1 Strategic infrastructure documents align with state and regional plans and remain current and up to date measured by increased project grant funding and coordinated delivery of projects across the region	13.1 Funding provided to assist Councils manage Crown Land and Native Title issues, measured by the level of funding received 14.1 Support provided to ensure Councils have appropriate plans of management for crown lands, measured by all NSW member councils demonstrating they have effective management plans in place 14.2 Support provided to ensure Councils build their capacity to deal with Native Title, measured by an increase in staff awareness and ability to manage Native Title issues 15.1 Identification of issues, stakeholders and priority actions measured by recognition and support by individual Councils and an improvement in well-being measures over time 15.2 Voice against Violence and State of Mind programs successfully run in each LGA, measured by a reduction in domestic violence and mental health impacts and an increase in awareness and treatment of mental health issues	16.1 Successful biodiversity training programs and procedures developed, measured by increased capacity of Councils to deal with biodiversity matters and the number of staff trained and procedures implemented 17.1 Successful contaminated land management training programs and procedures developed, measured by an increase in the number of matters resolved 18.1 Successful implementation of the Regional Waste Action Plan measured by greater community awareness of reuse and recycling options, recycling embedded in council procurement policies and DAs and less construction and demolition waste to landfill 19.1 Regional Energy Action Plan adopted and stakeholder engagement strategy implemented measured by opportunities for regional collaboration to establish or utilise renewable energy options identified 20.1 Regional Climate Adaptation Plan developed and implemented with success measured by action taken by councils to manage or reduce the adverse consequences of climate change	21.1 Cross-border issues have been considered in the development of all plans and projects outlined herein, measured by the individual outcomes 21.2 Successful implementation of the MOU with the ACT Government, measured by the level of engagement and satisfaction of both parties 22.1 Inclusion and funding of priority projects in ACT/NSW/CRJO workplans and agency strategies measured by action taken to provide cross-border transport, utilities, telecom and energy network connections 22.2 Model developed for borderless government measured by progress towards implementation

Meeting:	CRJO GMAC MEETING
Date:	Friday 15 February 2019
Title:	Item 6.0 CRJO Draft Strategic Plan 2019 – 2021
Reporting Officer:	David Rowe
Attachment:	6.1 CRJO Draft Strategic Plan 2019 -2019

RECOMMENDATIONS

that the CRJO Strategic Plan 2019-2021 be adopted

REPORT

1. Background

As outlined in item 5, the Draft Strategic Plan is the background document to the “Statement of Regional Priorities”. The document is collation of information that already exist about the CRJO and the region. Sources of the information include CRJO documents including the charter, ABS, id information on Council websites, direct information from Councils and forward draft forward budgets included in the Finance Report of this agenda

The Draft Strategic Plan does not include a Vision Statement. In the event that the Board may wish to include such a statement refer to item 7 of this agenda

2. Business Plan

Timelines for the priority actions identified in the Strategic Plan will be derived in the compilation of the CRJO Business Plan 2019-2020. This document is currently under preparation and will be considered by GMAC at its meeting in April for consideration by the Board at its May meeting. This document will include a Long Term Financial Plan for the organization.

3. Regional Profile

Data for the **CRJO Region** has been collated for the member Councils. Figures for Associate members are included in the sum which are described as ‘**Total Region**’. This provides a snapshot of the whole region as well as the detailed data for member Councils. If any associate members become full members then the data would need to be amended accordingly.

4. Outcomes

Outcomes for each of the strategic regional priorities have been derived to be practicable and measurable. There is an absence of data for some of the measures which will prove challenging in the first instance but will provide a basis for data collection.

Timeframes are still to be specified for the outcomes however will be dependent on the timeframes identified for the priority actions. These will be determined in the compilation of the **Business Plan**.



CANBERRA REGION
JOINT ORGANISATION

Draft Strategic Plan 2019-2021

(incorporating the Statement of Strategic Regional Priorities)



Contents

1. Background	1
What is a Joint Organisation?	1
Legislative Framework	1
2. Who are we?	2
Our History	2
Our Governance	2
Our Members	3
Our Geographic Region	3
3. What do we do?	4
Our Purpose	4
Our Functions	4
Our Achievements	4
4. How do we work?	6
Our Operating Principles	6
Our Organisational Structure	6
Our Financial Sustainability	7
5. Regional Profile	8
Geographic	8
Economic	8
Population	9
6. Statement of Strategic Regional Priorities	10
Key Stakeholders	10
Strategic Document Review	10
Strategic Priorities	
• Leadership	12
• Economic	12
• Infrastructure	13
• Community	13
• Environment	14
• Cross-Border	14

Cover image credits, clockwise from top:

1. Courtesy of Total Eco Adventures, Eurobodalla Coast NSW
2. CRJO/Adam McGrath, Hilltops Canola Field NSW
3. Murray Vanderveer, Snowy Mountains NSW

1. Background

What is a Joint Organisation?

In November 2017 the NSW Parliament passed legislation to establish a network of Joint Organisations to help drive better planning, economic development and service delivery in regional NSW.

Each Joint Organisation (JO) comprises several member councils from within a defined region. By combining resources and focusing on the unique challenges and strengths of their whole region, JO members can drive better outcomes for local residents and provide a stronger voice for the communities they represent.

Joint Organisations provide a structured way for local councils, State agencies and other stakeholders to collaborate, plan, set strategic priorities, support a shared vision and deliver important projects, both short and long term, on a regional scale, by working across traditional council boundaries.

Legislative Framework

The November 2017 amendments to the Local Government Act 1993 enabled the establishment of Joint Organisations and provide the basic operating framework.

Supporting Regulations passed in 2018 ensured that JOs are subject to a similar operating and governance framework as local councils. The provisions of the Regulation are principally concerned with governance matters, such as the composition of the Board, election of chairpersons, the content of the organisation's charter, reporting obligations and staffing, but they also provide flexibility for JOs to focus on core business and build organisations that reflect the unique characteristics of their region.

The Regulation requires that each JO prepare a short Statement of Strategic Regional Priorities and the strategies and plans required to deliver them. The statement sets out a vision for the region and an overview of the JO's strategic work program to achieve this vision. Boards of joint organisations are required to provide annual progress reports on their Strategic Regional Priorities.

This Strategic Plan incorporates the CRJO Statement of Strategic Regional Priorities.



Photo courtesy of Shaw Wines Murrumbateman NSW

2. Who are we?

Our History

The Canberra Region Joint Organisation (CRJO) has its foundations in the South East Regional Organisation of Councils (SERO), which was established in 2009 as a Section 355 Committee of Eurobodalla Shire Council. SERO had 12 NSW member Councils - Bombala, Boorowa, Cooma-Monaro, Eurobodalla, Goulburn Mulwaree, Harden, Palerang, Queanbeyan, Snowy River, Upper Lachlan, Yass Valley and Young.

In May 2012, the ACT Government joined SERO, a landmark moment acknowledging the relationship between the ACT and the surrounding NSW region.

In 2013 the administration of SERO was transferred to Palerang Council where it operated as an unincorporated association. In November 2014 the SERO Board changed the name to Canberra Region Joint Organisation (CBRJO).

In May 2015 CBRJO launched the CBR Region Brand identifying with the sub regions of City, Coast, Alpine and Tablelands.

Following council amalgamations in May 2016, core membership was reduced to seven councils, with the geographic area unchanged - Eurobodalla, Goulburn Mulwaree, Hilltops, Queanbeyan-Palerang, Snowy Monaro, Upper Lachlan and Yass Valley.

In August 2016 an MoU was signed between CBRJO and the ACT Government to support cross border cooperation and collaboration.

Bega Valley joined in July 2017 and in November 2017 the NSW Government passed legislation providing for the formal establishment of JOs under the Local Government Act. In May 2018 the proclamation of Canberra Region Joint Organisation (CRJO) also included Wingecarribee.

On 29 June 2018 CRJO was formally established following the inaugural Board meeting, with nine member Councils and four associate members - Snowy Valleys Council, Wagga Wagga City Council, East Gippsland Council and the ACT Government.

In December 2018 Canberra Airport joined in a new membership category of 'affiliate' and in February 2019 Snowy Valleys was gazetted as a full member.

Our Governance

Charter

The CRJO Charter outlines the key operational and governance structure of the organisation and includes provisions for such things as non-voting representation, composition of the Board, requirements for decision making and financial contributions from member councils. The day-to-day management of CRJO is supported by a Chief Executive Officer, who is also the Public Officer.

Governing Board

The Board meets quarterly and consists of:

- the Mayors of each member council;
- any elected member appointed as an alternate in the absence of the Mayor;
- a representative of the NSW Government, nominated by the Secretary of the Department of Premier and Cabinet (non-voting);
- Representatives of associate members and affiliates (all non-voting);
- General Managers of member Councils (non-voting); and
- the CRJO Chief Executive Officer and CRJO Director Government Relations and Strategy (non-voting).

The role of the Board is to direct and control the affairs of the organisation.

Governance Principles

CRJO has committed to applying the following governance principles in all its activities.

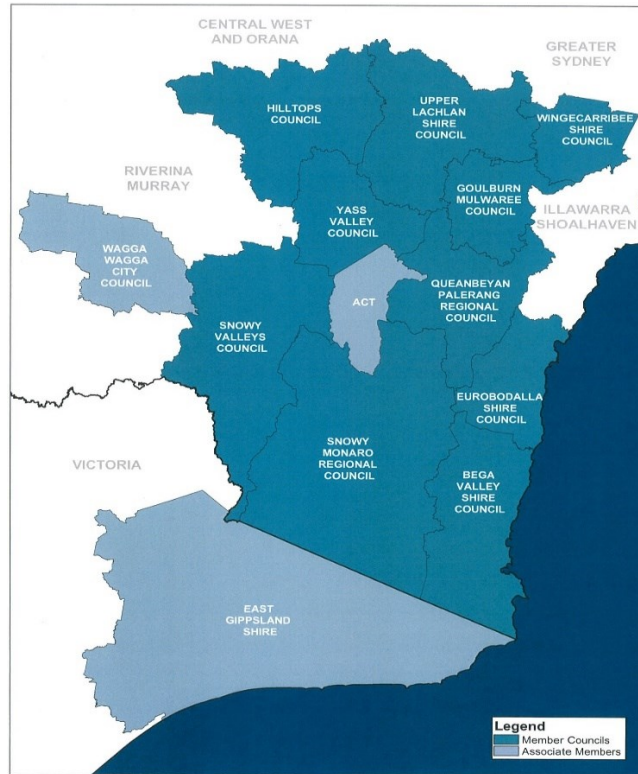
- ✓ **Understanding** the role of the JO in assisting Councils and the NSW Government deliver outcomes
- ✓ **Ethics and Integrity** are embedded in operations and decision making
- ✓ **Accountability** – there are clear lines of responsibility and delegations
- ✓ **Financial Sustainability** – the organisation can meet all its ongoing financial commitments
- ✓ **Communication** is open, responsive and transparent for all parties
- ✓ **Governance Framework** comprising policies, protocols and procedures

Our Members

As at February 2019, CRJO has ten Member Councils, three Associate Members, including two Councils and the ACT Government, and one Affiliate Member Organisation.



Our Geographic Region



What do we do?

Our Purpose

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

Our Functions

CRJO’s Charter defines its principal functions as:

- establishing strategic regional priorities for the CRJO region and developing strategies and plans for delivering these priorities;
- providing regional leadership for the CRJO region and being an advocate for strategic regional priorities; and
- identifying and taking up opportunities for intergovernmental cooperation on matters relating to the CRJO region.

In addition to the principal functions, the Charter provides for CRJO to:

- undertake joint procurement (where agreed between parties);
- undertake collaboration between members to achieve outcomes for the region or individual members;
- provide the key regional linkage to the South East and Tablelands Regional Plan, Destination Southern NSW and Regional Economic Development strategies; and
- employ appropriately qualified personnel to deliver grants, JO-funded programs and projects; and
- undertake any other function the Board may determine.



Eden NSW
Photo Credit - CRJO/Adam McGrath

Our Achievements

The most significant achievement of CRJO has been to establish a collaborative and trusting atmosphere that allows the consideration of all member views and generates a positive environment for the development of regional priorities, a shared vision and a strong regional voice. Successes over the past couple of years have included a wide range of initiatives.

✓ Regional Infrastructure

Providing a focus on regional projects through the development of:

- Infrastructure Matrix
- Water and Waste Water Prospectus
- Transport and Freight Infrastructure Prospectus
- Roads and Bridge Register

✓ Advocacy to the NSW, ACT and Federal Governments

Covering many issues primarily focused on regional priorities and government funded programs, which has led to:

- letters of support for local Council infrastructure projects
- respect with politicians due to the regional perspective on issues

- Establishment of an MoU with the ACT

✓ **CRJO Footprint Advocacy**

Working with the NSW Government to develop and implement regional plans including:

- South East and Tablelands Regional Plan 2036
- Destination Southern NSW Destination Management Plan 2018 – 2020
- Future Transport 2056 and Regional Transport Plans

✓ **Strategic Relationships**

The establishment of strategic relationships with a number of organisations, covering a wide range of regional issues.

- Canberra Airport
- Snowy Hydro
- National Rugby League (NRL)
- Destination Southern NSW
- Regional Development Australia Committees
- Country Universities Centre (CUC)
- Canberra Business Chamber
- Foreign Embassies and Diplomatic Missions
- Canberra Raiders

✓ **Social Initiatives**

- Domestic Violence and Mental Health issues are being targeted through the NRL Voice against Violence, State of Mind programs
- Creation of regional tertiary education opportunities through the expansion the CUC network

✓ **Regional Sport & Wellbeing**

In support of sporting excellence CRJO has assisted:

- the Canberra Raiders with the development of the Canberra & Southern NSW Rugby League Centre of Excellence
- the NSW Office of Sport establish the South East Sports Academy (SESA)



Lake Jindabyne
Photo Credit - CRJO/Adam McGrath

3. How do we work?

Our Operating Principles

CRJO has committed to the following operating principles in all its activities.

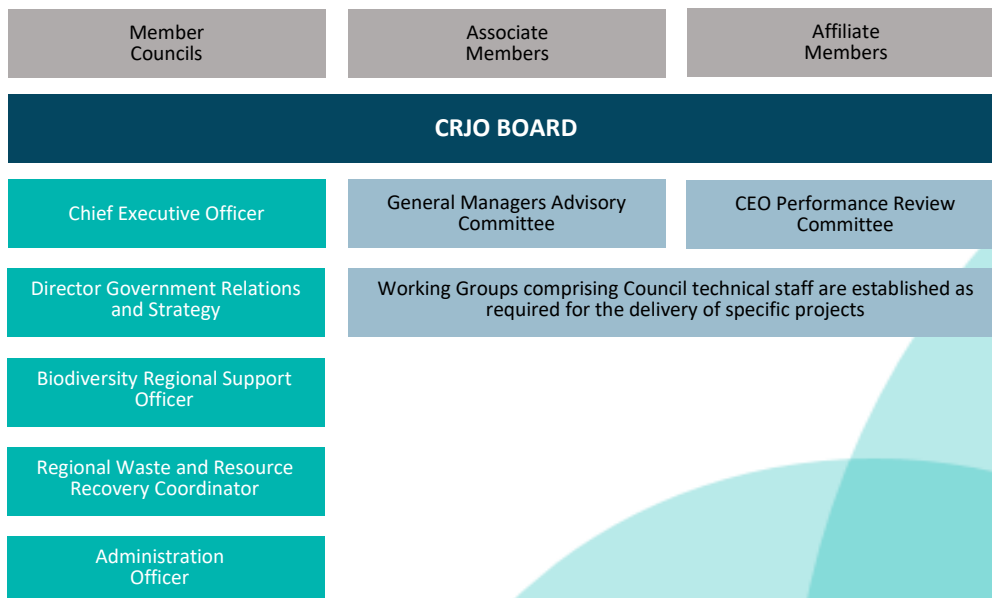
- ✓ **Cohesive** - speaking with one voice on regional issues and valuing equal representation.
- ✓ **Collaborative** - by working transparently and in the spirit of trust across member councils, communities, governments and with a wide range of partners.
- ✓ **Aligned** - by providing consistency between member councils and NSW Government on regional strategies and policies.
- ✓ **Efficient** - by avoiding duplication and using resources within and available to member Councils wherever possible.
- ✓ **Evidenced based** - when introducing or transitioning programs and shared services.
- ✓ **Educative** - challenging and improving as a sector and sharing information and opportunities between participating councils and the ACT.
- ✓ **Flexible** - Opportunities to operate at the sub-regional as well as regional level. Ability to opt in/opt out when deemed appropriate.
- ✓ **Effective** - delivering real outcomes for the region through collaboration and shared delivery

- *We are collaborative*
- *We add value*
- *We amplify the voice of our members*
- *We optimise and leverage*
- *We are always looking beyond the horizon*



Photo courtesy of Visit Yass Valley

Our Organisational Structure



Our Financial Sustainability

Sustainability of Joint Organisations

There is growing concern amongst Joint Organisations about their ongoing financial viability, given the significant financial commitment required from the member Councils and the absence of any ongoing funding commitment from the NSW Government.

It is a common view that without financial support from the NSW Government, Joint Organisations will not be able to effectively deliver results or provide substantive benefits to stakeholders. It has further been foreshadowed that without ongoing funding, some JOs will approach the Minister and request to be dissolved.

In recognition of the seriousness of this issue, in December 2018, the Chairs of CRJO (Cr Rowena Abbey) and the Illawarra Shoalhaven Joint Organisation (Cr Gordon Bradbery) wrote to the NSW Government seeking a shared responsibility for the ongoing costs of JO's and requested that:

- *the NSW Government provide ongoing funding of \$300k per annum for each of Joint Organisations commencing in 2019/2020, indexed annually by the rate peg or CPI; and*
- *a four year funding agreement be developed with agreed performance measures between the NSW government and each Joint Organisation.*

CRJO Financial Projections

Without ongoing funding from the NSW government, CRJO is dependent on membership fees to fund day to day operations. For 2018/19 fees for Member Councils were based on a flat fee of \$7,200 plus a population fee of 70c per head, with non-voting Associate Members paying a reduced fee.

At its meeting on the 7 December 2018 the CRJO Board recognised that, if the organisation is to deliver meaningful benefits to the region, the current organisational structure should be retained. Without any additional income, however, it is projected that this will result in the following operating deficits over the next 3 years.

- 2018/2019 (\$491,321)
- 2019/2020 (\$165,288)
- 2020/2021 (\$206,219)

Over the same period, reserves are projected to reduce from \$500k to \$128k, as they are drawn down to cover the operating deficit.

The CRJO Board has determined that a minimum cash balance of \$200,000 should be retained and that appropriate financial strategies be implement by January 2020 to ensure this is the case. This may include consideration of increases to membership fees in 2020/2021.

Contributions are sought directly from councils for CRJO projects against which a management fee may be derived.



Fitzroy Falls
Photo courtesy of Visit NSW

4. Regional Profile

Geographic

The CRJO region is located in south-eastern NSW and surrounds the ACT. The region is predominantly rural, with major towns being Batemans Bay, Bega, Bowral, Cooma, Crookwell, Goulburn, Mittagong, Moruya, Moss Vale, Narooma, Queanbeyan, Tumut, Yass and Young, many smaller townships and villages and growing residential and rural-residential areas, particularly close to Canberra and along the coast.

The CRJO region encompasses a total land area of over 63,000 square kilometres, including national parks, nature reserves and state forests and has a very diverse topography stretching from the coastal areas in the east to the alps in the south west and across to the tablelands and slopes in the west.

Land is used largely for conservation, timber production and agriculture (esp. sheep and cattle grazing, orcharding and grain growing), with some fishing, aquaculture and viticulture.

Council Area	Land Area (km ²)
Member Councils	
Bega Valley	6,277
Eurobodalla	3,422
Goulburn Mulwaree	3,223
Hilltops	7,140
Queanbeyan Palerang	5,319
Snowy Monaro	15,158
Snowy Valleys	8,960
Upper Lachlan	7,102
Wingecarribee	2,689
Yass Valley	3,998
CRJO REGION	63,288
Associate Members	
Wagga Wagga	4,826
ACT	2,358
East Gippsland	20,931
TOTAL REGION	91,403

Economic

The CRJO region's Gross Regional Product was \$13.3 billion in the year ending June 2018, 1.6% compared to the previous year. Construction had the largest output by industry, generating \$4 billion in 2017/18 and Agriculture, Forestry and Fishing had the largest total exports by industry, generating over \$1.4 billion in 2017/18.

Health Care and Social Assistance is the largest employer, generating 15302 local jobs in 2017/18. Agriculture, Forestry and Fishing industry had the largest number of total registered businesses in the region, comprising 22.3% of all total registered businesses, compared to 7.1% in NSW.

Key Economic Data

Council Area	Gross Region Product (GRP)	Local Businesses	Local Jobs	Largest Industry	Employed residents
Member Councils					
Bega Valley	\$1.52 billion	2,919	14,152	Health Care and Social Assistance	15,313
Eurobodalla	\$1.45 billion	2,896	14,592	Health Care and Social Assistance	15,168
Goulburn Mulwaree	\$1.45 billion	2,360	13,811	Health Care and Social Assistance	14,527
Hilltops	\$0.92 billion	2,340	8,066	Agriculture, Forestry & Fishing	8,731
Queanbeyan-Palerang	\$2.23 billion	4,593	17,786	Construction	34,462
Snowy Monaro	\$1.19 billion	2,539	10,637	Accommodation and Food Services	11,096
Snowy Valleys ⁽¹⁾	\$1.00 billion ⁽²⁾	1,465	6143 ⁽²⁾	Agriculture, Forestry & Fishing	5,991
Upper Lachlan	\$0.45 billion	1,401	2,913	Agriculture, Forestry & Fishing	4,119
Wingecarribee	\$2.66 billion	5,320	21,507	Health Care and Social Assistance	22,981
Yass Valley	\$0.59 billion	1,761	4,578	Agriculture, Forestry & Fishing	9,527
CRJO REGION	\$13.30 billion	27,594	113,622	Health Care and Social Assistance	141,915
Associate Members					
Wagga Wagga	\$3.81 billion	5,525	35,543	Health Care and Social Assistance	33,954
ACT ⁽¹⁾	\$38.19 billion ⁽³⁾	27,371	250,745	Public Administration & Safety	205,626
East Gippsland	\$2.40 billion	4,481	18,751	Health Care and Social Assistance	19,641
TOTAL REGION	\$57.70 billion	64,971	420,310	Not available	591,595

Primary Source - .id.com.au/cbrjo derived from ABS and National Economics (NIEIR) data, other than:

⁽¹⁾ Sourced directly from Australian Bureau of Statistics data

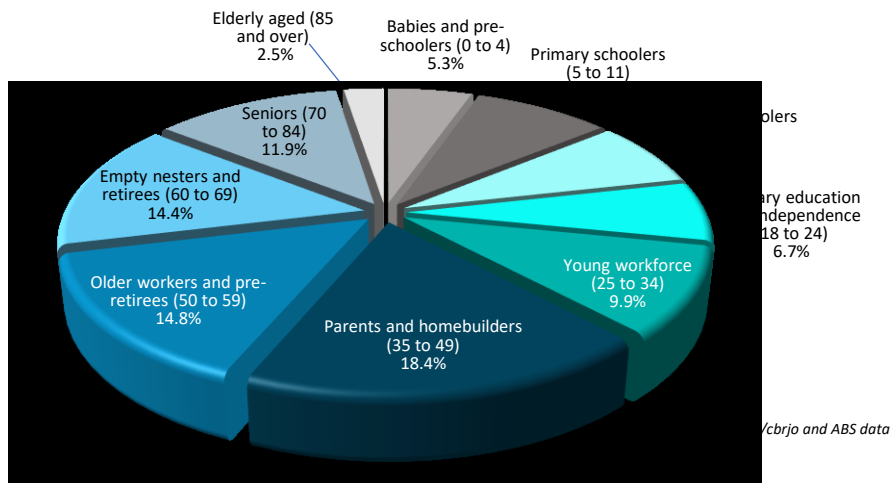
⁽²⁾ data provided by Snowy Valleys Council

⁽³⁾ from Economic Development Australia ACT Economy Profile

Population

At the 2016 Census the usual resident population of the CRJO region was 280,951 living in 137,577 dwellings with an average household size of 2.37 people. Between 2011 to 2016, the region's population increased by 15,189 people or 6.0%. This represents an average annual population change of 1.2% per year over the period. By 30 June 2017 the official population had increased to 289,769.

CRJO Region Age Profile



The original inhabitants of the region were a number of Aboriginal tribes, including the Bugelli-Manji, Gundungurra, Monaro, Ngambri, Ngarigu, Ngunnawal, Walbunja, Wiradjuri and Yuin people.

Key Population Data

	Official Population 2017	Estimated Population 2036	Population Growth 2017 -2036	2016 Census Data						
				Population Density (people per hectare)	Median Age	Aboriginal & Torres Strait Islander Population	No of Dwellings	Average Household Size	Median Weekly Household Income	Unemployed Rate
Member Councils										
Bega Valley	34,102	38,138	11.8%	0.05	51	3.1%	17,570	2.20	\$987	5.4%
Eurobodalla	38,083	45,515	19.5%	0.11	54	5.6%	23,446	2.17	\$946	7.1%
Goulburn Mulwaree	30,556	37,202	21.8%	0.09	42	4.0%	13,643	2.39	\$1,195	6.3%
Hilltops	18,753	19,922	6.2%	0.03	44	4.4%	8,935	2.35	\$977	5.6%
Queanbeyan-Palerang	58,771	78,756	34.0%	0.11	38	3.1%	24,041	2.53	\$1,871	4.0%
Snowy Monaro	20,655	21,885	6.0%	0.01	43	2.2%	12,077	2.39	\$1,298	3.4%
Snowy Valleys ⁽¹⁾	14,552	13,400 ⁽³⁾	-7.9%	0.02	45	4.4%	5,346	2.30	\$723	5.4%
Upper Lachlan	7,909	7,912	1.0% ⁽⁴⁾	0.01	48	2.5%	4,311	2.35	\$1,161	3.9%
Wingecarribee	49,649	59,597	4.3%	0.18	47	2.0%	21,681	2.41	\$1,334	3.8%
Yass Valley	16,739	27,315	63.2%	0.04	42	2.3%	6,527	2.66	\$1,869	2.9%
CRJO REGION	289,769	349,642	20.7%	0.04	45	3.4%	137,577	2.37	\$1,245	4.7%
Associate Members										
Wagga Wagga	64,265	80,984	26.0%	0.13	35	5.6%	26,187	2.49	\$1,353	5.5%
ACT ⁽¹⁾	411,667	543,550 ⁽²⁾	35.0%	1.75	34	1.6%	142,399	2.50	\$2,066	4.7%
East Gippsland	46,142	55,457	20.2%	0.02	50	2.9%	24,216	2.21	\$938	6.4%
TOTAL REGION	811,843	1,021,684	25.8%	0.09			330,379			
REGIONAL NSW				0.03	43	5.5%		2.41	\$1,166	6.6%
NSW				0.10	38	2.9%		2.61	\$1,481	6.3%

Primary Source - id.com.au/cbrjo derived from ABS data, other than:

⁽¹⁾ Sourced directly from Australian Bureau of Statistics data

⁽²⁾ From ACT Treasury Forecasts

⁽³⁾ NSW Department of Planning 2016 Projections

⁽⁴⁾ Provided by Upper Lachlan Shire Council

5. Statement of Strategic Regional Priorities

CRJO has developed a Statement of Strategic Regional Priorities after consultation with key stakeholders. Consultation included:

- a survey of all Mayors;
- internal workshops with CRJO management, Council's General Managers and representatives of other key stakeholders;
- a review of population and economic forecasts; and
- a review of existing strategic plans and key planning documents that impact on the region.

Key Stakeholders

Government

- ACT Government
- Victorian Government
- Federal Government
- Department of Defence
- NSW Government
- NSW Government Agencies
- Member Councils
- Associate Members
- Council Staff
- Other Joint Organisations

Non-Government

- Affiliate Members
- Snowy Hydro
- Industry Associations
- Local and regional businesses
- Local communities
- Regional Cities NSW



Strategic Document Review

NSW Government

- Destination 2036 Action Plan
- NSW State Plan – “NSW 2021”
- A 20-year Economic Vision for Regional NSW
- Transport for NSW – Future Transport Strategy 2056
- Transport for NSW - Regional NSW Services and Infrastructure Plan
- Transport for NSW - NSW Freight and Ports Plan 2018-2023
- Transport for NSW - Toursim and Transport Plan
- NSW Planning - South East and Tablelands Regional Plan 2036
- Adapt NSW – South East NSW Integrated Regional Vulnerability Assessment Vols 1 and 2
- Adapt NSW - Enabling Adaptation in the South East
- NSW Southern Local Health District Strategic Plan 2016-2021
- Murrumbidgee Local Health District Strategic Plan 2016-2021
- South Western Sydney Local Health District Strategic Plan 2016-2021
- South East NSW Local Land Services Local Health District Strategic Plan 2018-2021
- 2018–2022 Regional Economic Development Strategies - Southern Tablelands, Far South Coast, QPRC, Snowy Monaro, South West Slopes and Wingecarribee
- Destination Southern NSW Destination Management Plan 2018 – 2020
- Destination Southern Highlands NSW Destination Management Plan 2011 – 2020

ACT Government

- ACT Planning Strategy 2030
- ACT Sustainable Energy Policy 2011-2020
- ACT Waste Management Strategy 2011-2025
- ACT Business Development Strategy 2015
- ACT 2020 Tourism Strategy
- ACT Transport Strategy 2012-2031
- ACT Natural Resources Management Plan
- ACT Water Strategy 2014-2044
- ACT Conservation Strategy 2013-2023
- ACT Climate Change Strategy and Action Plan
- ACT Climate Change Adaption Strategy
- ACT Statement of Ambition
- ACT International Engagement Strategy

Canberra Region Joint Organisation

- Water and Waste Water Prospectus Oct 2018
- Transport and Freight Infrastructure Prospectus Nov 2018
- Roads and Bridges Register Nov 2018

Local Government

- Member Council Plans including Community Strategic Plans, Economic Development Plans and LEPs



Photo Credit – Matt Evans, Visit Canberra

CRJO STATEMENT OF STRATEGIC REGIONAL PRIORITIES



GOAL	PRIORITY ACTION	OUTCOME	MEASURES
LEADERSHIP			
CRJO is a recognised leader in regional advocacy and the delivery of regional programs	1. Develop Regional Advocacy Plan	1.1 Successful implementation of the Regional Advocacy Plan	<ul style="list-style-type: none"> Regular meetings Excellent relationships with key stakeholders Successful funding bids
	2. Develop a strategy to influence legislation and government policies	2.1 Legislation and government policies actively benefit the region	The number of successful submissions resulting in positive changes to legislation and/or policies
	3. Develop Regional Workforce Strategy	3.1 Staff capability and retention in councils is increased due to effective training programs and attraction/retention strategies	<ul style="list-style-type: none"> An increase in skill levels A reduction in the number of vacancies and staff turnover compared to sector benchmarks
	4. Develop Regional Project Management Model	4.1 Regional Project Management Model developed, funded and implemented resulting in increased effectiveness and efficiency in delivering projects	The number of projects delivered through a centralised model
	5. Investigate opportunities for regional collaboration	5.1 Identified opportunities for collaboration implemented with success	Greater efficiency and cost savings for Councils
	6. Develop creative and futuristic 30-year vision for shaping the region	6.1 30 year Plan to address effective decentralisation for the region is developed in collaboration with the community	Acceptance of the Plan by the NSW and Federal Governments
ECONOMIC			
Our economy is strong and diverse, with extensive business and job opportunities	7. Develop the Canberra Region Economic Development Strategy	7.1 Successful implementation of the Canberra Region Economic Development Strategy	An increase in the regional GDP
	8. Support the development of a regional Agrifood Export Precinct	8.1 The Canberra Region is recognised as an export precinct	<ul style="list-style-type: none"> Market awareness An increase in the volume and type of food and manufactured products exported from the region

CRJO STATEMENT OF STRATEGIC REGIONAL PRIORITIES



GOAL	PRIORITY ACTION	OUTCOME	MEASURES
INFRASTRUCTURE			
Our region is connected and serviced by infrastructure that meets contemporary, emerging and future expectations	9. Develop further infrastructure prospectus – recreation and cultural	9.1 Prospectus developed for recreation and cultural infrastructure	Recognition of regional priorities by Councils and NSW Government agencies
	10. Facilitate funding to eliminate telecommunication blackspots	10.1 Telecommunications black spots in the region minimised or eliminated	A reduction in identified black spots and improved coverage
	11. Facilitate regional communities to embrace smart technology	11.1 Progress towards each LGA implementing smart technology	Smart technology implemented across community infrastructure eg Street lighting, wifi, parking
	12. Refine and update strategic CRJO infrastructure documents	12.1 Strategic infrastructure documents align with state and regional plans and remain current and up to date	<ul style="list-style-type: none"> Increased project grant funding Coordinated delivery of projects across the region
COMMUNITY			
Our community is resilient and feels informed, connected, capable and valued	13. Advocate for funding to assist Councils manage Crown Land and Native Title issues	13.1 Funding provided to assist Councils manage Crown Land and Native Title issues	The level of funding received
	14. Provide direct support to assist Councils manage Crown Land and Native Title issues	14.1 Support provided to ensure Councils have appropriate plans of management for crown lands	<ul style="list-style-type: none"> All NSW member councils can demonstrate that they have effective management plans in place An increase in staff awareness and ability to manage Native Title issues
		14.2 Support provided to ensure Councils build their capacity to deal with Native Title	
15. Develop Regional Social Infrastructure Prospectus	15.1 Identification of issues, stakeholders and priority actions through a regional “Well-Being Survey” 15.2 Voice against Violence and State of Mind programs successfully run in each LGA	<ul style="list-style-type: none"> Recognition and support by individual Councils Improvement in well-being measures over time A reduction in domestic violence and mental health impacts An increase in awareness and treatment of mental health issues 	

CRJO STATEMENT OF STRATEGIC REGIONAL PRIORITIES



GOAL	PRIORITY ACTION	OUTCOME	MEASURES
ENVIRONMENT			
Our environment is valued and enhanced for future generations	16. Facilitate an increase in the capacity of Councils to deal with biodiversity	16.1 Successful biodiversity training programs and procedures developed	<ul style="list-style-type: none"> Increased capacity of Councils to deal with biodiversity matters Number of staff trained and procedures implemented by Councils
	17. Advocate for funding support to assist Councils with contaminated land management	17.1 Successful contaminated land management training programs and procedures developed	An increase in the number of matters resolved
	18. Develop Regional Waste Action Plan	18.1 Successful implementation of the Regional Waste Action Plan	<ul style="list-style-type: none"> Greater community awareness of reuse and recycling options Recycling embedded in regional and council procurement policies and DAs Less construction and demolition waste to landfill
	19. Develop Regional Energy Action Plan	19.1 Regional Energy Action Plan adopted and stakeholder engagement strategy implemented	<ul style="list-style-type: none"> Opportunities for regional collaboration to establish or utilise renewable energy options identified and assessed eg waste to energy, battery, connected solar/wind farms, hydro, geothermal
	20. Develop Regional Climate Adaptation Plan	20.1 Regional Climate Adaptation Plan developed and implemented	<ul style="list-style-type: none"> Action taken by councils implement climate adaption strategies
CROSS-BORDER			
Our region operates seamlessly across all boundaries	21. Cross-border impacts and opportunities are considered in the delivery of all strategic regional priorities	21.1 Cross-border issues have been considered in the development of all plans and projects 21.2 Successful implementation of the MOU with the ACT Government	<ul style="list-style-type: none"> The outcomes of each individual plan and project The level of engagement and satisfaction of both parties
	22. Advocate for positive cross-border connectivity	22.1 Inclusion and funding of priority projects in ACT/NSW, ACT/CRJO workplans and agency strategies 22.2 Model developed for borderless government	<ul style="list-style-type: none"> Action taken to provide cross-border transport, utilities, telecom and energy network connections Progress towards implementation of borderless government (regulations/transactions)



CANBERRA REGION
JOINT ORGANISATION

Meeting:	CRJO BOARD MEETING #4/18
Date:	Friday 15 February 2019
Title:	Agenda Item 7.0 CRJO Vision
Reporting Officer:	David Rowe Dr Edwina Marks

RECOMMENDATION:

A vision for the region be determined by the Board with the assistance of a facilitated workshop.

REPORT

The **Purpose** of the CRJO has been included in the Draft Strategic Plan as

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

However, it is common practice to include **vision** statements in strategic documents. The CRJO Charter includes a ‘vision’ pertaining to the CRJO but not a vision for the region:

“the Canberra Region Joint Organisation is the regional body advocating for strong regional partnerships that delivers improved outcomes for our regional communities”.

The Board may or may not see the need to include a ‘**vision**’ for our region in the Strategic Plan. However, to assist this decision process there will be short facilitated session on Thursday afternoon.

It is proposed that this session will include elected members only. The Hilltops General Manager, Dr Edwina Marks, has kindly offered to facilitate this session.

The objective of this session is to produce some key words that represent members aspirations for the region.

The Board can then consider on Friday whether they wish to consider ‘melding’ the result of Thursday’s session into a concise and ‘snappy’ **vision** statement.

Meeting:	CRJO BOARD MEETING #4/18
Date:	Friday 15 February 2019
Title:	Agenda Item 8.0 Regional NSW JO Network
Reporting Officer:	David Rowe
Attachments	8.1 Terms of Reference – Joint Organisation Chairs Meeting 8.2 Regional JO Network Meeting – Minutes 20 October 2018 8.3 ISJO and CRJO Correspondence to NSW Deputy Premier

RECOMMENDATION:

That the Board identify three things that the CRJO Chair can table for discussion on behalf of the CRJO.

REPORT

1. Background

The Regional JO Network has a membership of 13 Joint Organisations representing 86 Councils across regional NSW. It is an informal arrangement where the Chairs meet to decide what can be done collaboratively however there has been very little progress in achieving any outcomes to date. It is an untapped opportunity to advocate for assistance and benefits for Regional NSW.

The group did adopt a terms of reference, however the ‘organisation’ is very much in its infancy and it seems it may take some time to crystalize exactly how it will work and what it can achieve as a collective.

2. Terms of Reference

At its meeting on the 21 October 2018, the Network (Forum) adopted a terms of reference (**Attached as item 8.1**) which is summarized as :

The **objective**: To meet as regional representatives of Joint Organisations to engage and exchange information on best practice and excellence in the pursuit of strategic regional priorities and collaboration activities to achieve value for the Joint Organisation network

AND

The **Role**: 1. To monitor implementation of the three statutory core functions of NSW Joint Organisations as being: Strategic planning and priority setting / Intergovernmental relations / Shared successes, leadership and advocacy

2. To identify opportunities for best practice, excellence and potential collaboration between the thirteen Joint Organisations

3. Minutes of Chairs Meeting 21 October

Minutes of the meeting held on the 21 October 2018 prior to the LGNSW conference in Albury are **attached** (item 8.2) for information

4. Executive Officers meeting

Generally, the Executive Officers meet a couple weeks prior to the Chairs meeting and discuss ideas for collaboration that can be brought through for discussion at the Chairs meeting. the idea is that agenda items from the EO's meeting could form papers for discussion at the Chairs meeting.

The agenda for the next EO's meeting to be held on 13 February is:

- ✓ Water/ sewer update
- ✓ Briefing on non-infrastructure funding opportunities (tourism, economic development)
- ✓ DPE update
- ✓ Update on Snowy legacy fund
- ✓ JO Chairs Forum Agenda – 7 March 2019, Parliament House

There are some topics that we can raise for consideration:

1. ongoing funding of JOs
2. extension of the Biodiversity program
3. Assistance for dealing with crown land
4. JO Evaluation

5. Ongoing Funding of Joint Organisation

CRJO and Illawarra-Shoalhaven took the initiative to writing to the Deputy Premier in a bid to exact a commitment for ongoing funding of JOs. It is in everyone's interest that JOs are strong and successful and it is understood that at least one JO will fold if there is no provision of ongoing funding from the State Government. Copy of correspondence is **attached** (item 8.3).

6. What are 'hot issues' that the JO Network can help Fix?

If each JO provided 3 suggested 'hot issues' or issues that cause them grief to the Network meeting this may provide the basis for building an advocacy platform. If the Board agrees with this strategy, then we need a short discussion to identify:

What 3 items would the CRJO like to present to the JO Chairs for consideration?

NSW JOINT ORGANISATIONS (JO) CHAIRS FORUM

TERMS OF REFERENCE (GOVERNANCE AND OPERATIONAL ARRANGEMENTS)

1. Preamble

Any meetings of the NSW Joint Organisations (JO) Chairs' Forum are to be guided by this Terms of Reference.

2. Objective

To meet as regional representatives of Joint Organisations to engage and exchange information on best practice and excellence in the pursuit of strategic regional priorities and collaboration activities to achieve value for the Joint Organisation network.

3. Role

- To monitor implementation of the three statutory core functions of NSW Joint Organisations as being:-
 - (i) Strategic planning and priority setting
 - (ii) Intergovernmental relations
 - (iii) Shared successes, leadership and advocacy
- To identify opportunities for best practice, excellence and potential collaboration between the thirteen Joint Organisations

4. Membership

The JO Chairs' Network comprises the Chairs of the following thirteen (13) Joint Organisations proclaimed by the NSW Government during 2018:-

- | | |
|------------------------------|------------------------------|
| (i) Canberra Region JO | (viii) Namoi JO |
| (ii) Central NSW JO | (ix) New England JO |
| (iii) Far North West JO | (x) Orana JO |
| (iv) Far South West JO | (xi) Northern Rivers JO |
| (v) Hunter JO | (xii) Riverina and Murray JO |
| (vi) Illawarra Shoalhaven JO | (xiii) Riverina JO |
| (vii) Mid North Coast JO | |

5. Meetings

- The Joint Organisations Chairs' Forum will meet at least three times per year or as required from time to time;
- Meetings of the Forum shall be scheduled for March, August and November of each year and coincide with other Local Government related meetings or events
- Meetings shall be held if possible at Parliament House in Macquarie Street, so as to facilitate engagement with the Premier, Deputy Premier, Ministers and Government Officials.
- If a Parliament House meeting facility is not available, the Secretariat will arrange an alternative Sydney CBD venue;
- For each meeting of the Forum, the Secretariat shall endeavour to arrange attendance by Parliamentarians and Government Officials relevant to the meeting's business agenda;
- The Secretary of the Department of Premier and Cabinet and the Chief Executive of the Office of Local Government (or their representatives) shall be invited to attend all meetings of the JO Chairs' Forum.

6. Convenor

- The JO Chairs' Forum shall appoint a Convenor for each meeting rotating across the regions;
- The Convenor shall chair the meeting of the JO Forum.

7. Secretariat

- The Executive Officer of the Joint Organisation from which the Convenor has been appointed shall carry out the administrative functions on behalf of the Forum for the nominated meeting, in liaison with the Office of Local Government.

8. Financial arrangements

- Each Joint Organisation shall meet any expenses of its Chairs in attending meetings and other events associated with the conduct of the JO Chairs' Forum.

End of JO Chairs Forum - Terms of Reference

**MINUTES OF THE MEETING OF THE JOINT ORGANISATIONS CHAIRS FORUM - HELD IN
THE ROBERT BROWN ROOM OF THE ALBURY CITY COUNCIL'S ADMINISTRATION
CENTRE AT ALBURY ON SUNDAY 21ST OCTOBER 2018 AT 2.00 PM**

PRESENT

Canberra Region JO:	Cr Rowena Abbey Ms Gabrielle Cusack
Central NSW JO:	Cr John Medcalf Ms Jennifer Bennett
Hunter JO:	Cr Bob Pynsent Mr Roger Stephan
Illawarra Shoalhaven JO:	Cr Gordon Bradbery Mr Jim Fraser
Namoi JO:	Cr Jamie Chaffey Mr Max Eastcott
New England JO:	Cr Michael Pearce
Northern Rivers JO:	Cr Isaac Smith
Orana JO:	Ms Belinda Barlow
Riverina and Murray JO:	Cr Kevin Mack Mr Ray Stubbs
Riverina JO:	Cr Rick Firman Mr Tony Donoghue
Mid North Coast JO:	Cr Liz Campbell Mr Craig Milburn
Far North West JO:	Cr Lillian Brady Mr Peter Vlatko
Far South West JO:	Cr Melisa Hederics
Office of Local Government:	Melissa Gibbs Virginia Errington Cameron Templeton

See following pages for the specific agenda items

AGENDA ITEM 1 – WELCOME BY CHAIR OF RIVERINA AND MURRAY JOINT ORGANISATION

Cr Kevin Mack extended a warm welcome to the meeting of the JO Chairs Forum to the Chairs, Deputy Chairs and Executive Officers of the thirteen Joint Organisations from throughout regional and rural NSW.

AGENDA ITEM 2 – MEETING CHAIR

It was agreed that this meeting be chaired by Cr Kevin Mack Chair of RAMJO.

AGENDA ITEM 3 - APOLOGIES

Apologies were received from the following:-

Cr Danielle Mulholland – Chair Northern Rivers JO

Cr Doug Batten – Chair Orana JO

Tim Williamson – Interim Executive Officer Northern Rivers JO

Craig Swift-McNair – Interim Executive Officer Mid North Coast JO

Ms Rebel Thomson – Executive Officer Namoi JO

Ms Julie Briggs – Interim Executive Officer Riverina JO

Mr David Rowe – Executive Officer Canberra Region JO

RESOLVED that the apologies be noted and accepted.

AGENDA ITEM 4 – CONFIRMATION OF MEETING NOTES – INITIAL CHAIRS MEETING HELD AT PARLIAMENT HOUSE ON THURSDAY 16TH AUGUST 2018

RESOLVED that the Meeting Notes of the JO Chairs meeting held on 16th August 2018 be noted and accepted.

AGENDA ITEM 5 – PROPOSED TERMS OF REFERENCE FOR THE JOINT ORGANISATIONS FORUM

The meeting discussed the various matters set out in the report concerning the governance and operational arrangements for the Joint Organisations Chairs' Forum, particularly in relation to future meetings and arrangements for convening thereof.

RESOLVED that the amended Terms of Reference document as presented by Namoi Joint Organisation be adopted, including the name NSW Joint Organisations (JO) Chairs' Forum (a copy of a final document is attached to these Minutes).

FURTHER RESOLVED that the Department of Premier and Cabinet / Office of Local Government be requested to fund the secretarial functions of the JO Chairs Forum, including meeting venue and associated expenses.

AGENDA ITEM 6 – ALIGNMENT OF STRATEGIC REGIONAL PRIORITIES

The meeting discussed at length the nine strategic priorities as per the agenda reports and how these priorities might be addressed both at an individual JO basis and also potentially on a statewide basis, with specific actions being pursued with the combined support of the Chairs' Forum.

The meeting agreed that there are a number of potential projects that can be considered in further detail for implementation on a whole of Joint Organisations statewide basis, with the following being mooted:-

- Southern Lights Project - LED Street Lighting and Smart Controls
- Waste to Energy projects
- Crushed glass recycling for road construction materials
- Water and wastewater - infrastructure needs and prioritisation analysis
- Youth employment strategy programs

RESOLVED each Joint Organisation refer to their next Board meetings the Summary of Strategic Regional Priorities, for information and discussion as to which priorities can best be supported and collaboratively pursued with the State Government for implementation across the Joint Organisations network.

FURTHER RESOLVED that at the next Chairs' Forum meeting in early 2019, that a number of Joint Organisations be invited to make a presentation in relation to the following:-

1. Riverina JO – Southern Lights Street Lighting and Smart Controls Project
2. Canberra Region JO – Water and Wastewater Infrastructure Prospectus
3. Illawarra Shoalhaven JO – Youth Employment Strategy (YES) Program
4. New England JO – Waste to Energy Programs – Funding Proposal to Governments
5. Central NSW JO – Best Practice in Aggregated Procurement

(Note:- it is suggested that each of these presentations to the meeting should be no longer than 15 minutes)

AGENDA ITEM 7 - LGNSW PROPOSAL FOR JOINT ORGANISATIONS MEMBERSHIP

Consideration was given to the draft consultation proposal submitted by LGNSW, including proposed membership opportunities and a JO fee structure.

RESOLVED that no action be taken at this stage in relation to the LGNSW consultation proposal for membership of the Joint Organisations with LGNSW; however that LGNSW be advised that the individual Joint Organisations and the JO Chairs' Forum will continue to maintain dialogue and engage with LGNSW on key matters of mutual Local Government significance and importance.

AGENDA ITEM 8 – NEXT MEETING

It was agreed that the next meeting of the JO Chairs' Forum be held in early 2019 on the Thursday prior to the Country Mayors first meeting in 2019 and that the meeting be convened and chaired by the Chair of Illawarra Shoalhaven Joint Organisation Cr Gordon Bradbery, with the Office of Local Government requested to provide secretarial assistance and to facilitate preparation of the Meeting Agenda and to make meeting arrangements.

It was also agreed that the venue for the meeting be Parliament House (if available)

Note:-

The meeting schedule being proposed for the November Country Mayors meeting has the first meeting in 2019 scheduled for Friday 1st March 2019. On that basis, the next meeting of the JO Chairs Forum is likely to be Thursday 28th February 2019. Confirmation of the date and venue will be advised as soon as possible.

There being no further business, the meeting concluded at 3.50 pm

13 December 2018

The Hon. John Barilaro MP
NSW Deputy Premier
Minister for Regional New South Wales, Minister for Skills, and Minister for Small Business
GPO Box 5341
SYDNEY NSW 2001

Dear John

RE: SUBMISSION FOR ONGOING FUNDING FOR JOINT ORGANISATIONS

The creation of Joint Organisations is recognised as a very positive reform by the NSW Government. There have been two meetings of all chairs of the Joint Organisations and while we are still developing the protocols of working together, there is a very positive attitude from all Chairs regarding how Joint Organisations can assist the development and implementation of regional priorities that will benefit both Councils and the NSW Government.

As most of the Joint Organisations have been operating for nearly six (6) months there has been a reality check regarding their operating costs. Our consultation with other Joint Organisations indicates that there is a growing concern in relation to their ongoing financial viability. The level of financial commitment required from councils to adequately resource the Joint Organisations threatens the stability of the new organisations, which we all appreciate are purely voluntary.

We recognise that it will take time to build relationships and sustainability across the JO network to deliver ongoing outcomes for regional and rural NSW, however we believe that it is essential that ongoing funding is provided to Joint Organisations to provide the best chance of success.

We are seeking an annual contribution for each Joint Organisation so that both councils and the NSW Government share the costs of Joint Organisations delivering benefits across regional NSW. Our request is

- *That the NSW Government provide ongoing funding of \$300K per annum for each Joint Organisation commencing in 2019/2020, indexed with the rate peg or CPI AND*
- *That a 4-year funding agreement be developed with agreed performance measures between the NSW Government and each Joint Organisation.*

Through our consultation, we can advise that twelve of the Joint Organisation Chairs are supportive of the funding request. Please find attached our detailed proposal (Attachment A) that outlines the basis for our request.

We believe this is a critical issue for the longevity of Joint Organisations and we look forward to your positive response. Please contact either of us if you require any further information.

Yours sincerely

Cr Gordon Bradbery AM



Chair
Illawarra Shoalhaven Joint Organisation
M: 0418 820 144

Cr Rowena Abbey



Chair
Canberra Region Joint Organisation
M: 0427 830 910

CC:

The Hon. Gabrielle Upton MP

The Hon. Bronnie Taylor MLC

Mr Gary Barnes – Deputy Secretary Department of Premier & Cabinet

Mr Tim Hurst – Chief Executive

Mr Steve Orr – Executive Direction DPC Regional, Department of Premier and Cabinet

JOINT ORGANISATIONS & NSW GOVERNMENT COLLABORATION FUNDING PROPOSAL

Proposal

1. That the NSW Government provide ongoing funding of \$300K per annum for each Joint Organisation commencing in 2019/2020, indexed with the rate peg or CPI.
2. That a 4-year funding agreement be developed with agreed performance measures between the NSW Government and each Joint Organisation.

1. Background

In November 2017 the NSW Government passed legislation to establish Joint Organisation's (JOs) of Councils in NSW and JOs were proclaimed throughout 2018. Eighty-five Councils have resolved to become members of a JO with membership numbering three councils up to ten. The NSW Government provided Establishment Funding of \$300,000 to each of the 13 JOs at the commencement of 2018-19. Recognising their unique challenges, additional funding packages have been provided to the Far North West and Far South West JOs.

At this stage, beyond the establishment funding there has been no commitment by the NSW Government towards ongoing operational funding. JOs have maintained that there are significant ongoing operational costs to meet the basic level of service required by a JO; including delivery of the three prescribed *core functions*:

- To establish strategic regional priorities
- To provide regional leadership
- To undertake intergovernmental collaboration

In addition to the above, there are significant governance, administration and statutory reporting requirements associated with the operation of an entity under the Local Government Act.

It is now recognised through the network of JOs that there is a growing concern in relation to the ongoing financial viability of JOs and the level of financial commitment required from member Councils. NSW Legislation and policy maintains that membership of a Joint Organisation is voluntary. The capacity of a JO to attract new members is limited under the Legislation by regional planning boundaries and the voluntary nature of the Legislation.

Joint Organisations seek advice from the NSW Government by mid-February 2019 in respect of the operational funding to allow for timely budget planning and each Board to make its decision regarding resourcing for 2019/20.

Development of this proposal has involved consultation with Executive Officers and Chairs of the JOs. It has been identified, except for one, all other Joint Organisations are strongly in support of the NSW Government providing operational funding.

2. Joint Organisations – Example Operating Budget

Joint Organisations will vary in size and nature and the cost of their structure will depend on what activities the JO chooses to undertake. However, there is a basic level of resources required to deliver the benefits of the *core functions* to its member Councils and the NSW Government.

Example budgets for JOs with different staffing levels and expenses to operate as a fully independent entity has been costed between \$410,000 - 690,000 per annum as detailed in the **Appendix**.

This does not include the funding of strategic projects which would need to be separately funded. Different funding options will be assessed against the average figure of \$550K.

3. Funding Options for an average JO Operational Budget

a. Fully Council funded

- 10 Councils - Cost \$55K per Council

- 3 Councils - Cost \$183K per Council

Neither of these contributions are sustainable. The acceptable level of contribution will vary between Councils however experience indicates that contributions that exceed \$25K per annum per council will be difficult for endorsement by the member councils.

b. NSW Government funded

The full funding of the operational budget by the NSW Government will provide financial sustainability and will provide the opportunity for Councils to direct their resources towards strategic projects.

c. Shared Funding Arrangement Council-NSW Government

50/50 shared funding - Joint Organisation \$275K

○ 10 Councils - Cost \$27.5K per Council

○ 3 Councils – Cost \$92K per Council

With a 50/50 shared arrangement of funding operational costs the ongoing financial viability of JOs remains problematic. To be financially viable JOs would need to reduce operational costs or find additional income.

d. Collaboration Funding Provision of \$300K by NSW Government

Provision of annual ongoing funding of \$300K will provide base funding for the JOs to determine how they will set up to be financially sustainable in the long term. This is considered a minimum amount in order to be sustainable. The annual cost to the NSW Government, based on \$300,000 for each of the thirteen JOs, would be \$3.9 million in the first year and then indexed annually by either CPI or rate peg.

4. Funding Agreement

a. Timeframe

An operational funding agreement needs to operate for several years to give surety to all parties in regard to planning projects and resources. It is suggested that any funding agreement be developed for a 4-year term to coincide with the NSW government election cycle.

b. Performance Measurement

To demonstrate that the NSW Government is receiving *value for money* in relation to operational funding then there needs to be appropriate *performance measures* developed. This will enable each JO to report back to its member Councils as well as the NSW Government. It would be expected that these *performance measures* would be created around the core functions of the JO. The actual performance measure would vary between each JO as the goals and objectives are likely to vary considerably. It is therefore considered important the *performance measures* be negotiated with each JO.

5. Benefits of Operational Funding from NSW Government

- Will demonstrate support from the NSW Government.
- Will allow the employment of enough resources and a skilled and experienced Executive Officer to make JOs functional and develop a sustainable business model.
- Will create an environment of certainty in relation to staff tenure.
- Undue financial contribution pressure on member Councils may lead both the councils and the community to question the value proposition of the JO.
- Will alleviate immediate pressure from some JOs which are now currently questioning the ability to suitably resource the JO due to the small membership.
- There is a reduced risk of JO failure due to inadequate performance if it is adequately resourced.
- Adequate resourcing will increase the probability of establishing effective partnerships with the NSW Government and other stakeholders to deliver inter-governmental collaboration and initiatives.
- Adequate resourcing will increase the chance that JOs will be a successful vehicle to implement change.
- Will encourage continued enthusiasm for success of the JO by member councils.
- Will alleviate the view amongst some local government representatives that the creation of JOs is another cost shifting exercise by the NSW Government.

6. Conclusion

Although the Establishment Funding provided by the NSW Government of \$300,000 was welcomed and is acknowledged, this funding will not sustain the basic level of resources required to deliver the core functions of a Joint Organisation beyond the first year.

Sustained investment in Joint Organisations by the NSW Government will allow the continued development of the strong relationships required to build sustainability in the JO Network to deliver outcomes for regional and rural NSW.

The NSW Government should provide annual operational funding to each joint organisation with:

- minimum of \$300K per annum, indexed annually
- funding provided for 4 years, considering the election cycle
- performance measures be developed with each Joint Organisation
- provision of annual funding be subject to meeting agreed performance measures.

Twelve out of the 13 Joint Organisations have indicated a need for the provision of ongoing operational funding for Joint Organisations.

APPENDIX

Example Joint Organisation Annual Operating Budget

As each Joint Organisation operates in a different context as such there is a range of operating budgets required to accommodate delivery of the prescribed core functions of a JO. As such, two budget examples are provided to demonstrate these differences with an average of \$550K p.a. used in the funding options assessment.

Expenses Budget	Org. A (\$)	Org. B (\$)
Executive Officer	185,000	200,000
Government Relations Officer	-	150,000
Admin Officer	55,000	70,000
Employee Oncost	50,000	85,000
Vehicle	15,000	30,000
Accounting Services	10,000	20,000
Telephone / Internet / Website	7,000	7,000
Travelling	3,000	3,000
Office Rental	25,000	25,000
Advertising	1,500	10,000
Legal Costs / Audit fee	20,000	20,000
Printing / Stationery / Postage	9,000	9,000
Utilities / Office consumables	20,000	20,000
Conferences / Meetings	5,100	15,000
Accommodation	1,000	6,000
Technical Support (HIR/IT/GOV)	2,400	10,000
Accommodation (regional Board meetings)	1,000	10,000
Total Administration Expenses	\$410,000	\$690,000

Meeting:	GMAC BOARD MEETING #4/18
Date:	15 February 2019
Title:	Agenda Item 9.0 CRJO Membership
Reporting Officer:	David Rowe
Attachment:	9.1 Expenses Policy V2

RECOMMENDATIONS:

1. *That the adopt the revised policy be adopted.*
2. *That the Board note GMAC's view that the fees outlined in the policy*
 - (a) *are recompense for work as a Board member and are not considered to be a 'gift' of benefit under the 'Code of Conduct'*
 - (b) *do not need to be disclosed as an 'interest' under Part 4 of the Model Code of Conduct.*
3. *That CRJO lodge a submission to the Local Government Remuneration Tribunal requesting that fees for Joint Organisation Board members be included in the 2019 Determination and the Local Government Act be amended as required*

REPORT

1. Background

In consideration of the minutes of the Board meeting of the 14 September 2018, at its meeting on the 7 December 2018, some members of the Board raised questions in regard to how the receipt of sitting fees paid by the CRJO should be dealt with by individual members. The matter was investigated in as to whether the 'fees' were a 'gift' or 'benefit' and or required disclosure under the Code of Conduct.

2. Result of Investigations

Gift and Benefits - Under Part 6 of the Code of Conduct a gift or a benefit is something offered to or received by a council official or someone personally associated with them for their personal use and enjoyment and specifically excludes attendance by a council official at a work-related event or function for the purposes of performing their official duties.

The fees paid to Mayors (and the Chair) by the CRJO are in consideration of the performance of their public representative duties extending from their role as Council Mayor. Therefore there is no private benefit within the meaning of the Code

Disclosure of Interest - Under Part 4 of the Code of Conduct disclosure of Councillor 'fees' are not required, nor any recompense associated with appointment to a body as a representative.

Income – it is likely that the Fees constitute Assessable Income within the meaning of the Income Tax Assessment Act (Cth). This further alienates the possibility of actual or perceivable interpretation of the Fees as "gifts".

Conclusion

The bottom line is that there is no problem in Mayor accepting this as a fee for attending Board meetings and it doesn't need to be declared – they could make their own decision to declare it on their disclosure form if they want to; it probably should be declared as income on their tax return.

3. Policy Amendment : Clause 5.8 Allowances to Board Members

During the investigations on this issue it became apparent that there needed to be some revision of Clause 5.8 to remove ambiguities:

3.1 Existing Policy -

- The CRJO Charter provides that remuneration be paid to the Chair but no other Board member.
- In accordance with the Board resolution 2018/8, the 2018/2019 annual remuneration for the Chair is \$10,000.
- The annual fee for the Chair shall be increased in accordance with the annual percentage increase determined by the Local Government Remuneration Tribunal each year.

3.2 Proposed Policy

- 5.8.1 The Chair is entitled to an Annual Allowance for representative duties on behalf of the CRJO which shall be \$10,000 per annum for the 2018/2019 financial year.
- 5.8.2 Mayors (excluding the Chair) or their alternate delegates are entitled to a Sitting Fee for each attendance at a meeting of the Board which shall be \$250 per meeting during the 2018/19 financial year.
- 5.8.3 Members shall advise the Chief Executive Officer, in writing, as soon as practicable after becoming a Board member or being elected Chair, whether or not they wish to claim the above entitlements.
- 5.8.4 The amount of above entitlements shall be indexed in accordance with the annual percentage determined by the Local Government Remuneration Tribunal each year

A revised policy that includes the above amendment is attached for consideration by the Board

4. Formal Establishment of Fees under the Local Government Act

The debate about the applicability of fees for Board members of Joint Organisations would be clarified if Local Government Act explicitly made provision for the payment of fees to Board members. This can be

simply done by including fees for Joint Organisation Board Members (voting) in the Local Government Remuneration Tribunal Annual Report and Determination, similar as done for County Councils.

Table 4 from the last year's Annual Report and Determination (17 April 2018) is copied below.

Table 4: Fees for General Purpose and County Councils

Category		Councillor/Member Annual Fee		Mayor/Chairperson Additional Fee*	
		Minimum	Maximum	Minimum	Maximum
General Purpose Councils – Metropolitan	Principal CBD	26,970	39,540	164,980	217,080
	Major CBD	17,980	33,310	38,200	107,620
	Metropolitan Large	17,980	29,670	38,200	86,440
	Metropolitan Medium	13,480	25,160	28,640	66,860
	Metropolitan Small	8,970	19,790	19,100	43,150
General Purpose Councils – Non-metropolitan	Regional City	17,980	31,260	38,200	97,370
	Regional Strategic Area	17,980	29,670	38,200	86,440
	Regional Rural	8,970	19,790	19,100	43,170
	Rural	8,970	11,860	9,540	25,880
County Councils	Water	1,780	9,890	3,820	16,250
	Other	1,780	5,910	3,820	10,790

Given that the CRJO has set fees of \$10,000 for the chair and \$250 per meeting for other voting Board members it is suggested that the following numbers could be added to Table 4.

Category		Member (Annual Fee)		Chair (Annual Fee)	
		Minimum	Maximum	Minimum	Maximum
Joint Organisations	Other	Nil	1500	Nil	10000

The suggested maximum of \$1500 would allow for attendance at 6 meetings per year at \$250 each.

Inclusion of Joint Organisations in the Local Government Remuneration Tribunal Annual Report and Determination would also require an amendment to the Local Government Act such that this section of the Local Government Act (Chapter 9, Division 4) is not excluded from the legislation covering Joint Organisations (which is currently the case under Section 400ZH)

1. Purpose

The objective of the policy is to ensure that there is accountability and transparency in the reimbursement of expenses incurred by Board Members and staff. The policy also ensures that the facilities provided to assist Board Members to carry out their duties are reasonable.

2. Scope

This details the type and level of expenses that the organisation will cover in relation to the business of Board members and staff delegates to Board meetings.

3. Definitions

Board Members – for the purpose of this policy shall include elected representatives and staff delegated to attend Board meetings by member Councils and associate members.

Member Organisation – includes voting and non-voting organisations on the Board.

4. Legislation and Related Documents

- Local Government Act 1993
- Local Government (General) Amendment (Regional Joint Organisations) Regulation 2018
- Joint Organisation Implementation Guide – OLG - May 2018
- Guidelines for the Payment of Expenses and the Provision of Facilities for Mayors and Councillors in NSW (DLG Oct 2009)
- 27/11 Findings from the Review of Councillor Expenses and Facilities Policies
- Canberra Region Joint Organisation Charter

5. Policy Statement

5.1 Travelling expenses

With all travel arrangements, due consideration is to be given to the physical capacity of the Board Member and any variation to these arrangements be with the approval of the Board Chair and the Chief Executive Officer. All travel by Board Members will be undertaken by utilising the most practicable and economical mode of transport.

5.1.1 Board Meetings

Member councils are responsible for all expenses incurred by their representatives at Ordinary Board meetings.

5.1.2 Other Authorised Meetings and Activities

Within the CRJO Area

Member Councils are responsible for all expenses incurred by their representatives attending authorised activities or functions within the CRJO area including the ACT and Associate Member Council areas.

Outside the CRJO Area

Board Members will be entitled to travel to official engagements at Board's expense by the most practical method, i.e. aircraft, Board vehicle or private vehicle. Board Members, when travelling by air, will travel Economy Class or as determined by the Chief Executive Officer in consultation with the Chair.

A Board Member who travels in his/her own vehicle will be reimbursed at the appropriate per kilometre rate or airfare whichever is the lower.

Interstate

Interstate travel must be approved by resolution of the Board following receipt of a written report. The Board will not assist with overseas travel expenses unless there are direct and tangible benefits to furthering CRJO's objectives.

5.2 Attendance at Conferences, Seminars and Functions

Board Members may attend conferences, seminars or functions where these are considered by the Board to be the business of the joint organisation. Professional development expenses are the responsibility of the member organisation and will not be covered.

5.2.1 Expenses incurred at conferences, seminars and functions

The following costs will be paid for by Board in advance or by way of reimbursement for attendance at conferences, seminars and courses by Board Members:

Registration

Including official luncheons, dinners and tours relevant to the Conference.

Travel

Travel expenses will be funded as per Section 5.1 above.

Accommodation

Accommodation for other Board business will be as follows:

- (i) At a standard of up to four-star rating;
- (ii) Booked and paid for by the Board in advance or, where this is not possible, a claim for reimbursement made not later than three months after the expenses were incurred and submitted on the standard claim form, with receipts attached.

5.2.2 Meals and other expenses

Reasonable costs (including sustenance, telephone charges, taxi fares and incidental expenses) including the night before and after the conference where necessary to be met by the Board and submitted on the standard claim form, with receipts attached. Costs of meals not included in the costs of the registration for the conference, seminar or course will be reimbursed in accordance with the most recent Australian Tax Office determination in relation to “reasonable travel and overtime meal expense amounts”

5.3 Costs of Board Members’ spouses, partners and accompanying persons

The Board will not meet the costs of Board Members’ spouses, partners and accompanying persons. Such persons may share travel or accommodation arrangements with the Board member however any additional cost will not be borne by the joint organisation.

5.4 Provision of Facilities

It is anticipated that Board members will have the basic facilities provided by their own organisation. The joint organisation will, if required, supplement those facilities to ensure that all Board members have equal access to relevant information.

Members will have use of any Board meeting rooms or office of the joint organisation subject to availability

Identification badge and business cards will be provided as required

5.5 Legal expenses

The joint organisation may consider reimbursement of a Board Member's legal costs under certain circumstances with prior approval of the Board.

5.6 Insurance

Section 382 of the Act requires a Board to make arrangements for its adequate insurance against public liability and professional liability and Board Members are to receive the benefit of insurance cover for:

- 5.6.1 Public liability (for matters arising from Board Members' performance of their Board duties and/or exercise of their Board functions).
- 5.6.2 Professional indemnity (for matters arising from Board Members' performance of their civic duties and/or exercise of their Board functions).
- 5.6.3 Personal injury while on Board business. (This cover does not cover workers' compensation payments or arrangements.)

5.7 General

- 5.7.1 Light meals and/or refreshments are to be provided to Board Members in conjunction with Board/Committee Meetings and other functions/meetings, where considered appropriate by the Executive Officer.
- 5.7.2 Child care costs will be reimbursed when provided by a registered provider if a Board Member is required to arrange such care while on Board business.

- 5.7.3 Reasonable Out of Pocket expenses incurred whilst conducting Board business will be reimbursed, subject to prior approval of the Chair or Executive Officer

5.8 Allowances to Board Members

- 5.8.1 The Chair is entitled to an Annual Allowance for representative duties on behalf of the CRJO which shall be \$10,000 per annum for the 2018/2019 financial year.
- 5.8.2 Mayors (excluding the Chair) or their alternate delegates are entitled to a Sitting Fee for each attendance at a meeting of the Board which shall be \$250 per meeting during the 2018/19 financial year.
- 5.8.3 Members shall advise the Chief Executive Officer, in writing, as soon as practicable after becoming a Board member or being elected Chair, whether or not they wish to claim the above entitlements.
- 5.8.4 The amount of above entitlements shall be indexed in accordance with the annual percentage determined by the Local Government Remuneration Tribunal each year.

Policy title	
Policy No.:	1.01.3
Directorate	Administration
Responsible Officer	Executive Officer
Version	2
Amendment V2:	
	i) Clause 5.8 amended to remove ambiguity
	ii) dot points converted to number under clauses 5.6, 5.7 and 5.8
Adopted	15 Feb 2019
Review Period	By the Board every 2 years
Next revision	

Meeting:	CRJO BOARD MEETING #4/2018
Date:	Friday 15 February 2019
Title:	Agenda Item 10.0 CRJO Board Meeting Dates
Reporting Officer:	David Rowe

RECOMMENDATION:

1. ***That CRJO Board resolve to change Board meeting dates and locations for 2019 as per Table 2 AND that the format for the Board meetings be;***
 - a. Thursday - inspections, presentations and evening dinner*
 - b. Friday - Board Meeting (meeting Agenda items only)*

REPORT

It was brought to the attention of the CRJO that some of the resolved board meeting dates clashed with Council meetings. The proposed CRJO meeting schedule clashes with Council meeting dates of **three-member Councils**.

BOARD MEETING DATES

The dates for the 2019 Board meetings as resolved by the CRJO Board Meeting on 29 June 2018 were as follows:

Table 1 – Resolved Dates/Locations

2019 MONTH	DATES (Thursday and Friday)
February	21 and 22 Queanbeyan
May	16 and 17 Sydney (PH)
September	12 and 13 Jindabyne
December	5 and 6 Canberra

Following discussions at the December Board meeting, a review of Council meeting dates and liaison with the Chair, the following dates and locations were emailed to Mayors and General Managers:

Table 2 – Suggested Dates and Locations

	BOARD MEETING- THURSDAY/FRIDAY	SUGGESTED LOCATION
	2019	
1	14-15 February	Wagga Wagga
2	23-24 May	Canberra
3	12-13 September	Sydney
4	5-6 December	Tumut (Snowy Hydro)

Meeting:	CRJO BOARD MEETING #4/18
Date:	Friday 15 February 2019
Title:	Agenda Item: 11 Model Code of Conduct
Reporting Officer:	David Rowe

RECOMMENDATION:

That the 2018 Model Code of Conduct and Procedures for Administration of the Model Code of Conduct be adopted by the CRJO.

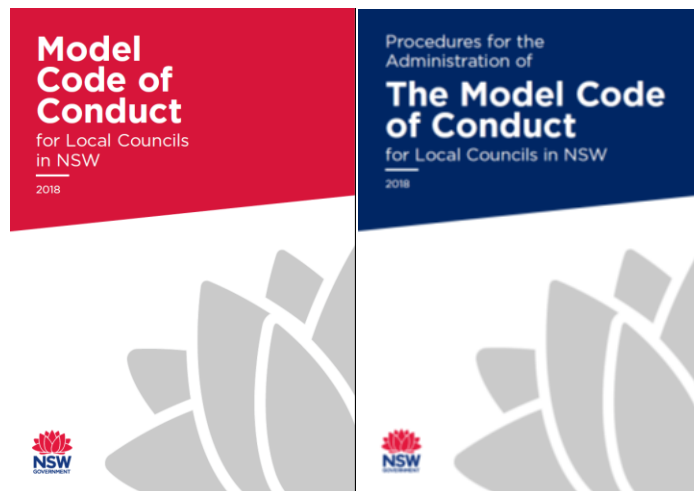
REPORT

The Model Code of Conduct is made under section 440 of the *Local Government Act 1993* (“the LGA”) and the *Local Government (General) Regulation 2005* (“the Regulation”). Section 440 of the LGA requires every council and joint organisation to adopt a code of conduct that incorporates the provisions of the Model Code of Conduct. The document can be viewed on the OLG website at:
https://www.olg.nsw.gov.au/sites/default/files/Model%20Code%20of%20Conduct%20-2018%20-%20FINAL_0.pdf

The Model Code Procedures are made under section 440AA of the LGA and the Regulation. Section 440AA of the LGA requires every council and joint organisation to adopt procedures for the administration of their code of conduct that incorporate the provisions of the Model Code Procedures.

In adopting procedures for the administration of their adopted codes of conduct, councils and joint organisations may supplement the Model Code Procedures. However, provisions that are not consistent with those prescribed under the Model Code Procedures will have no effect. The document can be viewed on the OLG website at:
https://www.olg.nsw.gov.au/sites/default/files/Model%20Code%20of%20Conduct%20Procedures%20-%202018_0.pdf

The CRJO must adopt a Code by the 14 June 2019. It is suggested that both the Model Code and the Procedures be adopted at this meeting without being supplemented.



Meeting:	CRJO BOARD MEETING #4/18
Date:	Friday 15 February 2019
Title:	Agenda Item 12.0 Advocacy Report
Reporting Officer:	Gabrielle Cusack

RECOMMENDATIONS:

- 1. That the report be noted, and the value of advocacy be recognised.*
- 2. That it be noted the CRJO will develop an 'advocacy strategy' as part of an overall 'engagement framework'.*

REPORT

1. Advocacy Activities

The CRJO continues to play a pivotal role in advocacy across both the political and bureaucratic sphere; working with Councils and key stakeholders to support initiatives through letters of support, organising meetings, preparing meeting briefs and follow up where appropriate.

The following table lists some of advocacy activities undertaken since the last Board meeting (7.12.18).

Stakeholder	Description of Advocacy
Ministerial Meetings	<ul style="list-style-type: none"> • Following meetings with the Deputy Premier's office, Ministers & Senior Departmental Staff, the CRJO followed up with correspondence and the relevant prospectus relating to water & waste water, freight and transport and roads and bridges register. • We hope the Ministers have used the information to trigger next steps regarding funding. It is noted that a number of Council projects listed in the documents have been funded.
Snowy Valleys Council	The CRJO continues to advocate for the inclusion of SVC to become a full member of the CRJO. Confirmation of the inclusion of SVC was received by the Mayor on 21 January 2019.
Hilltops Council	Prepared meetings briefs and organised Ministerial meetings for the Hilltops water security project.
CUC	<ul style="list-style-type: none"> • Arranged a meeting and brief for Federal Minister for Education, The Hon. Dan Tehan MP to acknowledge Commonwealth funding and Commonwealth Support Places (CSP) for the CUC Regional Study Hubs.

Stakeholder	Description of Advocacy
	<ul style="list-style-type: none"> • Arranged a meeting and brief between CUC and the University of Wollongong to discuss the CUC model and discuss opportunities for collaboration. It is understood this has progressed with a further meeting held in Bega in early February between the CUC, UOW and Bega Valley Shire Council. • A letter of support was provided to the CUC in support of their submission to host the inaugural <i>Best Practice in Regional Study Hubs</i> symposium in Jindabyne in November 2019.
CBR Airport	<ul style="list-style-type: none"> • The CRJO coordinated a forum on Tuesday 29 January 2019 to assist Canberra Airport regarding consultation of its Master Plan 2020. There were 35 people in attendance with a cross-section of CRJO member Councils (General Managers, Planning Directors, Infrastructure/Engineering Directors, Economic Development Officers) and key stakeholders, such as the ACT and NSW Government agency representatives, SEATS, RDA, Destination NSW. • It was a very positive forum and it is proposed to hold further consultations over the coming months to ensure the Canberra Region and the opportunities are reflected in the Master Plan.
Destination Riverina Murray (DRM)	A meeting was arranged between CBR Airport and Destination Riverina Murray to identify linkages for the Riverina, Canberra Airport and CRJO.
ACT Government Meetings	CRJO participated at several meetings with the ACT Government providing input/discussion into the ACT Transport Strategy and future planning regarding freight logistics.
Chief Minister's Office	Meeting organised with the new Advisor who has carriage of regional issues affecting the CRJO.

2. Engagement Framework

The Board may wish to note that GMAC discussed the need to develop for overarching documents to guide our advocacy and communication operations of the CRJO (referenced in CRJO Action List as Item 18GM4-7.0)

GMAC will form a working party of General Managers to develop the skeletons for:

- a) Regional Advocacy & Engagement Strategy and
- b) Communications and Engagement Plan

It is important that these documents identify the needs of our organisation and how we will achieve our aspirations in advocacy and engagement.

Meeting:	CRJO BOARD MEETING #4/18
Date:	Friday 15 February 2019
Title:	Agenda Item 13.0 Election Advocacy Plan
Reporting Officer:	David Rowe
Attachment:	13.1 CRJO Correspondence: Regional Transport & Freight Infrastructure Prospectus 13.2 CRJO Correspondence: Regional Roads & Bridge Register 13.3 CRJO Correspondence: Regional Water & WasteWater Infrastructure

RECOMMENDATION:

That an Election Advocacy document be prepared on the seven areas detailed in the report.

REPORT

1. Election Advocacy

GMAC at its meeting of 1 February 2019 discussed the need for a consistent advocacy message for the upcoming State and Federal elections. GMAC resolved to *draft an election advocacy plan utilising the ALGA template 'all politics is local' to capture key CRJO advocacy and projects including; Southern Lights, Roads & Bridge Register, funding models for local government, airport strategy, Eden port strategy, freight strategy, regional roads, RPMO.*

Seven of twelve ALGA advocacy areas were identified for use in a possible CRJO the ALGA template. The CRJO has developed several key advocacy areas using information from the Infrastructure Framework Prospectuses and Register, Southern Lights initiative and the social programs supported by the CRJO.

The seven key Advocacy areas include:

- A. REPAIR FEDERAL FUNDING TO LOCAL GOVERNMENT**
- B. REALISE THE PRODUCTIVE POTENTIAL OF AUSTRALIA'S FREIGHT ROUTES**
- C. BOOST SAFETY ON LOCAL ROADS**
- D. PROMOTE HEALTHIER COMMUNITIES**
- E. SUPPORT COMMUNITIES ON THEIR DIGITAL TRANSFORMATION JOURNEYS**
- F. PROMOTE EQUITABLE ACCESS TO COMMUNITY SERVICES**
- G. PROTECT COMMUNITIES FROM IMPACT OF NATURAL DISASTER**

The CRJO has incorporated some of the ALGA advocacy platform as well as the CRJO priorities.

Link to the ALGA 'All Politics is Local' document

http://allpoliticsislocal.com.au/wp-content/uploads/2018/08/ALGA_Election_Document.pdf

2. CRJO – ELECTION INITIATIVES

A.	<p>REPAIR FEDERAL FUNDING TO LOCAL GOVERNMENT</p> <ul style="list-style-type: none"> • Restore the quantum of Financial Assistance Grants to at least 1% of Commonwealth Taxation revenue.
B.	<p>REALISE THE PRODUCTIVE POTENTIAL OF AUSTRALIA’S FREIGHT ROUTES</p> <ul style="list-style-type: none"> • Support and utilise the data and information in the CRJO Regional Transport & Freight Infrastructure Prospectus. • Government consider the following strategies be included in the Future Transport 2056 and NSW Freight and Ports Plan 2018-2033 <ol style="list-style-type: none"> 1. Canberra Airport Strategy 2. Eden Port Strategy 3. Kings Highway Strategy 4. Princes Highway Strategy 5. Freight Productivity Strategy 6. Commuter Strategy • Provide \$300K funding for a ‘Freight and Supply Chain Options and supporting Infrastructure Analysis for South East NSW.
C.	<p>BOOST SAFETY ON LOCAL ROADS</p> <ul style="list-style-type: none"> • Increase R2R funding to \$800 million per annum and make the Bridges Renewal Program permanent. • Fund \$40 million for the shovel ready projects and moving other projects towards shovel ready as identified in the CRJO Road and Bridge.
D.	<p>PROMOTE HEALTHIER COMMUNITIES</p> <ul style="list-style-type: none"> • Invest in Local Government Place-Based Preventative Health and Activity Program of \$100M over four years. • <i>Provide \$460,000 (over 4 years) funding for the NRL Initiative of Using Sport to address Social Issues.</i> <p>Outcome <i>These funds will deliver community capacity building across 53 communities of the Canberra Region.</i></p>

E.	<p>SUPPORT COMMUNITIES ON THEIR DIGITAL TRANSFORMATION JOURNEYS</p> <ul style="list-style-type: none"> • Provide \$61.4M (over 3 years) for the Southern Lights project to upgrade 75,500 street lights to smart LED street lighting across 41 Local Government Areas of regional NSW.
F.	<p>PROMOTE EQUITABLE ACCESS TO COMMUNITY SERVICES</p> <ul style="list-style-type: none"> • Invest \$134.6 million to enable 56 water & waste water projects across 11 Councils of the Canberra Region LGA's to progress along the project pipeline from option studies, concept designs, so to become shovel ready for delivery.
G.	<p>PROTECT COMMUNITIES FROM IMPACT OF NATURAL DISASTER</p> <ul style="list-style-type: none"> • Fund a targeted disaster mitigation program at a level of \$200 million per annum for four years. • Support an Equitable funding model for NSW Local Governments. The current model of 0.75% is unaffordable for the medium size council.



20 December 2018

The Hon. Melinda Pavey MP
Minister for Roads, Maritime and Freight
GPO Box 5341
SYDNEY NSW 2001

Dear Minister,

The Canberra Region Joint Organisation (CRJO) - A Vision for Infrastructure across the Southern Region

Further to our meeting on 12 November 2018, I enclose a copy the CRJO Transport and Freight Infrastructure Prospectus which sets out our long-term vision for our region that aims to provide efficient freight and transport connectivity across our region from the Riverina to the South Coast and linking to Sydney.

We understand the biggest challenges currently facing Sydney are the cost of living, the cost of housing, traffic congestion, and the conflict of freight and passenger movements into rail, air and sea ports. The projected population of Sydney of 8 million by 2055 means that these challenges are going to be very difficult to resolve and urban congestion is likely to be reach a 'breaking point' unless alternative strategies are implemented. Most Sydneysiders already perceive that the public transport, roads, hospitals and infrastructure is not keeping up with the current population growth.

The logical solution is to look at genuine decentralisation. South East NSW and Riverina offers the perfect opportunity to implement an efficient and effective transport network that can promote decentralisation, shifting around one-third of the state's primary and secondary production onto rail, air and sea ports in the South East that are free from congestion and expensive multiple handling. CRJO's review of the Future Transport 2056 Strategy and the Freight and Ports Plans has identified significant opportunities if both the NSW and Federal Governments focus on the development of transport and freight infrastructure across the South East of the State.

In a very short space of time we have compiled the "CRJO Transport and Freight Infrastructure Prospectus" (attached) which identifies several high-level strategies for infrastructure investment to drive growth and prosperity in our region that will if implemented, also alleviate current pressures building in the metropolitan Sydney and benefit the continued growth of NSW.

We commend the NSW Government for its recent announcement to reactivate the concept of fast rail from Sydney to Canberra. This announcement emphasises the need for a comprehensive and futuristic examination of all transport and freight opportunities across the Southern Region that can benefit the whole of NSW

We ask that your Government consider the strategies identified by the CRJO Prospectus and include these, or variations thereof, in an update of Future Transport 2056 and the Freight and Ports Plan 2018-2023.

If you require further information or clarification, please do not hesitate me – 0427 830 910.

Yours sincerely

Clr Rowena Abbey– Chair
Canberra Region Joint Organisation

CC: The Hon. John Barilaro MP
Attachment - CRJO Transport and Freight Infrastructure Prospectus



20 December 2018

The Hon. Melinda Pavey MP
Minister for Roads, Maritime and Freight
GPO Box 5341
SYDNEY NSW 2001

Dear Minister,

Request for Funding of Road and Bridge Infrastructure of Regional Significance

Further to our meeting on 12 November 2018, I enclose a copy the *CRJO Road and Bridge Register* (**attached**) which has been compiled with the assistance of our Council engineers across the region. This document represents a snapshot of project work required to upgrade key infrastructure that would contribute to the transport and freight improvements across the region.

The *Road and Bridge Register* identifies 140 roads and bridge projects that have been categorised into short term (1-3year) and longer term projects. Focusing on the 1-3 year projects; there are 75 road projects and 25 bridge projects with a project value of \$876M that require completion to deliver appropriate standards and service levels to our communities. Recognising that there are significant time frames to develop projects to ‘shovel ready’ we have identified three funding options for your consideration.

OPTION 1 – Funding the Next Step to Shovel Ready for the 1-3 year Priority Projects

\$12.4M will undertake 86 project components within the ‘delivery framework’ and will move 64 road projects and 22 bridge projects one step closer to being shovel ready; summarised in Table 1

TABLE 1 – Project costs (1-3 yr priority) for the next step to shovel ready

Projects		Component of Project Delivery Framework						Totals
		Project Brief	Options Study	Site Assessment	Concept Design	Planning Approvals	Design & Specifications	
Roads	No.	5	30	4	4	11	10	64
	\$	0.3M	4.5M	0.2M	0.6M	1.9M	2.0M	9.5M
Bridges	No.	-	11	2	2	2	5	22
	\$	-	1.0M	0.04M	0.06M	0.08M	0.6M	1.8M
TOTAL								\$12.4M¹

Note 1- Total \$12.4 M = 9.5 + 1.8 + 10% project management

.../2

OPTION 2 – Funding ALL identified Steps to Shovel Ready for the 1-3 year Priority Projects

\$20.0 M will undertake 126 project components within the ‘delivery framework’ on the 64 road projects and 22 bridge projects providing completion of all project phases that have been identified in the Roads and Bridges register to move projects to ‘shovel ready’ status; summarised in Table 2

TABLE 2 – Project costs (1-3 yr priority) for the ALL identified² steps to shovel ready

Projects		Component of Project Delivery Framework						Totals
		Project Brief	Options Study	Site Assessment	Concept Design	Planning Approvals	Design & Specifications	
Roads	No.	5	30	16	14	12	19	96
	\$	0.3M	4.5M	0.9M	1.4M	2.0M	6.5M	15.6M
Bridges	No.	-	11	2	6	2	9	30
	\$	-	1.0M	0.04M	0.3M	0.08M	1.2M	2.6M
TOTAL								\$20.0M²

Note 2 - Total \$20.0 M = 15.6 + 2.6 + 10% project management

OPTION 3 – Adding Shovel Ready Projects for the 1-3 year Priority Projects

\$40.0M will provide funding for the completion of 8 shovel ready projects (\$20M) and the 126 project development components (\$20M) as identified in Option 2 above. The summary of the shovel ready projects are listed in Table 3 below, however for further details refer to the Roads and Bridge Register

TABLE 3 – ‘SHOVEL READY ROAD AND BRIDGE PROJECTS’

Project No	Project Description	Project Cost
1	Port of Eden Upgrades Upgrade	\$1.6M ⁴
4	Tathra Public School Traffic Safety Upgrades	\$2.0M
10	George Bass Drive Duplication	\$0.8M
16	Moruya Town Centre : Pedestrian Activation	\$0.8M
68	Farrer Road Upgrade	\$8.0M
108	Garlandtown Bridge	\$0.6M ⁵
109	May Street Bridge	\$1.6M
111	Resch’s Crossing	\$1.8M
125	Wollundry Lagoon Bridge	\$0.8M
TOTAL		\$20.0M⁶

Note 4 - Project Cost = \$3.2M Council to fund 50%

Note 5 - Project Cost \$0.95M Council to fund 35%

Note 6 - Total \$20.0 M = \$18.0M project costs + 10% project management

The provision of funding outlined in this request would be a significant step forward in addressing shortcomings in our regional road and bridge infrastructure across our region.

We look forward to funding announcements in our region related to this request so that we can see these key projects move towards construction.

If you require further information or clarification please do not hesitate to contact David Rowe, CEO of the CRJO – 0427 932 390.

Yours sincerely

A handwritten signature in black ink, appearing to read 'D. Rowe', with a long horizontal flourish extending to the right.

Cr Rowena Abbey– Chair
Canberra Region Joint Organisation

Attachment – Canberra Region Joint Organisation “Road and Bridge Register”

10 December 2018

The Hon. Niall Blair MLC
Minister for Primary Industries, Minister for Regional Water, and
Minister for Trade and Industry
GPO Box 5341
SYDNEY NSW 2001

Dear Minister,

Canberra Region Joint Organisation (CRJO) – Water and Waste Water Regional Infrastructure Projects

Further to our meeting in your office on Tuesday 13 November 2018 and subsequent conversation on Sunday 2 December 2018, I forward further details regarding our request for funding of the CRJO's *Regional Water and Waste Water Infrastructure Prospectus*.

The Canberra Region Joint Organisation (CRJO) has undertaken extensive work to identify 56 Water and Waste Water projects spanning our 11-member regional Councils and the steps involved in taking these projects to a *shovel ready* status. The total value of these projects is \$892M however, all the projects can be shifted one step closer to 'shovel-readiness' by the provision of a \$25.7M funding contribution. We are therefore seeking funding of \$25.7 M for a 2-year program to achieve this objective. Further details of the proposal are included in Attachments 1 and 2

We trust you will seriously consider this request which is supported by the attached documentation which was diligently compiled by the combined CRJO Council engineers to display an understanding of project status and the various stages to completion. The goal is to have all the projects constructed, however the immediate objective is to move all the projects one step closer to 'shovel ready'.

If you require further information or clarification please do not hesitate to contact David Rowe, CEO of the CRJO – 0427 932 390.

Yours sincerely



**Cr Rowena Abbey – Chair
Canberra Region Joint Organisation**

CC:

The Hon. John Barilaro MP
The Hon. Bronnie Taylor MLC
Mr Simon Draper – Secretary
Ms Liz Livingstone – Deputy Secretary Water

CRJO Regional Water and WasteWater Prospectus

Shifting Water and Waste Water Projects to become Shovel Ready

2 Year Program - \$25.7M

As we outlined in the meeting on the 13 November 2018, the details of the 56 projects have been provided by the Council engineers across the 11 Councils. Provision of this funding will not only move the projects a step closer to construction, but it will also provide for the development of more accurate project costing forecasts.

Funding of this request for the 56 projects targets both water security and other critical water and wastewater issues across South East NSW and the Riverina that currently impact on our current communities and provide an impediment to future growth and development. Funding support for these projects by the NSW Government will also provide Councils with a greater opportunity for advocacy to leverage funding under the Commonwealth Government's programs for dams.

The total value of these projects is \$892M and we recognise that it will be some years before they are fully funded. However, all the projects can be shifted one step closer to 'shovel-readiness' by the provision of a \$25.7M funding contribution. This funding is comprised of \$23.4M actual project costs plus 10% for procurement and coordination delivery of the 56 projects.

This request provides an opportunity to focus delivery on the forward programming of the water and wastewater infrastructure needs across the region.

The funding would enable one component of each project delivered which would include either an Option Study, Feasibility Study, Concept Design OR Detailed Design. The details of these projects are included in **Attachment 2 CRJO Water and Waste Water Prospectus 30.10.2018**.

The 'next step' for each project to which the funding request applies is detailed on pages 5, 6 and 7 of Attachment 2.

The opportunity for the NSW Government to support the CRJO Regional Water and Waste Water Infrastructure Prospectus with funding for 56 projects will provide capacity within the local regional communities which we anticipate would provide long term benefits to the local economies.

This program could be considered as a 'demonstration' program by the State Government that when proven successful could be considered across other areas of regional NSW.

12 December 2018

The Hon. Niall Blair MLC
Minister for Primary Industries, Minister for Regional Water, and
Minister for Trade and Industry
GPO Box 5341
SYDNEY NSW 2001

Dear Minister

Canberra Region Joint Organisation (CRJO) – \$108.9M Funding Request for Water and Waste Water ‘Shovel Ready’ Projects

Further to my letter dated the 10 December 2018, identifying the funding request for \$25.7M to move all 56 water and waste water projects a step closer to ‘shovel ready’; this request is focused on seeking funding for those projects recently lodged under the NSW Safe and Secure Water Program (SSWP) and will be ‘shovel ready’ in 2019.

Firstly, thank you for your Government's strong commitment to assisting Council's by announcing funding for following projects:

TABLE 1 – PROJECT FUNDING ANNOUNCEMENTS

Project No	Project Description	Request
2	Bungendore Water Supply Augmentation	\$3M
3	Bungendore Sewage Treatment Plant Augmentation	\$3M
10	Delegate Water Supply	\$3.1M
11	Bombala Water Treatment Plant Augmentation	\$10.3M
44	Brogo- Bermagui Water Treatment Plant	\$10.3M
45	Bega Tathra Water Treatment Plant	\$15M

A summary of the funding status as at the 30 November 2018 for all 56 projects in the Water and Waste Water Prospectus is included as **Attachment A**. This has been identified as funding status @ 30 November 2018.

Our funding request of **\$108.9M** under SSWP, for those projects that will be ‘shovel ready’ in 2019 is shown in Table 2.

The CRJO strongly advocates funding of \$108.9M (10 projects) be provided for these projects under SSWP.

For the larger projects, such as the Queanbeyan Sewage Treatment Plant Upgrade (\$136M) and Eurobodalla Water Supply Southern Storage (\$100M) the CRJO is also seeking consideration that additional financial support be provided under the Snowy Hydro Legacy Funding.

TABLE 2 – FUNDING REQUEST FOR 2019 ‘SHOVEL READY PROJECTS’

Project No	Project Description	Request
1	Queanbeyan Sewage Treatment Plant Upgrade	\$34M
13	Adaminaby Sewage Treatment Plant Augmentation	\$2.6M
14	Snowy Monaro villages Water Safety program	\$2.45M
11	Bombala Water Treatment Upgrade	\$10.3M
15	Michelago Water and Sewerage Options Study	\$4.05M
27	Moss Vale Sewage Treatment Plant Upgrade	\$7.175M
28	Bowral Sewage Treatment Plant Upgrade	\$8.525M
38	Nelligen Water Supply and Sewerage Schemes	\$3.5M
39	Eurobodalla Water Supply Southern Storage	\$33.3M
41	Akolele Sewerage Scheme	\$3M
	TOTAL	\$108.9M

The provision of funding outlined in this request would be a significant milestone for Councils in our region. This funding enables Councils to begin to address the ‘backlog’ of water and sewerage infrastructure projects.

The CRJO looks more announcements for funding of these key projects.

If you require further information or clarification please do not hesitate to contact David Rowe, CEO of the CRJO – 0427 932 390.

Yours sincerely



**Cr Rowena Abbey– Chair
Canberra Region Joint Organisation**

CC:

The Hon. John Barilaro MP

The Hon. Bronnie Taylor MLC

Mr Simon Draper – Secretary

Ms Liz Livingstone – Deputy Secretary Water

Meeting:	CRJO BOARD MEETING #4/18
Date:	Friday 15 February 2019
Title:	Agenda Item 14.0 Finance
Reporting Officer:	David Rowe

RECOMMENDATION:

That the finance report be noted.

REPORT

1. Financial Position

A summary of income and expenditure indicates that the budget is on track with expenditure at 61% of budget with 58% of the year expired at 31 January.

SUMMARY INCOME v EXPENSES				
	Budget	30-Nov-18	31-Jan-19	Budget%
TOTAL INCOME FROM CONTINUING OPERATIONS	\$1,218,428	\$458,058	\$1,007,461	83%
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$1,709,749	\$376,506	\$1,039,170	61%
OPERATING RESULT FOR THE YEAR	-\$491,321	\$81,552	-\$31,709	

Notes

1. Significant differences from November is related to accounting for the \$300k establishment monies as per budget and payment of member subscriptions.
2. Significant differences from November relate to repayment to QPRC of \$290K owing and payment of consultancies for infrastructure projects.

The cash position at the end of January is summarized in the following table:

CASH POSITION SUMMARY		
Opening Balance 1 July 2018		\$1,060,125
Movement		-\$31,709
Balance at 31 January 2019		\$1,028,416

A budget review has been completed for the 30 November 2018 and reported to the Board meeting on 7 December 2019. A full budget review will be undertaken for the May Board meeting.

2. CRJO Financial Projections

Draft forward budgets were prepared for the Strategic Plan being considered by Board under Agenda Item 6. These draft budgets were prepared on basis of “business as usual” which indicate that without any additional income it is projected that this will result in the following operating deficits over the next 3 years.

- 2018/2019 (\$491,321)
- 2019/2020 (\$165,288)
- 2020/2021 (\$206,219)

These projections will be reviewed in the preparation of the Long-Term Financial Plan which will be incorporated in the 2019/2020 Business Plan. This document will be developed over the next few months and finalized by GMAC at its meeting on 12 April 2019 for submission to Board meeting on 24 May 2019.

Meeting:	CRJO BOARD MEETING #4/18
Date:	Friday 15 February 2019
Title:	Agenda Item 15.0 Biodiversity Reforms Capacity
Reporting Officer:	David Rowe

RECOMMENDATIONS:

1. *That the benefits that the Biodiversity Support Officer provides to Councils be acknowledged.*
2. *That the NSW Government be requested to extend the current funding program by 3 years to 31 December 2022.*
3. *That support for extension of the program be sought from other organisations that currently auspice Biodiversity Support Officers.*

REPORT

1. Introduction

Local government is a key partner in the conservation and management of biodiversity and threatened species in NSW. As part of Office of Environment and Heritage's (OEH) Local Government Capacity Building Program there have been 8 Biodiversity Support Officers employed across regional NSW to support and build the capacity of local councils in implementing Biodiversity Conservation Reforms. The CRJO employ a Biodiversity Support Officer that is shared between the CRJO and Illawarra Shoalhaven Joint Organisation. Each position is fully funded by OEH for an 18-month period and the SE Tablelands and Illawarra position will expire in December 2019.

2. Program Objectives

The key objectives of the program are to:

- a. Aid Local Government understanding of the Biodiversity Regulation framework;
- b. Assist local government staff to build capacity and operate under the Biodiversity Conservation Reforms as a Part 4 (EP&A Act) consent authority;
- c. Build regional officer networks and sharing opportunities
- d. Delivery better biodiversity outcomes through successful implementation of legislation

3. Program Outcomes

The ultimate outcomes of the program are to establish a self-sufficient operating framework for managing biodiversity with a sustainable regional support network. Outcomes achieved to date are summarized as follows:

- a. All CRJO Councils have been surveyed to determine capacity to operate under the Biodiversity Conservation Reform requirements. Capacity assessments have identified priority needs, training requirements, information gaps and issues affecting their capacity to effectively implement the reforms

- b. Capacity assessments have identified Councils with significant amounts of vegetation and biodiversity values but limited (or in some cases zero) technical skills in house to undertake new responsibilities/roles
- c. The assessment identified Six CRJO councils as a priority for capacity building training workshops.
- d. Training was delivered to the 6 CRJO Councils which included the attendance of 60 staff at the training workshops in November 2018
- e. Feedback from evaluation forms indicate that those Council staff now have a better understanding of the new assessment requirements, nature of the DA's that will trigger an offset requirement and the processes required for those DA's.
- f. Some staff were identified for upskilling with 4 council staff (from Yass Valley, Goulburn Mulwaree, Snowy Monaro and QPRC) receiving OEH sponsored accreditation training in the new Biodiversity Assessment Method. This gives them the opportunity to become Accredited Assessors
- g. A Biodiversity information distribution network has been established across the SE NSW Councils to provide assistance to staff on the ground. A total of 25 guiding documents, including draft DCP's, Information Bulletins and FAQ's have been distributed via this network over fortnightly intervals
- h. Extended collaborative networks have been established with OEH regional teams and LLS staff with Council staff being connected to those agency experts
- i. 3 Training workshops have been scheduled for February & March at Bega, Eurobodalla and Wingecarribee with 60 staff attendees registered to date
- j. QPRC has adopted a new DCP that accommodates the NSW Biodiversity Conservation Act and NSW Vegetation SEPP requirements. These documents provide advice and guidance to the local community about council's role and biodiversity requirements
- k. A total of 48 Issues (Staff enquiries) have been resolved for Council staff in the CRJO Councils via the help desk. (refer snapshot of issues per LGA in figure 1 below)
- l. Legal advice has been sought by the CRJO and distributed to the member Councils to assist staff in development assessment
- m. The CRJO has been represented at State government agency (OEH/LLS/OLG) working group meetings which has resulted in agency representatives attending the capacity building workshops and assisting Council staff with enquiries. It is noted that the Goulburn Mulwaree / LLS relationship and the Wingecarribee/ LLS relationship has been strengthened through this collaboration.

4. Identified Gaps/Needs

To date observations and assessments have identified the following:

- a. No Councils are currently self-sufficient to operate as required under the reforms
- b. The reforms introduce complex roles for development assessment staff and require technical expertise in house or reliance on OEH regional teams or Biodiversity Support Officers
- c. There is inconsistent and/or delayed advice to applicants due to the complexity of the reforms and assessment processes
- d. All Councils in the CRJO have limited resources and capacity to review the complex biodiversity development assessment reports
- e. 7 of the CRJO Councils have a strong reliance on OEH regional teams for assistance and refer many DAs that could be dealt with at Council level. These referrals delay the development assessment process.
- f. Further staff training is required due to the complex nature of the reforms and extent of adjustments that are required to Council roles, policy and procedures (eg revised DCP chapters, DA forms and checklists, biodiversity strategies, offsetting opportunities, compliance roles, updates to websites, advice to applicants and information to the community)
- g. Only 1 CRJO Council has revised and adopted a new DCP that provides pathways for the community and Council staff to adequately accommodate the reform requirements
- h. 2 CRJO Councils (Wingecarribee and Eurobodalla) have updated website information and application forms to provide information to applicants and assist public enquiries. These Councils have staff in specialized environmental assessment roles.
- i. Staff turnover causes a need for ongoing training and advice. Councils need processes in place so that when the staff with the knowledge leave it doesn't lead to development assessment delays

5. Future Directions

The program is scheduled to be completed in December 2019 however the Council gaps/needs identified above indicate that for effective and sustainable biodiversity outcomes the program needs to continue well beyond this timeframe. Key activities that will provide essential support to Councils will include provision of the following services through the CRJO:

- help desk service
- training of Council staff
- resource materials and information sharing network
- website development for CRJO (given the absence of relevant material on Council websites)
- review of Council DCPs, policies and procedures related to biodiversity
- maintaining a network of skilled technical staff across the region
- Liaison with State Government LLS and OEH about Council needs

Based on the needs for this ongoing resource it suggested that the CRJO lodge a submission with OEH to extend the current program by 3 years to December 2022.

Meeting:	CRJO BOARD MEETING #4/18
Date:	Friday 15 February 2019
Title:	Agenda Item: 16.0 Coastal Catchment Management
Reporting Officer:	David Rowe

RECOMMENDATION

That CRJO write to Minister for Agriculture requesting that appropriate funding be provided by the State Government to allow the reinstatement of the position of Coastal Management Officer within the South East Local Land Services.

REPORT

The Board of the South East Local Land Services met in Bega in early February, which was attended by the Deputy Chair, Cr Kristy McBain. At this meeting there was a presentation by the local oyster industry which highlighted concerns of the industry that the NSW Government provides funding for a Coastal Catchment Management Officer to be employed LLS.

This is seen by the industry as retrograde step and potentially threatens the health of the waterways and subsequent impact on the fishing and aquaculture industries. The role of the position previously covered the seaboard from the Victorian Border to Wollongong an oversaw development activities that occurred on the waterways leading to the estuaries.

The position created a conduit between the oyster industry, Council, LLS, the Food Authority and upstream land users. The position was a remnant from 3 Coastal Marine Officers that operated along the South Coast some 5 years ago under the Catchment Management Authorities.

The absence of funding for this position means that the function of coordinating catchment management of activities within the vital upstream catchments is now non-existent.

Many developers and landusers are oblivious to the impact of silt discharges from their sites and it is seen as critical to maintain awareness of this issue with all people living and working in the catchments.

Whilst the operation of the position can be managed within LLS, there is no capacity to fund position from LLS rates and it therefore must be fully funded by the State Government. Discussion with the Secretary/ Treasurer of the Sapphire Coast Wilderness Oysters (Sue McIntyre) indicated that there is a high level of concern in the oyster industry with the absence of this role.

To ensure that the best opportunity is provided to retain the health of our pristine waterways it is considered imperative that this position is reinstated and fully funded by the State Government as a matter of priority.

Meeting:	CRJO BOARD MEETING #4/18
Date:	Friday 15 February 2019
Title:	Agenda Item 17.0 Office of Sport Update
Reporting Officer:	David Rowe
Attachment:	17.1 South East Sports Academy Update – February 2019

RECOMMENDATIONS

- 1. Note that the Office of Sport will be liaising with the CRJO regarding the development of a sustainable governance model for the South East Academy of Sport.**
- 2. Receive and note the report on the SESA from the Office of Sport.**

REPORT

1. South East Sports Academy

On 23 January 2019, staff met with Office of Sport Representatives, Andrew Putt and Rebecca Neale.

The Office of Sport (OoS) has very successfully recreated the regional 'sports academy' following the demise of SERAS in 2016. The Academy currently offers high performance pathways for Golf, basketball, Netball, Surfing and AFLW with the OoS has committed to administering the South East Academy of Sport (SESA) until 31 December 2020, however over the next 12 months they are keen to work with the CRJO to develop an ongoing sustainable model beyond 2020 and also look at how the range of sports may be increased. Funding from Councils could assist the capacity of academy to expand. The OoS will prepare some options for discussion with GMAC and are planning for a presentation/discussion at the April GMAC meeting.

A detailed update on the SESA activities from OoS is attached.

2. Regional Plans

The office of Sport has developed 11 Regional Sport and Active Recreation plans. Although they are still 'draft' it is understood that they will be finalized pending sign-off from the Minister for Sport. The plans have six outcome areas

1. Increased Participation
2. Improved Access
3. Integrated Performance Pathways
4. Fit for Purpose Facilities
5. Valued Regional Events Effective Collaboration

The 2018-2023 plan for the South East and Tablelands has 33 strategies associated with the above outcomes. The plan can be viewed at <https://sportandrecreation.nsw.gov.au/draft-regional-sport-and-active-recreation-plans>.

Development of the regional plans has also been accompanied by restructuring within the OoS which will see a regional office being established in Jindabyne that will be headed up by Lachlan Clark as the Regional Director.

South East Sports Academy Update

February 2019

Sport Update

SESA currently has five sport programs; AFL, basketball, golf, netball, and surfing. In addition to the sport programs, SESA administers an Individual Athlete Program and an Individual Coach Scholarship.

AFL

The SESA AFL Female Athlete Development Program is being offered in partnership with AFL NSW/ACT. The program has been expanded in 2019 to include an U18 squad. The program includes 20 weekly sessions. The players attended the Athlete Education weekend in Jindabyne in October and participated in a Tri-Series Tournament with the Southern Sports academy and Western Region Academy of sport on 2-3 February. A squad of 40 players has been selected. The U16 squad will have an opportunity to participate in the ClubsNSW Academy Games from 12-14 April 2018 in the Hunter. The U18 squad will participate in the U18 State trials in Canberra and Sydney in April. Training sessions are held on a Wednesday night in Queanbeyan.

Basketball

The SESA Basketball NSW Developing Athlete Program is being offered in partnership with Basketball NSW. The program is part of Basketball NSW (BNSW) Developing Athlete Program (DAP) which is the first tier of BNSW High-performance Program. The program has a strong focus on the identification, development, and support of athletes aged 13-17. The DAP offers weekly sessions during term 4 & term 1 in Goulburn (Monday night), Batemans Bay (Sunday afternoon), and Queanbeyan (Thursday morning)

Golf

Golf is offered in partnership with Jack Newton Junior Golf (JNKG). The Golf program commenced in October 2018. There are 15 golfers involved in the program. The program follows the curriculum provided by JNKG. The golfers will be provided with skill assessment, physical testing, personal excellence, and an opportunity to compete at Regional Academy of Sport events including the Academy Games. The next camp is scheduled at Bermagui on 9-10 March. The golfers will have an opportunity to compete as a squad in the Peter O'Malley Junior Masters in Bathurst in March.

Netball

The netball program commenced in October 2018 with the Jindabyne Athlete Education weekend. The program consists of approximately 10 training sessions that are held at various locations within the region. The netball squad will be attending the Regional Academies of Sport High Performance

camp in March at Genea Netball Centre in Homebush. The next training session is on the 16 March at Goulburn. 22 athletes on scholarship in 2018/19.

Surfing

The South Coast Surfing Academy is offered in partnership with Surfing NSW and supported by the Illawarra Academy of Sport. The program is a 2 tier squad structure, that involves a high performance squad and a development squad. The program is a combination of training and competition support. There will be at least 9 training sessions that will be held throughout the region. There are 19 surfers involved in the program.

Individual Athlete Program

The Individual Athlete Program involved an Athlete Education weekend at Jindabyne Sport and Recreation in October 2018. The program provides financial assistance to athletes. There are 20 athletes on scholarship in 2018/19

Individual Coach Development Scholarship

The Individual Coach Development Scholarship provides financial support to coaches to support their development. 16 coaches have been offered a SESA scholarship.

Potential Sports

Discussions continue with Ski and Snowboard Australia regarding a Snow Sports program.

Information regarding SESA including program schedules can be found at www.sesa.net.au

SESA AFL PROGRAM DATES 2019

CHRISTMAS HOLIDAYS BREAK		
Wednesday 30 January 2019	Block 2 training commences	Phillip Oval
Wednesday 6 February	Skills S&C	Queanbeyan New strength program - Scott
Wednesday 13 February	Skills	Queanbeyan
Wednesday 20 February	Skills	Queanbeyan
Wednesday 20 February	Skills – South Coast players	Dickinson Oval, Bermagui
Wednesday 27 February	Skills	Queanbeyan
Wednesday 6 March	Skills	Queanbeyan
Wednesday 6 March	Skills – South Coast players	Dickinson Oval, Bermagui
Wednesday 13 March	Skills	Dickinson Oval, Bermagui
Wednesday 20 March	Skills S&C	Queanbeyan
Wednesday 27 March	Skills	Queanbeyan
Wednesday 27 March	Skills	Dickinson Oval, Bermagui
Wednesday 3 April	Skills	Queanbeyan
Wednesday 10 April	Skills Training Recovery session?	TBC
Fri 12 – Sun 14 April	Academy Games	Hunter
Wednesday 1 May	Feedback session Program concludes	Queanbeyan

SESA GOLF PROGRAM DATES 2019

DATE	LOCATION	VENUE	ACTIVITY
Saturday 9 – Sunday 10 March	Bermagui	Bermagui Golf Club	Training Camp #2
Friday 22 - Sunday 24 March	Bathurst	Peter O'Malley Junior Masters	Event
Saturday 6 - Sunday 7 April	Bermagui	Bermagui Golf Club	Training Camp #3
Friday 12 - Sunday 14 April	Hunter Valley	Various	Academy Games
Friday 24 – Sunday 26 May (selected players only)	Riverside Oaks	Riverside Oaks GC	North v South cup

Netball Program 2019 - Block 1 Dates

Date	Time	Type	Venue
19 January	9.30am -10am	Introduction	ACT Netball, Northbourne Ave, Lyneham
	10am – 2pm	Training	
16 February	9.30am – 2pm	Training Testing	Veolia Stadium, Goulburn
23 February	9.30am - TBC	Training and Match play	ACT Netball, Northbourne Ave, Lyneham
15 – 17 March		Netball NSW High Performance Camp	Netball Central, Sydney Olympic Park Accommodation: Sydney Olympic Park Lodge – 1 Jamieson St, Newington Armory, Sydney Olympic Park
30 March	9am – 12pm	Match Play	Carroll College, Broulee
6 April	9.30am - TBC	Academy Games training	ACT Netball, Northbourne Ave, Lyneham
12 – 14 April		Academy Games	Maitland

Block 2 dates tbc

Surfing Program 2019

Date	Location	Squad	Activity
16 February	tbc	High Performance	3hr Surf Coaching session +1hr Strength & Conditioning
16 February	tbc	Development	3hr Surf Coaching session +1hr Strength & Conditioning
15-17 March (TBC)	Manly	High Performance	3 day Manly HSPC Experience and Pro Junior Event
30 March	Ulladulla	Development	Surf Coaching Session - VIP tickets to Main Event on 15-17 March
20 April	Far South Coast	High Performance	Surf Coaching Session
20 April	Far South Coast	Development	Surf Coaching Session
4 May	Kiama	High Performance / Development. Combined session	3hr Surf Coaching Session + 1hr Strength & Conditioning
5 May (tentative)	Kiama	High Performance & Development	NSW South Coast Junior Regional Titles (Development & HP Squads must enter). Coach Mentoring
25-27 May (tentative)	Culburra	High Performance enter via WSL	Shoalhaven WSL Pro Junior - Coach Mentoring
TBC			Werri Slash
15 June	Ulladulla	High Performance	Surf Coaching Session
15 June	Ulladulla	Development	Surf Coaching Session
6 or 7 July (tentative, depending on Club rounds)	Far South Coast	High Performance	Surf Coaching Session
6 or 7 July (tentative, depending on Club rounds)	Far South Coast	Development	Surf Coaching Session
12-17 July - TBC	Lennox Head		Skullcandy (non SNSW event but entry via SNSW website)

20-23 July (tentative)	Coffs Harbour		NSW Junior State Titles 2019 (Qualifying Event)
26-28 July (tentative)	Maroubra		NSW Junior Grommet Titles 2019 (Qualifying Event)

Meeting:	CRJO BOARD MEETING #4/18
Date:	Friday 15 February 2019
Title:	Agenda Item 18.0 Future Fund for Regional Councils
Reporting Officer:	David Rowe

RECOMMENDATION:

That the CRJO advocate to the State Government to create a Futures Fund for Regional Councils from the proceeds of sale of Snowy Scheme with purpose to provide an ongoing funding source for the maintenance of local government assets.

REPORT

There is significant money being directed to regional communities through the current State and Federal Government funding programs. The infrastructure bubble over the next few years has previously been discussed with associated concerns as to how Councils will be able to deliver the capital infrastructure associated with the funding programs in an efficient and timely manner. Adding to the infrastructure ‘log jam’ is the additional funding provided to merged Councils for community projects.

Previous presentations from QPRC (General Manager Peter Tegart) identified this need to reduce the peak of the ‘funding bubble’ and distribute the funding over several years. This could be provided by the development of a Future Fund. Based on the established position of Hilltops Council, GMAC considered a report on this topic at its meeting on the 1 February 2019 and the above recommendation

By way of background, Hilltops Council at its meeting on the 27.6.2018 raised the issue of developing a Regional Future Fund from the proceeds of the Snowy Sale with the State Government support to promote this concept.

Excerpt from Hilltops Report:

“SNOWY HYDRO MONEY CONCEPT – A FUTURE FUND FOR REGIONAL COUNCILS”

The New South Wales Government has recently gained a \$4 billion windfall through the sale of its share of the Snowy Hydro Scheme. At present there has been little communication about what the money will be used for. If the Stronger Communities Funding is anything to go by, the money is likely to be spent on providing non-essential assets to Local Government that are nice to have but will continue to make the sector less financially sustainable. Regional and Rural Councils need to have assistance to bring their major assets i.e. roads, water, sewerage and stormwater to BTS standard.

The NSW Government has several funds managed by T-Corp including the NSW Infrastructure Future Fund (NIFF). It is suggested that T-Corp be commissioned to establish a fund specifically to manage, perhaps, half of the Snowy sale proceeds – being approximately \$2 billion. The earning from the sale proceeds would be set aside to provide ongoing financial assistance to local government for asset renewal.

It is envisaged that the money would be invested with T-Corp for a period of several years without the fund being drawn on. This investment period would be determined with the benefit of T-Corp’s investment expertise with a view to maximising the accumulated earnings before the earnings are distributed. The

investment period would allow the NIFF to develop an application and assessment process based on current asset management plans and enable Councils to have updated asset management plans in place. These asset management plans would form the basis of any application to the fund and are to be auditable with an annual certification.

Allocations could then be made to Councils on the basis of their asset management plans to bring their assets up to BTS standard. While future returns are difficult to predict, earnings of between 4.3% and 6.5% p.a. on principal of \$2 billion over a 5-year period could generate between \$470 million and \$730 million for distribution to regional and rural Councils. This equates to one tenth of what Council's need to renew their assets to the back to satisfactory (BTS) standard. This is a compelling reason why the Snowy sale proceeds should not be squandered but used to provide ongoing assistance to the community.

By the State Government investing only part of the Snowy proceeds, it still leaves \$2 billion for the State Government to allocate for its own projects and priorities in regional areas.

The fund would need to be protected through legislation to stop it being frittered away by successive governments.”

Long term financial sustainability of Councils remains a significant concern for industry and the injection of capital funding for new projects across regional NSW is creating additional asset maintenance liability for Councils without any additional income for maintenance. This will impact on councils' Operational Ration again bring a focus on the financial sustainability of councils especially when merged councils are currently restricted in their capacity to raise rates.

Part of the solution to sustainability could be the provision of additional funding for regional councils through the creation of a Regional Futures Fund such as:

- Established from investing \$2B of the Snowy proceeds
- Interest providing the basis of an annual program
- Program commencing at \$100M pa
- Funds available to regional councils
- Funds provided for rehabilitation/ upgrade of existing assets

The recommendation is to support the concept of the NSW Government developing a Regional Futures Fund from the proceeds of the sale of the Snowy Scheme.

Meeting:	CRJO BOARD MEETING #4/18
Date:	Friday 15 February 2019
Title:	Agenda Item 19.0 Southern Lights Project
Reporting Officer:	David Rowe
Attachment:	19.1 Correspondence to NSW Deputy Premier

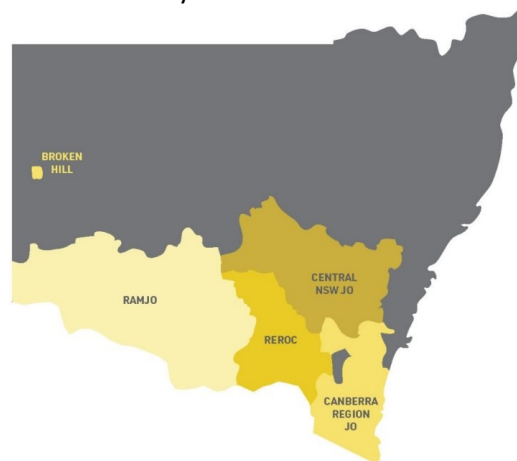
RECOMMENDATION:

That the update be noted.

REPORT

1. Background

The Southern Light Project commenced in 2016 with a number of interested Councils and ROCs collaborating to drive the conversion of street lighting to LED lighting in order to save on the cost of their street lighting costs. The consortium of Councils is now represented by Riverina Eastern Regional Organisation of Councils (REROC), the Riverina and Murray Joint Organisation (RAMJO) the Canberra Region Joint Organisation and Broken Hill City Council.



From the initial focus of LEDs, the project has grown to encompass smart street lighting with street lighting being the *vehicle* for smart controllers that will lead digital technology throughout regional NSW. The group engaged energy consultant NextEnergy to assist the preparation of the business case for the Southern Lights project. Being the provider of the majority of street lighting across the region, Essential Energy is recognised as a major stakeholder in the project. The Council group has now been working closely with NextEnergy and Essential Energy to:

- develop a business case to convince the State Government it should be funding an immediate rollout of smart street lighting
- develop the specifications for the street lighting and associated smart technology

2. Benefits of the Project

- *Reduced electricity costs to Council;* up to 50% cost saving on traditional street lights
- *Improved service levels;* smart technology will indicate any failed lights back to the maintenance authority.
- *Lower maintenance costs;* LEDs are more reliable, have a longer life and eliminate the need and maintenance is lower.
- *Safer lighting;* LED lighting levels can be adjusted for high security areas.

- *Community enabling smart technology*; the streetlights are a vehicle for potentially hosting many other forms smart technology through the communication network connecting the street lights for example; security, traffic measurements, asset tracking, livestock location, water meter measurements, garbage bin sensors, parking sensors, pedestrian movements and noise monitoring.

3. Business Case

The Business Case was submitted to the NSW Government in November seeking funding for the project and included the following key elements:

- The cost to implement the program across the 41 Councils \$71.2 M
- The program covers 83,000 lights
- Essential Energy will provide a rebate of \$9.8M
- The program (subject to funding) would be implemented over a 2-3 year time frame.
- The payback period is 8.8years
- Funding request to NSW Government is \$61.4M

4. Progress on Technical Aspects

- Light suppliers** – The technical specification has been finalised and tenders are being called to establish a number of contracts for the supply of luminaire suppliers. This is expected to be completed by April.
- Smart Controllers and the Communication Backbone** - tenders will be called for both the smart controllers and the 'communication backbone'. Smart controller must be compatible with the enabling communication network (low to medium band width). Tenders will be called for these components by Essential Energy as soon as specifications have been finalised.
- Agreement for access to smart controllers** – an agreement for access to data from the smart street lights needs to be resolved prior to installation of the lights. This draft agreement will be developed early in 2019 while tenders for the infrastructure are being processed. The agreement will need to be established between Councils and Essential Energy to outline the conditions for access and responsibilities for maintenance of 'smart technology' components

5. Project Funding

As detailed in the Business Case above \$61.4M is being sought from the State Government to fully fund the roll out of the program across all the Southern Lights Councils. If there is no indication by March 2019 that the funding will be provided, the Southern Lights Group will undertake a costs and benefits analysis for each Council regarding self-funding arrangements. A follow up letter has recently been forwarded to the NSW Deputy Premier (Attachment 19.1), seeking a meeting regarding the funding application.



4 February 2019

Hon John Barilaro MP
Deputy Premier of NSW
Parliament House
Macquarie St
SYDNEY NSW 2000

Dear Deputy Premier

UPDATE ON SOUTHERN LIGHTS BUSINESS CASE AND PROCUREMENTS

The Southern Lights project has achieved a number of milestones since the completion of our Business Case last October. Consequently, we believe it is timely to update the Government on our progress and to also seek a meeting with you about the State's possible investment in the project.

Last October we provided you and the Department of Premier and Cabinet's Chris Hanger with copies of the Business Case for the project. The Business Case, which was based on individual calculations for each of the 75,500 street lights that comprise the Southern Lights area, showed that the total cost of the project would be \$71 million. We requested that the State consider funding \$61.4 million of this amount. A spreadsheet summarising this Business Case is **attached**.

The Business Case included provision for an additional 10,000 LED street lights to allow councils to fill in historic gaps in their lighting network as well as the cost of connecting the lights to a low-medium bandwidth communications network. The communications network will not only allow the smart-enabled LED lights to communicate with base stations, it will also provide the foundation upon which the 41 LGAs in Southern Lights can become Smart Communities.

You would also be aware that Essential Energy subsequently prepared an expanded business case for its whole service territory based on the same jointly-developed assumptions. Essential Energy has also submitted this to Government and both parties remain happy to provide briefings and respond to questions about these aligned proposals at any point.

Mr Hanger has advised that the DPC's Connectivity Team is assessing our Business Case and we assume the Essential Energy business case, with a view to making recommendations relating to funding the project through the Snowy Hydro Legacy Fund. We have provided the DPC with a complete copy of the financial calculations and assumptions that underpin the Business Case. We would be happy to speak to the Connectivity Team at any point about the material provided.

Our Activities since October 2018

Since October 2018 the project has moved forward, laying the groundwork for the deployment of the smart LED lights and the supporting communications network. The Southern Lights Group and our consultants have worked very closely with Essential Energy on the project to ensure its success. Our goal is to commence the deployment of the LED lights and communications network by mid-2019.

We have agreed on the technical specifications for the smart-enabled LED lighting. This has allowed us to work with Essential Energy on the preparation of documents for the procurement of the lights. The tender was published in December 2018, closed in January 2019 and we are now in the process of short listing the successful suppliers. It is expected that this will be finalised by Essential Energy in April. The new LED lights will use substantially less energy resulting in significant reductions to Greenhouse Gas emissions for the State.

We are currently jointly preparing the specifications and tender documentation for the procurement of the low-medium bandwidth communications network that will connect the LED lights. The procurement, one of the largest of its type in Australia, will include provision for the councils to use the network to deploy Smart Community devices and technologies as well as the ability for third parties to contract to use the network. This latter provision will make significant inroads to fulfilling the digital connectivity goal contained in the State's *20 Year Economic Vision for Regional NSW*.

The Southern Lights Group and Essential Energy are also preparing a formal Access Agreement for the communications network. This is required to ensure that the network, which will be procured by Essential Energy but paid for by councils through the lights' maintenance tariff, will be readily accessible to councils for the deployment of Smart Community devices. The Agreement under discussion also addresses third-party access.

The Project is at a Critical Point

Southern Lights is now reaching a number of critical points in its development and we are hoping to obtain some direction from the Government in relation to its potential investment in the project.

Asset management relating to the existing street lights requires that the lamps be replaced on a four-year cycle. The existing street lights located in Wagga Wagga, Albury, Bathurst and Orange must be replaced this year. In Wagga Wagga's case, the replacement was scheduled for last August and for Albury last November. Both were delayed to allow for the development of Southern Lights' Business Case.

The essential maintenance work cannot be delayed for much longer, however the Business Case for the deployment included an allowance for the efficiencies that would be gained by undertaking the LED installation work when lamps were due to be replaced and thereby benefiting from the avoided costs of lamp replacement. Consequently, there are financial impacts on the Business Case if the lamp replacement is undertaken separately to the LED deployment.

In addition, the size of the procurements associated with the project are so large that there will be a considerable lead-in time once the process is finalised for suppliers to provide their products and services. Therefore, to fulfil our 2019 deployment schedule, we need to finalise all procurements within the next 3 months.

Meeting Request

This is a transformational project that stretches from Bega to Broken Hill and delivers on the Government's *20 Year Economic Vision for Regional NSW*. We strongly believe that with a simple payback of 8.8 years and a BCR of 1.01 this project is worthy of funding through the Snowy Hydro Legacy. Without government funding, deployment of LEDs is likely to be much delayed for the many LGAs under serious financial constraint, while the deployment of smart controls (and the associated low to medium bandwidth communications network) is likely to be haphazard and may be put at risk due to the loss of economies of scale.

The Southern Lights Group and our partners, Essential Energy, are seeking to meet with you, as a matter of urgency to discuss the project and the benefits it will deliver to the 41 participating LGAs and the State of NSW.

REROC is the project manager for Southern Lights. It would be appreciated if your staff could please contact the REROC Office on (02) 6931 9050 or email: jbriggs@reroc.com.au to make arrangements for the meeting.

Yours sincerely,



Cr Rick Firman OAM

On behalf of the Southern Lights Group of Councils

Encl:

Southern Lights Information Flyer

Southern Lights Business Case Summary

Cc:

Hon Gladys Berjiklian, Premier

Dr Joe McGirr MP, Member for Wagga Wagga

Mr Greg Aplin MP, Member for Albury

Ms Steph Cooke MP, Member for Cootamundra

Mr Austin Evans MP, Member for Murrumbidgee

Hon Kevin Humphries MP, Member for Barwon

Hon Paul Toole MP, Member for Bathurst

Mr Phillip Donato MP, Member for Orange

Hon Andrew Constance MP, Member for Bega

Hon Prue Goward MP, Member for Goulburn

Hon Bronnie Taylor MLC, Parliamentary Secretary for Southern NSW

Hon Rick Colless MLC, Parliamentary Secretary for Southern NSW

Hon Wes Fang MLC


Hon Peter Primrose MLC, Shadow Minister for Local Government

Hon Adam Searle MLC, Shadow Minister for Energy and Climate Change

Hon Penny Sharpe MLC, Shadow Minister for Environment and Heritage

Hon Mick Veitch MLC, Show Minister for Western NSW

Southern Lights Project Summary Figures Based on Assumed 2019-20 Replacement

	# Lights	Yearly Energy Cost (\$/yr)	Yearly Essential Maint Tariffs (\$/yr)	Total Yearly Council Costs (\$/yr)	Total Capital Costs of LED + Smart Controls (\$)	Residuals Payable (\$)	Sinking Fund Value (\$)	Avoided Bulk Lam Replacement Value (\$)	Net Installation cost (\$)	NPV 10 year cost (\$)	Simple Payback (Years)	GHG (t CO2-e/yr)	Annual Energy (kWh/yr)
Notes:	Total number of lights included in model	Excluding any additional lighting	Excluding any additional lighting	On-going energy and maintenance costs (eg excluding all costs associated with replacement)	Total capital costs of new LEDs and smart controls (excluding other costs and values - see next columns)	Based on residuals supplied by Essential Energy	Based on sinking fund value supplied by Essential Energy	Based on value of avoided bulk lamp replacement costs as supplied by Essential Energy	Total capital cost + residual value -sinking fund value - avoided BLR value	Estimated NPV of project with financing costs included	Total net installation cost divided by recurrent annual energy and maintenance savings	Annual GHG emissions at NSW end-used emissions intensity	Annual electricity consumption in kWh/yr based on fixed on/off times as per AEMO unmetered load table
Existing (BAU) Portfolio	75557	\$7,172,127	\$5,916,843	\$13,088,970	\$0	\$0	\$0	\$0	\$0	\$106,659,206	NA	34,068	35,860,636
Replacement (LED) Portfolio	75557	\$3,033,737	\$3,115,299	\$6,149,036	\$69,897,498	\$1,243,890	\$5,614,344	\$4,155,635	\$61,371,409	\$99,017,660	8.8	14,516	15,280,434
					Total Project Cost =	\$71,141,388	Contribution by Essential Energy =	\$9,769,979	Funding Request =	\$61,371,409			
Saving		\$4,138,390	\$2,801,544	\$6,939,934						\$7,641,547		19,551	20,580,202
Saving %		57.7%	47.3%	53.0%						7.2%		57.4%	57.4%



Southern LIGHTS

ENABLING INFRASTRUCTURE THAT DELIVERS BETTER, SAFER, CHEAPER LIGHTING AND SMARTER, CONNECTED COMMUNITIES

CHEAPER, SAFER LIGHTING

As part of the project provision has also been made for an additional **10,000 lights** to be installed to address in-fill issues across the regions.

CONNECTIVITY OUTCOMES FOR RURAL & REGIONAL COMMUNITIES

Low to medium bandwidth communication technology to over **1,000,000 people** and **thousands of businesses**.

SMART COMMUNITY DEPLOYMENT

Using **low to medium bandwidth communication technology** together with **smart LED lighting**, communities will have the foundation to implement **smart community deployments**.

COLLABORATION ACROSS 41 LOCAL GOVERNMENT AREAS

The Southern Lights' Project Partners **Riverina Eastern Regional Organisation of Councils (REROC)**, **Riverina and Murray Joint Organisation (RAMJO)**, **Central NSW Joint Organisation (Central NSW JO)**, **Canberra Region Joint Organisation (CRJO)** and **Broken Hill City Council** represent a total of 41 local councils.

STRATEGIC CO-OPERATION BETWEEN THE PROJECT PARTNERS AND ESSENTIAL ENERGY

The Project Partners are working closely with Essential Energy and have developed a **sound business case** for the successful delivery of the project.

HIGH LEVEL BUSINESS CASE DEVELOPMENT FOR THE PROJECT

Working with leading street lighting consultants Next Energy, a **high level business case** has been prepared for the overall project and for each of the participating LGAs. The total cost of deployment is \$61.4 million with a payback total of 8.8 years.

BENEFITS OF THE PROJECT

Improved Service Levels and Lower Maintenance Costs

An LED roll out when accompanied by smart controls technology can dramatically improve service levels by notifying the operator of outages and other faults.

Connectivity - A Backbone for Smart Community Deployments

Networking of smart connected street lights is being increasingly recognised as a key enabler of smart city deployments as, once installed, they are able to support a range of other devices in the public domain at low marginal cost.

Reduced Electricity Use and Improved Lighting Outcomes

LEDs will reduce the energy used by the lights, substantially reduce the operational cost of the lights and, by delivering high quality white light, increase the efficiency and effectiveness of public lighting which improves safety and reduces fear of crime.

57%+
energy savings

48%+
maintenance savings

Safer roads and safer communities
as a result of widespread deployment of white light

Substantially improved service levels as a result of more reliable lighting and smart controls reporting faults



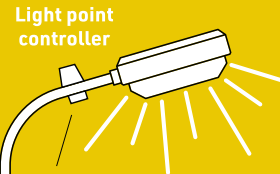
Communications gateway



Flood sensor



Livestock location



Light point controller

- Interface for:
- Environmental sensors
 - Bush fire detection
 - Ambient noise
 - People/vehicle counting



Water meters & leak detectors



Asset tracking



Garbage bin sensors



Security sensors

Parking sensors

ABOUT THE PROJECT

Southern Lights NSW is an enabling infrastructure project designed to deliver better, safer, cheaper lighting and smarter, connected communities. The project will provide significant connectivity benefits to regional and rural communities across southern NSW from Bega to Broken Hill, with the plan to expand to other areas.

The project will result in one of the largest deployments of smart-enabled LED lighting in Australia, with over 75,500 LED street lights deployed across a geographic area that is approximately the same size as the United Kingdom.

Covering 41 Local Government Areas, the Southern Lights project is evidence of the capacity for local government to collaborate for innovation. Southern Lights' Project Partners are the Riverina Eastern Regional Organisation of Councils (REROC), the Riverina and Murray Joint Organisation (RAMJO), Central NSW Joint Organisation (Central NSW JO), Canberra Region Joint Organisation (CRJO) and Broken Hill City Council.

The Project Partners are working very closely with Essential Energy, the Distribution Network Service Provider (DNSP) for the Southern Lights' Region. This close working relationship is pivotal to the successful delivery of the project.

The project supports the 20 Year Economic Vision for Regional NSW by improving digital connectivity across regional NSW.

PROJECT DELIVERY

The Project's comprehensive Business Case was completed in October 2018. The Southern Lights' Group has provided the case to the State Government to seek funding to support the deployment of the project.

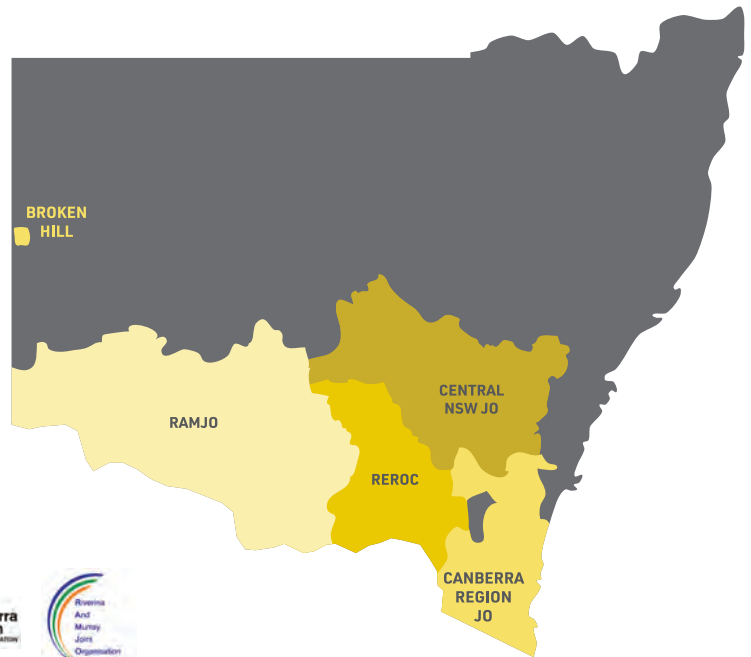
It is anticipated that once commenced the project will take 2-3 years to roll out. The Southern Lights Group is currently working on a possible schedule for the roll-out taking into account issues such as Bulk Lamp Replacement timetabling and council budgeting regimes.

THE BUSINESS CASE

Next Energy, consultants for the Southern Lights' Project Partners have worked with Essential Energy and the Project Partners on the preparation of the Business Case which has determined the return on investment for the project and the savings that the 41 participating councils will achieve. Business cases have already been prepared for all the participating councils as well as one for the overall project.

The Business Case shows that the investment of \$61.4 million will be recovered in 8.8 years.

The Business Case only considers the direct benefits that will arise as a result of the project and not those that will be generated through smart community deployments.



For more information contact:
Julie Briggs, CEO, Riverina Eastern Regional Organisation of Councils
Email: jbriggs@reroc.com.au
Phone: 02 69319050

www.southernlightsnsw.org.au

CRJO ACTION LIST

BOARD MEETING #4/18

Friday 15 February 2019



Ref	Action	Who	Status
18GM4 -2.1	<p><u>REGIONAL GROWTH AND CANBERRA AIRPORT MASTERPLAN 2020</u></p> <p>CRJO support establishment of a regional project management office (RPMO) in principle, and prepare a detailed business case, funded by contributions of \$1,000 per member council.</p>	CEO/ QPRC	Brief being prepared for Business case
18GM4 -3.1	<p><u>OFFICE OF EMERGENCY MANAGEMENT</u></p> <p>2. CRJO liaise with OEM to prepare position papers to present to OEM on the following:</p> <ul style="list-style-type: none"> • Alternate contribution models • Returning damaged infrastructure into a better state (build back better, per the QRA framework), including case studies • Case studies and pilot Council to improve knowledge and capacity in recovery (BVsC) • Working models for JO member Councils <p>3. Engage IWG to identify critical local infrastructure within the region.</p>	CEO	To be undertaken early 2019
18GM4 -7.0	<p><u>ENGAGEMENT FRAMEWORK</u></p> <p>1. That the following documents be developed by the CRJO</p> <ol style="list-style-type: none"> a) Regional Advocacy & Engagement Strategy b) Communications and Engagement Plan <p>2. That GMAC establish a Working party (Tegart, Bascomb, Hutch).</p> <p>3. GMAC draft an election advocacy plan utilising 'all politics is local' AGLA template to capture key CRJO advocacy and projects including; Southern Lights, Roads & Bridge Register, funding models for local government, airport strategy, Eden port strategy, regional roads, RPMO.</p>	DGRS/ Working Party	To be developed by 30 June 2019 Draft advocacy issues to be considered by Board at meeting 15.2.2019
18GM4 -8.0	<p><u>WORKING GROUPS</u></p> <p>1. The workings groups (comprised of Directors or their delegates) be identified under the relevant strategic plan pillars to illustrate their structural connection to the business of the CRJO.</p> <p>2. In the interim:</p> <ul style="list-style-type: none"> • The Infrastructure Working Group (IWG) continue the development and refinement of the relevant infrastructure prospectus and identification of critical infrastructure for OEM. • The Economic Development WG 	CEO/ GMAC	Framework for Working Groups to be formalised into a 'Protocol for next GMAC meeting (Apr18)

CRJO ACTION LIST

BOARD MEETING #4/18

Friday 15 February 2019



Ref	Action	Who	Status
	<p>contribute to the preparation of CREDS.</p> <ul style="list-style-type: none"> The Regional Planners WG be convened to continue work on native title, biodiversity and planning reform. 		
18GM4 -11.0	<p><u>COMPLAINTS MANAGEMENT</u></p> <p>That CRJO prepare a business case utilising LGA and OLG statistics to consider the case for a regional internal ombudsman for investigation of complaints.</p>	CEO	Business case to be analysed on receipt of data from Councils
18GM4 -12.0	<p><u>INFRASTRUCTURE COSTS</u></p> <ol style="list-style-type: none"> That CRJO recoup \$15,236 (incl GST) from each of the 11 participating Councils for the development of the Water and Wastewater Prospectus (\$9,333) and the Roads and Bridges Register (\$5,903). GMAC consider a policy on an appropriate administration fee applicable to future projects. 	CEO	Councils to be invoiced for works undertaken
18GM4 -17.0	<p><u>WELLBEING MEASUREMENT</u></p> <ol style="list-style-type: none"> GMAC consider a further presentation on the Bristol Thriving Places index. GMAC explore the Bond University happiness project and the NZ Council of eight wellbeing survey to guide a regional community survey for the CRJO (Item 13 of the Statement of Regional Priorities). GMAC explore a regional customer satisfaction survey on behalf of member councils. 	QPRC	Presentation to the next GMAC meeting
18BD3-Min45	<p><u>1. REGIONAL INFRASTRUCTURE TASKFORCE</u></p> <p>CRJO to write and thank the Taskforce for their support, advocacy and regional engagement.</p> <p><u>2. CODE OF CONDUCT REVIEW PANEL:</u></p> <p>That CRJO call for an EOI for the establishment of its own conduct review panel and for member Councils who wish to participate; and the cost of preparation be shared amongst NSW participating Councils.</p> <p><u>3. AGRIFOOD EXPORT HUB</u></p> <p>That CRJO assist Canberra Airport in coordinating a forum with agencies and stakeholder groups on air freight and agrifood in the region.</p>	<p>DGRS</p> <p>CEO</p> <p>DGRS</p>	<p>Completed</p> <p>EOI being prepared</p> <p>Forum to be arranged at mutually convenient time for all parties</p>

CRJO ACTION LIST

BOARD MEETING #4/18

Friday 15 February 2019



Ref	Action	Who	Status
	<p><u>4. CANBERRA REGION ECONOMIC DEVELOPMENT STRATEGY</u></p> <p>a. That the CRJO fund the development of a CREDS in partnership with the NSW Government and the ACT Government at a cost of \$10,000 each.</p> <p>b. That the CRJO share be funded from the CRJO 'establishment monies'.</p> <p><u>4. WASTE LEVY WINGECARRIBEE SHIRE COUNCIL</u></p> <p>a. That the Board write to the Deputy Premier and Minister for Regional New South Wales, The Hon John Barilaro MP; Minister for the Environment, Minister for Local Government, and Minister for Heritage, The Hon Gabrielle Upton and the Member for Goulburn, The Hon Pru Goward, The Member for Wollondilly, The Hon Jai Rowell seeking their support for an urgent review to reclassify Wingecarribee Shire Council from the "Metropolitan Waste Levy Area" to the "Regional Levy Area" for the purpose of the NSW Waste Levy.</p> <p>b. That CRJO strongly oppose the broadening of the Waste Levy to other LGA's in the region.</p> <p><u>5. JOINT ORGANISATIONS AND LGNSW</u></p> <p>that the CRJO not be a member of LGNSW as there are no identified operational benefits</p>	<p>DGRS/ Working Party (WP)</p> <p>DGRS</p> <p>-</p>	<p>Underway</p> <p>NB: WP includes NSW/ACT/QPRC/CRJO</p> <p>Completed</p> <p>No action – position noted</p>
18BD3-Min46	<p><u>FINANCE REPORT</u></p> <p>2. That the Board consider implementing a financial strategy in December 2019 to ensure that a minimum cash balance of \$200K is retained going forward, recognising that this may include an increase of membership contribution fees for 2020/2021.</p> <p>3. That the Office of Local Government be notified of the proposed project expenditure for the \$300k establishment funding as detailed in the report.</p> <p>4. That the CRJO advocate to the NSW Government for Operational funding of \$300K per annum for each Joint Organisation.</p>	<p>CRJO</p> <p>CEO</p> <p>CEO</p>	<p>2. Noted – position included in Draft Strategic Plan</p> <p>3. OLG notified</p> <p>4. Chair sent letter , report to Board 15.2.2019</p>

CRJO ACTION LIST

BOARD MEETING #4/18

Friday 15 February 2019



Ref	Action	Who	Status
18BD3-Min48	<p><u>ACCESS TO ACT RESIDENTS BY NSW RESIDENTS</u></p> <p>That the CRJO write to both the ACT and NSW Governments to ensure that an appropriate 'health agreement' is negotiated between the parties to ensure that there is an equitable access to hospital services in the ACT by both the residents of the ACT and residents of the South East of NSW.</p>	DGRS	Completed
18BD3-Min49	<p><u>NATURAL DISASTER FUNDING ARRANGEMENTS</u></p> <ol style="list-style-type: none"> 1. That Councils carefully consider the financial implications when making their decision whether to 'opt in' to the new funding arrangements. 2. That the CRJO advocate to the State Government to renegotiate the guidelines such that the financial burden on Local Government is more equitable. 3. That the CRJO develop a more equitable contribution model for submission to the NSW Government with consideration of a sliding scale contribution based on the 'Council Category'. 4. Office of Emergency Management (OEM) be invited to the next GMAC meeting. 	<p>Councils</p> <p>CRJO</p> <p>CRJO</p> <p>DGRS</p>	<p>OEM presented to GMAC at its meeting 1.2.2019</p> <p>Position updated by GMAC</p> <p>Refer 18GM4 -3.1 above</p>
18BD3-Min52	<p><u>OFFICE OF LOCAL GOVERNMENT</u></p> <ol style="list-style-type: none"> 1. That the CRJO writes to the Chief Executive Officer of the Office of Local Government seeking clarification regarding the Joint Organisation Assessment Framework currently under development. 2. CRJO strongly request any consultation includes all Joint Organisations. 	CEO	<p>Completed</p> <p>OLG is preparing draft guidelines for consultation with JOs</p>
18GM3- 2.1	<p><u>SOUTHERN LIGHTS</u></p> <ol style="list-style-type: none"> 2. CRJO prepare a template report for consideration of member councils and offer to coordinate an information presentation to Councils. 	CEO	COMPLETED – forwarded to Councils

CRJO ACTION LIST

BOARD MEETING #4/18

Friday 15 February 2019



Ref	Action	Who	Status
18GM3– 4.1	<p><u>REGIONAL CADET STRATEGY</u></p> <ol style="list-style-type: none"> 1. That GMAC note the presentation and circulate a copy to members 2. That GMAC support other Councils nominating other cadets/apprentices under this initiative. 3. That GMAC advocate to Government to sponsor and fund the CRJO Cadet Strategy including education under the fee-free apprenticeship, infrastructure legacy program and LG skills strategy. 	CRJO	Matter to be refined and considered as a component of the Regional Workforce Strategy identified in the Draft Strategic Plan
18GM3– 5.0	<p><u>CODE OF CONDUCT REVIEW PANEL</u></p> <ol style="list-style-type: none"> 1. That CRJO call for an EOI for the establishment of its own conduct review panel and for member Councils who wish to participate; and the cost of preparation be shared amongst NSW participating Councils. 2. That GMAC nominate a panel of 3 representatives to review the EOIs recommend the composition of the panel, being representatives from Bega Valley Shire Council, Snowy Monaro Regional Council and Eurobodalla Shire Council. 3. That it be noted the member Councils then need to endorse the selected Code Panel. 	CEO	EOI being developed to be advertised by 28 Feb 2019
18GM3– 8.0	<p><u>JO'S AND LGNSW COLLABORATION</u></p> <ol style="list-style-type: none"> 3. That GMAC gather data and prepare a brief to seek quotes from the legal panel members for the provision of IR services and IRC representations on behalf of member Councils on a 12 mth retainer. 	CEO	EOI to be undertaken in 2019
18GM3– 12.0	<p><u>CANBERRA REGION ECONOMIC DEVELOPMENT STRATEGY</u></p> <ol style="list-style-type: none"> 3. That GMAC endorse the draft scope of works and in doing so nominate Peter Tegart (QPRC) for the project control group. 4. That GMAC examine the governance framework for the management of project 	CEO	Completed – refer to item 18BD3- Min45 (Point 4)

CRJO ACTION LIST

BOARD MEETING #4/18

Friday 15 February 2019



Ref	Action	Who	Status
18BD2-Min36	<p><u>STATEMENT OF REGIONAL PRIORITIES (INTERIM)</u></p> <p>1. That the process for developing the CRJO regional priorities as proposed by GMAC be endorsed as outlined below:</p> <p>a. JO representatives to tour all councils in the upcoming 6 weeks and meet with the executive teams to gather local information and knowledge on key priorities in the local government areas.</p> <p>b. A Workshop with General Managers to be held in November to compile recommendations</p> <p>c. Draft Regional Strategic Priorities and Action Plan to be presented to the December Board meeting for comment and circulation.</p> <p>d. Draft priorities circulated to all Councils for comment.</p> <p>e. On consideration of all feedback, the updated Regional Strategic Priorities and Action Plan be presented to the 2019 February meeting of Board for final adoption Government NSW bodies</p>	CEO	<p>Completed – Draft Statement of Regional Priorities posted on website on 31.12.2018</p> <p>Revised draft presented to Board meeting 1.2.2019 for adoption</p>
18BD2-Min37	<p><u>REGIONAL DELIVERY OF PROJECTS</u></p> <p>1. The Project Delivery Proposal be referred to Department of Premier and Cabinet, Public Work Advisory and the Infrastructure Working Group and the Regional Infrastructure Coordinator for comment.</p> <p>5. That the CRJO advocate to Government to fund a pilot Regional Project Management Office and a program of cadets/apprentices</p>	DGRS	<p>Advocacy undertaken, now programmed to develop a Business Case for the establishment of an RPMO refer item 18GM4-2.1 above</p>
18GM2– 7.0	<p><u>CBRJO WINDUP</u></p> <p>That the CRJO obtain advice from Office of Local Government regarding the windup of SEROC and CBRJO and the transfer of appropriate assets and liabilities to CRJO, having regard to any contingent liabilities that may remain with Eurobodalla Shire Council and Queanbeyan-Palerang Regional Council.</p> <p>If the advice is that resolutions of councils are required, that the advice include a standard</p>	CEO	<p>No specific advice provided by OLG.</p> <p>CRJO need to consider what action if any (to be discussed by GMAC in April 2019)</p>

CRJO ACTION LIST

BOARD MEETING #4/18

Friday 15 February 2019



Ref	Action	Who	Status
	resolution for each Council to adopt to ensure consistency.		
18GM2 – 8.2	<p><u>REVENUE POLICY and DRAFT BUDGET</u></p> <p>2. The Board consider the 2018/19 Draft Budget prepared in accordance with the LG Accounting Standards.</p> <p>3. That GMAC undertake a workshop in November to consider the strategic priorities identified by the member Councils for the purpose of developing the forward budgets with a zero or surplus net operating result; with a view to making provision for relevant strategy and project activities of the CRJO which may require project contributions from member councils.</p> <p>5. That GMAC present the strategic priorities and forward budgets to the Board at its February 2019 meeting.</p>	CEO	<p>1. COMPLETED</p> <p>2. COMPLETED – report to Board 7.12.2018</p> <p>5. Draft budgets presented to February 2019 – to be refined and finalised at April meeting</p>
18GM2 – 9	<p><u>COST APPORTIONMENT STRATEGY</u></p> <p>That the cost apportionment strategy be deferred for consideration by GMAC at its November workshop, with the exception of Water and Sewer Infrastructure, which is to be apportioned equally amongst contributing Councils, with each Council to confirm their participation by Friday 7 September 2018.</p>	CEO	<p>Considered at 26 November Workshop – to be formalised into a “protocol” and included in Business Plan - added to item 18GM1-7.0 below</p>
18GM2 – 10	<p><u>CONTAMINATED LANDS OFFICER</u></p> <p>1. The following recommendation be distributed to General Managers for approval within 14 days. Endorse the grant applications for the two clusters of Councils.</p> <p>Individual Councils confirm that, if the grant applications are successful, they will contribute in-kind as required and financial contributions to CRJO of around \$ 8,227 per year.</p> <p>Subject to confirmation from all Councils that they are willing to provide the financial</p>		<p>Applications lodged , still awaiting feedback</p> <p>[WRRC- Waste & Resource Recovery Coordinator]</p>

CRJO ACTION LIST

BOARD MEETING #4/18

Friday 15 February 2019



Ref	Action	Who	Status
	contribution, commence the recruitment process. 2.Submissions be made to State Government to fully fund this activity.		
18GM1 – Presentation	<u>Project Management Delivery</u> 1. GMAC recommend the Project Management Delivery proposal to CBJO Board 2. The Proposal be referred to DPC Regional, PWA and IWG for comment 3. The Proposal be referred to Regional Infrastructure Coordinator for comment 4. The Board advocate to Government to fund pilot (RPMO and cadets/apprentices) 5. GMAC continue tabulating and mapping prioritised projects, by state for readiness, for presentation to Board and Government by November 2018.	GMAC	Superseded by item 18GM4-2.1
18GM1– 4.5	<u>CRJO Transition Arrangements</u> 1. That CRJO in the next 12 months put their banking services out for tender	CEO	Review July 2019
18GM1– 7.0	<u>JOINT ORGANISATION ESTABLISHMENT ACTIVITIES</u> the following issues be added to the timeline: <ul style="list-style-type: none"> • Gifts and Sponsorship Policy • Long term Financial Plan • Framework for Quarterly Budget Reviews • Projects contributions Policy (Cost apportionment Strategy refer workshop 26.11.2018) • Risk Management Framework • Review of Strategic Plan including Value Proposition • Review of Regional Procurement opportunities • Status of IT and Systems implementation 	CEO	To be programmed into the Business Plan that will be prepared in the first qtr and finalised in April
18GM1– 11.0	<u>REGIONAL NSW 20 YR VISION</u> 1.GMAC invite State Government to make a presentation on the 20 Year Economic Vision for NSW. 2.Consider the framework in the development of the Canberra Region Economic Development Strategy and the Statement of Regional Priorities	DGRS	Presentation to be considered post State Government election