



CANBERRA REGION
JOINT ORGANISATION

CRJO BOARD MEETING

AGENDA AND BUSINESS PAPERS

Friday, 6 December 2019

8:30am – 12:30pm

Snowy Valleys Council Chambers

76 Capper Street, Tumut

Our Region...

Dynamic

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AGENDA

1.	Opening Meeting & Acknowledgement of Country	4
2.	Presentations	4
3.	Apologies.....	4
4.	Disclosure of Interest	4
5.	Resolve into the Committee of the Whole	4
6.	Urgent / Additional Business	4
7.	Confirmation of Minutes.....	4
8.	Chair’s Minute.....	16
9.	Notice of Motion(s).....	16
10.	Notice of Rescission(s)	16
11.	Reports to Joint Organisation	17
11.1.	Independent Auditor’s Report.....	17
11.2.	CRJO’s Chair’s Report.....	18
11.3.	CRJO Finance Report to 31 October 2019.....	20
11.4.	CRJO Membership Fees: 2020-2021 and 2021-2022 FY	24
11.5.	CRJO Business Plan 2019-20	26
11.6.	CRJO Communication & Engagement Strategy.....	28
11.7.	CRJO Policies	29
11.8.	Designated Persons Return.....	30
11.9.	General Managers Advisory Group Meeting Summary – 15 November 2019	31
11.10.	CRJO Organisational Review	33
11.11.	Joint Organisation Capacity Building Fund	36
11.12.	CRJO Operational Report	37
11.13.	CRJO Working Groups – Update	43
11.14.	Office of Local Government Audit & Risk	48
11.15.	CRJO Meeting Dates 2020.....	50
12.	Confidential Matters	51
13.	Resolve into the Board.....	51
14.	Adoption of Decision of Committee of the Whole	51
15.	Close.....	51

MEMBERS	
Bega Valley Shire Council	Cr Kristy McBain – CRJO Deputy Chair Mr Anthony McMahon
Eurobodalla Shire Council	Cr Liz Innes Dr Catherine Dale
Goulburn Mulwaree Council	Cr Bob Kirk Mr Warwick Bennett
Hilltops Council	Cr Brian Ingram
Queanbeyan-Palerang Regional Council	Cr Tim Overall Mr Peter Tegart
Snowy Monaro Regional Council	Cr Peter Beer Mr Peter Bascomb
Snowy Valleys Council	Cr James Hayes OAM Mr Matthew Hyde
Upper Lachlan Shire Council	Cr John Stafford Mr Andrew Croke
Wingecarribee Shire Council	Cr Duncan Gair Ms Ann Prendergast
Yass Valley Council	Cr Rowena Abbey – CRJO Chair Mr Chris Berry
ACT Government	Mr Sam Engele Dr David Clapham
East Gippsland Shire	Cr Richard Ellis Mr Anthony Basford
Wagga Wagga City Council	Cr Greg Conkey OAM Mr Peter Thompson
Canberra Region Joint Organisation	Ms Gabrielle Cusack Ms Nikolina Marinovic
INVITED GUESTS	
NSW Government	Ms Heidi Stratford

1. Opening Meeting & Acknowledgement of Country

Chair Cr Rowena Abbey will open the meeting with an acknowledgement of country.

2. Presentations

2.1 NSW DEPARTMENT OF PLANNING, INDUSTRY AND ENVIRONMENT

PRESENTER

Ms Heidi Stratford | Director South East NSW

BACKGROUND

The Director of South East NSW, Department of Planning, Industry and Environment will provide the CRJO Board with an update.

3. Apologies

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

4. Disclosure of Interest

Attachment

4.1.1. Disclosure of Interest Form

With reference to Chapter 14 Local Government Act 1993, and CRJO's Code of Conduct, Councillors are required to declare any conflicts of interest in the matters under consideration by CRJO at this meeting.

5. Resolve into the Committee of the Whole

The CRJO may resolve pursuant to Clause 12 of the Code of Meeting Practice to discuss all matters on the Business Paper in the Committee of the Whole and at the end of the meeting confirm by way of resolution all the decisions made in the Committee of the Whole.

6. Urgent / Additional Business

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

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

- CRJO Councils Assisting Fire Affected Councils in Northern NSW

7. Confirmation of Minutes

That the CRJO Board Meeting Minutes from the ordinary meeting held 17 October 2019 and the extraordinary meeting held 20 November 2019 be confirmed.

**CRJO BOARD MEETING
THURSDAY, 17 OCTOBER 2019
PARLIAMENT HOUSE SYDNEY**



Voting Representatives - Present	
Bega Valley Shire Council	Cr Kristy McBain
Eurobodalla Shire Council	Cr Liz Innes
Goulburn Mulwaree Council	Cr Bob Kirk
Hilltops Council	Cr Brian Ingram
Queanbeyan-Palerang Regional Council	Cr Trudy Taylor
Snowy Valleys Council	Cr James Hayes OAM
Yass Valley Council	Cr Rowena Abbey – Chair
Non-Voting Representatives - Present	
Bega Valley Shire Council	Ms Leanne Barnes OAM
Eurobodalla Shire Council	Dr Catherine Dale
Goulburn Mulwaree Council	Mr Warwick Bennett
Queanbeyan-Palerang Regional Council	Mr Peter Tegart
Snowy Valleys Council	Mr Matthew Hyde
Wingecarribee Shire Council	Mr Mark Pepping
Yass Valley Council	Mr Chris Berry
ACT Government	Mr Sam Engele
Wagga Wagga City Council	Cr Greg Conkey OAM Mr Scott Gray
Canberra Region Joint Organisation	Ms Gabrielle Cusack Ms Nikolina Marinovic

OPENING MEETING

Chair CRJO Mayor Rowena Abbey opened the meeting at 8:52am.

The meeting was moved forward to 8:52am. Agenda Items 2 and 4 through to 12 were brought forward.

1. ACKNOWLEDGEMENT TO COUNTRY

Mayor Rowena Abbey made the following acknowledgement:

“I would like to acknowledge and pay our respects to the Aboriginal and Torres Strait Islander people elders both past and present as well as emerging leaders, and acknowledge the traditional custodians, the Gadigal people of the Eora nation of the land on which we meet today.”

2. APOLOGIES

RESOLVED

- 1. That the apologies of the following voting representatives be approved and a leave of absence granted: Cr Tim Overall, Cr Peter Beer, Cr John Stafford and Cr Duncan Gair.*
- 2. That the apologies of the following non-voting representatives be accepted: Dr Edwina Marks, Mr Peter Bascomb, Mr Andrew Croke, Ms Ann Prendergast, Dr David Clapham, Cr Natalie O’Connell, Mr Anthony Basford, Mr Peter Thompson, Mr Noel McCann and Ms Heidi Stratford.*
- 3. That it be noted a quorum was not established at this meeting with only six (6) voting members present; Cr Rowena Abbey – Chair, Cr Kristy McBain – Deputy Chair, Cr Bob Kirk, Cr Brian Ingram, Cr Trudy Taylor, Cr James Hayes OAM. A quorum was not reached at this meeting as both Upper Lachlan Shire Council and Snowy Monaro Regional Council attended local council meetings and Cr Duncan Gair was on annual leave. Cr Trudy Taylor of Queanbeyan-Palerang Regional Council attended the meeting in lieu of Cr Tim Overall who was on annual leave at the time. The meeting proceeded given the circumstances and location of the meeting and the imperativeness of agenda items. Pursuant to clause 5.14 and 5.15 of the CRJO Code of Meeting Practice, the minutes of the non-quorum meeting will be circulated and approved within seven (7) days Thursday, 24 October 2019 by voting members not in attendance. Additionally, non-quorum decisions will be ratified at the next Board meeting 5 December 2019 during the Confirmation of Minutes.*

Moved Cr B. Kirk / Cr R. Abbey

Carried

5. DISCLOSURE(S) OF INTEREST

Nil

6. RESOLVE INTO COMMITTEE OF THE WHOLE

Not applicable.

7. URGENT / ADDITIONAL BUSINESS

RESOLVED

That the CRJO Board accept the following matters as urgent or additional business and deal with these matters at the end of the Business Paper.

12.8 Canberra Hospital Accommodation

12.9 Cross-border infrastructure fund

12.10 Drought funding criteria clarification

12.11 CRJO Actions following Ministerial Meetings

Moved Cr K. McBain / Cr L. Innes

Carried

8. CONFIRMATION OF BOARD MINUTES – 5 AUGUST 2019

RESOLVED

That the CRJO Board minutes from 5 August 2019 be confirmed.

Moved Cr B. Ingram / Cr J. Hayes

Carried

9. CHAIR'S MINUTE

RESOLVED

1. *That the report of the Chair of CRJO be received.*

2. *That the Board in principle support the concept of a potential trans-Tasman agreement/arrangement with Wellington Region Economic Development Authority to collaborate on economic development and that the matter be reviewed again in early 2020.*

Moved CRJO Chair

10. NOTICE OF MOTION(S)

NIL

11. NOTICE OF RECISSION(S)

NIL

12. REPORTS TO JOINT ORGANISATION

12.1 CRJO CHAIR'S REPORT

RESOLVED

1. *That the report from the Chair of the CRJO be received.*

Moved Cr B. Kirk / Cr K. McBain

Carried

12.2 GENERAL MANAGERS ADVISORY GROUP MEETING REPORTS – 30 AUGUST 2019 & 3 OCTOBER 2019

RESOLVED

30 August 2019

1. *That the report from the Chair of the General Managers Advisory Group on the meeting from 30 August 2019 be received.*
2. *That the CRJO Board in line with regulatory impact statement process endorsed by Council of Australian Governments (COAG) advocate to Government the regions' concerns with the transfer of responsibilities from state to local government without full compensation and seek the introduction of state levies on council rate notices to fund such transfer of responsibilities.*
3. *That the Chair of the CRJO Board be requested to raise this matter with the Joint Organisation Chair Network Group to obtain support and to advocate the CRJO's position to state government.*

3 October 2019

1. *That the report from the Chair of the General Managers Advisory Group from the meeting of 3rd October 2019 be received.*
2. *That the CRJO endorse the projects being applied for to Strengthen Local Government – Joint Organisations being:*
 - *Business opportunities and shared services*
 - *Regional Workforce Strategy*

Moved Cr T. Taylor / Cr B. Kirk

Carried

Meeting adjourned at 9:14am for the commencement of Ministerial Meetings.

Moved Cr K. McBain / Cr B. Ingram

Carried

The CRJO Chair reconvened the meeting at 2:00pm.

3. PRESENTATIONS

3.1 NSW Audit Office

The NSW Audit Office representative, Ms Dominika Ryan – Director Financial Audit and Ms Dana Utesheva – Manager Audit and Assurance of Deloitte provided the Board with an update on the CRJO audit.

12.3 CRJO FINANCE REPORT TO 30 AUGUST 2019

RESOLVED

That the finance report for the two months to 31 August 2019 be received.

Moved Cr B. Kirk / Cr K. McBain

Carried

12.4 CRJO OPERATIONAL REPORT

RESOLVED

That the operational report of the CRJO be received.

Moved Cr B. Kirk / Cr L. Innes

Carried

12.5 REGIONAL PROJECT MANAGEMENT OFFICE

RESOLVED

That the report prepared for the Board by the Regional Project Management Office sub-group and update on the meeting with Minister Pavey be received.

Moved Cr T. Taylor / Cr B. Ingram

Carried

Numbers of the following agenda items were rectified during the meeting to reflect numerical consistency.

12.6. CRJO WORKING GROUPS – UPDATE

RESOLVED

That the CRJO Working Groups report be received.

Moved Cr B. Kirk / Cr J. Hayes

Carried

12.7. CRJO BOARD MEETING – SNOWY VALLEYS 5 & 6 DECEMBER 2019

RESOLVED

That the CRJO Board Meeting – Snowy Valleys report be received.

Moved Cr J. Hayes / Cr L. Innes

Carried

12.8 CANBERRA HOSPITAL ACCOMMODATION

RESOLVED

That the CRJO Board raise concerns with the ACT Health Minister and Chief Minister regarding the impact the closure and removal of the current Residential Accommodation at Canberra Hospital in 2020 will have on health care services in the Canberra Region, and that a letter be sent to the NSW Minister for Health and Minister for Rural Health requesting discussions be initiated with the ACT Minister about the ongoing impact on NSW communities.

Moved Cr K. McBain / Cr L. Innes

Carried

3. PRESENTATIONS

3.2 NSW Government Department of Planning, Industry & Environment – Water

Mr Michael Blackmore Director Water Utilities – Department of Planning, Industry and Environment presented to the Board on Safe and Secure Water Projects.

RESOLVED

That the General Managers Advisory Group (GMAG) prepare a report on the CRJO potential interaction with regional urban water plans and regional water strategy proposed by the NSW Government within the Canberra region, and their relationship with the Integrated Water Cycle Management Plans and the South East and Tablelands Regional Plan.

Moved Cr T. Taylor / Cr B. Kirk

Carried

12.9 CROSS-BORDER INFRASTRUCTURE FUND

RESOLVED

That the CRJO lodge a submission for funding with the NSW Cross-Border Commissioner to enable the preparation of waste, recreation, and social-cultural prospectuses.

Moved Cr T. Taylor / Cr L. Innes

Carried

12.10 DROUGHT FUNDING CRITERIA CLARIFICATION

RESOLVED

That a letter be prepared to the Deputy Prime Minister, The Hon. Michael McCormack MP requesting detailed clarification on the Emergency Drought grant funding criteria and why that criteria excluded Hilltops Council.

Moved Cr B. Ingram / Cr L. Innes

Carried

12.11 CRJO ACTIONS FOLLOWING MINISTERIAL MEETINGS

RESOLVED

1. *That follow up letters be sent to Ministers in relation to the issues raised in their presentations at the Ministerial meetings of 17 October 2019 and be delegated to the Executive Officer and GMAG.*
2. *That the list of issues to be raised be circulated to all Mayors for their confirmation.*

Moved Cr B. Kirk / Cr K. McBain

Carried

13. CONFIDENTIAL MATTER

Nil

14. RESOLVING INTO THE BOARD

Not applicable.

15. ADOPTION OF DECISION OF COMMITTEE OF THE WHOLE

Not applicable.

16. CLOSE

The meeting was closed at 3:28pm.

CRJO BOARD MEETING MINUTES

WEDNESDAY, 20 NOVEMBER 2019

ZOOM VIDEO CONFERENCING



1. MEETING OPENED

The CRJO Chair opened the meeting at 10:05am.

2. WELCOME & INTRODUCTIONS

MEMBERS	
Bega Valley Shire Council	Cr Kristy McBain – Deputy Chair Ms Leanne Barnes OAM
Eurobodalla Shire Council	Cr Liz Innes
Goulburn Mulwaree Council	Cr Bob Kirk
Hilltops Council	Cr Brian Ingram
Queanbeyan-Palerang Regional Council	Cr Tim Overall Mr Peter Tegart
Snowy Monaro Regional Council	Cr Peter Beer
Snowy Valleys Council	Cr James Hayes OAM
Wingecarribee Shire Council	Cr Duncan Gair Ms Ann Prendergast
Yass Valley Council	Cr Rowena Abbey – Chair
Canberra Region Joint Organisation	Ms Gabrielle Cusack Ms Nikolina Marinovic

3. APOLOGIES

RESOLVED

That the apologies of Dr Catherine Dale, Mr Warwick Bennett, Dr Edwina Marks, Mr Peter Bascomb, Mr Matthew Hyde, Cr John Stafford, Mr Andrew Croke and Mr Chris Berry be accepted.

Moved Cr T. Overall / Cr B. Ingram

Carried

4. JOINT ORGANISATION SUPPLEMENT TO LOCAL GOVERNMENT CODE OF ACCOUNT PRACTICE AND FINANCIAL REPORTING FROM 1 JULY 2018 TO 30 JUNE 2019

RESOLVED

That the Board

1. *Accept the General Purpose Financial Statements for the period 9 May 2018 to 30 June 2019, and:*
 - i. *Adopts the 2018-2019 Financial Report for the period ending 30 June 2019, and that the Financial Report presents fairly the Joint Organisation operating result and financial position for the year.*
 - ii. *Accepts that the reports have been prepared in accordance with the Local Government Act 1993, (as amended) and Regulations made thereafter; the Australian Accounting Standards and professional pronouncements; and the Joint Organisation Code of Accounting Practice and Financial Reporting.*
 - iii. *Section 413(2)(c) requires the Financial Report be signed by the Chairperson, Executive Officer, and the Deputy Chairperson and they recognise that the signatories are not aware of anything that would make the Financial Report false or misleading in any way.*
2. *Agree that the General Purpose Financial Statements and Statement by Members of the Board be signed and provided to the NSW Audit Office in order to release the official audit report; and*
3. *That the General Purpose Financial Statements, Statement by Members of the Board and official audit report be supplied to the Office of Local Government by 6 December 2019.*

Moved Cr B. Kirk / Cr T. Overall

Carried

ACKNOWLEDGEMENT

The CRJO Chair recognised and acknowledged the hard work of CRJO staff over the past two months in managing the audit process, establishing a financial system that is efficient and concise. The Chair also acknowledged the contribution of Goulburn Mulwaree Council and Upper Lachlan Shire Council in regards to the financial governance oversight. This was reaffirmed by Cr Liz Innes.

5. CRJO ANNUAL PERFORMANCE STATEMENTS

RESOLVED

That the Board approve the draft CRJO Annual Performance Statement, and that the approved version be provided to the Office of Local Government before 30 November 2019 to meet legislation.

Moved Cr D. Gair / Cr K. McBain

Carried

ACKNOWLEDGEMENT

Cr Liz Innes congratulated the CRJO Chair Cr Abbey on becoming the Chair of Chairs of the Regional NSW Joint Organisation Network.

5. MEETING CLOSE

The CRJO Chair closed the meeting at 10:13am

DRAFT

8. Chair's Minute

Pursuant to Clause 9.6 of the Code of Meeting Practice the Chairperson without notice may put to the meeting a minute on any matter or topic that is within the jurisdiction of the CRJO.

9. Notice of Motion(s)

Pursuant to Clause 10.2 of the Code of Meeting Practice a voting representative may lodge a notice of motion for the CRJOs consideration

10. Notice of Rescission(s)

Pursuant to Clause 372 of the Local Government Act 1993 a voting representative may lodge a notice to rescind a motion for the CRJOs consideration

11. Reports to Joint Organisation

11.1. Independent Auditor's Report

Reporting Officer: Cr Rowena Abbey – Chair

Attachment:

11.1.1. Report on the Conduct of the Audit for the year ended 30 June 2019

11.1.2. Independent Auditor's Report

RECOMMENDATION

That the CRJO Board note the Report on the Conduct of the Audit for the year ended 30 June 2019 and the Independent Auditor's Report as of 30 June 2019, provided by the Delegate of the Auditor-General for New South Wales.

REPORT

At the extraordinary CRJO Board Meeting of 20 November 2019 the CRJO accepted the General Purpose Financial Statements for the period 9 May 2018 to 30 June 2019.

In accordance with section 419 of *The Local Government Act (1993)* the CRJO must present its audited General Purpose Financial Statements, together with the Audit Report at a CRJO Board Meeting and provide public notice of the meeting.

11.2. CRJO Chair's Report

Reporting Officer: Cr Rowena Abbey – Chair CRJO

RECOMMENDATION

That the CRJO Board note the CRJO Chair's Report as received.

REPORT

The JO Ministerial Advisory Committee meeting was held on Thursday, 31 October 2019 and there were four key areas that will be the focus for looking at funding streams over the next 12 months, these include transport, water, waste and jobs and skills.

At the recent meeting of the Regional NSW JO Network Chair of Chairs meeting, elections were held for the Convener of the Chairs and Deputy Convener.



Cr Rowena Abbey was elected Convener of the Chair of Chairs (unopposed) and Cr Rick Firman OAM was elected Deputy Chair (there were two nominations). Both positions are for 12 months.

Cr Abbey - Chair and Cr Firman – Deputy Chair of Regional NSW JO Network Chair of Chairs.

2019	Meeting/Event	Representations
OCTOBER		
21	CRJO Presentation to Councillors	Yass Valley Council
24	NSW Government	Reginal Leaders Executive Meeting Presentation on the role/activities of the CRJO
31	JO Ministerial Advisory Meeting Regional NSW JO Network Meeting	
NOVEMBER		
4	CRJO Presentation to Councillors	Wagga Wagga City Council
27	Joint Presentation ACT Chief Minister & CRJO	Central NSW JO Meeting in Canberra
28	Official opening – Willinga Park Conference Centre	Invited guest of Mr Terry & Mrs Ginette Snow
DECEMBER		
4	ACT-CRJO Waste Roundtable	Co-Chairs Minister for Waste Minimisation Mr Chris Steel MLA CRJO Chair - Cr Rowena Abbey
10	Canberra Region Tourism Forum	Key Address ACT Chief Minister Mr Andrew Barr MLA
13	Commonwealth Government Department of Infrastructure, Transport, Cities and Regional Development Regional Development and Local Government Division	Ms Diana Hallam – Executive Director
13	Meeting ACT Government	ACT Chief Minister – Mr Andrew Barr MLA
17	Final meeting 2019 Planning session for 2020	JO Ministerial Advisory Committee
2020		
2020	CRJO Presentation to Councillors	Eurobodalla Shire Council Hilltops Council Snowy Valleys Council Wingecarribee Shire Council Upper Lachlan Shire Council

11.3. CRJO Finance Report to 31 October 2019

Reporting Officer: Ms Gabrielle Cusack

Attachments:

Attachment A	CRJO Profit and Loss as at 31 October 2019
Attachment B	CRJO Balance Sheet as at 31 October 2019
Attachment C	Profit and Loss – CRJO Operations
Attachment D	Profit and Loss – Contaminated Land
Attachment E	Profit and Loss - Biodiversity
Attachment F	Profit and Loss - Regional Coordination Support
Attachment G	Profit and Loss - Household Chemical Collection
Attachment H	Profit and Loss - Container Deposit Scheme
Attachment I	CRJO Interim Financial Governance Structure

RECOMMENDATIONS

That the CRJO Board

- 1. Note the financial position of the CRJO as at 31 October 2019.*
- 2. Note CRJO’s intention to fully review the 2019/20 budget position and undertake forward financial forecasting to improve transparency and achieve a high standard of accuracy of the financial data.*
- 3. Note a full financial report for the 2020-21 financial year will be prepared for the Friday, 28 February 2020 CRJO Board Meeting.*

REPORT

At the General Managers Advisory Group (GMAG) meeting on 15 November 2019 the CRJO outlined the process regarding financial transparency and governance framework in relation to the financial management of the CRJO accounts.

At the 11 July 2019 General Managers meeting it was resolved “*That Brendan Hollands from Goulburn Mulwaree Council (GMC) and Andrew Croke from Upper Lachlan Shire Council (ULSC) be requested to provide support for the handover.*” (Resolution 3.1.3). This has been completed.

In August 2019 the CRJO contracted an external entity to have oversight of the financial activities and assist with the training and process regarding the Xero Accounting program. The CRJO have contracted Jennifer Lang Australia to assist with the financial transactions.

Part of the process that has been undertaken is the development of an interim financial governance structure that details the financial mechanism to ensure there is a clear and transparent format. It is important to note that the Financial Assurance (external resource) is provided by Jennifer Lang Australia in consultation with Mr Brendan Hollands following discussions with the CRJO.

SUMMARY OF OPERATIONAL ACTIVITIES TO DATE

For the year to date ending 31 October 2019, CRJO achieved an operating surplus of \$368k. This surplus was the result of the following notable income and expenditure:

The financial position of the CRJO also represents a difference in timing between the receipt of revenue and incurred expenditure across several EPA programs including Contaminated Lands, Container Deposit Scheme and Household Chemical Collection, as these programs were funded from Operating Grants received in a prior financial year. Collectively, the impact for the period is a negative operating result of \$62k.

The table below lists the current program of works and the impact each has on the overall operating result for the reporting period:

Program	Income \$000	Expenses \$000	Operating Result \$000
CRJO Operations	\$488	\$329	\$159
<i>EPA - Contaminated Lands</i>	<i>\$0</i>	<i>\$50</i>	<i>(\$50)</i>
<i>EPA - Container Deposit Scheme</i>	<i>\$0</i>	<i>\$3</i>	<i>(\$3)</i>
<i>EPA - Household Chemical Collection</i>	<i>\$0</i>	<i>\$9</i>	<i>(\$9)</i>
EPA - Regional Coordination Support Fund	\$245	\$49	\$196
OEH – Biodiversity	\$90	\$15	\$75
Total Operating Result	\$823	\$455	\$368

Other significant cash movements expected during the next reporting period:

- <i>Employee Superannuation</i>	<i>\$24k</i>
- <i>PAYG Withholding</i>	<i>\$106k</i>
- <i>GST (Approx)</i>	<i>\$59k</i>
- <i>Total Cash Outlay</i>	<i>\$189k</i>

MOTOR VEHICLES

The CRJO has four motor vehicles. These are:

Motor Vehicle	Allocation
Subaru Outback 2019	CRJO Operations (leaseback/private use)
Nissan X-Trail ST-L 2018	Contaminated Land Officer (leaseback/private use)
Toyota Camry 2018	Waste and Resource Recovery Coordinator (leaseback/private use)
Nissan X-Trail ST 2018	Pool car

No.	Account	Amount (\$000's)	Notes
REVENUE			
1	Operating Grants	\$334	The CRJO received the following operating grants during the period: - \$245k for the 2019/20 Regional Coordination Support Package - Waste Less Recycle More Program from the EPA. These funds will be expended throughout the year in line with the approved 19/20 budget; - \$75k for the 2018/19 Biodiversity Program instalment; and - A further \$15k to extend the Biodiversity Program through to February 2020.
EXPENSES			
2	Wages & Salaries (+ on-costs)	(\$341)	Total wages & salaries (including on-costs) for the period totalled \$341k. Included in this total was a termination payment of \$147k, plus employee entitlements of \$50k paid to David Rowe during July 2019, in line with the 2020 approved budget (a provision was also made for the payout of Long Service and Annual Leave). The remaining wages and salaries expense of \$144 represents business as usual expenditure across the CRJO operations and funded programs.
3	Travel National	(\$15)	Expenditure for this code includes accommodation, transport, parking, meals and Regional NSW JO network Meetings for the Chair and A/ Executive Officer. As per resolution 7.2.3. Of the 5 August 2019 Board meeting; <i>"Board members will cover their own dinner expenses"</i> . The CRJO will invoice the membership for Board and GMAG dinners July 2019 – December 2019. Examples of expenditure include:
		\$6,500	Board / GMAG dinners
		\$2,000	Contaminated Land Officers Roadshow to the Regions and Meetings Sydney & ACT
4	Consulting & Accounting	(\$38)	The CRJO incurred \$16,000 in accounting fees to Kategic Solutions to finalize the 2018/19 financials in preparation for the Audit, \$5,000 incurred for the Water and Waste Water Project update by InfraCollab and \$2,500 for Dynamic People (Cheryl Gilroy) workshop 29 August 2019. The remainder of the sum encapsulated House Hold Chemical contributions and monthly fees for CRJO accounting software Xero.

Notes	Account	Amount (\$000's)	
EXPENSES			
5	CRJO Meeting Expenses	(\$10)	Expenditure for this code includes Mayoral sitting fees, room hire and catering.
6	Office Expenses	(\$2)	This account includes equipment/IT purchases for CRJO staff with; \$1,800 spent on acquiring IT equipment for new employee (Contaminated Land Officer – Western Cluster) and \$300 for Adobe ID Creative (Waste and Resource Recovery Coordinator).
7	Printing and Stationary	(\$5)	This code allocation is for; Fuji Xerox printer monthly lease (\$132), \$3,700 printing fees for Container Deposit Scheme (bin stickers and promotional material) and stationary purchases for new employees.
8	Subscriptions	(\$5)	Subscriptions include monthly payments to Zoom of \$690.00, an annual subscription to id. Profile of \$2,000 and monthly software subscriptions such as MS Office, SharePoint and antivirus programs.

11.4. CRJO Membership Fees: 2020-2021 and 2021-2022 FY

Reporting Officers: Mr Warwick Bennett – Chair GMAG and Ms Gabrielle Cusack

RECOMMENDATIONS

That the CRJO Board

1. *Note the report regarding the proposed membership fee structure for the next two financial years – being 2020-2021 and 2021-2022.*
2. *Resolve to adopt the proposed membership fee structure for the 2020-2021 financial year, which consists of:*
 - *A Flat Fee = \$10,000 and*
 - *A Population fee of \$0.77 per head*
3. *Resolve to adopt the membership fee structure for the 2021-2022 financial year be in line with the rate peg increase of 2.5%.*
4. *The resolution to adopt the membership fees for both financial years will be reflected in the CRJO Revenue Policy 2020-2021.*

REPORT

At the CRJO Board meeting of 5 August 2019, the Board resolved to adopt the Board fees for 2019-20 in line with the rate peg. The General Managers Advisory Group was also requested to consider options of a fee structure for the 2020-21 FY.

The current membership fee as resolved at the Board meeting of 11 July was.

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

At the recent General Managers Advisory meeting 15 November 2019 a presentation was made regarding membership fees for 2020-21. GMAG resolved:

That the General Managers Advisory Group recommend to the CRJO Board that the 2020-21 Membership Fees be apportioned at a \$10,000 flat fee and the population fee be increased by the rate cap and a report be presented to the December 2019 Board meeting.

MEMBERSHIP FEE STRUCTURE 2020-2021 AND 2021-2022

\$10,000 Flat Fee + \$0.77 per head		0.77		2.50%					
LGA	Population (2018)	Flat Fee	Population Fee	Full Fee	Factor	2020-2021	2021-2022	First Year Increase	%
Bega Valley	34348	\$10,000	\$26,448	\$36,448	1	\$36,448	\$37,359	\$4,854	15.36%
Eurobodalla	38288	\$10,000	\$29,482	\$39,482	1	\$39,482	\$40,469	\$5,063	14.71%
Goulburn Mulwaree	30852	\$10,000	\$23,756	\$33,756	1	\$33,756	\$34,600	\$4,679	16.09%
Hilltops	18782	\$10,000	\$14,462	\$24,462	1	\$24,462	\$25,074	\$3,760	18.16%
Queanbeyan-Palerang	59959	\$10,000	\$46,168	\$56,168	1	\$56,168	\$57,572	\$7,068	14.40%
Snowy Monaro	20733	\$10,000	\$15,964	\$25,964	1	\$25,964	\$26,613	\$3,913	17.75%
Upper Lachlan	7961	\$10,000	\$6,130	\$16,130	1	\$16,130	\$16,533	\$3,124	24.02%
Yass Valley	16953	\$10,000	\$13,054	\$23,054	1	\$23,054	\$23,630	\$3,782	19.62%
Wingecarribee	50493	\$10,000	\$38,880	\$48,880	1	\$48,880	\$50,102	\$6,254	14.67%
Snowy Valleys	14532	\$10,000	\$11,190	\$21,190	1	\$21,190	\$21,720	\$3,469	19.58%
Wagga Wagga	64820	\$10,000	\$49,911	\$59,911	0.75	\$44,934	\$46,057	\$5,185	13.04%
ACT	411667	\$10,000	\$316,984	\$326,984	MOU	\$44,934	\$46,057	\$5,185	13.04%
East Gippsland	46818	\$10,000	\$36,050	\$46,050	0.25	\$11,512	\$11,800	\$1,478	14.73%
Total Member Contributions						\$426,914	\$437,586	\$57,814	15.66%

The CRJO considered three options regarding the revision of Membership Fees for the 2020-21 and 2021-22 financial years to better align with the strategic direction of the CRJO (currently the Membership Fees reflect a 'Business as Usual' approach) and accurately reflect legislative cost increases in the future.

The proposed Membership Fee of \$10,000 flat fee plus a \$0.77 population fee provides the CRJO with the necessary funding to take advantage of opportunities that may arise for the benefit of its Members, including a more cost-effective procurement program to maximise buying power and streamline contractual processes across all Members councils. The methodology used to revise the Membership fee enables the CRJO to deliver on its strategic priorities and provides a return on investment for its Members and the wider community.

To ensure the sustainability of the CRJO, it was also important that Membership Fees reflect legislative increases such as salary and wage inflation (usually 3% p.a.) and other economic factors impacting business as usual costs. Based on the 2018 population figures, Membership Fees are forecasted to increase by \$58k in the first year, followed by the CPI increase of \$11k in year 2.

In conjunction with the budgeting process and approval of the revised Membership Fees, the CRJO will continue to review its operational cost structure to identify efficiencies and opportunities to add value to its Members.

11.5. CRJO Business Plan 2019-20

Reporting Officer: Ms Gabrielle Cusack

Attachment:

11.5.1. CRJO Business Plan 2019-20

RECOMMENDATIONS

That the CRJO Board

1. *Adopt the CRJO Business Plan 2019/2020.*
2. *Note the Business Plan will be revised for the 2020/21 financial year and will be tabled for adoption at CRJO Board Meeting 28 February 2020.*

REPORT

The CRJO prepared a draft business plan for the 2019/20 Financial Year. With the recent changes to the financial reporting and priorities, the business plan has been updated to reflect these changes and highlight the priorities for the next 12 months.

It is important to note the major change to the Draft Business Plan includes the updated financial position, which was resolved at the CRJO Board meeting of 5 August 2019 and a revised list of priorities for the organisation. These priorities include:

The revised Business Plan for 2020-21 financial year will be tabled at the first GMAG meeting of 31 January 2020 including an update on the outcomes of the priority list and the financial reporting for the 2020/21 FY,.

2019/20 ACTIONS - CRJO STRATEGIC REGIONAL PRIORITIES				
FOCUS	OPERATIONS	STRATEGY	CAPABILITY	
		FY20		
Strategy <ul style="list-style-type: none"> At Regional Scale, based on Sub-region, with each Local Government Chapter 	Consolidate Meeting format <ul style="list-style-type: none"> Structure Terms of Reference/Brief 	Participate <ul style="list-style-type: none"> Regional Sports Snowy Futures Regional Workforce Strategy Update Prospectus <ul style="list-style-type: none"> Water & Wastewater Advocacy Plan <ul style="list-style-type: none"> Alerts Submissions Briefs Arrange Wellbeing and Satisfaction Surveys	Prepare Strategies <ol style="list-style-type: none"> Canberra Region Economic Development Strategy (CREDS) Regional Project Management Office (RPMO) Regional Workforce Strategy (RWFS) 	
		FY21		
Regional Planning	Undertake Audit (financial and establishment)	Prepare Regional Strategies <ul style="list-style-type: none"> Regional Water Strategy Regional Waste Strategy 	Prepare Regional Prospectuses <ul style="list-style-type: none"> Cultural Recreation Tourism Waste 	Native Title (LGA staff training) Crown Lands (LGA staff training and <u>POM</u>) Contaminated Lands Stocktake and LGA staff training)
		FY22		
Inter-government collaboration	Revise Business Plan (priorities) Contribute to Cross Border <u>Workplan</u>	Prepare strategies: <ul style="list-style-type: none"> Energy strategy Connectivity strategy Biodiversity strategy Biosecurity strategy Smart city plan 	Biodiversity (LGA staff training) Biosecurity (remote sensing technology/drone)	
		FY23		
Advocacy (influence)	Revise Structure (<u>inc.</u> EO recruitment)	NSW Election <ul style="list-style-type: none"> Advocacy Projects Cross border work plan Implementation review Revise Strategies <ul style="list-style-type: none"> Workforce Update Wellbeing and Satisfaction Surveys	Regional Disaster Preparedness Program (DRP, recovery review and training)	
Resource Share / Procurement	Waste Procurement Officer	Regional Workforce Strategy	JO Strategy <ul style="list-style-type: none"> Community Strategic Plans /DP (LGA Chapter) Integrate Staff work plans 	
Charter <ul style="list-style-type: none"> Regional focus Full, Frank and Fearless 	Financial <ul style="list-style-type: none"> Statement, budget Revenue policy Prepare Improvement Plan		Joint procurement <ul style="list-style-type: none"> Southern Lights Smart Cities 	

11.6. CRJO Communication & Engagement Strategy

Reporting Officer: Ms Gabrielle Cusack

Attachment:

11.6.1. CRJO Communication and Engagement Strategy

RECOMMENDATION

That the CRJO Board adopt the CRJO Communication and Engagement Strategy.

REPORT

The NSW Government established Joint Organisations under the *Local Government Act 1993* (the Act) in 2018. From 1 July 2018, the Canberra Region Joint Organisation was officially a standalone entity under the Act.

As part of the transition, the Office of Local Government (OLG) prepared a Joint Organisation Implementation Guidance (May 2018). As outlined in the guidance material, an 18-month pathway was outlined for setting up Joint Organisations. This pathway listed the major governance, financial, legal, risk and communications actions.

One of the actions was the development of a Communication and Engagement Strategy. The purpose of this Strategy was to establish a strong identity and inspire confidence in a coordinated, well managed and responsive organisation.

The CRJO Communication and Engagement Strategy was developed in collaboration with a sub-group of Mr Peter Tegart (CEO QPRC) and Ms Sharon Hutch (GM YVC). The Strategy outlines the approach the CRJO is taking to enhance awareness of the Joint Organisation and generate confidence in their ability to delivery tangible benefits for member councils and regional communities.

11.7. CRJO Policies

Reporting Officer: Ms Gabrielle Cusack

Attachments:

- 11.7.1. Credit Card Policy
- 11.7.2. Records Management Policy
- 11.7.3. Information and Communication Technology Policy
- 11.7.4. Statement of Business Ethics
- 11.7.5. Procurement Policy

RECOMMENDATION

That the CRJO Board resolve to adopt the following policies:

- *Credit Card Policy*
- *Records Management Policy*
- *Information and Communication Technology Policy*
- *Statement of Business Ethics*
- *Procurement Policy*

REPORT

As part of strengthening the governance and framework of the CRJO, the following draft policies have been prepared for consideration by the CRJO Board.

In line with the Office of Local Government (OLG) guidelines the following policies have already been adopted by the CRJO Board:

1. *Code of Meeting Practice for the Canberra Region Joint Organisation*
2. *Model Code of Conduct for Joint Organisations in NSW 2019*
3. *Payment of expenses provision of facilities and allowances to Board Members*

The CRJO has prepared the policies to align with governance and financial framework of the Organisation.

GOVERNANCE	FINANCIAL
Records Management Policy ICT Policy Statement of Business Ethics	Credit Card Policy Internal Reporting Policy (in progress) Procurement Policy (includes Petty Cash clause)

In preparing these draft policies the CRJO consulted the Office of Local Government to fact check some of the governance policies.

At the GMAG meeting of 15 November 2019 the General Managers provided feedback and suggested that the Petty Cash policy be included as a clause within the Procurement Policy as the CRJO do not hold petty cash at any premises and staff have access to other forms of direct purchase (such as credit card).

11.8. Designated Persons Return

Reporting Officer: Mr Warwick Bennett

Attachment:

11.8.1. Schedule 2 of the Code of Conduct

RECOMMENDATIONS

That the CRJO Board

1. *Note the report from the Chair of GMAG on Designated Persons Return be received.*
2. *State that all Board members of member Councils, General Managers of member Councils and the Executive Officer be declared Designated Persons pursuant to the Local Government Act and the Model Code of Conduct.*

REPORT

The Code of Conduct and the Local Government Act requires all Board members to file a Designated Person's Return for Canberra Region Joint Organisation. It is also recommended in this report that all General Managers and the Executive Officer also be a designated person in accordance with the Act.

These Designated Person's Return are the same what all Mayors and General Managers of Councils are required to complete for their own Councils.

The Designated Person's Return are considered open access information in accordance with the *Government Information (Public Access) Act 2009*. The Designated Person's Return need to be placed on a register of return which is available for inspection and will need to be tabled at a Board Meeting in accordance with the requirements of the Code of Conduct.

It is not considered that the representatives from the ACT Government or the associate or affiliate members need to complete such a return as they are non-voting members. It is also not recommended that any of the staff other than the Executive Officer need to file a return.

11.9. General Managers Advisory Group Meeting Summary – 15 November 2019

Reporting Officer: Mr Warwick Bennett – Chair GMAG

Attachment:

11.9.1. Planning Systems Reforms

RECOMMENDATION

That the CRJO Board note the summary from the General Managers Advisory Group meeting of 15 November 2019 by the Chair of GMAG be received.

REPORT

The following is a summary from the General Managers Advisory Group Meeting held on Friday 15 November 2019.

1. REPORTS FROM STAFF

We now ensure that the staff employed by CRJO make regular reports to us as General Managers to ensure that they remain focused in terms of which individual Councils requirements are. The presentations at this meeting were from:

- Contaminated Lands Project
- Resource Recovery and Waste Management

2. ORGANISATIONAL REVIEW

We considered the organisational review and that is a separate report on this agenda.

3. FINANCIALS

The financial position of CRJO is now fully understood and under control. GMAG monitor those financials at all its meetings and we now have achieved a high standard of accuracy.

4. PLANNING REVIEWS

Excellent work has been undertaken by Mr Chris Berry from Yass Valley Council and Mr Mark Pepping from Wingecarribee Shire Council in the preparation of an excellent submission to the Minister of Planning and the Secretary of the Department of Planning, Industry and Environment following our discussion with the Minister recently in Parliament. A copy of that submission is attached.

5. INTEGRATED PLANNING AND REPORTING

We have established an IP&R Working Group from all Council's around the region to see if there is any opportunity to develop a regional community strategic plan, undertake a regional wellbeing survey and a joint community satisfaction survey.

6. CANBERRA REGION BRAND WORKSHOP IN - JANUARY 2020

We will be conducting a workshop in January 2020 to investigate a more strategic approach in relation to the future branding of the Canberra Region including the governance and resourcing how that may progress.

7. SOUTHERN LIGHTS PROJECT

We have invited Essential Energy to meet with GMAG to progress the installation of LED smart lighting around the region. The project seems to get stalled with increase costs and lack of focus by Essential Energy.

8. PROCUREMENT

We have agreed to work with other JOs including Central NSW, Riverina and Murray to identify best practice procurement framework.

9. AUDIT COMMITTEE

We will be recommending to the Board that at this time CRJO does not require an Audit Committee.

10. EMERGENCY PREPAREDNESS

In January 2020 GMAC will conduct a workshop preparing procedures and policies on emergency management preparation and recovery.

11. FAREWELLS

At this meeting we farewelled Mr John Bell from Upper Lachlan Shire Council and Dr Edwina Marks from Hilltops Council. Both have made significant contributions to CRJO and John in particular was very instrumental in the establishment of our predecessor organisation called SEROC. We also welcomed Mr Chris Berry from Yass Valley Council after his permanent employment as General Manager of that Council.

11.10. CRJO Organisational Review

Reporting Officer: Ms Gabrielle Cusack

Attachment:

11.10.1. Draft CRJO Organisational Review Report 2019 (appendices available upon request)

RECOMMENDATION

That the CRJO Board

1. *Note the Organisational Review prepared by Mr Paul Spyve as received.*
2. *Note the 12 recommendations as outlined in the report and acknowledge the progress made to date with five recommendations completed.*

REPORT

In August the CRJO Executive Management Team agreed to engage the services of Mr Paul Spyve to undertake an organisational review of the current structure of the CRJO.

Mr Spyve was engaged to review of governance systems and the CRJO organisational structure and provide recommendations. There are 12 recommendations which are outlined below.

At the GMAG meeting of 15 November 2019 a presentation was made to GMAG by Mr Paul Spyve outlining the recommendations. Since the General Managers received this document in September 2019, a number of the recommendations and actions outlined in the report have either been completed or resolved.

The initial report outlined the financial capacity of the CRJO. This has been addressed and subsequently actioned, with a financial governance framework now embedded in the organisation which resolves points outlined in the report.

Report Recommendations – CRJO Organisational Review

No.	RECOMMENDATION
1	That the Position Descriptions for the Executive Officer and the Director Government Relations and Strategy be revised to place a greater emphasis on fostering the strategic relationship with the ACT Government and how they can leverage the Memorandum of Understanding to ensure it provides for a strong and viable working relationship between the participating parties.
2	That the CRJO Board set a minimum working capital level for the organisation and the achievement of an ongoing balanced budget as recommended by the CFO review.
3	That in recognition all Joint Organisations are compulsory organisations set up under the Local Government Act the CRJO continue to lobby the NSW Government in partnership with its fellow Joint Organisations for ongoing financial assistance to assist with their long term financial sustainability.
4	That the CRJO needs to look at ensuring a far more reliable source for its operational funding other than placing a charge against grants. Possible options it could consider are:

	<ol style="list-style-type: none"> 1. <i>Combining the EO and Director positions to create staff savings in its salaries budget to bring staff costs more closely into line with the funding available from Membership fees.</i> 2. <i>Look at expanding Affiliate Membership which could potentially bring in an additional \$60k p.a. in membership fees.</i> 3. <i>Re-examining the MOU with the ACT Government in recognition of the 'special relationship' the JO has with the ACT with the aim of enhancing its financial contribution via its membership fee.</i>
5	That the General Managers Group give priority to updating and finalising the existing Draft Business Plan 2019-2020 so that it can be submitted to the Board for adoption
6	That the Acting CEO continue to work with the consultant (Jennifer Lang) to complete the refinement of the CRJO's financial system and that the outcome of this work be reflected in the structure of the organisation's Business Plan.
7	That the Working Group give urgency to completing the CRJO Communication and Engagement Plan which has been identified by the NSW Government as a critical pathway action to be implemented
8	That consideration be given to combining the positions of Executive Officer and Director to provide for: <ul style="list-style-type: none"> • <i>The day to day management of the organisation</i> • <i>The high level advocacy, and</i> • <i>coordination of strategic priorities/projects</i>
9	That consideration be given to making the Executive Support Officer permanent full time to provide for administrative support within the JO (including all low level financial functions, payments, reconciliations, meeting organisation and support).
10	That consideration be given to setting up a system via either contracts or Service Level Agreements with a member council or member councils to provide for high level financial management services.
11	That the CRJO identify who constitute 'designated persons' within its organisation structure and require them to complete a designated person's return as required by S449 of the Local Government Act and that these returns be kept in a publicly available register.
12	That the CRJO develop the following policies to ensure it meets good governance requirements: <ul style="list-style-type: none"> ○ <i>Credit Card Policy</i> ○ <i>Records Management Policy</i> ○ <i>IT Policy</i> ○ <i>Petty Cash Policy</i> ○ <i>Internal Reporting Policy</i> ○ <i>Statement of Business Ethics</i> ○ <i>Procurement Policy</i>

Of the 12 recommendations five have been completed, these being:

No.	RECOMMENDATION	STATUS
5	That the General Managers Group give priority to updating and finalising the existing Draft Business Plan 2019-2020 so that it can be submitted to the Board for adoption.	Completed. Report to the 15 November 2019 GMAG meeting. To be adopted at the 6 December 2019 Board meeting.
6	That the Acting CEO continue to work with the consultant (Jennifer Lang) to complete the refinement of the CRJO's financial system and that the outcome of this work be reflected in the structure of the organisation's Business Plan.	Completed. Report prepared for GMAG Meeting 15 November 2019.
7	That the Working Group give urgency to completing the CRJO Communication and Engagement Strategy, which has been identified by the NSW Government as a critical pathway action to be implemented	Draft completed. Report to the 15 November 2019 GMAG meeting. To be adopted at the 6 December 2019 Board meeting.
9	That consideration be given to making the Executive Support Officer permanent full time to provide for administrative support within the JO (including all low level financial functions, payments, reconciliations, meeting organisation and support).	Current contract of Executive Support Officer extended to 19 June 2020.
12	That the CRJO develop the following policies to ensure it meets good governance requirements: <ul style="list-style-type: none"> • <i>Credit Card Policy</i> • <i>Records Management Policy</i> • <i>IT Policy</i> • <i>Petty Cash Policy</i> • <i>Internal Reporting Policy</i> • <i>Statement of Business Ethics</i> • <i>Procurement Policy</i> 	Completed Report to the 15 November 2019 GMAG meeting. To be adopted at the 6 December 2019 Board meeting. Reference to petty cash has been included in the CRJO Regional Procurement Policy as per suggestions by GMAG.

11.11. Joint Organisation Capacity Building Fund

Reporting Officer: Ms Gabrielle Cusack

RECOMMENDATIONS

That the CRJO Board

- 1. Note and receive the report on CRJO project applications under the Joint Organisation Capacity Building Fund.*
- 2. Note the collaboration with Joint Organisations across South East NSW on Best Practice in Aggregated Procurement.*
- 3. Note the co-contribution of \$20K toward the Best Practice in Aggregated Procurement.*
- 4. Note the funding proposal of \$130K for the CRJO Regional Workforce Capability and Regional Shared Services across the Canberra Region.*

REPORT

In October the General Managers Advisory Group (GMAG) participated in a workshop with the Office of Local Government. Following this workshop, the CRJO wrote to the Executive Director, Mr Tim Hurst outlining the agreed projects using the Office of Local Government capacity funding criteria for the following projects:

- *Business opportunities and shared services including:*
 - a. Procurement (co-collaboration with Joint Organisations)*
 - b. Delivering services on behalf of State and Federal Government and other agencies and Organisations for the region*
 - c. Regional Project Management Office (RPMO)*
- *Regional Workforce Strategy*

The CRJO is finalising three submissions for this Capacity Building Fund.

The first submission is a collaboration across four Joint Organisations (JO) focusing on building capacity in regards to best practice in aggregated procurement. The participating JO's include; Riverina JO, Riverina & Murray JO, Illawarra/Shoalhaven JO, Canberra Region JO and CentralNSW JO.

The other two projects are:

1. Regional Workforce Capability
2. Regional Shared Services Framework

Both projects seek to build capacity across the CRJO network; identifying opportunities for Councils to retain and attract a skilled workforce and generate efficiencies and cost saving measures via a shared services framework.

It is proposed that these projects will be finalised by 6 December 2019 and approved out-of-session by the General Managers Advisory Group.

11.12. CRJO Operational Report

Reporting Officer: Ms Gabrielle Cusack

Attachments:

- 11.12.1. CRJO submission letter - Canberra Airport Master Plan
- 11.12.2. CRJO letter to The Hon. Shelley Hancock MP – Ministerial Meetings 17 October 2019
- 11.12.3. Response Letter – The Hon. Shelley Hancock MP
- 11.12.4. Western Parklands Councils Presentation – 18 October 2019

RECOMMENDATION

That the CRJO Board receive the CRJO Operational Report and update.

REPORT

COUNCIL REGIONAL CAPACITY BUILDING PROGRAM (CRCBP)

In 2018 The CRJO received funding from the EPA to employ two Contaminated Land Officers; both positions have been filled. Mr Noel Schiller commenced with the CRJO on Tuesday, 8 October 2019. Mr Alec Palmer is based out of the CRJO Goulburn office and Mr Noel Schiller is based out of Hilltops Council. Given their respective family situations it was agreed the staff would be based primarily from these two locations.

Given this arrangement and in consultation with the EPA, the CRJO wrote to seek a re-alignment of boundaries from north and south to east and west.

The CRJO also wrote to the EPA seeking a variation to the contract to include Snowy Valleys Council in the CRJO. This required agreement from Riverina JO as Snowy Valleys was initially part of their submission.

The EPA have approved both requests, with Snowy Valleys Council now included in the Council Regional Capacity Building Program (CRCBP) and the re-alignment of clusters also confirmed.

Cluster Arrangement & Responsibility	
Western Cluster – Noel Schiller	Eastern Cluster – Alec Palmer
Hilltops Council	Goulburn Mulwaree Council
Snowy Valleys Council	Wingecarribee Shire Council
Snowy Monaro Regional Council	Queanbeyan-Palerang Regional Council
Upper Lachlan Shire Council	Eurobodalla Shire Council
Yass Valley Council	Bega Valley Shire Council

PROCUREMENT – WASTE MANAGEMENT SERVICES PROCUREMENT OFFICER

As agreed at the GMAG meeting of 3 October, the position description for the Waste Management Services Procurement Officer is being finalised and will be advertised prior to the end of the year. It is proposed that this role will be filled by January 2020.

OFFICE ACCOMMODATION

At the 3 October 2019 GMAG meeting it was resolved to rent office space in Goulburn (56 Clinton Street) for a period of 12 months at a cost of \$1,000 per month. The report also outlined that this cost covered the office space, parking, office furniture, electrical and internet bills, 1 x printer, 1 x computer. This arrangement would be an operating expense of \$12,000 per annum (inclusive of GST).

Following the GMAG meeting that resolved to “*support the administrative arrangements for office accommodation for the next 12 months*”, the CRJO met with Goulburn Mulwaree Council on the 23 October 2019 to discuss the outcome of the GMAG meeting. Goulburn Mulwaree Council have provided proposed terms and conditions for a formal lease arrangement that is summarised below:

1. *Commencing 1 January 2020 and expiring 31 December 2020 with an Option to Renew for 2 years (to be exercised in writing 3 months prior to expiry of the initial Lease)*
2. *Rental of \$1,200 per month (plus GST) to include CRJO’s contribution to electricity and water usage and commercial waste collection. CRJO is responsible for costs associated with own phone lines, internet etc. if required.*
3. *CRJO to meet costs of preparation, execution and registration of Lease with NSW Land Registry Services totaling \$1,800 plus GST and disbursements. Disbursements are likely to be a registration fee of \$143.50 and title search fee of \$23.00.*
4. *Council will prepare a suitable floor plan to annex to the Lease*

With the execution of this lease between CRJO and Goulburn Mulwaree Council the cost per annum will be \$16,366.50 (ex. GST); with the difference being approximately \$4,500.00.

It should be noted, the CRJO will commence paying rent for the office of Fairbairn. This is approximately \$80.00 (ex. GST) per week and includes office space, furniture, parking and telecommunication services.

CRJO REGIONAL WORKFORCE STRATEGY

Submissions to the request for proposal (RFP) for the CRJO Regional Workforce Strategy closed Friday 1 November – at that date the CRJO had only received one submission. The RFP was presented to the Human Resources Working Group on 10 October 2019. The CRJO received feedback from the group and this resulted in some changes to the document. The CRJO has extended the submission period until 2 December 2019 with the updated RFP uploaded to e-procure.

The CRJO has had several conversations with entities regarding the Regional Workforce Strategy and have reached out to those entities informing them of the extension date.

NSW GOVERNMENT EXPORT CAPABILITY WORKSHOPS

The CRJO together with Canberra Airport and individual Councils have collaborated with the NSW Government to deliver export capability workshops across the Canberra Region. The workshops have been arranged in collaboration with the Councils and their Economic Development Managers/Team.

These workshops aim to increase access and use of export networks from Canberra Airport for regional producers and industry. To date, the feedback received has been positive.

WORKSHOP/LGA	
Hilltops Council	18 August 2019
Yass Valley Council	19 August 2019
Bega Valley Council	20 August 2019
Eurobodalla Shire Council	21 August 2019
Wingecarribee Shire Council	26 November 2019
2020 – Dates to be Confirmed	
Goulburn Mulwaree Council/Upper Lachlan Shire Council	
Queanbeyan-Palerang Regional Council	
Snowy Monaro Regional Council	
Snowy Valleys Council	
Wagga Wagga City Council	

CRJO REGIONAL PRESENTATIONS TO COUNCILLORS

As part of informing Councilors across the CJRO network of the organisational framework, governance, functions cross regional collaboration, and advocacy the Chair of the CRJO and Acting Executive Officer have presented at a Council meetings and workshops over the past two months.

COUNCIL	DATE
Bega Valley Shire Council (Cr Rowena Abbey)	18 September 2019
Goulburn Mulwaree	24 September 2019
Queanbeyan-Palerang Regional Council	2 October 2019
Snowy Monaro Regional Council	3 October 2019
Yass Valley Council	21 October 2019
Wagga Wagga City Council	4 November 2019
2020	
Eurobodalla Shire Council	TBC
Wingecarribee Shire Council	
Hilltops Council	
Upper Lachlan Shire Council	

CANBERRA REGION SHOWCASE

In August, the CRJO met with the Events/Catering management of Parliament House in Canberra. Mr Martin Darcy (Chair ED Working Group) and I attended this meeting. This meeting came about as a result of brief conversation I had with Mr Luke Hickey from Parliament House who mentioned that Parliament House catering wanted to focus on the Canberra region. It is also being driven by the new Chef at Parliament House who wants to source produce/product regionally.

There are also two opportunities for the Canberra Region:

1. Produce/product used as part of their menu planning. Parliament House catering change their menus every 10 weeks.
2. Showcase the Canberra Region in the Great Hall at Parliament House. The suggestion is to hold this event in mid-late November 2020.

The CRJO will coordinate through the CRJO Economic Development Working Group an itinerary for the Head Chef and staff from Parliament House to visit the regions, meet producers and look at product for consideration to be included in the menus at Parliament House.

Each year States/Territories hold a showcase at Parliament House of their respective product, produce and tourism opportunities. On 22 October there was a showcase of the Taste of Tasmania. Members of the Economic Development Working Group, as well as Destination Southern NSW (DSNSW) and Destination Riverina Murray (DRM) attended this event in the Great Hall at Parliament House. We also met the Head Chef of Parliament House. This event provided visibility to the CRJO on the opportunity for the Canberra Region and how the CRJO can work with Parliament House to source produce/product from our local producers.

NSW GOVERNMENT – REGIONAL LEADERS EXECUTIVE MEETING (RLE)

On Thursday, 24 October 2019 the CRJO presented at the RLE meeting. CRJO Chair Rowena Abbey spoke to the agencies giving them a background on the Joint Organisation framework, how the JO's operate and specific areas that the CRJO is focusing on.

The CRJO provided examples of how the NSW Government agencies and CRJO collaborate, giving examples of the Council Regional Capacity Building Program (CRCBP) and the proposed Office of Emergency Management – Regional Emergency Preparedness Program. Mr Chris Presland spoke to this opportunity as well highlighting the engagement across several agencies and the CRJO will work together on this two-year pilot program.

One of the recommendations from the meeting was to invite a General Manager from the CRJO to attend the RLE meetings. The tentative dates being:

Date	Nominated GM
4 March 2020	Mr Warwick Bennett Goulburn Mulwaree Council
3 June 2020	Dr Catherine Dale Eurobodalla Shire Council
19 August 2020	Mr Matthew Hyde Snowy Valleys Council
18 November 2020	Mr Peter Bascomb Snowy Monaro Regional Council

The Statement of Intent was also finalised outlining the agenda for the next 12 months.

DRAFT CANBERRA AIRPORT MASTERPLAN 2020-2040

The CRJO has prepared a submission in response to the Draft Canberra Airport Masterplan 2020-2040. The submission reaffirms the importance of Canberra Airport for the Canberra Region; specifically, economic development, east-west connectivity and tourism.

MINISTERIAL MEETINGS – FOLLOW UP

The CRJO Board held a series of Ministerial Meetings on Thursday, 17 October 2019.

MINISTERIAL MEETINGS & DISCUSSIONS – PORTFOLIOS

- Minister for Transport and Roads
- NSW Deputy Premier. Minister for Regional NSW,
- Minister for Water, Housing and Property
- Minister for Planning and Public Spaces
- Minister Water and Western NSW
- Minister for Local Government
- Minister for Regional Roads and Transport
- Minister for Police and Emergency Services
- Minister for Finance and Small Business
- Minister for Mental Health, Regional Youth & Women

Following the meetings and discussions the CRJO prepared follow up correspondence signed by the Chair which included the questions on notice relevant to their respective portfolio. To date, the CRJO has only received one response, which is from the Minister for Local Government. The CRJO continues to make contact with the various Ministerial Offices, seeking a response to the correspondence.

WESTERN SYDNEY VISIT

Members of the CRJO Board visited the Western Sydney region as part of their regional visit on 18 October 2019.

The first session was an overview of Western Sydney with the development of Badgery's Creek Airport and establishment of Western City and Aerotropolis Authority. There was also a presentation on the establishment of the Western Parklands Councils, which are a group of eight local government areas across Western Sydney. The Executive Officer outlined in the presentation the Western Sydney deal and its impact across local government.

The CRJO were hosted by Camden Council and were met by Mayor Cr Theresa Fedeli and General Manager Mr Ron Moore. The Director for Community Assets showed the delegation around the newly built Camden Library.

The afternoon session was at Luddenham where Badgery's Creek airport is being built. The delegation went to the Western Sydney Experience Centre. The Group was welcomed by CEO of Liverpool Council, Ms Kiersten Fishburn.

Liverpool City Council are a foundation member of the Future Food Systems Cooperative Research Centre (CRC). The forum involved local government, producers, industry and state agencies discussing how the Future Food Systems CRC will work with stakeholders on developing food supply

chain logistics and long term sustainability of the intensive agricultural industry across Western Sydney.

CRJO CHRISTMAS CLOSURE

Over the Christmas period the CRJO will be closed from Monday, 23 December 2019 and will re-open on Monday, 6 January 2020.

11.13. CRJO Working Groups – Update

Reporting Officer: Ms Gabrielle Cusack

RECOMMENDATIONS

That the CRJO Board

1. *Note the CRJO Working Groups – Update report as received.*
2. *Note the proposal by the Community Wellbeing and IP&R Working Group to develop three projects; (1) development of a Regional Community Strategic Plan, (2) a joint Regional Wellbeing Survey and (3) a joint community satisfaction aspect be incorporated into the Regional Wellbeing Survey and that each Council agree to participate.*

REPORT

There are currently seven working groups initiated by GMAG. Since the Board meeting of October 2019, the following four working groups have met and determined the actions listed below:

Human Resources Working Group	
10 October 2019	
Agenda Item	Actions & Resolutions
Local Government State Award Review	<ol style="list-style-type: none"> 1. <i>That an additional representative of the CRJO be identified to attend the LGNSW State Award Review Committee meeting.</i> 2. <i>That Human Resources staff of each council review the log of claims supplied and that each council provide their State Award Review Committee Representative (currently Mr Peter Bascomb of Snowy Monaro Regional Council) with comments and feedback.</i> 3. <i>Mr Adam Dansie confirmed LGNSW Industrial Relations are opposed to the log of claims proposals made regarding senior staff contracts. LGNSW will be standing against these claims in upcoming negotiations and hearings.</i>
China-Connex Chinese Student Program and Internships	<i>Mr Lewis Jones of China-Connex presented to the Human Resources Group regarding exchange initiatives and the economic and socio-cultural benefits international students bring to regional areas. The CRJO Regional Economic Development Working Group will follow up on this initiative and provide a report.</i>
University of Canberra – international exchange student program	<i>That the CRJO request an unsolicited bid from the University cohort seeking collaboration with councils regarding recruitment and internships for international undergraduate and postgraduate students and that the outcomes of this bid be provided to the Human Resources group for comment and feedback.</i>
Regional Workforce Strategy	<i>That the Regional Workforce Strategy be redistributed to the Human Resources Network Group for comment and feedback to be received by close of business Monday, 21 October 2019 from which an addendum will be made to the existing document and redistributed to e-procure.</i>

Community Wellbeing & IPR Group 25 October 2019		Chair – Mr Ricky Tozer Queanbeyan-Palerang Regional Council Deputy Chair - Mr Mark Eady Yass Valley Council
Agenda Item	Actions & Resolutions	
Regional Wellbeing Survey	<i>That the Community Wellbeing Working Group (CWWG) determine the priority list of survey options for presentation to GMAG.</i>	
Regional Communication Satisfaction Survey	<i>That a joint community satisfaction aspect be incorporated into the Regional Wellbeing Survey.</i> <i>That councils that have not undertaken survey work complete a full survey, which incorporates the Community Satisfaction Survey (CSP) and that pricing models reflect the buy-in of individual councils in the first iteration, and for an opt-in aspect for a Regional Wellbeing only survey.</i>	
Potential Framework for a Regional Strategic Plan	<i>That the CWWG recommend to GMAG that all Councils consider the development of a Regional CSP with Council specific chapters.</i>	

Regional Planners Working Group 14 November 2019		Chair – Mr Mark Pepping Wingecarribee Shire Council Deputy Chair - Mr Peter Smith Snowy Monaro Regional Council
Agenda Item	Actions & Resolutions	
Crown Lands	<p>The Regional Planners Working Group received a presentation from Crown Lands Commissioner Professor Richard Bush and Senior Project Manager, Crown Reserves Ms Kylee Warner and passed the following resolutions:</p> <p><i>3. That the CRJO seek further training for Crown Lands Management.</i></p> <p><i>4. That it be noted the Native Title e-learning module complements the existing Native Title Manager Handbook and provides a range of practical common examples for dealing with Native Title on Crown reserves. The resource is currently undergoing final review and is anticipated to be released before the end of 2019. The CRJO will follow up with the Department of Planning, Industry and Environment – Crown Lands department after the release of the resource and circulate with the CRJO Regional Planners Working Group.</i></p>	
ACT – NSW Cross Border Memorandum	<p><i>1. That a copy of the signed MoU be supplied at the next CRJO Regional Planners Working Group.</i></p>	
Biodiversity Regional Support Program	<p><i>1. That there be a roll out of Muddy Boots training in 2020 with support provided to Councils by the Biodiversity and Conservation team of the Department of Planning, Industry and Environment.</i></p> <p><i>2. That Local Government be consulted and provide input into the development of Biodiversity templates/procedures by the Office of Environment and Heritage.</i></p>	

<p>Infrastructure Working Group</p> <p>22 November 2019</p>	<p>Chair – Mr Warren Sharpe OAM Eurobodalla Shire Council</p> <p>Deputy Chair – Mr Anthony McMahon Bega Valley Shire Council</p>
Agenda Item	Actions & Resolutions
<p>Transport NSW</p>	<p>Transport NSW provided the group with an update on the Transport Administration Amendment (RMS Dissolution) Bill 2019 that was passed in Parliament on Wednesday, 20 November 2019. The Legislation outlines that RMS is now incorporated in Transport NSW and will become effective from 3 February 2020. All existing RMS contacts will remain in place until this date, with new regional borders yet to be established.</p> <p>The South East Future Regional Transport Plan and the South East & Tablelands Regional Plan will undergo review. The Chair and Deputy Chair of the CRJO Infrastructure Working Group will meet with Transport NSW and Department of Planning, Industry and Environment to discuss these reviews and provide an update at the next working group meeting.</p> <p>The Canberra to Eden feasibility study is awaiting Ministerial approval and is expected to be finalised in early 2020 with the study becoming available on the Transport NSW website at the end of the first quarter of 2020</p>
<p>Infrastructure Prospectus</p>	<p><i>That the CRJO IWG determine a course of actions to update the Infrastructure Prospectuses.</i></p> <ol style="list-style-type: none"> 1. <i>Update prospectuses – water, wastewater, roads and bridges</i> 2. <i>Identify current challenges and roadblocks and the respective agency</i> 3. <i>That Mr Jason Clifford, Transport NSW, provide the CRJO IWG with dates for fixing country roads, fixing local roads and fixing country bridges.</i>
<p>Regional Workforce Strategy</p>	<ol style="list-style-type: none"> 2. <i>That the CRJO write to NSW Government in support of the Professional Engineers Registration Bill 2019.</i> <p><i>The objects of this Bill are—</i></p> <p><i>(a) to establish a scheme for the registration and regulation of professional engineers, and</i></p> <p><i>(b) to ensure that engineering services are provided by professional engineers.</i></p> <ol style="list-style-type: none"> 3. <i>That the CRJO IWG consider nominating a South East Region representative for the Institute of Public Works Engineering Australasia (IPWEA) NSW Board in 2020.</i> 4. <i>That the CRJO include the IPWEA Audit of Skills Capacity in Local Government NSW document in the Regional Workforce Strategy under section 5: Informing Documents.</i>

Regional Project Management Office	2. <i>That Wagga Wagga City Council present on the progress of the Sydney RPMO at the CRJO IWG face to face meeting on Thursday, 6 February 2020.</i>
Cultural, Recreation and Tourism Prospectus – First Steps	<p><i>That the IWG determine the next steps in developing the Cultural, Recreation and Tourism prospectus.</i></p> <ol style="list-style-type: none"> 1. <i>Compile current and future infrastructure projects relating to culture, recreation, marine and tourism.</i> 2. <i>To prepare a report for the next General Managers meeting outlining the opportunities to reduce the ongoing cost liabilities that result from state and federal funded projects, with consideration of existing advocacy in areas such as marine infrastructure, emergency services, surf clubs, libraries, road networks including responsibility for regional roads and crown lands generally.</i>
Fixing Local Roads	<ol style="list-style-type: none"> 2. <i>That CRJO prepare Letters of Support for any projects relating to this funding round.</i> 3. <i>That Councils provide CRJO with a list of projects under this funding submission to undertake advocacy work.</i>

11.14. Office of Local Government Audit & Risk

Reporting Officer: Ms Gabrielle Cusack

Attachment:

11.14.1. Office of Local Government Circular to Councils – Internal Audit & Risk Management

RECOMMENDATIONS

That the CRJO Board

1. *Note the new Internal Audit Risk Management Guidelines advice from the Office of Local Government.*
2. *The CRJO Chair write to OLG in response to the guidelines stating that the CRJO:*
 - a. *Supports a strategic approach to internal audit and risk management;*
 - b. *Suggests a more outcome focus than prescriptive approach;*
 - c. *Is not supportive of leveraging Section 377 of the Local Government Act where Councils delegate internal audit and risk management functions to the JO; and*
 - d. *Notes the diversion of resource required for a Joint Organisation to fulfill these guidelines will be counterproductive and is at risk of contributing to the JO network failure, as additional resourcing will be required without funding.*
3. *Defer an audit committee at this time.*

REPORT

The Office of Local Government outlined in the Circulate No 19-20 for September 2019 announced the release of a discussion paper detailing the new framework for internal audit and risk management for NSW Councils. The discussion paper outlines nine (9) core requirements which are:

No	REQUIREMENT
1	Appoint an independent Audit, Risk and Improvement Committee
2	Establish a risk management framework consistent with the current Australian risk management standards
3	Establish an internal audit function mandated by an Internal Audit Charter
4	Appoint internal audit personnel and establish reporting lines
5	Develop an agreed internal audit work program
6	How to perform and report internal audits
7	Establish a quality assurance and improvement program
8	Undertake ongoing monitoring and reporting
9	Councils can establish shared internal audit arrangements

The new Internal Audit and Risk Management Guidelines was recently discussed at the JO Executive Officers meeting in Sydney on Thursday, 31 October 2019. It was agreed that the implication for Joint Organisations would be over regulation and that it is not needed. The CRJO already have policies and procedures in place to manage risk; as well as strategic planning and reporting, which should mitigate any risk. The CRJO also has in place an overarching governing group of General Managers in the Executive Management Team.

Without doubt the JO could do better in this space but the approach as suggested in the Guidelines are not designed for a very small organisation like a JO, are unaffordable and unworkable. One of the JO's indicated that estimates for the JO are in the order of \$30K per annum direct costs where the internal resourcing to fit the balance of the requirements will consume a significant amount of time for the JO EO.

SUMMARY OF THE GUIDELINES

- 1. An audit and risk committee are to meet four times a year working within the specified framework, which includes various plans and processes.*
- 2. The Chair is to sign off on an Annual Attestation Statement for which the assurance is substantial.*
- 3. All activities are to be coordinated through a resource described as "Chief Audit Executive" overseeing in-house personnel and/or outsourced.*
- 4. Share arrangements are encouraged but involve a greater degree of structure and process than those currently in place in region.*

In 2016, the NSW Government made it a requirement under the *Local Government Act 1993* that each council have an Audit, Risk and Improvement Committee (ARIC). This requirement will take effect from March 2021.

The Government has since been working with key stakeholders and industry experts to develop the regulatory framework that will support the operation of ARICs, and the establishment of a risk management and internal audit function in each council.

11.15. CRJO Meeting Dates 2020

Reporting Officer: Ms Gabrielle Cusack

RECOMMENDATIONS

REPORT

That the CRJO Board

1. *Note the GMAG and CRJO Board meeting dates for 2020.*
2. *Discuss and agree to the meeting location for each CRJO Board Meeting in 2020.*

REPORT

General Managers Group Thursday: 4.00pm – 6.00pm Friday: 8.30am – 12.30pm		
1	Thursday, 30 and Friday, 31 January 2020	Canberra Airport
2	Thursday, 26 and Friday, 27 March 2020	Canberra Airport
3	Thursday, 7 May and Friday, 9 May 2020	Canberra Airport
4	Thursday, 16 July and Friday, 17 July 2020	Canberra Airport
5	Thursday, 3 and Friday, 4 September 2020	Canberra Airport
6	Thursday, 5 and Friday, 6 November 2020	Canberra Airport
CRJO Board Meeting Dates Thursday 4.00pm – 6.00pm (At least one hour of workshop sessions will be allocated for Board members to raise issues.) Friday 9.00am – 12.00pm		
No. 1	Thursday, 27 & Friday, 28 February 2020	TBC
No. 2	Thursday, 21 & Friday, 22 May 2020	Sydney (dependant on NSW Parliamentary sitting calendar)
No. 3	TBC (post local government elections)	
No. 4	Thursday, 3 and Friday, 4 December 2020	Hilltops

12. Confidential Matters

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

13. Resolve into the Board

The CRJO Board may move to discuss all items as a Committee of the whole pursuant to Clause 12 of the Code of Meeting Practice.

14. Adoption of Decision of Committee of the Whole

Resolved that the CRJO confirm all decision that have been made in this meeting whilst in the Committee of the Whole

15. Close

The Chairperson will close the meeting.