



# **Agenda for the Northern Rivers**

## **Joint Organisation**

### **Ordinary Board Meeting**

**Date:** 2 November 2018

**Location:** Kyogle Council Chambers

**Time:** 11.00am

# AGENDA

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## 1 ACKNOWLEDGEMENT OF COUNTRY

We acknowledge that this meeting is held upon the land of the Bundjalung people who are the Traditional Custodians of this Land. We pay our respects to Elders past, present and future.

## 2 APOLOGIES

## 3 DECLARATIONS OF INTEREST

## 4 ADDRESS BY OFFICIAL VISITOR(S)

**11.30am 12.15pm**

**Elizabeth Tydd, Information Commissioner**

The Government Information (Public Access) Act 2009 (GIPA Act) was established to provide an open and transparent process for giving the public access to information from NSW public sector agencies and to encourage the proactive release of government information.

Information Commissioner, Elizabeth Tydd will be providing an Overview of Information Commissioner and recent IPC initiatives (eg. Agency Dashboard, s37, OD, CPP) including Public Confidence and Governance Structures

**12.15 – 1.00pm**

**Steve Robb, Director Customer Service & Relationship Management for the NSW Electoral Commission**

Mr Robb will present the following in relation to the 2020 Local Government Elections

- Timelines
- What needs to be done
- Upcoming Legislation changes

## 5 CONFIRMATION OF MINUTES AND BUSINESS ARISING FROM THE MINUTES

## 5.1 CONFIRMATION OF MINUTES OF THE EXTRAORDINARY MEETING OF THE NORTHERN RIVERS JOINT ORGANISATION HELD 5 OCTOBER 2018

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The Minutes of the Extraordinary Meeting of the Northern Rivers Joint Organisation Friday 5 October 2018 are attached for information and adoption by the Board.

### **RECOMMENDATION:**

THAT the Minutes of the Extraordinary Meeting of the Northern Rivers Joint Organisation held Friday 5 October 2018 be adopted as a true and accurate record of proceedings of that meeting.

### **[Attachment 1:](#)**

Draft minutes of the extraordinary meeting of the Northern Rivers Joint Organisation held 5 October 2018

## 6 NOTICES OF MOTION

## 7 REPORTS

## 7.1 ADOPTION OF NORTHERN RIVERS JOINT ORGANISATION DRAFT CODE OF MEETING CONDUCT

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Following the 5 October 2018 meeting a number of further amendments were made to the Draft Code of Meeting Conduct. These are outlined below and a full copy of the draft code is included as an [attachment](#) to these meeting papers.

### 4 ENTITLEMENT OF THE PUBLIC TO ATTEND JOINT ORGANISATION MEETING

- 4.1 Everyone is entitled to attend a meeting of the council and committees of the Joint Organisation. The Joint Organisation must ensure that all meetings of the Joint Organisation are open to the public.
- 4.2 Clause 4.1 does not apply to parts of meetings that have been closed to the public under section 10A of the Act.
- 4.3 An unlimited number of speakers are to be permitted to make representations to or at a meeting. Members of the public must address the Committee on matters of Joint Organisation or regional interest.
- 4.4 The Executive Officer (or their delegate) is to determine the order of speakers
- 4.5 Each speaker will be allowed 5 minutes to make representations. Total time allowed for representations to the Committee will be limited to 30 minutes.
- 4.6 A person (whether a Board Member or another person) is not entitled to be present at a meeting of the Joint Organisation if expelled from the meeting by a resolution of the meeting.
- 4.7 The Chairperson, or in the Chairperson's absence, the person presiding at a meeting will determine the time to be allocated for an official visitor to address a meeting of the Joint Organisation,

#### Representations by members of the public in closed meetings

- 12.9 The Joint Organisation may allow members of the public to make representations to or at a meeting, before any part of the meeting is closed to the public, as to whether that part of the meeting should be closed.
- 12.10 A representation under clause 12.9 is to be made after the motion to close the part of the meeting is moved and seconded.
- 12.11 Where the matter has been identified in the agenda of the meeting under clause 3.20 as a matter that is likely to be considered when the meeting is closed to the public, in order to make representations under clause 12.9, members of the public must first make an application to the Joint Organisation in the approved form. Applications must be received 2 days before the meeting at which the matter is to be considered.
- 12.12 The ~~Executive Officer~~ Chair (or their delegate) may refuse an application made under clause 12.11.



- 12.13 No more than 2 speakers are to be permitted to make representations under clause 12.9.

~~An unlimited number of speakers are to be permitted to make representations under clause 12.9~~

- 12.14 ~~If more than the permitted number of speakers applies to make representations under clause 12.9, the Executive Officer or their delegate may request the speakers to nominate from among themselves the persons who are to make representations to the Joint Organisation. If the speakers are not able to agree on whom to nominate to make representations under clause 12.9, the Executive Officer or their delegate is to determine who will make representations to the Joint Organisation.~~

~~Members of the public must address the Committee on matters of Joint Organisation or regional interest only.~~

- 12.15 The Executive Officer (or their delegate) is to determine the order of speakers.

- 12.16 Where the Joint Organisation proposes to close a meeting or part of a meeting to the public in circumstances where the matter has not been identified in the agenda for the meeting under clause 3.20 as a matter that is likely to be considered when the meeting is closed to the public, the chairperson is to invite representations from the public under clause 12.9 after the motion to close the part of the meeting is moved and seconded. The chairperson is to permit no more than 2 speakers to make representations in such order as determined by the chairperson.

- 12.17 ~~Total time allowed for representations to the committee will be limited to 30 minutes.~~

Each speaker will be allowed 5 minutes to make representations. Speakers are to confine their representations to whether the meeting should be closed to the public. If a speaker digresses to irrelevant matters, the chairperson is to direct the speaker not to so digress. If a speaker fails to observe a direction from the chairperson, the speaker will not be further heard.

#### Out of session decisions

- 15.11 ~~Decisions that are required in between meetings may be determined by a majority written response to an email from the Chair. Any out of session decision that has recorded a majority from a quorum of responses will be brought to the Board at its next meeting for noting. voided unless ratified by the Board at its next meeting.~~

#### **RECOMMENDATION**

That the revised Sections 4, 12 and 15 of the Northern Rivers Joint Organisation Code of Meeting Practice be adopted

## 7.2 CHAIR'S REPORT

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A verbal report from the meeting of Joint Organisation Chairs held in Albury will be provided by the Cr Isaac Smith.

Minutes, Terms of Reference and Alignment of Strategic Regional Priorities for Joint Organisations in NSW are included as an attachment to these meeting papers.

[Attachment2: Report from Chairs' Meeting](#)

**RECOMMENDATION:**

THAT the verbal report provided by Cr Smith be noted

## 7.3 EXECUTIVE OFFICER REPORT

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### Joint Organisation Establishment:

#### Corporate/Administrative:

- Executive Officer applications closed 26 Oct
- Chair and EO credit cards have been applied for
- Website launched: [www.northernriversjo.nsw.gov.au](http://www.northernriversjo.nsw.gov.au)
  - Ongoing content updating and new photos uploaded etc
- NOROC bank account awaiting final audit
- Establishment Fund Expenditure sent to OLG for approval prior to due date Sept 28

### Key Projects:

#### Strategic Priorities

Final Strategic Priorities document to be accepted at 02 November 2018 Committee Meeting

### Committee Representation:

- Regional Leaders Executive
- RLS Economic Sub Committee
- Cross Border Tourism Group
- NNSWLHD Healthy Communities Advisory Group
- Careers Pathway Task Group
- Renewable Energy Committee (reps: RVC and TSC)
- NRHRIG Human Resources Group.

### Key Meetings:

Joint Organisation Chairs Network meeting – Albury, 21 October, 2018 (rep: Mayor Lismore City Council)

Executive Officer Teleconference; 16 October 2018

RLE SubCommittee 26 October 2018

Northern NSW Renewable Energy Initiative Report Meeting held 09 October 2018:

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#### **1. Discussion on Working Group Terms of Reference**

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#### **2. Desktop Review – results**

Jarrad noted the existing resources explored analysis, challenges, barriers and tips for establishing renewable energy projects. Key considerations and challenges identified include obtaining the social license, legal barriers, connecting to the grid, economic viability, skills gaps, technology and the complexity of the existing grid and energy system.

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ACTION: DPC to develop a preliminary structure for the Blueprint so Group members can begin adding information; including feasibility study, business case, project plan (which talks about community engagement), and tender documents.

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### **3. Case studies provided by councils**

Alison provided an overview of the baseline case study information received to date. Alison noted that the base information was good but we needed now to pick two or three case studies to drill down into, particularly case studies that are innovative and/or successful. Once these have been identified they will need a direct conversation to better understand the approach taken to inform the Blueprint.

Alison highlighted key elements of the information provided in case studies, including the importance of dedicated officers/champions to move things forward, general planning challenges that are typical parts of the planning process, the importance of good tender documentation, legislative issues around river hydro.

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### **4. Next steps**

As agreed the focus will be on a council driven piece and then move to a community driven piece. This Blueprint will incorporate 3 key features – template project plan, business case and tender document.

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### **5. OEH Sustainable Councils and Communities Program**

Mark Squires from NSW Office of Environment and Heritage provided an overview of OEH programs. Mark is based in the Newcastle office.

Climate Change Fund – Every person pays a small amount on top of their electricity bills which goes to Government to fund things like energy savings and supporting renewable energy uptake.

Sustainability Advantage – Councils and businesses are involved and pay a fee to access the service.

Sustainable Councils and Communities Programs – a new program looking at how OEH can do things differently across the state to meet local needs.

This program aims to help a small number of 'low capacity' councils to build their sustainability. This was a data led project to identify which councils might need additional support to enhance sustainability.

From this project, 18 local councils around the State have been identified for priority.

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## **RECOMMENDATION**

THAT the Executive Officer's Report be received and noted.

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## 7.4 BIODIVERSITY SHARED RESOURCE

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### Purpose

To provide Mayors and General Managers with a draft consultant brief for consideration prior to issuing requests for quotations from suitably qualified consultants to deliver the required services.

### Background

The NRJO NRM Managers group submitted a report to the NRJO General Managers group in July 2018. This report recommended the allocation of funds through a cost sharing arrangement to assist in adaptation to the NSW land management and biodiversity legislation reforms.

The report identified two key areas where a cooperative regional NRJO approach would assist all councils to adapt to the new legislative framework. These areas were streamlining the development assessment process and potential biodiversity stewardship site investigation.

The report recommended that:

- NRJO identify a cost share arrangement for the estimated cost of \$41,500, to engage a fixed term staff person (or consultant) to be hosted at an NRJO council;
- This person completes a regional assessment of the needs of each council to adapt development assessment processes to meet the new legislation and report this assessment with recommendations for specific requirements.
- This person complete an assessment of the unavoidable biodiversity offset requirements likely to be generated from land already identified for development across the NRJO and report this assessment with recommendations for specific further requirements, including whether a second stage analysis of potentially available stewardship sites is required.
- NRJO note the additional potential regional initiatives documented herein for further or future consideration

This recommendation was endorsed by the NRJO GMs and Mayors groups. The NRM Managers group further considered the matter at its meeting on Wednesday 5 September 2018. A key issue that was discussed and subsequently integrated to the draft brief was to ensure that the proposed works are complementary to, and do not duplicate the work of, the regional support officer currently provided through NSW Office of Environment and Heritage (OEH) and Office of Local Government (OLG).

The draft consultant brief has been prepared and reviewed by the NRM Managers Group and the OEH/OLG regional support officer.

The technical specifications for the consultant brief is included as [Attachment 4](#).

It is proposed that Tweed Shire Council will issue the request for quotation and procure the services of a consultant for the works in accordance with relevant procurement policy and procedure.

**Current Situation**

1. Subject to consideration of the draft consultant brief and confirmation of the cost sharing arrangement, a suitably qualified consultant can now be engaged to perform the works. It is envisaged that these works can be completed within 3 months of commencement.

**RECOMMENDATION**

THAT the Committee:

1. Receive and note the report
2. Review and comment on the draft consultant's brief
3. Confirm the cost sharing arrangement for the proposed work and that a request for quotation is to be issued accordingly

**Attachment 4:**

- A. Project specifications - Northern Rivers Joint Organisation biodiversity legislation reforms project

## 7.5 REGIONAL STRATEGIC PRIORITIES

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A final draft of the Northern Rivers Joint Organisation Strategic Priorities and First Year Workplan has been completed by consultants Muller Enterprises.

A copy of the draft report is included as [Attachment 5](#).

**RECOMMENDATION:**

THAT the Strategic Priorities and Year One Action Plan for the Northern Rivers Joint Organisation be adopted as tabled.

## 7.6 NRJO FINANCIAL REPORT TO 30 SEPTEMBER 2018

Financial reports for the period ending 30 September are included in the meeting papers. The financial reports included below refer to NRJO only. As the final audited reports for the closing of NOROC have not yet been received no allowances have been made for retained earnings and/or any other assets or liabilities. These figures will be added to the balance sheet once received from TNR.

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### Balance Sheet

As of September 2018

NoRJO  
PO Box 146  
LISMORE NSW 2480  
ABN: 68 587 813 167  
Email: admin@northernriversjo.nsw.gov.au

Assets		
Summerland Community First		\$271,029.70
<b>Total Assets</b>		<b>\$271,029.70</b>
Liabilities		
Current Liabilities		
Creditors		
Trade Creditors		\$29,756.40
Sundry Creditors	\$22.48	
GST Paid		-\$5,338.79
<b>Total Liabilities</b>		<b>\$24,440.09</b>
<b>Net Assets</b>		<b>\$246,589.61</b>
Equity		
Current Year Earnings		\$246,589.61
<b>Total Equity</b>		<b>\$246,589.61</b>

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### Profit & Loss Statement

July 2018 To September 2018

NoRJO  
PO Box 146  
LISMORE NSW 2480  
ABN: 68 587 813 167  
Email: admin@northernriversjo.nsw.gov.au

Income		
Grants		
Office of Local Government		\$300,000.00
<b>Total Income</b>		<b>\$300,000.00</b>
<b>Gross Profit</b>		<b>\$300,000.00</b>
Expenses		
Operational Expenses		
Computer ISP and Registrations		\$373.77
Myroadinfo costs		\$17,350.00
Consultants		\$5,505.00
Stationery		\$30.00
Support services - Admin contr		\$27,900.00
Payroll and Staff Expenses		
Other Staff Expenses		
Travel expenses (non payroll)	\$401.27	
Marketing, Promotional, Events		
Event Catering		\$22.48
Board and Committee Expenses		
Board Travel (non payroll)		\$1,280.59
Board meeting catering		\$547.28
<b>Total Expenses</b>		<b>\$53,410.39</b>
<b>Operating Profit</b>		<b>\$246,589.61</b>
<b>Net Profit/(Loss)</b>		<b>\$246,589.61</b>



**Statement of Comprehensive Income and Statement of Financial Position for NoRJO  
as at 30 September 2018**

	2018/19 Budget	2018/19 Actual	2017/18 NOROC
<b><u>Operating Revenues</u></b>			
Membership Fees	102,900	-	102,893
Myroadinfo Fees	32,800	-	32,800
LG Procurement Rebate	10,000	-	30,087
State Gov't Contribution	300,000	300,000	-
Interest	7,000	-	6,387
<b>Total</b>	<b>452,700</b>	<b>300,000</b>	<b>172,167</b>
<b><u>Operating Expenses</u></b>			
Bank Charges	100	-	7
Conferences, Events, Travel	10,000	1,682	-
Professional Development	5,000	-	-
Exec Officer - Salary/Oncosts	90,000	-	45,004
Exec Officer - Vehicle	8,000	-	-
Exec Officer - Support (RDA)	50,000	27,900	-
Exec Officer - Office (Rous)	25,000	-	-
MyRoadInfo	27,900	17,350	27,250
Professional Fees – Audit	5,000	-	-
Media and Communications	5,000	-	-
Record Storage	500	-	209
Regional Projects	150,000	5,691	15,364
Sundry Expenses	2,000	787	1,475
<b>Total</b>	<b>378,500</b>	<b>53,410</b>	<b>89,309</b>
 Net Cash Movement	 74,200	 246,590	 82,858
Retained Earnings - 1 July	471,400	-	388,580
Retained Earnings - 30 June	545,600	246,590	471,400

**RECOMMENDATION:**

THAT the contents of the NRJO financial report for the period ending 30 September 2018 be received and noted.

## 8 URGENT BUSINESS

## 9 CONFIDENTIAL REPORTS

## 10 CORRESPONDENCE

- 10.1 [Clarence Valley Council](#)
- 10.2 [Tenterfield Shire Council](#)
- 10.3 [Letter to Sir Peter Wentzki](#)

**10.1 Clarence Valley Council**

17 October 2018

Ashley Lindsay  
General Manager  
Clarence Valley Council  
Locked Bag 23  
GRAFTON NSW 2460

Dear Mr Lindsay,

I refer to your letter dated 15 June, 2018 re: Northern Rivers Joint Organisation and your request to table your letter outlining Council's resolution to consider becoming an Associate member of the Northern Rivers Joint Organisation.

Your letter was tabled at the 22 June 2018 meeting as per your request and the Committee resolved;

**RESOLVED 20180622/13**

Moved by Cr Robert Mustow, seconded by Cr David Wright

1. That the report on the Northern Rivers Joint Organisation Associate Membership be noted.
2. That the draft code of meeting practice be amended so that only voting Board members can put forward notices of motion

There is no cost to Council to become an Associate Member at this stage. The benefits to your Council include the ability to join the meeting as an Associate Member, receiving notification of meetings and meeting papers, and continuing a strong relationship with the Northern Rivers JO Member Councils.

I apologise for the delay in communicating the status of your membership formally. I look forward to a positive working relationship between our new organisation and Clarence Valley Council.

Should you require any further clarification about this matter please do not hesitate to contact me

Yours sincerely

A handwritten signature in black ink, appearing to read "Danielle Mulholland".

Danielle Mulholland  
Chair



**NORTHERN RIVERS JOINT ORGANISATION**  
Phone 0409 558 758  
Email [admin@northernriversjo.nsw.gov.au](mailto:admin@northernriversjo.nsw.gov.au)  
Web [www.northernriversjo.nsw.gov.au](http://www.northernriversjo.nsw.gov.au)  
Post PO Box 146, Lismore, NSW 2480  
ABN 68 587 813 167

## 10.2 Tenterfield Shire Council



17 October 2018

Cr Peter Petty  
Mayor  
Tenterfield Shire Council  
PO Box 214  
TENTERFIELD NSW 2372

Dear Cr Petty,

RE: LETTER OF SUPPORT – Tenterfield Shire Council/New England Joint Organisation

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The Northern Rivers Joint Organisation wishes to document its support for the Tenterfield Shire Council and New England Joint Organisation to seek funding for a proposed feasibility plan to convert waste to energy at a local scale.

We agree that the management of municipal waste is an ongoing challenge and that councils need to investigate as many different technologies and waste processing options as possible. This includes waste to energy options. In particular, regional New South Wales needs to ensure reliable base load power will be supplied to its communities and industries into the future.

We support your endeavours to investigate the feasibility of establishing waste to energy plants at a smaller scale which is representative of regional, rural and remote communities. This is a complex area which has many factors that require an initial feasibility plan to provide a basis prior to any further detailed project planning is undertaken.

The Northern Rivers Joint Organisation also applauds your efforts in seeking the support of other NSW Joint Organisations. By working under a collaborative framework, we can be more effective and efficient in developing solutions that provide benefits across our range of communities.

Please do not hesitate to contact me should you require further assistance in this matter.

Yours sincerely

A handwritten signature in black ink, appearing to be "Danielle Mulholland".

Cr Danielle Mulholland  
Chair  
Northern Rivers Joint Organisation



**NORTHERN RIVERS JOINT ORGANISATION**

Phone 0409 558 758  
Email [admin@northernriversjo.nsw.gov.au](mailto:admin@northernriversjo.nsw.gov.au)  
Web [www.northernriversjo.nsw.gov.au](http://www.northernriversjo.nsw.gov.au)  
Post PO Box 146, Lismore, NSW 2480  
ABN 68 587 813 167

**10.3 Sir Peter Wentzki**

23 October 2018

Sir Peter Wentzki  
Pacific Tower  
737 Burwood Road  
Hawthorn VIC 3122

Dear Sir Peter,

Thank you for your letter of 11 October 2018 wherein you seek a response to your waste to energy proposal.

Firstly, I should like to advise that NOROC – the Northern Rivers Regional Organisation of Councils has been disbanded under the New South Wales Government's recent 'Fit for the Future' local government reform initiatives and as such, it is not possible for that organisation to consider any further proposals of any kind.

However, in its place we are in the process of establishing and operationalising the newly formed Northern Rivers Joint Organisation (NRJO) of which I have recently been elected the Chair. As such, I am happy to circulate your earlier information to member councils to ascertain if there exists a degree of interest sufficient to warrant a presentation by your organisation.

Secondly, please be advised that electricity generation is the purview of the State Government not the local government sector. Like most levels of government, we are appropriately concerned about the security of electricity generation, distribution and pricing and as such councils within the Northern Rivers support research, development and investment into supplementary alternative energy forms primarily wind and solar power.

You may be aware of the initiatives of Enova Energy, established in 2016 and based in Byron Bay, who were Australia's first community-owned renewable energy retailer. It is estimated that in the Northern Rivers region, approximately \$300M per annum is expended on electricity consumption however by encouraging customers to purchase their energy needs through a local company, up to \$80M per annum can be returned to the region including profits and operating costs. Councils and businesses also have initiatives to lower their electricity costs through the installation of rooftop solar systems with those savings being returned to consumers through lower overall costs.

On behalf of the NRJO, I thank you for your interest and will advise further should respective member councils indicate a sufficient level of interest in your original proposal.

Your sincerely

A handwritten signature in black ink, appearing to read "Danielle", written over a light blue horizontal line.

Dr Danielle Mulholland  
Chair  
Northern Rivers Joint Organisation



## 11 ATTACHMENTS

[5.1 Draft Minutes 22 October 2018 Meeting](#)

[7.1 Draft Code of Meeting Conduct](#)

[7.2 Report from Chairs' Meeting](#)

[7.4 Biodiversity Shared Resource Project](#)

[7.5 Draft Regional Strategic Priorities Report](#)

## 5.1 Draft minutes of NRJO Meeting 5 October 2018

**MINUTES OF THE EXTRAORDINARY MEETING OF  
THE NORTHERN RIVERS JOINT ORGANISATION  
HELD IN THE LISMORE CITY COUNCIL CHAMBERS  
OLIVER AVE, GOONELLABAH  
ON FRIDAY 5 OCTOBER 2018 AT 1.30PM**

### **ATTENDANCE**

Crs Danielle Mulholland (Chair), Simon Richardson, Isaac Smith, Robert Mustow, Katie Milne;

Cr Keith Williams attended in place of Mayor David Wright

Tim Williamson (Interim Executive Officer), General Managers Mark Arnold, Troy Green, Scott Turner, Vaughan MacDonald. Marcus Schintler from Kyogle Council attended in place of Graham Kennett

### **1. ACKNOWLEDGEMENT OF COUNTRY**

In opening the meeting, the Chair provided an Acknowledgement of Country.

### **2. APOLOGIES**

Apologies were received from Virginia West (Scenic Rim Council) and Louise McMeeking, Dept of Premier and Cabinet; Mayor David Wright; General Managers Paul Hickey, Graham Kennett

### **3. DECLARATIONS OF INTEREST**

No Declarations of Interest were noted

### **4. ADDRESS BY OFFICIAL VISITORS**

NIL

### **5. CONFIRMATION OF MINUTES**

5.1 Confirmation of Minutes – NRJO meeting 6 August 2018

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### **051018/1 RESOLVED**

Moved: Cr Richardson/Cr Mustow

*That the Minutes of the Ordinary Meeting of the Northern Rivers Joint Organisation held Monday 6 August 2018 be adopted as a true and accurate record of proceedings of that meeting.*

### **CARRIED**

**FOR VOTE** - All Councillors voted unanimously.

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## **6. NOTICES OF MOTION**

**NIL**

## **7. REPORTS**

### **7.1 Adoption of Northern Rivers Joint Organisation Draft Charter**

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#### **051018/2 RESOLVED**

Moved: Cr Richardson/ Cr Milne

*That the revised Section 5.1 of the Northern Rivers Joint Organisation Charter be adopted*

**CARRIED**

**FOR VOTE** - All Councillors voted unanimously.

### **7.2 Northern Rivers Joint Organisation Code of Meeting Conduct**

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#### **051018/3 RESOLVED**

Moved: Cr Richardson/ Cr Mustow

*That the Northern Rivers Joint Organisation Code of Meeting Conduct be reviewed to include separate sections for representation from the public covering open meetings and during the closing of meetings and that a revised Code will be reviewed at the next meeting of the NRJO.*

**CARRIED**

**FOR VOTE** – All Councillors voted unanimously.

### **7.3 Chair's Report**

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#### **051018/4 RESOLVED**

Moved: Cr Mulholland/ Cr Mustow

*That a report on the Chairs' meeting held in Sydney on 16 August will be circulated via email and a letter seeking clarification regarding the roles of JOs; Chairs and the State Government would be sent*

**CARRIED**

**FOR VOTE** - All Councillors voted unanimously.

### **7.4 Executive Officer's Report**

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#### **051018/5 RESOLVED**

Moved: Cr Smith/ Cr Mustow

*That Board receives and notes the Executive Officer's Report*

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**CARRIED****FOR VOTE** - All Councillors voted unanimously

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7.5 Northern Rivers Joint Organisation Bank accounts

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**051018/6 RESOLVED**

Moved: Cr Smith/ Cr Richardson

1. *That the Board approve Visa debit cards to be issued to Danielle Mulholland and Tim Williamson. These cards will be attached to individual Everyday accounts under the Northern Rivers Joint Organisation main account. These accounts will be 'one to sign' only. A limit of \$2000 will apply to each card.*
2. *That the Board approve Donna McIntyre and Kyllie Walker as authorised representatives to operate the accounts, with the ability to upload and view only.*

**CARRIED****FOR VOTE** - All Councillors voted unanimously

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7.6 NRJO Financial reports to end September 2018

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**051018/7 RESOLVED**

Moved: Cr Richardson/ Cr Smith

*That NRJO notes the contents of the NRJO financial report for the period ending 30 September 2018.*

**CARRIED****FOR VOTE** - All Councillors voted unanimously

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7.7 Report to OLG on expenditure of Establishment Grant

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**051018/8 RESOLVED**

Moved: Cr Milne/ Cr Smith

*That the report be noted*

**CARRIED****FOR VOTE** - All Councillors voted unanimously.

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7.8 Waste Management

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Terry Dodds (General Manager) and Cr Peter Petty (Mayor) from Tenterfield Shire Council joined the meeting by phone at 2.15pm.

Moved: Cr Smith/ Cr Richardson

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*That the NRJO note Points 1 and 2 of the tabled report and that Byron Shire Council shall conduct a Request For Proposal for a regional alternative waste treatment feasibility study and report on submissions at the next meeting.*

Following discussions with Tenterfield Council, Cr Richardson withdrew his motion until further information from Tenterfield has been received

**051018/9 RESOLVED**

Moved: Cr Milne/ Cr Mustow

*That the NRJO note Points 1 and 2 of the tabled report*

*That NJRO would provide a letter of support for Tenterfield's application to ARENA*

*That each individual council is not precluded from financially contributing to the Tenterfield consortium application*

**CARRIED**

**FOR VOTE** - All Councillors voted unanimously

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7.9 Joint Organisations and LGNSW: Co-Design And Collaboration

**051018/10 RESOLVED**

Moved: Cr Smith/ Cr Richardson

*That the proposal be reviewed by members and feedback to [admin@northernriversjo.nsw.gov.au](mailto:admin@northernriversjo.nsw.gov.au) by 22 October 2018*

**CARRIED**

**FOR VOTE** - All Councillors voted unanimously

**8. URGENT BUSINESS**

8.1 Vehicle Allowance Policy

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**051018/11 RESOLVED**

Moved: Cr Smith/ Cr Richardson

*That the Board adopt the Vehicle Allowance Policy*

**CARRIED**

**FOR VOTE** - All Councillors voted unanimously

**9. CONFIDENTIAL REPORTS**

No confidential reports were received.

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**10. CORRESPONDENCE**

Incoming correspondence was noted

**Meeting closed 2.48pm**

**Next meeting 2 November 2018**

**Kyogle Council**

## 7.1 Draft Code of Meeting Conduct

# NORTHERN RIVERS JOINT ORGANISATION

## Draft CODE OF MEETING PRACTICE October 2018

For consideration at meeting 2 November 2018

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## 1 INTRODUCTION

This Code of Meeting Practice (this Code) is made under section 360 of the *Local Government Act 1993* (the Act) and the *Local Government (General) Regulation 2005* (the Regulation).

This code applies to all meetings of Northern Rivers Joint Organisation Board (Joint Organisation) and committees of Joint Organisation of which all the members are voting members (committees of Joint Organisation). Joint Organisation committees whose members include persons other than voting representatives may adopt their own rules for meetings.

In this Code a reference to a meeting of the Joint Organisation **includes** a meeting of committees appointed by resolution of the Joint Organisation and a reference to Board Members **includes** Committee Members, as the context admits or requires.

This Code recognises that the Board of the Joint Organisation will consist of Voting and Non-Voting representatives. Non-Voting representatives may attend and speak at meetings of the Board but may not move, amend, second or vote on motions or request extraordinary meetings or ask questions with notice. Nothing in this Code confers a power on any Board Member if that power is inconsistent with the provisions of the Act, the Regulation or the Charter of the Joint Organisation.

## 2 MEETING PRINCIPLES

### 2.1 Joint Organisation meetings should be:

- Transparent:* Decisions are made in a way that is open and accountable.
- Informed:* Decisions are made based on relevant, quality information.
- Inclusive:* Decisions respect the diverse needs and interests of the local community.
- Principled:* Decisions are informed by the principles prescribed under Chapter 3 of the Act.
- Trusted:* The community has confidence that the Joint Organisation acts ethically and makes decisions in the interests of the whole of the communities of the member Councils.
- Respectful:* Joint Organisation, staff and meeting attendees treat each other with respect.
- Effective:* Meetings are well organised, effectively run and skilfully chaired.
- Orderly:* Joint Organisation, staff and meeting attendees behave in a way that contributes to the orderly conduct of the meeting.

## 3 BEFORE THE MEETING

### Timing of ordinary Joint Organisation meetings

- 3.1 The Joint Organisation shall, by resolution, set the frequency, time, date and place of its ordinary meetings.
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Extraordinary meetings

- 3.2 If the Chairperson receives a request in writing, signed by at least two (2) Voting Board Members, the Chairperson must call an extraordinary meeting of the Joint Organisation to be held as soon as practicable, but in any event, no more than fourteen (14) days after receipt of the request. The Chairperson can be one of the two Voting Board Members requesting the meeting.
- 3.3 The Chairperson or the Executive Officer, in consultation with the Chairperson, may call an extraordinary meeting without the need to obtain the signature of two Voting Board Members to consider urgent business.
- 3.4 For the purpose of clause 3.3, urgent business is any matter that, in the opinion of the Chairperson or the Executive, requires a decision by the Joint Organisation before the next scheduled ordinary meeting of the Joint Organisation.

Notice to the public of Joint Organisation meetings

- 3.5 The Joint Organisation must give notice to the public of the time, date and place of each of its meetings, including extraordinary meetings and of each meeting of committees of the Joint Organisation.
- 3.6 For the purposes of clause 3.5, notice of a meeting of the Joint Organisation is to be published before the meeting takes place. The notice must be:
- a) published on the Joint Organisation's website, and
  - b) published:
    - i) where practicable, in a local newspaper or in a newspaper circulating throughout the state (or both), as determined by the Joint Organisation, or
    - ii) in such other manner as is determined by the Joint Organisation, with the object of bringing notice of the meeting to the attention of as many people as possible.
- 3.7 For the purposes of clause 3.5, notice of more than one (1) meeting may be given in the same notice.

Notice to Board Members of ordinary Joint Organisation meetings

- 3.8 The Executive Officer must send to each Board Member, at least three (3) days before each meeting of the Joint Organisation, a notice specifying the time, date and place at which the meeting is to be held, and the business proposed to be considered at the meeting.
- 3.9 The notice and the agenda for, and the business papers relating to, the meeting will be given to Board Members in electronic form. Hard copies will be provided on request.

Notice to Board Members of extraordinary meetings

- 3.10 Notice of less than three (3) days may be given to Board Members of an extraordinary meeting of the Joint Organisation in cases of emergency as determined by the Executive Officer.
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Giving notice of business to be considered at Joint Organisation meetings

- 3.11 A Voting Board Member may give notice of any business they wish to be considered by the Joint Organisation at its next ordinary meeting by way of a notice of motion. To be included on the agenda of the meeting, the notice of motion must be in writing and must be submitted 5 business days before the meeting is to be held.
- 3.12 A Voting Board Member may, in writing to the Executive Officer, request the withdrawal of a notice of motion submitted by them prior to its inclusion in the agenda and business paper for the meeting at which it is to be considered.

Questions with notice

- 3.13 A Board Member may, by way of a notice submitted under clause 3.11, ask a question for response by the Executive Officer about the performance or operations of the Joint Organisation.
- 3.14 Board Members are not permitted to ask a question with notice under clause 3.13 that comprises a complaint against the Executive Officer or a member of staff of the Joint Organisation, or a question that implies wrongdoing by the Executive Officer or a member of staff of the Joint Organisation.
- 3.15 The Executive Officer or their nominee may respond to a question with notice submitted under clause 3.13 by way of a report included in the business papers for the relevant meeting of the Joint Organisation or orally at the meeting.

Agenda and business papers for ordinary meetings

- 3.16 The Executive Officer must cause the agenda for a meeting of the Joint Organisation to be prepared as soon as practicable before the meeting.
- 3.17 The Executive Officer must ensure that the agenda for an ordinary meeting of the Joint Organisation states:
- a) all matters to be dealt with arising out of the proceedings of previous meetings of the Joint Organisation, and
  - b) all matters, including matters that are the subject of staff reports and reports of committees, to be considered at the meeting, and
  - d) any business of which due notice has been given under clause 3.11.
- 3.18 The Executive Officer must not include in the agenda for a meeting of the Joint Organisation any business of which due notice has been given if, in the opinion of the Executive Officer, the business is, or the implementation of the business would be, unlawful. The Executive Officer must report, without giving details of the item of business, any such exclusion to the next meeting of the Joint Organisation.
- 3.19 Where the agenda includes the receipt of information or discussion of other matters that, in the opinion of the Executive Officer, is likely to take place when the meeting is closed to the public, the Executive Officer must ensure that the agenda of the meeting:
- a) identifies the relevant item of business and indicates that it is of such a nature (without disclosing details of the information to be considered when the meeting is closed to the public), and
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- b) states the grounds under section 10A(2) of the Act relevant to the item of business.
- 3.20 The Executive Officer must ensure that the details of any item of business which, in the opinion of the Executive Officer, is likely to be considered when the meeting is closed to the public, are included in a business paper provided to Board Members for the meeting concerned. Such details must not be included in the business papers made available to the public, and must not be disclosed by a Board Member or by any other person to another person who is not authorised to have that information. Board Members are reminded of their obligations under the Code of Conduct.

#### Availability of agenda and business papers to the public

- 3.21 Copies of the agenda and the associated business papers, such as correspondence and reports for meetings of the Joint Organisation, are to be published on the Joint Organisation's website, and must be made available to the public for inspection at the relevant meeting and at such other venues and in such a manner determined by the Joint Organisation.
- 3.22 Clause 3.21 does not apply to the business papers for items of business that the Executive Officer has identified under clause 3.19 as being likely to be considered when the meeting is closed to the public.
- 3.23 For the purposes of clause 3.21, copies of agendas and business papers must be published on the Joint Organisation's website and made available to the public at a time that is as close as possible to the time they are available to Joint Organisation.
- 3.24 A copy of an agenda, or of an associated business paper made available under clause 3.21, may in addition be given or made available in electronic form.

#### Agenda and business papers for extraordinary meetings

- 3.25 The Executive Officer must ensure that the agenda for an extraordinary meeting of the Joint Organisation deals only with the matters stated in the notice of the meeting.
- 3.26 Despite clause 3.25, business may be considered at an extraordinary meeting of the Joint Organisation, even though due notice of the business has not been given, if:
- (a) a motion is passed to have the business considered at the meeting, and
  - (b) the business to be considered is ruled by the chairperson to be of great urgency.
- 3.27 A motion moved under clause 3.26(a) can be moved without notice but only after the business notified in the agenda for the extraordinary meeting has been dealt with.
- 3.32 Despite clauses 9.18–9.26, only the mover of a motion moved under clause 3.26(a) can speak to the motion before it is put.
- 3.33 A motion of dissent cannot be moved against a ruling of the chairperson under clause 3.26(b) on whether a matter is of great urgency.
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#### **4 ENTITLEMENT OF THE PUBLIC TO ATTEND JOINT ORGANISATION MEETING**

- 4.1 Everyone is entitled to attend a meeting of the council and committees of the Joint Organisation. The Joint Organisation must ensure that all meetings of the Joint Organisation are open to the public.
- 4.2 Clause 4.1 does not apply to parts of meetings that have been closed to the public under section 10A of the Act.
- 4.3 An unlimited number of speakers are to be permitted to make representations to or at a meeting. Members of the public must address the Committee on matters of Joint Organisation or regional interest.
- 4.4 The Executive Officer (or their delegate) is to determine the order of speakers
- 4.5 Each speaker will be allowed 5 minutes to make representations. Total time allowed for representations to the Committee will be limited to 30 minutes.
- 4.6 A person (whether a Board Member or another person) is not entitled to be present at a meeting of the Joint Organisation if expelled from the meeting by a resolution of the meeting.
- 4.7 The Chairperson, or in the Chairperson's absence, the person presiding at a meeting will determine the time to be allocated for an official visitor to address a meeting of the Joint Organisation, including the time to be allocated for questions by Board Members to the official visitor.

#### **5 COMING TOGETHER**

##### Attendance by Board Members at meetings

- 5.1 All Board Members must make reasonable efforts to attend meetings of the Joint Organisation.
  - 5.2 A Board Member may participate in a meeting of the Joint Organisation notwithstanding that the Board Member is not physically present at the meeting. The following are approved methods of remote participation: telephone or internet enabled audio conferencing; or telephone, internet, or satellite enabled video conferencing; provided that regardless of the method(s) chosen, all Board Members are clearly audible to one another.
  - 5.3 Where a Board Member is unable to attend (physically or remotely) one or more ordinary meetings of the Joint Organisation, the Board Member should request that the Joint Organisation grant them a leave of absence from those meetings. This clause does not prevent a Board Member from making an apology if they are unable to attend a meeting. However the acceptance of such an apology does not constitute the granting of a leave of absence for the purposes of this code and the Act.
  - 5.4 A Board Member's request for leave of absence from Joint Organisation meetings should, if practicable, identify (by date) the meetings from which the Board Member intends to be absent and the grounds upon which the leave of absence is being sought.
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- 5.5 The Joint Organisation must act reasonably when considering whether to grant a Joint Organisation's request for a leave of absence.
- 5.6 A Board Member who intends to attend a meeting of the Joint Organisation despite having been granted leave of absence should, if practicable, give the Executive Officer at least two (2) days' notice of their intention to attend.
- 5.7 Board Members who cannot attend a meeting of the Joint Organisation may appoint an alternate from the same member Council (Voting Representatives) or the same organisation/body (Non Voting Representatives). When the appointing Board Member is absent from a Joint Organisation meeting, the powers of an alternate Board Member at a Joint Organisation meeting are equivalent to those of the Board Member appointing the alternate.
- 5.8 A Board Member who intends to attend a meeting of the Joint Organisation remotely or to appoint an alternate to attend a meeting of the Joint Organisation should, if practicable, give the Executive Officer at least two (2) days' notice of their intention and the method and contact details of the remote attendance method or the name of the alternate.

#### The quorum for a meeting

- 5.9 The quorum for a meeting of the Joint Organisation is a majority of the Voting Representatives of the Board of the Joint Organisation whether in attendance physically or remotely.
- 5.10 A meeting of the Joint Organisation must be adjourned if a quorum is not present:
- (a) within half an hour after the time designated for the holding of the meeting, or
  - (b) at any time during the meeting.
- 5.11 In either case, the meeting must be adjourned to a time, date and place fixed:
- (a) by the chairperson, or
  - (b) in the chairperson's absence, by the majority of the Voting Representative members of the Board in attendance physically or remotely, or
  - (c) failing that, by the Executive Officer.
- 5.12 The Executive Officer must record in the Joint Organisation's minutes the circumstances relating to the absence of a quorum (including the reasons for the absence of a quorum) at or arising during a meeting of the Joint Organisation, together with the names of the members of the Board in attendance physically or remotely.

#### Audio recording of meetings

- 5.13 Audio recordings may be made of all meetings of the Joint Organisation for the dominant purpose of assisting with the preparation of the minutes for meetings.
- 5.14 The Executive Officer may use a tape recorder, or any other electronic recording device, to record the proceedings of a meeting of the Joint Organisation.
- 5.15 Any electronic recording made by the Executive Officer of the proceedings of a meeting and any copy of such a recording, will be deleted as sanctioned by the State Records
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General Disposal Authority (GDA 39) Local Government Records by the Executive Officer as soon as possible after the minutes of the meeting are confirmed.

- 5.16 With the exception of the Executive Officer, no person may use a tape recorder, or any other electronic recording device, to record the proceedings of a meeting of the Joint Organisation the Board has so resolved, and the use is in accordance with the conditions of use specified in the resolution. In any resolution allowing the use of tape recorder or any other electronic recording device the Board shall specify the meeting, or meetings, to which the resolution is to relate and the conditions, if any, subject to which the use is permitted.

#### Attendance of the Executive Officer and other staff at meetings

- 5.18 The Executive Officer and the General Manager of each member Council are entitled to attend a meeting of the Joint Organisation in an advisory capacity.
- 5.19 The Executive Officer may be excluded from a meeting of the Joint Organisation while the Joint Organisation deals with a matter relating to the standard of performance of the Executive Officer or the terms of employment of the Executive Officer.
- 5.20 The attendance of other Joint Organisation staff at a meeting, (other than as members of public) shall be with the approval of the Executive Officer.

## **6 THE CHAIRPERSON**

#### The chairperson at meetings

- 6.1 The Chairperson presides at meetings of the Joint Organisation.
- 6.2 If the Chairperson is absent, a Board Member elected to chair the meeting by the Voting Board Members present (physically or remotely) presides at a meeting of the Joint Organisation.

#### Election of the Chairperson in the absence of the Chairperson

- 6.3 An election of chairperson must be conducted:
- (a) by the Executive Officer or, in their absence, an employee of the Joint Organisation designated by the Executive Officer to conduct the election, or
  - (b) by the person who called the meeting or a person acting on their behalf if neither the Executive Officer nor a designated employee is present at the meeting, or if there is no Executive Officer or designated employee.
  - (c) whereby only Voting Representatives of the Board are entitled to participate in the election of a chairperson.
- 6.4 If, at an election of a chairperson, two (2) or more candidates receive the same number of votes and no other candidate receives a greater number of votes, the chairperson is to be the candidate whose name is chosen by lot.
- 6.5 For the purposes of clause 6.4, the person conducting the election must:
- (a) arrange for the names of the candidates who have equal numbers of votes to be written on similar slips, and
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- (b) then fold the slips so as to prevent the names from being seen, mix the slips and draw one of the slips at random.
- 6.6 The candidate whose name is on the drawn slip is the candidate who is to be the chairperson.
- 6.7 The manner and outcome of the election is to be recorded in the minutes of the meeting.

#### Chairperson to have precedence

- 6.8 When the chairperson rises or speaks during a meeting of the Joint Organisation:
  - (a) any Board Member then speaking or seeking to speak must, if standing, immediately resume their seat, and
  - (b) every Board Member present must be silent to enable the chairperson to be heard without interruption.

### **7 ORDER OF BUSINESS FOR ORDINARY JOINT ORGANISATION MEETINGS**

- 7.1 The general order of business for an ordinary meeting of the Joint Organisation shall be:
  - 1. Opening;
  - 2. Acknowledgement of country;
  - 3. Apologies;
  - 4. Declarations of Interest;
  - 5. Address by official visitor(s);
  - 6. Confirmation of Minutes and Business Arising from Minutes;
  - 7. Notices of Motion
  - 8. Reports;
  - 9. Late Reports;
  - 10. Confidential Reports;
  - 11. Close.
- 7.2 The order of business may be altered for a particular meeting of the Joint Organisation if a motion to that effect is passed at that meeting. Such a motion can be moved without notice.
- 7.3 Only the mover of a motion referred to in clause 7.2 may speak to the motion before it is put.

### **8 CONSIDERATION OF BUSINESS AT JOINT ORGANISATION MEETINGS**

#### Business that can be dealt with at a Joint Organisation meeting

- 8.1 The Joint Organisation must not consider business at a meeting of the Joint Organisation:
    - (a) unless a Voting Board Member has given notice of the business, as required by clause 3.11, and
    - (b) unless notice of the business has been sent to the Board Members in accordance with clause 3.8 in the case of an ordinary meeting and clause 3.10 in the case of an extraordinary meeting.
  - 8.2 Clause 8.1 does not apply to the consideration of business at a meeting, if the business:
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- (a) is already before, or directly relates to, a matter that is already before the Joint Organisation, or
  - (b) is the election of a chairperson to preside at the meeting, or
  - (c) is a motion for the adoption of recommendations of a committee, including, but not limited to, a committee of the Joint Organisation.
- 8.3 Despite clause 8.1, business may be considered at a meeting of the Joint Organisation even though due notice of the business has not been given to the Joint Organisation if:
- (a) a motion is passed to have the business considered at the meeting, and
  - (b) the business to be considered is ruled by the chairperson to be of great urgency.
- 8.4 A motion moved under clause 8.3(a) can be moved without notice. Despite clauses 9.18–9.26, only the mover of a motion referred to in clause 8.3(a) can speak to the motion before it is put.
- 8.5 A motion of dissent cannot be moved against a ruling by the chairperson under clause 8.3(b).

#### Staff reports

- 8.6 A recommendation made in a staff report is, insofar as it is adopted by the Joint Organisation, a resolution of the Joint Organisation.

#### Reports of committees of Joint Organisation

- 8.7 The recommendations of a committee of the Joint Organisation are, insofar as they are adopted by the Joint Organisation, resolutions of the Joint Organisation.
- 8.8 If in a report of a committee of the Joint Organisation distinct recommendations are made, the Joint Organisation may make separate decisions on each recommendation.

#### Questions

- 8.9 A question must not be asked at a meeting of the Joint Organisation unless it concerns a matter on the agenda of the meeting or notice has been given of the question in accordance with clauses 3.11 and 3.13.
- 8.10 A Board Member may, through the chairperson, put a question to another Board Member about a matter on the agenda.
- 8.11 A Board Member may, through the Executive Officer, put a question to a Joint Organisation employee about a matter on the agenda. Joint Organisation employees are only obliged to answer a question put to them through the Executive Officer at the direction of the Executive Officer.
- 8.12 A Board Member or Joint Organisation employee to whom a question is put is entitled to be given reasonable notice of the question and, in particular, sufficient notice to enable reference to be made to other persons or to documents. Where a Board Member or Joint Organisation employee to whom a question is put is unable to respond to the question at
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the meeting at which it is put, they may take it on notice and report the response to the next meeting of the Joint Organisation.

8.13 The Board Member must put every such question directly, succinctly and without argument.

8.18 The chairperson must not permit discussion on any reply to, or refusal to reply to, a question put to a Board Member or Joint Organisation employee.

## **9 RULES OF DEBATE**

### Motions to be seconded

9.1 Unless otherwise specified in this code, a motion or an amendment cannot be debated unless or until it has been seconded.

### Notices of motion

9.2 A Voting Board Member who has submitted a notice of motion under clause 3.11 is to move the subject of the notice of motion at the meeting at which it is to be considered.

9.3 If a Voting Board Member who has submitted a notice of motion under clause 3.11 wishes to withdraw it after the agenda and business paper for the meeting at which it is to be considered have been sent to the Board Members, the Voting Board Member may request the withdrawal of the motion when it is before the Joint Organisation.

9.4 In the absence of a Voting Board Member who has placed a notice of motion on the agenda for a meeting of the Joint Organisation:

- (a) any other Voting Board Member, including any alternate nominated by the absent Voting Board Member, may move the motion at the meeting, or
- (b) the chairperson may defer the motion until the next meeting of the Joint Organisation at which the motion can be considered.

### Chairperson's duties with respect to motions

9.5 It is the duty of the chairperson at a meeting of the Joint Organisation to receive and put to the meeting any lawful motion that is brought before the meeting.

9.6 The chairperson must rule out of order any motion or amendment to a motion that is unlawful or the implementation of which would be unlawful.

9.7 Before ruling out of order a motion or an amendment to a motion under clause 9.6, the chairperson is to give the mover an opportunity to clarify or amend the motion or amendment.

9.8 Any motion, amendment or other matter that the chairperson has ruled out of order is taken to have been rejected.

### Amendments to motions

9.9 An amendment to a motion must be moved and seconded before it can be debated.

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- 9.9 An amendment to a motion must relate to the matter being dealt with in the original motion before the Joint Organisation and must not be a direct negative of the original motion. An amendment to a motion which does not relate to the matter being dealt with in the original motion, or which is a direct negative of the original motion, must be ruled out of order by the chairperson.
- 9.11 The mover of an amendment is to be given the opportunity to explain any uncertainties in the proposed amendment before a seconder is called for.
- 9.12 If an amendment has been rejected, a further amendment can be moved to the motion to which the rejected amendment was moved, and so on, but no more than one (1) motion and one (1) proposed amendment can be before the Joint Organisation at any one time.
- 9.13 While an amendment is being considered, debate must only occur in relation to the amendment and not the original motion. Debate on the original motion is to be suspended while the amendment to the original motion is being debated.
- 9.14 If the amendment is carried, it becomes the motion and is to be debated. If the amendment is rejected, debate is to resume on the original motion.

#### Foreshadowed motions

- 9.15 A Voting Board Member may propose a foreshadowed motion without a seconder during debate on the original motion. The foreshadowed motion is only to be considered if the original motion is lost or withdrawn and the foreshadowed motion is then moved and seconded. If the original motion is carried, the foreshadowed motion lapses.
- 9.16 Where an amendment has been moved and seconded, a Voting Board Member may, without a seconder, foreshadow a further amendment that they propose to move after the first amendment has been dealt with. There is no limit to the number of foreshadowed amendments that may be put before the Joint Organisation at any time. However, no discussion can take place on foreshadowed amendments until the previous amendment has been dealt with and the foreshadowed amendment has been moved and seconded.
- 9.17 Foreshadowed motions and foreshadowed amendments are to be considered in the order in which they are proposed. However, foreshadowed motions cannot be considered until all foreshadowed amendments have been dealt with.

#### Limitations on the number and duration of speeches

- 9.18 A Voting Board Member who, during a debate at a meeting of the Joint Organisation, moves an original motion, has the right to speak on each amendment to the motion and a right of general reply to all observations that are made during the debate in relation to the motion, and to any amendment to it at the conclusion of the debate before the motion (whether amended or not) is finally put.
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- 9.19 A Board Member, other than the mover of an original motion, has the right to speak once on the motion and once on each amendment to it.
- 9.20 A Board Member must not, without the consent of the Joint Organisation, speak more than once on a motion or an amendment, or for longer than five (5) minutes at any one time. However, the chairperson may permit a Board Member who claims to have been misrepresented or misunderstood to speak more than once on a motion or an amendment, and for longer than five (5) minutes on that motion or amendment to enable the Board Member to make a statement limited to explaining the misrepresentation or misunderstanding.
- 9.21 Despite clauses 9.18 and 9.19, a Voting Board Member may move that a motion or an amendment be now put:
- (a) if the mover of the motion or amendment has spoken in favour of it and no Voting Board Member expresses an intention to speak against it, or
  - (b) if at least one (1) Voting Board Member have spoken in favour of the motion or amendment and at least one (1) Voting Board Member have spoken against it.
- 9.22 The chairperson must immediately put to the vote, without debate, a motion moved under clause 9.21. A seconder is not required for such a motion.
- 9.23 If a motion that the original motion or an amendment be now put is passed, the chairperson must, without further debate, put the original motion or amendment to the vote immediately after the mover of the original motion has exercised their right of reply under clause 9.18.
- 9.24 If a motion that the original motion or an amendment be now put is rejected, the chairperson must allow the debate on the original motion or the amendment to be resumed.
- 9.25 All Board Members must be heard without interruption and all other Board Members must, unless otherwise permitted under this code, remain silent while another Board Member is speaking.
- 9.26 Once the debate on a matter is closed and a matter has been dealt with, the chairperson must not allow further debate on the matter.

## 10 VOTING

### Voting entitlements of Board Members at Joint Organisation Meetings

- 10.1 Each Voting Representative Board Member is entitled to one (1) vote.
- 10.2 The person presiding at a meeting of the Joint Organisation **does not** have, in the event of an equality of votes, a second or casting vote.
- 10.3 In the event of an equality of votes, the motion being voted upon is lost.
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### Voting at Joint Organisation meetings

- 10.4 A Voting Board Member who is present at a meeting of the Joint Organisation but who fails to vote on a motion put to the meeting is taken to have voted against the motion.
- 10.5 If a Voting Board Member who has voted against a motion put at a Joint Organisation meeting so requests, the Executive Officer must ensure that the Voting Board Member's dissenting vote is recorded in the Joint Organisation's minutes.
- 10.6 The decision of the chairperson as to the result of a vote is final, unless the decision is immediately challenged and not fewer than two (2) Voting Board Members rise and call for a division.
- 10.7 When a division on a motion is called, the chairperson must ensure that the division takes place immediately. The Executive Officer must ensure that the names of those who vote for the motion and those who vote against it are recorded in the Joint Organisation's minutes for the meeting.
- 10.8 When a division on a motion is called, any Voting Board Member who fails to vote will be recorded as having voted against the motion in accordance with clause 10.4.
- 10.9 Voting at a meeting, including voting in an election at a meeting, is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system). However, the Joint Organisation may resolve that the voting in any election by the Joint Organisation for Chairperson or deputy Chairperson is to be by secret ballot.

## **11 COMMITTEE OF THE WHOLE**

- 11.1 The Joint Organisation (Voting and Non Voting Representatives) may resolve itself into a committee to consider any matter before the Joint Organisation.
  - 11.2 All the provisions of this code relating to meetings of the Joint Organisation, insofar as they are applicable, extend to and govern the proceedings of the Joint Organisation when in committee of the whole, except the provisions limiting the number and duration of speeches.
  - 11.3 The Executive Officer or, in the absence of the Executive Officer, an employee of the Joint Organisation designated by the Executive Officer, is responsible for reporting to the Joint Organisation the proceedings of the committee of the whole. It is not necessary to report the proceedings in full but any recommendations of the committee must be reported.
  - 11.4 The Joint Organisation must ensure that a report of the proceedings (including any recommendations of the committee) is recorded in the Joint Organisation's minutes. However, the Joint Organisation is not taken to have adopted the report until a motion for adoption has been made and passed.
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## 12 CLOSURE OF JOINT ORGANISATION MEETINGS TO THE PUBLIC

### Grounds on which meetings can be closed to the public

- 12.1 The Joint Organisation may close to the public so much of its meeting as comprises the discussion or the receipt of any of the following types of matters:
- (a) personnel matters concerning particular individuals (other than Joint Organisation),
  - (b) the personal hardship of any resident or ratepayer of a member Council,
  - (c) information that would, if disclosed, confer a commercial advantage on a person with whom the Joint Organisation is conducting (or proposes to conduct) business,
  - (d) commercial information of a confidential nature that would, if disclosed:
    - (i) prejudice the commercial position of the person who supplied it, or
    - (ii) confer a commercial advantage on a competitor of the Joint Organisation, or
    - (iii) reveal a trade secret,
  - (e) information that would, if disclosed, prejudice the maintenance of law,
  - (f) matters affecting the security of the Joint Organisation, Board Members, Joint Organisation staff or Joint Organisation property,
  - (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege,
  - (h) information concerning the nature and location of a place or an item of Aboriginal significance on community land,
  - (i) alleged contraventions of the Joint Organisation's code of conduct.
- 12.2 The Joint Organisation may also close to the public so much of its meeting as comprises a motion to close another part of the meeting to the public.

### Matters to be considered when closing meetings to the public

- 12.3 A meeting is not to remain closed during the discussion of anything referred to in clause 12.1:
- (a) except for so much of the discussion as is necessary to preserve the relevant confidentiality, privilege or security, and
  - (b) if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret – unless the Joint Organisation of a member Council is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest.
- 12.4 A meeting is not to be closed during the receipt and consideration of information or advice referred to in clause 12.1(g) unless the advice concerns legal matters that:
- (a) are substantial issues relating to a matter in which the Joint Organisation is involved, and
  - (b) are clearly identified in the advice, and
  - (c) are fully discussed in that advice.
- 12.5 If a meeting is closed during the discussion of a motion to close another part of the meeting to the public (as referred to in clause 12.2), the consideration of the motion must not include any consideration of the matter or information to be discussed in that other part of the meeting other than consideration of whether the matter concerned is a matter
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referred to in clause 12.1.

12.6 For the purpose of determining whether the discussion of a matter in an open meeting would be contrary to the public interest, it is irrelevant that:

- (a) a person may misinterpret or misunderstand the discussion, or
- (b) the discussion of the matter may:
  - (i) cause embarrassment to the Joint Organisation or committee concerned, or to Joint Organisation or to employees of the Joint Organisation, or
  - (ii) cause a loss of confidence in the Joint Organisation or committee.

12.7 In deciding whether part of a meeting is to be closed to the public, the Joint Organisation must consider any relevant guidelines issued by the Chief Executive of the Office of Local Government.

#### Notice of likelihood of closure not required in urgent cases

12.8 Part of a meeting of the Joint Organisation, may be closed to the public while the Joint Organisation considers a matter that has not been identified in the agenda for the meeting under clause 3.20 as a matter that is likely to be considered when the meeting is closed, but only if:

- (a) it becomes apparent during the discussion of a particular matter that the matter is a matter referred to in clause 12.1, and
- (b) the Joint Organisation, after considering any representations made under section 12.9, resolves that further discussion of the matter:
  - (i) should not be deferred (because of the urgency of the matter), and
  - (ii) should take place in a part of the meeting that is closed to the public.

#### Representations by members of the public in closed meetings

12.9 The Joint Organisation may allow members of the public to make representations to or at a meeting, before any part of the meeting is closed to the public, as to whether that part of the meeting should be closed.

12.10 A representation under clause 12.9 is to be made after the motion to close the part of the meeting is moved and seconded.

12.11 Where the matter has been identified in the agenda of the meeting under clause 3.20 as a matter that is likely to be considered when the meeting is closed to the public, in order to make representations under clause 12.9, members of the public must first make an application to the Joint Organisation in the approved form. Applications must be received 2 days before the meeting at which the matter is to be considered.

12.12 The ~~Executive Officer~~ Chair (or their delegate) may refuse an application made under clause 12.11.

12.13 No more than 2 speakers are to be permitted to make representations under clause 12.9.

~~An unlimited number of speakers are to be permitted to make representations under clause 12.9~~

12.14 ~~If more than the permitted number of speakers applies to make representations under clause 12.9, the Executive Officer or their delegate may request the speakers to nominate from among themselves the persons who are to make representations to the Joint Organisation. If the speakers are not able to agree on whom to nominate to make representations under clause 12.9, the Executive Officer or their delegate is to determine~~

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~~who will make representations to the Joint Organisation.~~

Members of the public must address the Committee on matters of Joint Organisation or regional interest ~~only~~.

- 12.15 The Executive Officer (or their delegate) is to determine the order of speakers.
- 12.16 Where the Joint Organisation proposes to close a meeting or part of a meeting to the public in circumstances where the matter has not been identified in the agenda for the meeting under clause 3.20 as a matter that is likely to be considered when the meeting is closed to the public, the chairperson is to invite representations from the public under clause 12.9 after the motion to close the part of the meeting is moved and seconded. The chairperson is to permit no more than 2 speakers to make representations in such order as determined by the chairperson.
- 12.17 **Total time allowed for representations to the committee will be limited to 30 minutes.** Each speaker will be allowed 5 minutes to make representations. Speakers are to confine their representations to whether the meeting should be closed to the public. If a speaker digresses to irrelevant matters, the chairperson is to direct the speaker not to so digress. If a speaker fails to observe a direction from the chairperson, the speaker will not be further heard.

#### Expulsion of non- Board Members from meetings closed to the public

- 12.18 If a meeting or part of a meeting of the Joint Organisation is closed to the public in accordance with section 10A of the Act and this code, any person who is not a Board Member and who fails to leave the meeting when requested, may be expelled from the meeting as provided by section 10(2)(a) or (b) of the Act.
- 12.19 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the Joint Organisation or person presiding, may, by using only such force as is necessary, remove the person from that place and, if necessary restrain that person from re-entering that place.

#### Information to be disclosed in resolutions closing meetings to the public

- 12.20 The grounds on which part of a meeting is closed must be stated in the decision to close that part of the meeting and must be recorded in the minutes of the meeting. The grounds must specify the following:
- (a) the relevant provision of section 10A(2) of the Act,
  - (b) the matter that is to be discussed during the closed part of the meeting,
  - (c) the reasons why the part of the meeting is being closed, including (if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret) an explanation of the way in which discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

#### Resolutions passed at closed meetings to be made public

- 12.21 If the Joint Organisation passes a resolution during a meeting, or a part of a meeting, that is closed to the public, the chairperson must make the resolution public as soon as
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practicable after the meeting, or the relevant part of the meeting, has ended, and the resolution must be recorded in the publicly available minutes of the meeting.

- 12.22 Resolutions passed during a meeting, or a part of a meeting, that is closed to the public must be made public by the chairperson under clause 12.21 during a part of the meeting that is webcast.

### **13 KEEPING ORDER AT MEETINGS**

#### Points of order

- 13.1 A Voting Board Member may draw the attention of the chairperson to an alleged breach of this code by raising a point of order. A point of order does not require a seconder.
- 13.2 A point of order must be taken immediately it is raised. The chairperson must suspend business before the meeting and permit the Voting Board Member raising the point of order to state the provision of this code they believe has been breached. The chairperson must then rule on the point of order – either by upholding it or by overruling it.

#### Questions of order

- 13.3 The chairperson, without the intervention of any other Board Member, may call any Board Member to order whenever, in the opinion of the chairperson, it is necessary to do so.
- 13.4 A Board Member who claims that another Board Member has committed an act of disorder, or is out of order, may call the attention of the chairperson to the matter.
- 13.5 The chairperson must rule on a question of order immediately after it is raised but, before doing so, may invite the opinion of the Board Member.
- 13.6 The chairperson's ruling must be obeyed unless a motion dissenting from the ruling is passed.

#### Motions of dissent

- 13.7 A Voting Board Member can, without notice, move to dissent from a ruling of the chairperson on a point of order or a question of order. If that happens, the chairperson must suspend the business before the meeting until a decision is made on the motion of dissent.
- 13.8 If a motion of dissent is passed, the chairperson must proceed with the suspended business as though the ruling dissented from had not been given. If, as a result of the ruling, any motion or business has been discharged as out of order, the chairperson must restore the motion or business to the agenda and proceed with it in due course.
- 13.9 Despite clause 9.18-9.26, only the mover of a motion of dissent and the chairperson can speak to the motion before it is put. The mover of the motion does not have a right of general reply.
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### Acts of disorder

- 13.10 A Board Member commits an act of disorder if the Board Member, at a meeting of the Joint Organisation:
- (a) contravenes the Act or any regulation in force under the Act or this code, or
  - (b) assaults or threatens to assault another Board Member or person present at the meeting, or
  - (c) moves or attempts to move a motion or an amendment that has an unlawful purpose or that deals with a matter that is outside the jurisdiction of the Joint Organisation or the committee, or addresses or attempts to address the Joint Organisation or the committee on such a motion, amendment or matter, or
  - (d) insults or makes personal reflections on or imputes improper motives to any other Joint Organisation official, or alleges a breach of the Joint Organisation's code of conduct, or
  - (e) says or does anything that is inconsistent with maintaining order at the meeting or is likely to bring the Joint Organisation or the committee into contempt.
- 13.11 The chairperson may require a Board Member:
- (a) to apologise without reservation for an act of disorder referred to in clauses 13.10(a) or (b), or
  - (b) to withdraw a motion or an amendment referred to in clause 13.10(c) and, where appropriate, to apologise without reservation, or
  - (c) to retract and apologise without reservation for an act of disorder referred to in clauses 13.10(d) and (e).

### How disorder at a meeting may be dealt with

- 13.12 If disorder occurs at a meeting of the Joint Organisation, the chairperson may adjourn the meeting for a period of not more than fifteen (15) minutes and leave the chair. The Joint Organisation, on reassembling, must, on a question put from the chairperson, decide without debate whether the business is to be proceeded with or not. This clause applies to disorder arising from the conduct of members of the public as well as disorder arising from the conduct of Board Members.
- 13.13 A Board Member may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the Joint Organisation for having failed to comply with a requirement under clause 13.11. The expulsion of a Board Member from the meeting for that reason does not prevent any other action from being taken against the Joint Organisation for the act of disorder concerned.
- 13.14 A member of the public may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the Joint Organisation for engaging in or having engaged in disorderly conduct at the meeting.
- 13.16 Where a Board Member or a member of the public is expelled from a meeting, the expulsion and the name of the person expelled, if known, are to be recorded in the minutes of the meeting.
- 13.17 If a Board Member or a member of the public fails to leave the place where a meeting of the Joint Organisation is being held immediately after they have been expelled, a police officer, or any person authorised for the purpose by the Joint Organisation or person
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presiding, may, by using only such force as is necessary, remove the Board Member or member of the public from that place and, if necessary, restrain the Joint Organisation or member of the public from re-entering that place.

#### Use of mobile phones and the unauthorised recording of meetings

- 13.18 Board Members, Joint Organisation staff and members of the public must ensure that mobile phones are turned to silent during meetings of the Joint Organisation and committees of the Joint Organisation.
- 13.19 Unless authorised by a resolution made pursuant to clause 5.17, a person must not use a tape recorder, video camera, mobile phone or any other device to make a recording of the proceedings of a meeting of the Joint Organisation without the prior authorisation of the Joint Organisation.
- 13.20 Any person who makes a recording or attempts to make a recording of a meeting of the Joint Organisation in contravention of clause 13.19, may be expelled from the meeting as provided for under section 10(2) of the Act.
- 13.21 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the Joint Organisation or person presiding, may, by using only such force as is necessary, remove the first-mentioned person from that place and, if necessary, restrain that person from re-entering that place.

### **14 CONFLICTS OF INTEREST**

- 14.1 All Board Members and, where applicable, all other persons, must disclose and manage any conflicts of interest they may have in matters being considered at meetings of the Joint Organisation in accordance with the Joint Organisation's code of conduct.

### **15 DECISIONS OF THE JOINT ORGANISATION**

#### Joint Organisation decisions

- 15.1 A decision supported by a majority of the votes at a meeting of the Joint Organisation at which a quorum is present is a decision of the Joint Organisation.
- 15.2 Decisions made by the Joint Organisation must be accurately recorded in the minutes of the meeting at which the decision is made.

#### Rescinding or altering Joint Organisation decisions

- 15.3 A resolution passed by the Joint Organisation may not be altered or rescinded except by a motion to that effect of which notice has been given under clause 3.11.
  - 15.4 If a notice of motion to rescind a resolution is given at the meeting at which the resolution is carried, the resolution must not be carried into effect until the motion of rescission has been dealt with.
  - 15.5 If a motion has been rejected by the Joint Organisation, a motion having the same effect
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must not be considered unless notice of it has been duly given in accordance with clause 3.11.

- 15.6 A notice of motion to alter or rescind a resolution, and a notice of motion which has the same effect as a motion which has been rejected by the Joint Organisation, must be signed by three (3) Voting Board Members if less than three (3) months has elapsed since the resolution was passed, or the motion was rejected.
- 15.7 If a motion to alter or rescind a resolution has been rejected, or if a motion which has the same effect as a previously rejected motion is rejected, no similar motion may be brought forward within three (3) months of the meeting at which it was rejected. This clause may not be evaded by substituting a motion differently worded, but in principle the same.
- 15.8 The provisions of clauses 15.5–15.7 concerning rejected motions do not apply to motions of adjournment.
- 15.9 A notice of motion submitted in accordance with clause 15.6 may only be withdrawn under clause 3.12 with the consent of all signatories to the notice of motion.
- 15.10 A motion to alter or rescind a resolution of the Joint Organisation may be moved on the report of a committee of the Joint Organisation and any such report must be recorded in the minutes of the meeting of the Joint Organisation.

#### Out of session decisions

- 15.11 Decisions that are required in between meetings may be determined by a majority written response to an email from the Chair. Any out of session decision that has recorded a majority from a quorum of responses will be brought to the Board at its next meeting for noting. ~~voided unless ratified by the Board at its next meeting.~~

## **16. AFTER THE MEETING**

### Minutes of meetings

- 16.1 The Joint Organisation is to keep full and accurate minutes of the proceedings of meetings of the Joint Organisation.
- 16.2 At a minimum, the Executive Officer must ensure that the following matters are recorded in the Joint Organisation's minutes:
- (a) details of each motion moved at a Joint Organisation meeting and of any amendments moved to it,
  - (b) the names of the mover and seconder of the motion or amendment,
  - (c) whether the motion or amendment was passed or lost, and
  - (d) such other matters specifically required under this code.
- 16.3 The minutes of a Joint Organisation meeting must be confirmed at a subsequent meeting of the Joint Organisation.
- 16.4 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.
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- 16.5 When the minutes have been confirmed, they are to be signed by the person presiding at that subsequent meeting.
- 16.6 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed.
- 16.7 The confirmed minutes of a Joint Organisation meeting must be published on the Joint Organisation's website. This clause does not prevent the Joint Organisation from also publishing unconfirmed minutes of its meetings on its website prior to their confirmation.

Access to correspondence and reports laid on the table at, or submitted to, a meeting

- 16.8 The Joint Organisation must, during or at the close of a meeting, or during the business day following the meeting, give reasonable access to any person to inspect correspondence and reports laid on the table at, or submitted to, the meeting.
- 16.9 Clause 16.8 does not apply if the correspondence or reports relate to a matter that was received or discussed or laid on the table at, or submitted to, the meeting when the meeting was closed to the public.
- 16.10 Clause 16.8 does not apply if the Joint Organisation resolves at the meeting, when open to the public, that the correspondence or reports are to be treated as confidential because they relate to a matter specified in section 10A(2) of the Act.
- 16.11 Correspondence or reports to which clauses 16.9 and 16.10 apply are to be marked with the relevant provision of section 10A(2) of the Act that applies to the correspondence or report.

Implementation of decisions of the Joint Organisation

- 16.12 The Executive Officer is to implement, without undue delay, lawful decisions of the Joint Organisation.

**17. IRREGULARITIES**

- 17.1 Proceedings at a meeting of a Joint Organisation or a Joint Organisation committee are not invalidated because of:
- (a) a failure to give notice of the meeting to any Joint Organisation Board Member or Committee Member or
  - (b) any defect in the election or appointment of a Joint Organisation or committee member, or
  - (c) a failure of a Board Member or a committee member to disclose a conflict of interest, or to refrain from the consideration or discussion of, or vote on, the relevant matter, at a Joint Organisation or committee meeting in accordance with the Joint Organisation's code of conduct, or
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**18 DEFINITIONS**

the Act	means the <i>Local Government Act 1993</i>
Act of disorder	means an act of disorder as defined in clause 15.10 of this code.
Amendment	in relation to an original motion, means a motion moving an amendment to that motion.
Board	means the Board of the Joint Organisation consisting of Voting Representatives and Non-Voting Representatives as set out in the Charter.
Business day	means any day except Saturday or Sunday or any other day the whole or part of which is observed as a public holiday throughout New South Wales.
Chairperson	in relation to a meeting of the Joint Organisation – means the person presiding at the meeting as elected in accordance with the Charter and clauses 6.1 and 6.2 of this code.
Deputy Chairperson	in relation to a meeting of the Joint Organisation – means the alternate to the person presiding at the meeting as elected in accordance with the Charter and clauses 6.1 and 6.2 of this code.
Charter	Means the adopted Charter of the Joint Organisation.
this Code	means the Joint Organisation's adopted code of meeting practice
Committee of Joint Organisation	means a committee established by the Joint Organisation.
Day	means calendar day.
Division	means a request by two Board Members under clause 11.6 of this code requiring the recording of the names of the Joint Organisation who voted both for and against a motion.
Executive Officer	Means a person appointed by the Board in accordance with the Act, the Regulations and the Charter.
Foreshadowed amendment	means a proposed amendment foreshadowed by a Joint Organisation under clause 10.17 of this code during debate on the first amendment.
Foreshadowed motion	means a motion foreshadowed by a Voting Board Member under clause 10.16 of this code during debate on an original motion.
Joint Organisation	Means the Northern Rivers Joint Organisation of Councils.
Joint Organisation official	has the same meaning as in the Joint Organisation Code of Conduct and includes Board Members, administrators, Joint Organisation staff, Joint Organisation committee members and delegates of the Joint Organisation.
Member Councils	Means Ballina Shire Council, Byron Shire Council, Lismore City Council, Kyogle Council, Richmond Valley Shire Council
Non-Voting Representative	means those Board Members appointed in accordance with the Charter.
Official Visitor	Means a person invited by the Joint Organisation to attend a meeting
Quorum	means the minimum number of Joint Organisation or committee members necessary to conduct a meeting.
the Regulation	means the Local Government (General) Regulation 2005

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Tape recorder	includes a video camera and any electronic device capable of recording speech, whether a magnetic tape is used to record or not.
Voting Representative or Voting Board Member	Means a representative of a Member Council on the Board
Year	means the period beginning 1 July and ending the following 30 June.

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**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 21<sup>ST</sup> OCTOBER 2018 AT 2.00 PM**

<b>PRESENT</b>	
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 raig 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 4 – CONFIRMATION OF MEETING NOTES – INITIAL CHAIRS MEETING HELD AT PARLIAMENT HOUSE ON THURSDAY 16<sup>TH</sup> AUGUST 2018**

**RESOLVED** that the Meeting Notes of the JO Chairs meeting held on 16<sup>th</sup> 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

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

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**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 1<sup>st</sup> March 2019. On that basis, the next meeting of the JO Chairs Forum is likely to be Thursday 28<sup>th</sup> 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**

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## **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

3.

#### **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;
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- 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.

4.

#### **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.

5.

#### **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

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<b>MEETING DATE:</b>	21st October 2018
<b>AUTHOR:</b>	Rebel Thomson, Executive Officer - Namoi Unlimited
<b>SUBJECT:</b>	Alignment of Strategic Regional Priorities for Joint Organisations in NSW
<b>PURPOSE OF REPORT:</b>	To provide a report to the Chairs to form a response to the request from NSW Deputy Premier on the themes among the completed Strategic Regional Priorities and Plans of Joint Organisations.
<b>ATTACHMENTS:</b>	Appendix 3 – Summary of content in completed Strategic Regional Plans or directions developing around Strategic Regional Plans

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<b>COMMENTARY:</b>	<p>The Executive Officers recommend that the nominated Joint Organisation/s to each of the Strategic Regional Priorities becomes the champion or expert within the network about Government policy, programs and contacts.</p> <p>Future meetings with the NSW Department of Premier and Cabinet will be on specific areas identified in the Strategic Regional Plans</p>
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<b>RECOMMENDATIONS:</b>	<b>THAT the Chairs review the summary and determine if this information reflects the Strategic Regional Priorities emerging in Joint Organisation plans and directions.</b>
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**THAT the Chairs of each Joint Organisation communicate this information to the Deputy Premier of NSW.**

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Some of the Executive Officers across NSW met in Sydney on Friday 28 September 2018 to discuss a summary of content in completed Strategic Regional Plans and directions developing around Strategic Regional Plans prepared by Namoi Unlimited.

The following is a summary of themes, issues and solutions created from this summary. The Joint Organisations listed in brackets have agreed to take carriage of the particular theme.

## 1. ENVIRONMENT (Central West)

Objective	Identified Issues	Possible Solutions
Protecting the environment for future generations Preservation and improvement of the natural environment	<ul style="list-style-type: none"> <li>▪ Resources are used efficiently</li> <li>▪ Biological diversity</li> <li>▪ Environmental impacts of mining</li> <li>▪ Soil and water pollution</li> <li>▪ Land contamination</li> <li>▪ Emissions and air quality</li> <li>▪ Waste management and resource recovery</li> <li>▪ Land use conflicts</li> <li>▪ Regional liveability across the natural and built environments</li> </ul>	<p>Develop and coordinate regional programs that respond to the environmental outcomes sought under federal, state and local policies and strategies, such as;</p> <ul style="list-style-type: none"> <li>▪ Addressing Climate Change - coastal erosion, flooding, bushfires</li> <li>▪ Clearing of native vegetation</li> <li>▪ Mapping and protection of agricultural lands</li> <li>▪ Increased understanding of regional land use planning challenges, opportunities and responses Convene information sessions e.g. Crown Lands legislation,</li> </ul>

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		planning legislation, land claims issues <ul style="list-style-type: none"> <li>▪ Build capacity</li> </ul>
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## 2. INFRASTRUCTURE (Illawarra Shoalhaven)

Objective	Identified Issues	Possible Solutions
To addressing the region's major infrastructure requirements and contributions  To facilitate opportunities with government and partners for investment into the provision of water, infrastructure and skills	<ul style="list-style-type: none"> <li>▪ To understand gaps in infrastructure and services</li> <li>▪ Telecommunications infrastructure and services to enhance connectivity</li> <li>▪ Health, Transport and Water infrastructure</li> <li>▪ Roads, rail, air infrastructure, energy and telecommunications infrastructure are critical for the future growth and the development of the region</li> <li>▪ Recognition that the funding and policy framework and remoteness.</li> <li>▪ Local government seems to be the service provider of last resort</li> </ul>	<ul style="list-style-type: none"> <li>▪ Evidence based and agreed priority list of infrastructure</li> <li>▪ Maximise potential of new technology infrastructure e.g. Internet of Things, Apps, Vennu etc.</li> <li>▪ Identify and access funding sources and new opportunities for delivery and use of regionally significant infrastructure</li> <li>▪ Advocate for the region's infrastructure requirements and promote its contributions to productivity and liveability locally, across NSW and Australia</li> <li>▪ Development of targeted approaches to infrastructure investment</li> </ul>

### 3. HEALTH (Orana)

Objective	Identified Issues	Possible Solutions
<p>To provide access to the full range of health care fostering active and healthy communities</p> <p>To improve access to specialist health service</p> <p>To improve health infrastructure</p> <p>To deliver better health outcomes</p> <p>A reliable, accessible, appropriate and adaptable services that recognises changing needs of the community</p> <p>Improved national service standards</p>	<ul style="list-style-type: none"> <li>▪ Ageing population will increase the demand on health services</li> <li>▪ Few mental health professionals</li> <li>▪ Attracting and retaining health professionals</li> <li>▪ Access to temporary accommodation</li> <li>▪ Provision of infrastructure to support health services</li> <li>▪ Difficulties in relation to VMO registrations that impact on attraction of doctors</li> </ul>	<ul style="list-style-type: none"> <li>▪ Audit health services to identify accessibility gaps and prioritise actions</li> <li>▪ Workshops to better understand the priority health needs of local communities.</li> <li>▪ Agreed priority list of improvements to health services and facilities</li> <li>▪ NBN will have positive impacts for people accessing health care with e-health services</li> <li>▪ Preventative programs and lifestyle education</li> <li>▪ A co-designed approach with the three regulators, OLG, DoI Water and Health and LG LWUs</li> <li>▪ Provision of health specialists and other health professionals to address the needs of communities.</li> </ul>

### 4. TRANSPORT (Hunter & Mid North Coast)

Objective	Identified Issues	Possible Solutions
<p>To move people and products across regions by integrated and accessible transport networks</p> <p>To deliver transport priorities</p> <p>Improved freight links and road networks</p>	<ul style="list-style-type: none"> <li>▪ Lack of transport connectivity</li> <li>▪ Few public transport options connecting young people</li> <li>▪ Public transport options are scarce and local people must rely on community transport run by volunteers</li> <li>▪ Corridor planning for freight transport that takes in regional and local road networks</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved engagement and strategic planning</li> <li>▪ More efficient point to point transport for freight e.g. road trains, rail connections, inland ports, driverless</li> <li>▪ Ridesharing apps, driverless options, hub and spoke, fast rail for the public</li> <li>▪ Greater modality for rail</li> <li>▪ Explore alternate transport options to improve connectivity within a region.</li> </ul>

**5. ENERGY (Riverina Murray & Mid North Coast)**

Objective	Identified Issues	Possible Solutions
<p>To address regional energy security</p> <p>To encourage and support the renewable energy sector</p> <p>Energy pricing to attract and sustain business</p>	<ul style="list-style-type: none"> <li>Sources, transmission and generation</li> <li>The need for affordable and clean energy is important for both economic prosperity and environmental sustainability</li> <li>Increasing energy costs and high costs of connecting to energy</li> <li>Gaps in infrastructure - meaning demand often outstrips supply</li> <li>Pressure to be more environmentally friendly through renewable energy generation</li> </ul>	<ul style="list-style-type: none"> <li>Risk and vulnerability assessments of energy security and procurement opportunities</li> <li>Explore opportunities to support community and member council renewable energy uptake</li> <li>LED with smart controls across NSW</li> <li>Shade, storage, operating systems and electric vehicle charge stations</li> <li>Investment in energy infrastructure</li> <li>Self-sustaining regions</li> <li>Solar including facilitating economic development by solar communities e.g. Aboriginal, small communities</li> <li>Micro grids in communities</li> <li>Explore energy and water innovation in agriculture.</li> </ul>

**6. WATER (Central NSW, Riverina Murray & Mid North Coast)**

Objective	Identified Issues	Possible Solutions
<p>Sustaining water quality and security including availability, security and access to water</p> <p>Safe and secure water supplies for towns and industry and for agricultural production</p>	<ul style="list-style-type: none"> <li>Environmental impacts of mining</li> <li>Water pollution</li> <li>River water quality</li> <li>Storage issues</li> <li>Murray Darling Basin Plan impacts</li> </ul>	<ul style="list-style-type: none"> <li>Cross catchment and cross local water utility security</li> <li>Investment in drinking water quality</li> <li>Infrastructure funding for key water and wastewater projects</li> <li>Increased agricultural water supply and productivity</li> </ul>

**7. ECONOMY AND CONNECTIVITY (Namoi & Mid North Coast)**

Objective	Identified Issues	Possible Solutions
<p>Our economy is multifaceted, resilient and is Australia's leading regional economy</p>	<ul style="list-style-type: none"> <li>Some economies are highly dependent on mining and power generation industries</li> </ul>	<ul style="list-style-type: none"> <li>Specific focus on Health, Education, Justice, Planning and the Visitor Economy</li> <li>Support the region's economic growth while</li> </ul>

<p>A sustainable Economy and a Connected Community requires access to quality infrastructure</p> <p>A growing economy delivers jobs, opportunities and property</p> <p>To support the priority economic sectors</p> <p>Ensure generations take advantage of new technology to improve quality of life</p>	<ul style="list-style-type: none"> <li>▪ Address all sectors and contributions to the Economy, Education and Employment</li> <li>▪ Economic change</li> <li>▪ Improve digital connectivity that could be undertaken by Mobile Network Operators</li> <li>▪ Large scale solar farms on prime agricultural land</li> </ul>	<p>balancing development with the sustainable management of agricultural lands and natural resources</p> <ul style="list-style-type: none"> <li>▪ Facilitate economic development with solar communities</li> <li>▪ Work with local libraries and education providers to develop and implement technology for life learning schemes</li> <li>▪ Research – new technology &amp; micro hydro</li> <li>▪ Maximise potential of new technology infrastructure e.g. Internet of Things, Apps, Vennu etc</li> <li>▪ Support industries that deliver food security and support a focus on agriculture and agriculture-related industries.</li> <li>▪ Support access to high speed internet and mobile services</li> </ul>
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## 8. EDUCATION AND EMPLOYMENT (Canberra & Mid North Coast)

Objective	Identified Issues	Possible Solutions
<p>Educational facilities that support and encourage our young people and foster lifelong learning</p> <p>Access to and the ability to participate in quality education</p> <p>Improve education pathways for young people</p> <p>Lower unemployment</p>	<ul style="list-style-type: none"> <li>▪ Aspirations and achievement of tertiary and vocational education for primary and secondary school students</li> <li>▪ Skills shortages for local government and the regions as a whole</li> <li>▪ Youth unemployment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop an evidence base to prepare an agreed priority list of school infrastructure improvements</li> <li>▪ Work with Indigenous educational and community groups to support and encourage young Indigenous people into tertiary and vocational education</li> <li>▪ Develop and implement technology for life learning</li> <li>▪ Work with the region's education sector to ensure the region's future skills needs are met</li> <li>▪ Adopting place-based approaches to education</li> <li>▪ Identify opportunities to grow education, research</li> </ul>

		<p>and business development programs and institutions.</p> <ul style="list-style-type: none"><li>▪ Identify local and regional skills gaps and employment opportunities for growth sectors and jobs of the future.</li></ul>
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## Attachment 4

**Northern Rivers Joint Organisation  
Natural Resource Management Group  
Attachment A - Project specifications**

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**SECTION 4 – PROJECT SPECIFICATIONS****Northern Rivers Joint Organisation biodiversity legislation reforms project****Introduction**

The NSW state government implemented land management reforms in August 2016 including the introduction of the *Biodiversity Conservation Act 2016*. These reforms are complex and wide ranging, and affect the business of local government across many of its public interest functions including strategic planning, service delivery, the role of councils as consent, approval and regulatory authorities, and as a manager of public land.

The Northern Rivers Joint Organisation (NRJO) has resolved to implement a project to assist its member councils to adapt to the new legislation. This project will complement existing support resources provided through NSW OEH and NSW Office of Local Government. Support is currently provided by a regional support officer who provides a help desk service, guidance documents, liaison between councils in the North Coast region and training. This position is currently hosted by Bellingen Shire Council until 16 August 2019.

The project involves the following two key areas of analysis and reporting.

*Part A Streamlining the development assessment process*

In order to address the statutory requirements of the legislation, councils must amend and update their processes for development assessment, Part 5 assessment, biodiversity certification and vegetation clearing controls in accordance with the *Biodiversity Conservation Act 2016* and the new State Environmental Planning Policy (Vegetation in Non-Rural Areas) 2017.

In May 2018, the regional support officer completed a baseline survey of each council in the North Coast region to assess their capacity to implement the new legislative requirements and to identify common support needs. Progress to date has included development and distribution of a number of common operational support tools such as process flowcharts, consent conditions and guidelines. Examples of documents produced by other councils have also been shared to prevent unnecessary duplication of effort. Based on feedback provided during the baseline survey, a

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targeted, practical training package is being developed for delivery to councils late 2018 to early 2019.

Directly in response to this project proposal, the regional support officer will also complete an up to date gap analysis to identify and prioritise the current resource needs of member councils. If common needs are identified, the regional support officer will develop/distribute templates/guidelines/examples of resources for member councils to adapt to suit their local specifications. If member councils have limited internal capacity to adapt the resources provided, it is proposed that these tasks will be included in this project.

#### *Part B Potential biodiversity stewardship investigation*

The new legislation provides for the establishment of biodiversity stewardship agreements that provide permanent protection and management of biodiversity and allow for the creation of biodiversity credits. Where applicable, these credits may provide an income source for land managers to implement land management actions.

Councils throughout the NRJO are being contacted by consultants offering the services of assessing public land for potential establishment of biodiversity stewardship sites.

Whilst this is being proposed as a potential income source, there are a range of issues that need to be carefully considered in relation to this opportunity. The potential net benefit associated with a potential stewardship site will be significantly influenced by the type and relative value of the credits provided by the site, the condition of the vegetation and the demand for such sites to offset unavoidable development impacts.

To address this issue it is proposed that an initial analysis is carried out to determine the amount and type of unavoidable biodiversity offset requirements likely to be generated from land already identified for development across the NRJO. This work would form the first stage to enable assessment of the anticipated credit requirements and thus the viability of establishing stewardship sites on public land in the NRJO area.

NRJO requires the services of a suitably qualified and experienced contractor to:

- a) adapt statewide templates/guidelines/examples of operational support tools to suit the needs and specifications of each council (if required); and
  - b) complete an assessment of the unavoidable biodiversity offset requirements likely to be generated from land already identified for development across the NRJO, identify gaps in the types of credits currently available on the credit register, complete a preliminary assessment of vegetation communities available across the NRJO to determine the potential to establish stewardship sites to meet credit demands and report this assessment with recommendations for specific further requirements, including whether a second stage analysis of potential stewardship sites is required.
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## Project area

The project area includes the following local government areas:

- Ballina Shire Council
- Byron Shire Council
- Kyogle Shire Council
- Lismore City Council
- Richmond Valley Council
- Rous County Council (associate)
- Tweed Shire Council

## Scope of works

The scope of works involves:

### Part A

1. Project inception meeting with NRJO representative and Regional Support Officer
2. Meetings with representatives of all the member councils which have opted in to Part A, to clarify details about how the statewide operational support tools need to be adapted to suit local needs
3. Adapt the support tools for each council and provide a draft for feedback
4. Finalise support tools for each council and compile with a summary report to NRJO NRM Managers group
5. Report revision
6. Final report
  - Presentation of final report and recommendations to NRJO General Managers group

### Part B

1. Project inception meeting with NRJO representative and Regional Support Officer (to be held concurrently with Part A inception meeting)
  2. Collation and analysis of GIS data
  3. Draft report
    - Mapped extent of land identified for development across the NRJO
    - Identification of type and extent of unavoidable biodiversity loss and resulting offset requirements as per the Biodiversity Assessment Method
    - Identification of gaps in the types of credits currently available on the credit register
    - Preliminary analysis of the availability of native plant community types (PCTs), threatened ecological communities (TECs) and threatened species habitat required to satisfy anticipated credit demands (ecosystem and species credits) across the NRJO, including the relative proportions of different land tenure i.e. hectares or percentage of private land and public land (including Council owned/managed land and Crown Land)
    - Presentation of draft report and recommendations to NRJO NRM Managers group
  7. including whether a second stage analysis of potential stewardship sites on Council owned/managed land is required.
  4. Report revision
  5. Final report
-

- Presentation of final report and recommendations to NRJO General Managers group

**Project timing**

The project is to be completed within three months of the works contract being awarded.

**Available data and resources**

NRJO member councils will provide:

- a) existing draft and/or final resources developed to date
- b) relevant GIS data

Regional support officer will provide:

- Gap analysis findings.
- Existing support tools available e.g. guideline documents, flow charts, check lists, examples from other Councils etc.

NRJO member council staff and regional support officer will be available to assist with the provision of any other relevant information as the project progresses.

**Response to the brief**

A response to this brief must include:

- Details of the consultant's capabilities and experience with similar projects, including accreditation under the current Biodiversity Assessment Method
- Detail of the method proposed which clearly addresses all matters in the project brief
- A quotation in Schedule 1 of the Minor Quotation Form.
- Details of all insurances required for this project as per Schedule 2 of the Minor Quotation Form.

8.

**Assessment of submissions**

Selection of the consultant will be based on the following criteria:

- Methods (well documented response to the brief and approach to the project) – 20%
- Personnel and experience (experience and performance record of key personnel and project team) – 30%
- Capacity to deliver (successful completion of similar projects and ability to complete scope within specified timeframes) – 20%
- Proposed fee (value for money) – 30%

**RFQ timing**

RFQ closing date

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Notification of outcomes

Project commencement

Project completion

## **COVER PAGE (page 1)**

Title

STRATEGIC REGIONAL PRIORITIES  
for

STRONGER REGIONAL PARTNERSHIPS

Sub title

NORTHERN RIVERS JOINT ORGANISATION

2019-2022

## **INSIDE COVER (page 2)**

### *From the Chair*

In June 2018, six member councils came together to form the Northern Rivers Joint Organisation. These member councils include: Ballina Shire, Byron Shire, Kyogle Shire, Lismore City, Richmond Valley and, Tweed Shire.

As an organisation, we believe that by working together we'll be able to build a stronger region. Each council will continue to serve and represent its local area, just as they always have, but when we come together as a joint organisation we'll be considering the needs of the Northern Rivers region as a whole.

That means we'll be able to prioritise, plan and deliver regional initiatives across traditional council boundaries and speak with a strong, united voice to the Australian and NSW Governments and other stakeholders on issues of regional significance.

### **Chair to add in final words**

The Northern Rivers Joint Organisation acknowledges Australian Aboriginal and Torres Strait Islander peoples as the first inhabitants of this nation. We acknowledge the traditional custodians of the lands on which we live and work, and pay our respects to Elders past, present and future.

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## PAGE 3

### OUR VISION (H1)

This section needs to have prominence on the page. Some kind of text treatment maybe? Words larger than others to create a graphic word block? Or reversed against colour? In a box?

For the Northern Rivers to be a unified region of well connected, integrated communities that affords its people a unique balance of place, lifestyle and opportunity.

This can be considered secondary in prominence to the par above. It's the next level of detail.

And for our region to be known to the nation and the world for its:

- outstanding environmental and scenic values
- commitment to sustainability
- respect for Aboriginal culture
- openness to visitors
- entrepreneurial drive
- creative and collective spirit and culture, and
- support of its primary producers.

### How we'll operate (H2)

To provide a focus for our efforts we've committed to the following principles:

- To provide a forum and vehicle for cooperative action on issues of regional significance and concern to Local Government that require advocacy and/or political representation
- To act as an advocate for the region to the Commonwealth and New South Wales Governments to advance the interests of the region
- To seek from Governments, financial assistance, legislative and/or policy changes and additional resources required by the region

Use logos here to represent the member councils. Could use a heading 'Our members' or not. Could be in a separate strip down side or below or something?

- Ballina Shire Council
- Byron Shire Council
- Kyogle Council
- Lismore City Council
- Richmond Valley Council
- Tweed Shire Council

### Breakout box

#### About Joint Organisations (H2)

In 2017 the NSW Government passed legislation to establish a network of Joint Organisations to strengthen collaboration between local councils and the government with the goal of driving better planning, economic development and service delivery in regional NSW.

The functions of Joint Organisations are to:

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- Establish strategic regional priorities and develop strategies and plans for delivering those priorities
- Provide regional leadership and advocate for strategic regional priorities
- Identify and take up opportunities for inter- governmental cooperation on regional matters

## PAGE 4

### ABOUT THIS PLAN (H1)

This plan sets out what we'd like to see for the Northern Rivers region. It outlines a vision for the future as well as the priority issues we know we need to focus on to make that vision a reality. Importantly, it details what we'll do as a joint organisation to make a difference.

The goals and actions in this plan will guide our decision-making and work over the next four years. They will be reviewed regularly to check progress and make sure our plan remains relevant as our region evolves.

### Developing the plan (H2)

The plan was developed collaboratively by the Mayors and General Managers of our six member councils to ensure it reflects the priorities and values of communities across the region.

Create a simple infographic to display this information

#### **Initial workshops**

To identify regional priorities

#### **Review of Community Strategic Plans**

To validate regional priorities

#### **Strategic Planning Workshops**

To identify goals and actions

#### **Review of Government Policies, Strategies and Plans**

To provide strategic context

#### **Draft Strategic Action Plan**

Reviewed by NRJO Board

#### **Final Strategic Action Plan**

Adopted by NRJO Board

### Working together (H2)

This plan doesn't exist in isolation. It has been developed to align with and complement other major regional plans including the *North Coast Regional Plan 2036* – the NSW Department of Planning and Environment's 20-year blueprint for the region, and the Northern Rivers and Tweed *Regional Economic Development Strategies 2018-2022*.

Similarly, our organisation doesn't act on its own. To deliver the actions in the plan we'll work collaboratively with Federal and State government agencies including Regional Development Australia Northern Rivers, NSW Department of Premier and Cabinet, NSW Department of Industry and NSW Department of Planning and Environment. We'll also look for opportunities to partner with non-government organisations, the community and the private sector.

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## PAGE 5

### A DIVERSE REGION (H1)

The Northern Rivers Joint Organisation covers an area of more than 10,000 square kilometres extending from Tweed Heads in the north to just beyond Evans Head in the south, and to Woodenbong and Tabulam in the west.

Our region is one of contrasts. Our natural environments range from beaches to mountains, rainforests and farms. The close to 240,000 people that call the Northern Rivers home have created a culture known for its diversity and vibrancy, and our communities range from tiny country hamlets to bustling tourist meccas, regional centres and alternate lifestyle villages.

Each part of our region also has its own unique strengths. Our beaches and coastal towns attract visitors from all over Australia and the world. Further inland agricultural opportunities abound and peaceful communities offer an enviable rural lifestyle. To the north we have strong connections with South East Queensland, and our major population centres offer transport links, education, health and employment opportunities.

The Northern Rivers is a diverse region but one that comes together over a love of our surroundings, our way of life and our sense of community. These shared values provide a foundation for working together to build a stronger region for us all.

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## PAGE 6

Would be good to make this page a feature somehow

### **REGIONAL PRIORITIES (H1)**

We have identified five regional priorities that we will focus on to achieve our vision for the Northern Rivers.

These long-term, high-level priorities have been chosen because they are the issues we know our communities care about, they align with government priorities and they offer opportunities for us to work together to achieve positive outcomes for the Northern Rivers as a whole.

The rest of this plan deals with each of these priorities in detail, including our goals and strategic actions, our stakeholders and how we'll measure our success.

#### **Thriving, healthy and biodiverse natural environments (H1)**

For the biodiversity and health of our waterways, habitats and wildlife to be protected and enhanced to deliver environmental, economic and recreational benefits for current and future generations of residents and visitors.

#### **Improved community wellbeing now and into the future (H1)**

For our region to be able to offer its residents a range of affordable, appropriate housing choices and access to health care, mental health care, aged care and other services that enhance wellbeing.

#### **A physically and digitally connected region (H1)**

For our communities, businesses and visitors to be connected through a diverse range of safe, inclusive, sustainable private and public transport options and high quality, reliable internet and mobile telecommunications services.

#### **Innovative, sustainable energy, water and waste management (H1)**

For our region to establish itself as a leader in renewable energy production; effective, sustainable water management; and innovative approaches to waste management to improve environmental and service delivery outcomes.

#### **A diversified, prosperous and sustainable regional economy (H1)**

For our 'engine' industries including tourism and agriculture to expand and develop in ways that maximise economic contribution while reducing impact, and for our economy to broaden through diversification, vertical integration and expansion of new industries.

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## PAGE 7

### **PRIORITY: THRIVING, HEALTHY AND BIODIVERSE NATURAL ENVIRONMENTS**

Stunning stretches of coastline, beautiful landscapes and waterways, fertile agricultural land and some of the highest levels of biodiversity in the nation – these are the things the Northern Rivers region is famous for.

But our natural environments are also subject to a range of pressures. We have population growth and visitation rates among the highest in Australia and increasing urban development, particularly along the coastal fringe.

We have a disproportionately large number of rare and threatened plants, animals and ecological communities and some of the highest numbers of invasive plant species and pest animals in the State. This is exacerbated by historical land clearing that has impacted the amount of effective habitat and the connectivity between habitats that plant and animal populations need to thrive.

We have 140 kilometres of diverse coastal environments to protect as well as the rivers which give our region its name – many of which are under pressure from altered flow patterns, water extraction, riparian degradation and reduced water quality.

#### **Why is this important?**

Our natural assets provide clean air and water, improve lifestyles and wellbeing and are valuable in their own right. They provide the natural resources that underpin our industries and are the foundation for the tourism sector which plays such an important role in the regional economy.

Northern Rivers communities care deeply about conserving and enhancing biodiversity, improving ecosystem health and resilience, using natural resources wisely, and reducing the environmental impact of population growth and economic development.

#### **What will success look like?**

- A collaborative, integrated approach across three government levels and other stakeholders
  - Widespread recognition of the vital contribution biodiversity makes to the region's economy
  - Increased private land owner involvement in biodiversity conservation
  - Increase in the amount of effective habitat and vegetation and landscape scale connectivity
  - Maintenance or increase in populations of threatened species
  - Improved water quality and overall river health against key criteria
  - Improved access to rivers for recreation
  - Tourism and economic activities that are compatible with and promote the importance of biodiversity
-

**PAGE 8****What will we do to make a difference?**

<i>Goals</i>	<i>Strategic actions</i>
1. Enhanced biodiversity across the region, including an increase in the volume of healthy, stable, interconnected habitat and increased populations of threatened species	1.1 Investigate the feasibility of establishing a regional Biodiversity Offset / Biobanking Program
	1.2 Advocate for changes to forestry policy and planning regulations to encourage native forestation
	1.3 Engage with the Office of Environment and Heritage to identify partnering opportunities as part of the Saving our Species Program
	1.4 Partner with Landcare, Local Land Services and community groups to identify ways the joint organisation can support efforts to engage the community and land owners in biodiversity conservation
2. Improved water quality and overall health of the Tweed, Richmond, Clarence, Brunswick and Wilson river systems to deliver positive environmental, recreational and economic outcomes	2.1 Develop a Northern Rivers Healthy Waterways Action Plan which identifies: <ul style="list-style-type: none"> <li>• Projects for funding and delivery</li> <li>• Opportunities for partnering with government, community groups and others on project implementation</li> </ul>
	2.2 Partner with the NSW Department of Planning and Environment to progress relevant directions in the <i>North Coast Regional Plan 2036</i> , including: <ul style="list-style-type: none"> <li>• Direction 1: Deliver environmentally sustainable growth</li> <li>• Direction 2: Enhance biodiversity, coastal and aquatic habitats and water catchments</li> </ul>
	2.3 Develop standardised measures for river health and coordinate monitoring and reporting to provide a regional view of river health
3. Protect and enhance the region's natural coastal environments to maintain natural character, scenic value, biological diversity and ecosystem integrity	3.1 Work collaboratively as a region on the development and implementation of Coastal Management Programs and other activities under the <i>Coastal Management Act 2016</i>

**Strategic context**

The following policies, strategies and plans provide context for this priority area.

Australia's Strategy for Nature 2018-2030 (draft)  
 Northern Rivers Regional Biodiversity Management Plan (2010)  
 Border Ranges Rainforest Biodiversity Management Plan (2010)  
 Australian Department of the Environment and Energy, Recovery Plans  
 NSW Office of Environment and Heritage, Saving our Species program  
 Far North Coast Regional Conservation Plan (2010)  
 Regional State of the Environment 2016 - For the North Coast Region of NSW  
 NSW Forestry Industry Roadmap (2016)  
 NSW Biodiversity Offsets Scheme  
 NSW Marine Estate Management Strategy 2018-2028

**Stakeholders**

As we implement strategic actions we will seek to engage and partner with a range of stakeholders.

NSW Office of Environment and Heritage  
NSW Environmental Protection Authority  
NSW Department of Primary Industries  
Local Land Services  
Marine Estate Management Authority  
Forestry Corporation NSW

Local Aboriginal Land Councils  
Private Landholders  
Landcare  
Environmental and conservation groups

## **PAGE 9**

### **PRIORITY: IMPROVED COMMUNITY WELLBEING NOW AND INTO THE FUTURE**

The Northern Rivers is home to around a quarter of a million people and rising. Our region offers many of the building blocks for wellbeing but we also face a number of challenges, particularly when it comes to meeting the diverse housing and health care needs of a growing, aging and geographically dispersed population.

Housing affordability and housing stress are already major issues in the Northern Rivers. Over recent decades house prices and rents have risen faster than incomes, particularly in coastal areas. There is also insufficient supply to meet demand for smaller homes, accommodation for older people, social housing and crisis accommodation.

When it comes to health and wellbeing we are fortunate to have a number of hospitals and major health services within the region but gaps in specialist services, large distances and lack of public transport options impact many residents' ability to access to the services they need.

By 2036 the population of the Northern Rivers will have grown by a further 20% and almost one-third of our residents will be aged over 65 years and this will only intensify the challenges we face.

#### **Why is this important?**

Secure, affordable housing and access to health care are basic human needs which are fundamental to wellbeing. They also play a key role in the liveability of our region which in turn enables the population growth we need for our economy to grow.

When housing and health needs aren't met it can have a wider impact on the character and culture of the region through impacts such as young people moving away and older people having to leave their communities.

#### **What will success look like?**

- Adequate supply and diversity of housing options to meet current and projected demand
  - Adequate supply of affordable housing based on the ratio of income to housing costs
  - Increased supply of social housing and crisis and emergency accommodation
  - Less homelessness
  - More choices for older people transitioning from their own home including independent living, supported accommodation and aged care
  - Increase in the awareness of and referrals to available local health services
  - Reduced waiting lists for My Aged Care assessments and packages
  - Increase in the number of NDIS clients
  - Improved access to physical and mental health care services through reducing passenger miles required to access health services and/or provision of transport services
  - An available workforce and services to meet the needs of NDIS clients
  - Improved health outcomes for Aboriginal people
  - A coordinated approach to matching provision of health services to demand across the region
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**PAGE 10****What will we do to make a difference?**

<i>Goals</i>	<i>Strategic actions</i>
4. Increased availability, affordability and choice of housing to meet the needs of current and projected Northern Rivers population	4.1 Update the evidence base in the <i>Northern Rivers Affordable Housing Strategy 2012</i> and review, prioritise and progress relevant actions
	4.2 Partner with the NSW Department of Planning and Environment to progress relevant directions in the <i>North Coast Regional Plan 2036</i> , including: <ul style="list-style-type: none"> <li>• Direction 22: Deliver greater housing supply</li> <li>• Direction 23: Increase housing diversity and choice</li> <li>• Direction 24: Deliver well-planning rural residential housing areas</li> <li>• Direction 25: Deliver more opportunities for affordable housing</li> </ul>
	4.3 Create a forum for <ul style="list-style-type: none"> <li>• Defining the joint organisation's advocacy position regarding planning regulations</li> <li>• Identify opportunities for knowledge-sharing and collaborative action between member councils</li> <li>• Engagement with public and private stakeholders</li> <li>• Identifying potential demonstration projects and attracting government or private investment</li> </ul>
	4.4 Partner with relevant government and non-government organisations to support increased access to social housing and homeless and crisis accommodation services across the region
5. Access to a full range of health and wellbeing services including specialist, aged care, mental health and community services, that meet the needs of a growing, aging and geographically dispersed population	5.1 Partner with relevant stakeholders to maintain visibility of: <ul style="list-style-type: none"> <li>• the availability of health and wellbeing services, by location, relative to current and projected demand</li> <li>• new and planned government health and wellbeing facilities and services</li> <li>• strategies for attracting private health providers and professional health staff to the region</li> </ul>
	5.2 Use the evidence base to inform development of NRJO advocacy priorities for addressing gaps, including opportunities for specialisations

**Strategic context**

The following policies, strategies and plans provide context for our planning and activities in this priority area.

National Strategic Framework for Rural and Remote Health (2016)

NSW Rural Health Plan 2021

NSW Homelessness Strategy 2018-2023

NSW Aging Strategy 2016-2020

NSW Department of Planning and Environment, North Coast 2036 Regional Plan

Northern Rivers Regional Affordable Housing Strategy (2012)

**Stakeholders**

As we implement strategic actions we will seek to engage and partner with a range of stakeholders.

Federal Department of Social Services

Federal Department of Health

NSW Department of Family and Community Services

Landcom

Community housing providers

Private developers

NSW Health  
Northern NSW Local Health District  
Queensland Health

Aged care providers  
Community service providers  
Private health care providers

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### PRIORITY: A PHYSICALLY AND DIGITALLY CONNECTED REGION

In a region where population density is as low as two or three people per square kilometre in places, keeping residents and businesses connected to employment, education, markets, essential services and each other is challenging.

Transport plays a key role and our region has some important links in place including several regional airports, upgraded sections of the Pacific Highway and access to external markets through the Gold Coast International Airport and the Port of Brisbane. Unfortunately, transport shortfalls remain. Many communities have no access to public transport and poor quality roads limit tourism, safety and the movement of freight.

Digital technology offers new opportunities for connecting communities and the roll-out of the National Broadband Network is enabling the growth of creative enterprises, knowledge-intensive industries and small businesses across the region.

Despite many areas having access to high quality internet and mobile connections, the percentage of Northern Rivers residents with access to the internet is lower than the NSW average and inconsistent coverage, including black spots, is a barrier to business viability, economic development and liveability.

#### Why is this important?

Physical connections through transport and virtual connections through digital technology are essential for economic growth, to provide access to jobs, education, health care and other services, and for the social well-being of regional communities.

There are currently many transport and technology disadvantaged residents in our region – particularly young people, Aboriginal people, those on low incomes, people with disabilities and older people. Action is needed to ensure all individuals and communities have equitable access to the benefits that connectivity brings.

#### What will success look like?

- Increased availability and choice of public transport services
  - Reduction in transport-related social isolation and disadvantage
  - Improved freight and logistics services to support business viability
  - Reduction in road toll and injuries
  - Increase in sustainable transport options
  - Equitable access to telecommunications at a reasonable cost for all residents and businesses
  - Eradication of mobile black spots
  - Service Level Agreement for provision of telecommunications services
  - Standards for telecommunications infrastructure installations that reflect community expectations
-

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<b>What our region needs</b>	<b>How the JO will make a difference</b>
6. An efficient, safe and sustainable regional transport system that enables improved productivity, connectivity and social inclusion for businesses, residents and visitors	6.1 Work with Regional Development Australia Northern Rivers, NSW Department of Premier and Cabinet and Southern Cross University on the <i>Northern Rivers Freight and Supply Chain Study</i>
	6.2 Adopt an integrated approach to progressing the regional transport-related actions in the Northern Rivers and Tweed Transport Plans and corresponding Regional Economic Development Strategies
	5.3 Represent the region's interests in the Transport for NSW-led process to develop region-specific, place-based and corridor plans for the Northern Rivers with a focus on: <ul style="list-style-type: none"> <li>• Improved connectivity between regional centres, including east/west connectivity</li> <li>• More public, community and active transport options</li> <li>• Activation of the rail corridor</li> <li>• Use of innovative technology and materials in transport</li> <li>• Low emissions transport</li> </ul>
7. Equitable access to fast, reliable, competitively priced digital connectivity and mobile phone coverage for businesses and residents across the region to enhance economic opportunities and liveability.	6.1 Advocate for improved telecommunications infrastructure and services across the region with a focus on: <ul style="list-style-type: none"> <li>• Comprehensive coverage</li> <li>• Fast, reliable, affordable services</li> <li>• Standards and regulations for infrastructure installations which consider community expectations, sensitive sites, visual amenity and access to third party property</li> </ul>

**Strategic context**

The following policies, strategies and plans provide context for our planning and activities in this priority area.

TfNSW Future Transport 2056 Regional Services and Infrastructure Plan  
 TfNSW Highway and Corridor Strategies  
 TfNSW Freight and Ports Plan 2018-2023  
 Northern Rivers Freight Scoping Study (2017)  
 Northern Rivers Regional Transport Plan (2013)  
 Sustain Northern Rivers Regional Transport Survey (2013)  
 Australian Regional Telecommunications Review (2018)  
 Australian Telecommunications Code of Practice  
 Federal Regional Broadband Scheme  
 Federal Mobile Black Spots Program  
 Northern Rivers Digital Activation Plan (2016)

**Stakeholders**

As we implement strategic actions we will seek to engage and partner with a range of stakeholders.

Federal Department of Infrastructure, Regional Development and Cities

Australian Rail Track Corporation  
 Airport operators  
 Private transport operators

Federal Department of Communications and the Arts  
Transport for NSW  
Roads and Maritime Services  
Queensland Department of Transport and Main Roads

Community transport providers  
Australian Communications and Media Authority  
NBN Co  
Telecommunications providers

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### **PRIORITY: INNOVATIVE, SUSTAINABLE ENERGY, WATER AND WASTE MANAGEMENT**

Communities across our region care deeply about minimising the impact of human activity on our environment and we have a proven track record adopting new and innovative approaches to reducing our carbon footprint, particularly when it comes to renewable energy.

The Northern Rivers is already home to Australia's first community-owned renewable energy retailer, Australia's first ever council operated and community funded solar farm, and the highest levels of rooftop solar in the country.

Our favourable climate, land fertility, existing industries and demographics offer opportunities to build on these successes and also explore new areas including bioenergy and waste to energy technology which have the potential to contribute to solving both waste management and energy generation challenges.

As a region we face a future of rising electricity prices, increased demand for water for domestic and agricultural use, and waste disposal challenges related to pressure on landfill and a changing recycling industry. Adopting innovative and sustainable approaches to energy, water and waste will play a vital role in allowing us to continue delivering essential services to regional residents.

#### **Why is this important?**

As a Joint Organisation we are committed to reducing emissions from our operations in keeping with community expectations and our governance responsibilities.

We are also committed to providing businesses and residents, particularly those on low incomes or in isolated locations, access to secure, reliable, and affordable energy, water and waste disposal services.

#### **What will success look like?**

- Increased energy supply from renewable sources, including waste to energy
  - Reduced emissions
  - All council buildings and infrastructure powered by renewable energy
  - Renewable energy considered as part of new developments
  - Power purchase agreements and tariffs in place to enable greater use of renewable energy
  - Lower energy costs for residents
  - Reduced waste going to landfill
  - Increased volume and efficiency of recycling
  - Funds from the NSW Waste Levy returned to local Councils for waste and recycling initiatives
  - A local market established for recyclables
  - Secure, sustainable water supply to meet current and future needs
  - Improved flood preparedness and resilience
-

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What our region needs	How the JO will make a difference
8. To strengthen its emerging position as a NSW leader in renewable energy generation, storage and use, in accordance with widespread community support for reduced emissions and action on climate change	8.1 Champion and promote the increased use of renewable energy for residential, public and commercial purposes.
	8.2 Advocate for changes to energy generation, purchasing, pricing and retailing regulations with a focus on: <ul style="list-style-type: none"> <li>• Increased use of renewable energy</li> <li>• Reduced energy costs</li> <li>• Reliable supply</li> </ul>
	8.3 Develop a Northern Rivers Renewable Energy Investment Prospectus that identifies opportunities for public, private and community investment in renewable energy projects
9. A secure and sustainable water supply to meet current and future needs of residents, businesses and visitors.	9.1 Review and progress recommendations of Bulk Water Supply and Demand Management Strategies
	9.2 Advocate for the region's interests in relation to scientific justification, consultation and regulation associated with commercial water extraction arrangements
10. Increased recycling, reduced landfill and improved, cost-effective service delivery through collaborative, innovative approaches to waste management	10.1 Review and update the <i>North East Waste Regional Waste Management Strategy 2013-21</i>
	10.2 Advocate for a review of waste management regulations with a focus on: <ul style="list-style-type: none"> <li>• Alignment with global best practice</li> <li>• Review of the EPA and agency requirements to implement other regional strategies</li> <li>• Enhancing viability of innovative waste management approaches</li> <li>• Waste to energy policy and guidelines</li> <li>• Review of the waste levy to make funding available for local initiatives</li> <li>• Streamlining the regulatory framework.</li> </ul>
	10.3 Identify opportunities for implementation of pilot or demonstration projects to establish the Northern Rivers as a 'centre of excellence' for innovative waste processing and/or waste to energy technology
11. Improved preparedness for and ability to respond to and recover from flooding events	11.1 Seek funding to develop and where applicable, implement flood plain risk management plans for rivers and applicable creeks for the Northern Rivers
	11.2 Collaborate with the National Centre for Flood Research on flood modelling, catchment management and community resilience

## Strategic context

The following policies, strategies and plans provide context for our planning and activities in this priority area.

Innovating Energy, ARENA's Investment Plan 2017  
National Water Initiative  
National Waste Policy (2009)  
NSW Renewable Energy Action Plan (2013)  
NSW Water Sharing Plans  
NSW Waste Avoidance and Resource Recovery Strategy 2014–21  
NSW Energy from Waste Policy Statement (2015)  
Northern Rivers Sustain Energy Strategic Plan 2014-2019  
Northern Rivers Social Licence for Bioenergy (2016)  
Northern Rivers Biohubs Pre-Feasibility Study (2016)  
Northern Rivers Regional Bulk Water Supply Strategy (2013)  
Rous Water Future Water Strategy (2014)  
North East Waste Regional Waste Management Strategy 2013-2021

## Stakeholders

As we implement strategic actions we will seek to engage and partner with a range of stakeholders.

Australian Renewable Energy Agency  
Federal Department of Agriculture and Water  
Resources  
Clean Energy Finance Corporation  
NSW Department of Industry  
NSW Environmental Protection Authority  
WaterNSW

Rous County Council  
Sustain Northern Rivers  
Energy generators and retailers  
Water licence holders

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### **PRIORITY: A DIVERSIFIED, PROSPEROUS AND SUSTAINABLE REGIONAL ECONOMY**

Our economy has many strengths. A strong visitor economy supports tourism businesses and delivers flow on effects to supporting industries. Our soils and climate yield high value agricultural products and our reputation for quality is a major branding asset. We have easy access to markets in South East Queensland and beyond and a diverse pool of talented people, including many entrepreneurs, attracted by the Northern Rivers lifestyle.

We also have our challenges. The bulk of tourist activity, together with its benefits and pressures, is centred in a few small areas. Average regional employment levels are high but for many communities unemployment remains a major issue. Our economy is characterised by a large number of non-employing, low revenue businesses with fewer employment opportunities for graduates and professionals.

The task now is to make the most of our opportunities. To grow tourism sustainably in ways that minimise impact and maximise benefit to our region as a whole, to build capability and encourage innovation in the agribusiness sector, and to provide the conditions for emerging industries to flourish.

Many of the actions required to achieve these outcomes are identified in the Northern Rivers and Tweed *Regional Economic Development Strategies*. This plan has been developed to align with those strategies.

#### **Why is this important?**

A strong economy based on sustainable growth and value-adding within existing industries and expansion of creative, knowledge-based and innovative industries will mean more job opportunities and a better standard of living for regional communities.

Taking a regional approach to economic development will allow us to be strategic about regarding the what when and where development occurs and ensure the benefits of economic growth flow to all regional communities.

#### **What will success look like?**

- Expansion of creative and knowledge-based industries
  - Increased economic contribution from tourism while retaining Northern Rivers character
  - Increased dispersal of visitors across the region
  - Increase in the amount of appropriate, high quality tourism product
  - Improved collaboration between stakeholders to promote the Northern Rivers region
  - Reduced unemployment
  - Innovation, value adding and vertically integrated agribusinesses
  - Increase in food and agritourism opportunities
  - Appropriate food production and supply chain infrastructure
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What our region needs	How the JO will make a difference
12. A strong, diverse regional economy which provides local employment by attracting new enterprises, enabling existing enterprises to innovate and expand, and offering the conditions required for emerging industries to flourish.	12.1 Implement actions from the relevant Regional Economic Development Strategies to enable economic development through a focus on: <ul style="list-style-type: none"> <li>• Enabling infrastructure</li> <li>• Investment</li> <li>• Capability development</li> <li>• Innovation</li> <li>• Decreasing general and youth unemployment</li> </ul>
	12.2 Partner with the Department of Industry as it delivers key actions in the <i>Making it Happen in the Regions: Regional Development Framework</i> including working with local bodies to develop and publish Regional Investment Prospectuses
13. Increased contribution to the regional economy from tourism and dispersal of tourists across the region, while protecting the Northern Rivers' unique character, environment and quality of life.	13.1 Partner with the NSW Department of Planning and Environment to progress direction 8 of the <i>North Coast Regional Plan 2036</i> to sustainably "promote the growth of tourism"
	13.2 Deepen the relationship between the Northern Rivers Joint Organisation and Destination North Coast to facilitate regional input into: <ul style="list-style-type: none"> <li>• tourism planning and development</li> <li>• regional branding and promotion.</li> </ul>
14. Innovation, value-adding and diversification within the agribusiness sector to create employment and tourism opportunities while respecting and protecting the region's environmental and scenic values.	14.1 Partner with the NSW Department of Planning and Environment to progress relevant directions in the <i>North Coast Regional Plan 2036</i> , including: <ul style="list-style-type: none"> <li>• Direction 11: Protect and enhance productive agricultural lands</li> <li>• Direction 12: Grow agribusiness across the region</li> <li>• Direction 13: Sustainably manage natural resources</li> </ul>
	14.2 Establish a Regional Sustainable Agriculture Working Group made up of Sustainable Agriculture Officers or similar staff from member councils.

**Strategic Context**

The following policies, strategies and plans provide context for our planning and activities in this priority area.

Australian Government, Regions 2030: Unlocking Opportunity (2017)  
 NSW Regional Development Framework (2018)  
 NSW Visitor Economy Industry Action Plan 2030  
 Northern Rivers and Tweed Regional Economic Development Strategies (2018)  
 North Coast Destination Management Plan 2018 to 2021

**Stakeholders**

As we implement strategic actions we will seek to engage and partner with a range of stakeholders.

Regional Development Australia	Tourism Australia
NSW Department of Industry	Destination NSW
NSW Office of Regional Economic Development	Destination North Coast

NSW Centre for Economic and Regional  
Development

Tourism operators  
Primary producers  
Agribusinesses

## **INSIDE BACK COVER (Page 17)**

### **Publication details**

**TBD**

## **BACK COVER (Page 18)**

*To be designed*