



Agenda for the Northern Rivers

Joint Organisation

Ordinary Board Meeting

Date: 3 May 2019

Location: Richmond Valley Council Chambers

Time: 10.30am

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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

Apologies have been received from Cr David Wright, Cr Michael Lyon, Cr Virginia West, Ms Janelle Saffin MP and Mr Chris Gulaptis MP

3 DECLARATIONS OF INTEREST

4 ADDRESS BY OFFICIAL VISITOR(S)

Commencing at 12 noon, Tamara Smith, Member for Ballina will provide the meeting with a brief update on her vision for the Northern Rivers.

5 CONFIRMATION OF MINUTES AND BUSINESS ARISING FROM THE MINUTES

5.1 CONFIRMATION OF MINUTES OF THE ORDINARY MEETING OF THE NORTHERN RIVERS JOINT ORGANISATION HELD 8 FEBRUARY 2019

The Minutes of the Ordinary Meeting of the Northern Rivers Joint Organisation Friday 8 February 2019 are attached for information and adoption by the Board.

RECOMMENDATION:

THAT the Minutes of the Ordinary Meeting of the Northern Rivers Joint Organisation held Friday 8 February 2019 be adopted as a true and accurate record of proceedings of that meeting.

[Attachment 1:](#)

Draft minutes of the Ordinary meeting of the Northern Rivers Joint Organisation held 8 February 2019

6 NOTICES OF MOTION

6.1 SNOWY HYDRO LEGACY FUND

Given the commitment by the Board to endorse the Northern Rivers Watershed Initiative (NRWI) as a key Strategic Regional Priority project, it is thought beneficial to seek membership of the panel responsible for distribution of these funds.

The NRWI involves large-scale investment in catchment areas that restore natural hydrologic functions that deliver both improvements in stream bank condition and river health and that also contribute to reduced flood risk within the catchment. In addition, it will also involve implementation of coastal zone management plan actions to address high priority estuarine health issues. These measures will deliver a range of environmental, social and economic benefits on a truly regional scale.

The Preliminary Costings released in February (and attached), indicates scoping of the scale of work needed to effect landscape-scale change requires a budget in the order of \$150m over 10-15 years.

Assessment criteria for the SHL funds requires:

- Only large scale projects (>\$50m) and programs (<\$100m)
- Funding for project delivery and planning activities (eg business cases)
- Must be productive infrastructure to improve regional economic development
- Must be of primary benefit to regional NSW

RECOMMENDATION:

THAT the NRJO request that the Honourable John Barilaro, Minister for Regional NSW, Industry and Trade appoint an NRJO board member to the panel for the Snowy Hydro distribution of funds.

Attachment 2:

Northern Rivers Watershed Initiative Preliminary Costings March 2019

7 REPORTS

7.1 CHAIR'S REPORT

7.1.1 Update from Country Mayors' Meeting

A summary of the Country Mayors' Meeting in Sydney 8-9 March 2019 was emailed to all Board members and is included at Attachment 3.

RECOMMENDATION:

THAT the report be noted

[Attachment 3:](#)

Report from Country Mayors' Meeting

7.1.2 Executive Officer Performance Review Process

In accordance with the Contract of Employment requirements (Cl 7: Performance Agreement and Review), I met with the EO on 8 April 2019, to discuss the performance planning and review process.

The LGSA Management Solutions team has provided the General Manager Performance Review template for use, in light of the number of member councils in the NRJO. The template will be used to guide the process and the adopted Strategic Regional Priorities will form basis of the structure for an Action Plan as to how the performance criteria will be met.

The Focus Capabilities for the role as articulated in the Local Government Capability Framework will also be part of the process. In conjunction with the key accountabilities as published at the time of recruiting for the role, I suggest the following areas be a focus for review:

- Advocacy
- Communications
- Strategic Policy
- Relationships and Networks

RECOMMENDATION:

THAT a Performance Review Committee comprising the Chair and two Board members be established, and the committee be convened in late 2019 to undertake a review.

7.2 EXECUTIVE OFFICER REPORT

1 Strategic Directions

Regional Members of Parliament

Correspondence has been sent to elected members in Tweed, Lismore, Ballina and Clarence electorates offering Cr Mulholland's congratulations. Opportunities to work together, to maintain regular communication and to garner support for the advocacy areas of NRJO, including attendance at this Board Meeting, are being explored.

A request has been put to Janelle Saffin MP, Member for Lismore, to secure meeting space at Parliament House for the Chair and EO to hold meetings during visits to Sydney.

Country Mayors Association, Q&A with leaders of NSW Political Parties - 8 March

The EO accompanied Cr Mulholland to the above meetings held at Parliament House, Sydney and we were able to provide all candidates with an NRJO promotional folder. Mayors will have seen the summary of the meetings circulated by Cr Mulholland on 10 March.

The next meeting of the Country Mayors and JO Chairs on **30-31 May** will provide an opportunity to have more dialogue with Ministers on the detail of the NRJO advocacy briefs and project directions.

An invitation is also being extended to Shelley Hancock, Minister for Local Government.

JO Chairs and EO Network Meeting – 7 March

Steve Orr, DPC addressed the JO Chairs meeting with a focus on the correspondence Deputy Premier and Nationals leader, John Barilaro. It was reiterated that regional DPC directors have been instructed to 'do what is needed for JO success'. The discussion focussed on the proposal that JOs take on more responsibility with consideration of 'a number of options to help build the capacity of JOs to assist in the implementation of regional infrastructure programs and services'.

The review of ministerial portfolio areas has meant that ten departments have now been re-configured into eight. The new cabinet has not yet convened, so when this first cabinet meeting occurs in early May, it is expected that resourcing of JOs to enable delivery of the government's priorities and more detail on the above expanded role will be clarified.

The EO Network meeting workshopped the nature and focus of the group and have agreed on ToR and operational arrangements coming under the following broad headings: Sharing and collaboration; Functions and projects; Building value and confidence in the network; Partnerships and programs.

Media and Advocacy

The media release highlighting the 7-8 March meetings at Parliament House generated positive interest with a number of media interviews done by our Chairperson.

The EO has met with the Chair and CEO of North Coast Community Housing to discuss collaboration opportunities and obtained comments to support a media release on NRJO's social and affordable housing advocacy area.

The strategic priority areas have been promoted on NRJO social media and media releases will continue on each of the eight advocacy/project briefs.

Strategic Regional Priorities

The Chairperson forwarded the following communication to elected MPs, with the accompanying Advocacy Briefs, (copies of which are included in the business paper together with a summary table of the eight identified projects and advocacy areas):

The Board of the Northern Rivers Joint Organisation is committed to ensuring the most beneficial outcomes that strengthen local communities.

Achieving these outcomes will require the backing of government and sustainable funding into the future.

As Chair of the organisation established by the NSW Government specifically to advocate for Northern Rivers constituents, the Mayors of the six Local Government Areas have given me their full endorsement to push forward on eight key areas.

These important projects and necessary policy directions reflect community aspirations and changes that, when fully supported by government, will provide solid foundations for social, environmental and economic growth to flourish across the region.

Attachment 4:

Project Summary Breakdown and Advocacy Briefs

The EO has followed through with meetings and collaborative discussions on funding opportunities to support action on the strategic priorities:

- Social and affordable housing – NCCH and Social Futures
- DPC discussion 18 April in relation to joining the Renewable Energy Working Group
- Contact provided to connect with Amy Kean, Director of the Energy Infrastructure and Emerging Technologies branch of Dept of Planning and Environment
- Next RLE Meeting scheduled for 23 May in Coffs
- Discussions and email communication with North East Waste staff on waste levy and council waste charges
- Regular discussions occurring with Rous GM and connected with Safe and Secure Water Program staff
- Teleconference with Scott Hetherington, Senior Program Leader Biodiversity at Tweed Council and presentation to NRM Group meeting on 12 June
- The finalisation of the Freight and Supply Chain Study and Strategy launch will support lobbying efforts on the acceleration of the road repair program and discussions are continuing on possible follow through work by the SCU team
- Liaison with Destination North Coast with alignment between NRJO and strategic direction as outlined in their Associate Member report
- Liaison with Regional Development Australia Director around areas of collaboration

Attachment 5:

Minutes of Regional Leadership Executive – 28 February 2019

As identified in the Chairperson's report, the performance planning process for the EO will articulate an action plan to prioritise where energy should be directed and identify timeframes for achieving outcomes.

RECOMMENDATION

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

7.3 ROUS COUNTY COUNCIL - SAFE AND SECURE WATER PROGRAM REGIONAL BULK WATER SUPPLY STRATEGY UPDATE

Purpose

The purpose of this report is to advise the Northern Rivers Joint Organisation (NRJO) on progress of the Regional Bulk Water Supply Study through the Safe and Secure Water Program (SSWP).

Background

At the 8 February 2019 meeting, the NRJO resolved to allocate funds for development of the detailed Regional Bulk Water Supply Study SSWP application. The NRJO also requested that this detailed application exclude any assessment of the interconnection between Tweed Shire Council's and Rous County Council's bulk water supply distribution networks.

As noted in the report to the NRJO, the objective of this study was to evaluate the potential benefits to future water supply security resulting from a regionally integrated system. All scenarios involve the interconnection of the two largest water supply networks (Tweed Shire Council and Rous County Council) as well as interconnection of the smaller town water supplies to this larger network. Feasibility assessments and conceptual designs of these interconnections were recommended as a priority.

In late 2018, the NSW Government advised of changes to the SSWP. As a result of these changes, detailed applications under the 2017 guidelines closed on 1 April 2019. Given the changes in scope of works from the original action plan, and advice received by the then NSW Department of Industry, the detailed NRJO Regional Bulk Water Supply Study SSWP application was not submitted by this date.

The government has recently commenced a process of SSWP roadshows with the aim of providing further details about the program, its funding streams, proponent prioritisation and the new application process. These roadshows will conclude in June 2019.

Based on the new guidelines, and advice received by the then NSW Department of Industry, the NRJO Regional Bulk Water Supply Study should consider applying under Stream 2 given the strategic planning nature of the study. Stream 2 funding under the SSWP is for the preparation of an Integrated Water Cycle Management (IWCM) strategy or scoping study. It is not clear whether the NRJO would be required to develop a 30-year IWCM strategy to be eligible for this funding stream. Rous County Council staff are seeking further advice on this process before recommending a direction to be taken.

Conclusion

The 2013 Northern Rivers Regional Bulk Water Supply Study recommended a regional approach to improving water supply security in the Richmond / Tweed river basins.

The NRJO was invited to apply for funding under the NSW Government's Safe and Secure Funding program for investigations relating to water supply security in the region. A range of factors meant that a detailed application was not submitted by the 1 April 2019 deadline. Advice received from

the then NSW Department of Industry recommended the NRJO should seek funding for the Regional Bulk Water Supply Study under the SSWP Stream 2 grant funding program.

Staff are awaiting further advice from the Department of Planning and Industry on the new application process, and confirmation of the benefits of Stream 2 funding.

RECOMMENDATION

THAT the NRJO receive and note this report.

A handwritten signature in black ink, appearing to read 'Helen McNeil', with a large, stylized loop at the end.

Helen McNeil
Acting General Manager
Rous County Council

7.4 RICHMOND VALLEY COUNCIL – WASTE TO ENERGY

Background

Waste Management is identified as a priority for the NRJO Strategic Regional Priorities 2019-2022 at Goal 10.2 “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.

The Northern Rivers Regional Economic Development Strategy includes an action to “Foster the Development of Emerging Industries and Specialisations through action of investigating regional renewable energy initiatives” and the NSW Government’s North Coast Regional Plan has a direction to “promote renewable energy opportunities”.

In its NSW Renewable Energy Resources Map, the NSW Government Department of Energy and Environment categorises Municipal Solid Waste (MSW) as a viable and considerable source of Bioenergy <https://www.resourcesandgeoscience.nsw.gov.au/investors/renewable-energy/renewable-resources-map>

Byron Shire Council has submitted papers to the JO on two occasions (August and October 2018) which have supported the investigation of a regional Alternate Waste Treatment facility in the Northern Rivers.

External factors continue to have a concerning amount of influence on our region’s waste management processes and is impacting on Council waste businesses’ financial sustainability. Beyond the immediate logistical need for action to resolve the waste management crisis, there are social and financial benefits of achieving renewable energy targets by using alternate waste treatment technologies.

Northern Rivers Energy from Waste Project

Richmond Valley Council seized a recent opportunity to begin discussions with a Japanese company, Pacific Consultants, who are investigating the potential for the development of an Energy from Waste (EfW) facility in the Northern Rivers for the treatment of Municipal Solid Wastes (MSW).

EfW facilities are becoming an increasingly popular solution for the treatment of MSW in countries all over the world. They are common in Japan and provide a safe, reliable and socially accepted process for treatment of MSW to generate energy. EfW facilities provide a net reduction in greenhouse gas emissions by eliminating methane generation from landfills, enabling investment to be in a baseload renewable energy facility rather than the traditional spend on developing and managing landfills.

Pacific Consultants are a reputable international firm based in Japan. They have been established since 1951 and deliver a broad scope of projects in fields including energy and environment,

transport infrastructure, land conservation and project planning. Pacific Consultants has developed 458 EfW facilities worldwide, including facilities that were visited in a recent study tour which were very impressive and technologically advanced operations.

Pacific Consultants were successful in obtaining a grant from the Japanese Government to begin a pre-feasibility study for an EfW facility in Australia, as the Japanese are very proud of how they manage waste in a geographically constrained country and want to share their expertise and opens doors for foreign investment. This study examined the conceptual viability of an EfW facility in Casino in the Northern Rivers. The outcomes of the pre-feasibility study were positive and it is now proposed that a full feasibility study will be undertaken. The attached Project Update document has been prepared for the consideration of the JO.

As part of the pre-feasibility study, discussions have commenced with senior executives from Department of Premier & Cabinet, NSW Department of Industry, NSW EPA, NSW Planning and the Federal Government's Australian Renewable Energy Agency (ARENA). There is interest in the technology and the prospects for the project which will now be pursued. The Government agencies have been very positive about this project being led by local government and would like to see councils continue to be involved in progressing it.

The main challenge to make a facility viable for the Northern Rivers is to secure sufficient volumes of waste for the minimum size EfW facility to be viable. The 7 councils on the northern rivers (Richmond Valley, Tweed, Byron, Ballina, Lismore, Kyogle and Clarence Valley) could supply 50,000 tonnes per annum, with the ideal minimum supply required for a financially viable sized facility being 90-100,000 tonnes.

The challenge to make the project viable is to attract a reliable supply of landfill waste. We will be having discussions with Councils surrounding our region as we know there is wider interest in EfW facilities across NSW Local Government to solve the ever-mounting challenges with waste management.

Next steps

Richmond Valley Council has applied for funding under the NSW Government's Emerging Energy Fund to enable the next phase of developing the project. The NSW Government is very interested in the project and wants to see the full support of the NRJO to add impetus to progressing this project and receiving Government support.

At this stage there is no requirement for a financial contribution from Councils, but it is timely that Councils consider their level of interest and commitment to pursuing this alternate waste treatment solution. The project provides a good opportunity for all Northern Rivers Councils to work together to find a regional solution to our future of waste management needs, as well as provide a renewable energy solution to enable Councils to move closer to achieving their stated waste reduction and renewable energy targets.

RECOMMENDATION

THAT the Joint Organisation:

1. notes the progress of the Northern Rivers Energy from Waste project and the opportunities it may provide for Councils in the Northern Rivers and surrounding areas;
2. continues to actively support Richmond Valley Council's development of this potential alternate waste treatment technology as a solution to the region's waste management challenges.

[Attachment 6](#)

Northern Rivers Energy from Waste Project Update – April 2019

7.5 NORTHERN RIVERS BRANDING PROJECT

Background

This proposal seeks support from the NRJO Board for approximately \$5-10,000 in co-funding with partners in this project, which aims to collaboratively provide a NR branding solution for all businesses and industry in the region to leverage and ensure the real story of the region is shared consistently. The desired outcome is to: increase the awareness of the region to a national and international target audience; provide Northern Rivers with a highly recognisable and identifiable brand for use by a range of users, across platforms; and strongly represent value proposition of the region.

In summary, the project aims to:

- Develop a regional brand that unites business, industry and community for successful economic growth
- Drive collaboration with key industry stakeholders leading the initiative
- Increase awareness of the region to a national and international target audience
- Work with a regional brand agency who have a track record of success

The Steering Committee has appointed The North Coast Ad Agency as consultants for this brand development exercise. The Ad Agency, with a proven track record and understanding of the character of the area, will prepare a compelling and genuine brand platform and implementation model for the region, helping to define and position the region. The collective representation of the NR is anticipated to increase the value proposition of industries and destinations within, which in turn will assist in growing the economy and support the expansion of business and industry in the region.

Steering Committee:

- Simon Stahl, NCMC
- Tanya Crowther, NORCO
- Allison Henry, Northern Rivers Food
- Jane Laverty, NSW Business Chamber
- Isabel Perdriau, NRJO
- Michael Thurston, Destination North Coast
- Tim Williamson, RDA Northern Rivers
- Lenna Klintworth, DPC Regional

As Stage One of the project has just commenced, the Steering Committee now seeks funding support from industry.

Department of Premier & Cabinet Regional Development is investing \$21,000 (excl GST) in the project.

RECOMMENDATION

THAT NRJO take part in this collaborative initiative and invest \$5,000 in the project.

[Attachment 7:](#)

Northern Rivers Brand Deck

7.6 FUTURE NORTHERN RIVERS (FNR)

The Newscorp GM and Northern Star Marketing Mgr met with Cr Mulholland and the EO in Kyogle on 18 March to outline the campaign and gain support. The proposal was emailed on 2 April and is now put to the Board for a response to the request for funding.

Rod Harris, General Manager and David Kirkpatrick, Editor, will provide a presentation in support of NRJO's involvement in this campaign (summarised below).

Proposal for Future Northern Rivers (FNR): The Northern Star editorial campaign supported by the Northern Rivers Joint Organisation

Summary of content print and digital: The Future Northern Rivers campaign will examine the challenges ahead for our region, the population demography and their associated requirements, including the importance of creating opportunities and jobs for our youth via all levels of education and business innovation, explore the options for addressing them and reveal innovative and achievable ideas for transforming our region over the next 25 - 30 years. Future Northern Rivers is a prime opportunity to look forward and create the best outcomes for our diverse region.

Timing and key dates: Significant dates: campaign duration: June 3 – June 11. VIP round table: May 2019 with David Kirkpatrick with key local decision makers and thought leaders. The Northern Star Bernard Salt event June 11

Why FNR is a must for NRJO in 2019. The timing of this initiative creates the perfect platform for the NRJO to showcase the strategic regional priorities that will deliver our region sustainability and resilience and ensure we continue to prosper as we grow into the future.

The Northern Star enables you to showcase the overall joint vision and the community masthead elements ensure each LGA can customise the vision to a hyper local level.

Levels of entry & top line inclusions:

Superior Investment: \$10,000. PR and Media value based on 10 x spend = \$100K. **Snapshot of benefits:** major sponsor of the campaign, post event campaign report with action plan, invitation to editorial campaign meeting, 10 tickets to FNR event, hyper local content spread in community per LGA masthead. Editorial alignment e.g. ability to profile your content/research within campaign. **Marketing & PR:** Logo inclusion on campaign content marketing advertising print and digital. Inclusion in event advertising campaign Logo inclusion on media release.

Supporting Investment: \$5,000. PR & Media value based on 10 x spend = \$50K. **Snapshot of benefits:** Sponsor of the campaign, Post Event campaign report with action plan, editorial campaign 5 tickets to Future Event, Hyper local content Full Page in community masthead. Editorial alignment e.g. ability to profile your content/research within campaign. **Marketing & PR:** Logo inclusion on campaign content marketing advertising print and digital. Inclusion in event advertising campaign Logo inclusion on media release.

The superior investment offers significant integration opportunities and effectively delivers each member of the NRJO a 2-4 week campaign plus attendance at the Bernard Salt lunch for \$1,666.66 per member.

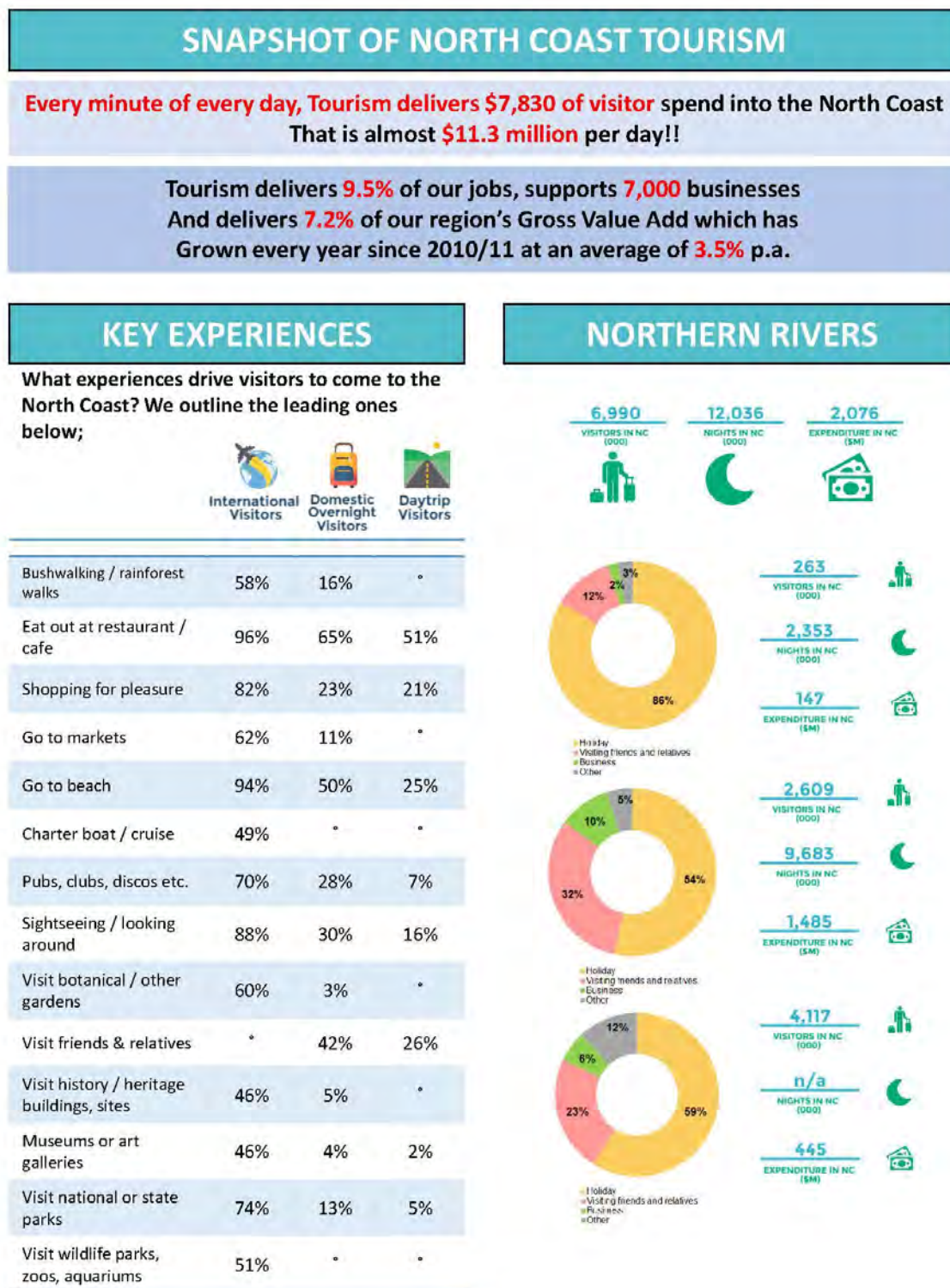
RECOMMENDATION

THAT the request for financial support and involvement in the campaign be supported at the level of Superior Investment: \$10,000

7.7 DESTINATION NORTH COAST – ASSOCIATE MEMBER REPORT

Cameron Arnold, Chair of Destination North Coast and Michael Thurston, General Manager, will make a brief presentation to the Board.

The documents below will form the basis of discussions





PRIORITY PROJECTS

Nature Based Tourism Investment Attraction Plan

Develop a North Coast Nature-based Tourism Investment Activation Plan including confirming high priority nature based projects	Jul 18-Jun 19
Activation support for selected high priority nature based tourism experiences to attract investment and/or bring to market.	Jul 19-Jun 20

Business Events Resourcing for the North Coast

Deliver a whole of destination approach to lead generation, skills development, and familiarisation visits. Working in partnership with Destination NSW to deliver incremental Business Events, visitation and revenue for the North Coast.	Dec 18-Dec 19
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Destination North Coast Tourism Symposium

Industry forum bringing together key regional stakeholders to discuss and consider issues, challenges and opportunities impacting tourism across the North Coast. Second annual event, 1st August South West Rocks.	1 Aug 19
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Northern Rivers Brand Development

Participating in the review and potential development of a Northern Rivers brand. The project has representation from multiple sectors, government and non government departments with the view of creating a united platform to be used to represent the region.	Dec 18-Sep 19
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North Coast Tourism Awards

Opportunity to recognise, promote and celebrate excellence in tourism. The awards also support improved business planning, development and internal analysis. 2018 awards led to increased representation of North Coast businesses at the NSW Business awards which the region dominated with 37 finalists overall. Second annual event, 1 st August South West Rocks.	1 Aug 19
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Accommodation Audit & Study Into Investment Best Practices

Commission a research study into accommodation gaps across the NC to identify and outline current and future demand, priority investment locations, case studies on ROI for hotel/motel refurbishment, best practice on environmental management and use of renewable energies.	Jun 19-Dec 19
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Visitor Profiling & Demand Analysis

Working with LGA representatives as part of a Tourism Research Group. The group will highlight areas to focus development to enhance the NC visitor experience and economy.	Mar 19-Dec 19
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Food, Arts and Culture Trails

Create and promote new and existing food, arts and culture trails and experiences. Capitalising on this emerging market whilst providing primary producers with alternate revenue streams.	Jul 19-Jun 20
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Aboriginal Tourism Product Development

Work with partners to identify ways to enhance existing, and promote market ready Aboriginal tourism experiences across the North Coast including linking current Indigenous product	Jul 19-Jun 20
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RECOMMENDATION

THAT the report from Destination North Coast be received and noted

7.8 RDA NORTHERN RIVERS – ASSOCIATE MEMBER REPORT

Tim Williamson, Director of Regional Development, RDA Northern Rivers has provided the following report for consideration.

Key Project Highlights Feb-Apr 2019:

• REGIONAL DEVELOPMENT/ COLLABORATION

- Regional Branding project: RDA-NR, Dept Premier and Cabinet, DNC and industry are collaborating to develop a Northern Rivers Regional Brand architecture. The ADAgency a highly regarded consultancy has been selected to manage the project.
- A Council-led roundtable has met to discuss the anomaly of Clarence Valley Council's unemployment (very high unemployment regardless of large investment into major projects) and the department will do a deep dive into the statistics to determine if there are any factors that can be identified. A range of interventions and projects have been put forward.
- RDA-NR has been invited to partner with NEWS CORP to present a regional "Future's forum". Guest presenter will be Bernard Salt.
- Digital Industry Training: Training NSW and RDA-NR are working with industry and training providers to develop a solution to the growing training issues experienced by the digital and creative industries. Traditional methods of training/learning are no longer valid and require new solutions.
- RDA-NR is a partner in an informal group seeking to ascertain gaps in business development assistance. Locally built and run programs could result which can be rolled out across the region and further afield.
- Member of Cross-Border Tourism Working Group. The WG is reviewing key aspects of current strategy.
- Partnered with Entrepreneurs' Facilitator to present "Behavioural Economics" workshop
- Northern Rivers Freight and Supply Chain Study finalized.
- Collaborating with Regional organisations to promote innovation in the region and services to assist innovators at Primex 2019.

INVESTMENT, PROMOTION and FACILITATION:

- Future Agro Challenge: Since 2016, a North QLD group, led by Tablelands Council has hosted an international agri-tech start up event, known as Future Agro Challenge. A contact has enquired whether RDA-NR/SCU/Sourdough would be interested in collaborating with the NQ group to hold the event every other year.

- Partnered with Venture Organics' first investment/pitch event. Recorded 160 attendees on the first day and has the potential to become a national event. Focus was on regenerative agriculture.
- Partnered with Founders Northern Rivers to present Tweed Heads Investor-ready workshop.
- Digital Content Industry: Ballina Shire Council received NSW govt funding to start works on the industrial precinct near the airport. This precinct could host the film and TV studio identified in the Digital Industry report RDA launched in 2017. Assistance to the develop the project is ongoing.

EXPORT / TRADE

- SME Export Hub Program: RDA-NR has been advised that an application to the SME Export Hub program was successful.
- Hemp Industry: RDA-NR has identified the hemp industry as a growth industry and is working with Sourdough Business Pathways and DPI to establish an industry development program focused on value adding manufacturing. Sourdough has received funding via Jobs for NSW to assist new industries develop.

GRANT ASSISTANCE/GOVT ADVICE

- Grant Writing toolkit: A grant writing Toolkit has been developed for use by businesses and community organisations The Toolkit will be uploaded to the website and can be downloaded as a hard copy. We will investigate online tools (Vodcast, webinars) to accompany this information.
- Letters of support provided to a number of organisations for regionally focused projects
- Assisting NR Health Network to develop local grant with healthy communities focus.
- Met with Kyogle Cr Passfield to discuss Summerland Way options.
- Met with Richmond Valley Council GM and EDO to discuss employment issues

RECOMMENDATION

THAT the report from RDA Northern Rivers be received and noted

RDA NORTHERN RIVERS

STRATEGY 2019-2020



Regional Development Australia - Northern Rivers (RDA-NR) is part of a national network of RDA Committees made up of local leaders. RDA-NR works with all levels of government, business and community groups to support the economic development of the Northern Rivers region. Our Charter priorities are to:

- **Collaborate** with relevant stakeholders to identify economic opportunities and leverage private and public sector investment to the regions;
- **Connect** regional businesses, councils and industry sectors with international trade partners, financial markets and investors;
- **Promote** and disseminate information on Australian Government policies and grant programs to state and local governments and industry, business and community sectors;
- **Support** community stakeholders to develop project proposals to access funding;
- **Develop** and maintain positive working relationships with the local government bodies in our region;
- **Facilitate** public and private sector decentralisation;
- **Assist** in the delivery of Australian Government programs, where relevant and where requested by the Minister;
- **Engage** with regional entrepreneurs and emerging business leaders to explore new opportunities to grow local jobs in our region;
- **Provide** information on their region's activities and competitive advantages to all levels of government, industry, business and community sectors; and
- **Provide** evidence-based advice to the Government on critical regional development issues positively and negatively affecting our region.

STAKEHOLDER ENGAGEMENT

Working collaboratively with our key stakeholders is central to everything we do. **Key stakeholders include:**

- Federal Government Ministers and agencies;
- RDA Network, RDACC
- NSW State Government agencies
- Northern Rivers Joint Organisation
- Local Governments of Tweed, Byron, Ballina, Lismore, Clarence Valley, Kyogle and Richmond Valley Councils
- Industry Bodies, NSWBC
- Business and Industry Leaders, Sourdough, entrepreneurs
- Academic Institutions, Southern Cross University and TAFE

STRATEGIC DRIVERS

RDA NR strategies are driven by a range of principles:

- Taking a whole of region approach and working efficiently and effectively across the region
- Placing stakeholders & clients at the centre of all we do
- Identifying and addressing areas of market failure
- Focusing on Priority Sectors which are evidenced-based
- Where goals are aligned; utilise partnerships for mutual benefit
- Attracting investment into productive areas of economic activity
- Encouraging diversification, uptake of new technologies, introduction of new economy businesses



OUR VALUES

RDA-NR follows these principles that inform our decisions:

- leadership – in our own roles and for the region
- innovation / creativity – walk the talk. As we inspire industry to innovate, so must we take the challenge ourselves.
- sustainability – in everything we do
- diversity – respect for all
- resilience – reflective of our resilient communities
- opportunism – we will not wait for change to happen to us
- consultative – build rapport across and among our stakeholders
- sense of place – we represent the communities in which we work

STRATEGIC PRIORITIES

Our strategic priorities focus on providing continuous improvement of our core business and achievement of our goals:

- Priority Sectors- Agribusiness, Food and Bev Manufacture, Visitor Economy, Digital/Creative Industry & Advanced Manufacture
- Focus on Achievement – every action must relate to our key goals of driving down unemployment, increasing exports, increasing investment and attracting key infrastructure projects. Our Charter and Business Plan provide the direction in which we will do this
- Over the Horizon – our region is innovative and creative but has a narrow economy. Meanwhile business models are changing rapidly, and we will lead the region to better understand and capitalise on its strengths in order to broaden and transform its economic base
- Promote the Northern Rivers – work closely with key stakeholders to promote the advantages and unique qualities of the region, nationally and internationally.
- Influence Policy – We understand our region the best and will continue to proactively inform and influence policy and decision making.
- People Development – we will invest in our people- both staff and board members to ensure high performance levels are maintained
- A Regional Service Delivery – equitable representation across the region builds trust and respect with our stakeholders. We will ensure RDA NR delivers highest levels of service to all clients, flexibly, equally, everywhere including RCB services.
- Increased Collaboration – collaborate with key stakeholders to co-design and deliver programs which maximize our collective strengths and resources.

SUCCESS LOOKS LIKE...

A dynamic and prosperous regional economy driven by:

- Strategies and plans that are evidence-based with outcomes that will be monitored and measured
- Increased investment into key regional infrastructure and business investment and reinvestment into firms.
- Northern Rivers is regarded as a welcoming investment location by new growth industries.
- An increase in the number of export capable firms and export value.
- RDA NR being regarded as the lead agency for economic development across the region.
- Key factors for unemployment are better understood.
- Considered an integral part of a strong regional network of economic development specialists.
- An innovation diffusion through the introduction of new business models, technologies and people into traditional industries.
- A highly skilled and experienced workforce.

7.9 REQUEST FOR ASSOCIATE MEMBERSHIP

A request has been received via email from the Combined North Coast Rural Industry Consultative Committee and North Coast Agriculture Natural Disaster Advisory Group to become Associate Members of the NRJO to provide a rural industry representative.

The committee consists of representatives from a broad range of primary industry and associated agencies.

Gary Murphy former General Manager of Lismore City Council was the previous attendee on behalf of NOROC. The linkages between the JO and the Committee are the common priorities across the groups, regional economic development, investment, jobs and sustainable land management.

RECOMMENDATION

THAT the request for Associate Membership be accepted.

[Attachment 8:](#)

Draft minutes of Combined North Coast Rural Industry Consultative Committee and North Coast Agriculture Natural Disaster Advisory Group

7.10 FREIGHT AND SUPPLY CHAIN STRATEGY – FINAL REPORT

At the NOROC meeting on 28 May 2018, the Board resolved to commit \$50,000 of its available Resource Sharing budget towards the Research to Identify Freight and Supply Chain Constraints and Improvements in the Northern Rivers NSW to be undertaken by Southern Cross University as a partnership between the NSW Government, and RDA Northern Rivers, and NOROC.

Following the release of the draft report, a workshop was held in January 2019 to discuss the recommendations made.

The report has been finalised and The Freight and Supply Chain Strategy will be launched at the 3 May 2019 Board meeting.

Report author Dr Ken Doust will provide a summary of the findings, with the GMs' Group on 1 April having a presentation and endorsing three priority Precinct Working Groups as the strategy's focus:

- Bruxner Highway
- Alternate Route to Brisbane
- Gold Coast Airport

A copy of the Executive Summary is included with the meeting papers.

RECOMMENDATION:

THAT the Northern Rivers Joint Organisation accept the Freight and Supply Chain Strategy report

[Attachment 9:](#)

Executive Summary – Northern Rivers Freight and Supply Chain Strategy

7.10 NRJO FINANCIAL REPORT TO 31 MARCH 2019

At the 1 April 2019 General Managers' meeting, approval was received to sponsor a Councils-run booth at the Northern Rivers Career Expo 2019. This event is being held Thursday 9 – Friday 10 May 2019 at the Goonellabah Sports and Aquatic Centre.

A further opportunity to promote the NRJO in the form of a back page advertisement in the Expo handout arose and approval from the Chair was sought and received.

Financial reports for the period ending 31 March 2019 are included in the meeting papers.

Statement of Comprehensive Income and Statement of Financial Position for NoRJO as at 31 March 2019

	2018/19 Budget	2018/19 Actual	2017/18 NOROC
<u>Operating Revenues</u>			
Membership Fees	102,900	102,893	102,893
Myroadinfo Fees	32,800	33,725	32,800
LG Procurement Rebate	10,000	36,602	30,087
State Gov't Contribution	300,000	300,000	-
Interest	7,000	4,418	6,387
Total	452,700	477,638	172,167
<u>Operating Expenses</u>			
Bank Charges	100	76	7
Conferences, Events, Travel	10,000	5,410	-
Professional Development	5,000	-	-
Exec Officer - Salary/Oncosts/Recruit	90,000	19,136	45,004
Exec Officer - Computer	-	2,130	-
Exec Officer - Vehicle Allowance	8,000	2,145	-
Exec Officer - Support (RDA)	50,000	64,800	-
Exec Officer - Office (Rous)	25,000	-	-
MyRoadInfo	27,900	17,350	27,250
Professional Fees – Audit	5,000	-	-
Media and Communications	5,000	620	-
Record Storage	500	-	209
Regional Projects	150,000	73,229	15,364
Sundry Expenses	2,000	1,803	1,475
Total	378,500	186,699	89,309
Net Cash Movement	74,200	290,939	82,858
Retained Earnings - 1 July	471,400	440,893	388,580
Retained Earnings - 30 June	545,600	731,832	471,400

Profit & Loss Statement

July 2018 To March 2019

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	
Projects		
Membership	\$102,893.00	
Myroadinfo	\$33,725.00	
LG Procurement Rebate	\$36,602.40	
Other income		
Interest Received	\$4,417.55	
Total Income		\$477,637.95
Gross Profit		\$477,637.95
Expenses		
Operational Expenses		
Computer ISP and Registrations	\$978.32	
Myroadinfo costs	\$17,350.00	
Consultants	\$12,950.00	
Phone charges	\$342.24	
Stationery	\$152.30	
Support services - Admin contr	\$64,800.00	
Payroll and Staff Expenses		
Direct Staff Expenses		
Wages	\$11,478.24	
Allowances	\$2,145.00	
Superannuation	\$1,090.44	
Provision for Staff Entitlemen	\$1,005.15	
Other Staff Expenses		
Mileage	\$250.14	
Recruitment	\$3,818.18	
Travel expenses (non payroll)	\$4,416.10	
Travel - Meals	\$27.01	
Workers Comp Insurance	\$1,493.66	
Property Expenses		
Other	\$41.36	
Financial, Legal, Professional		
Bank charges	\$76.24	
Marketing, Promotional, Events		
Printing	\$1,433.09	
Banners / Logos	\$620.00	
Event Catering	\$498.18	
Other Event Costs	\$170.00	
Regional Projects		
Project Contributions	\$58,000.00	
Board and Committee Expenses		
Meeting Catering	\$1,253.28	
Equipment & Computers		
Computer Equipment	\$2,129.54	
Office Furniture/Equip	\$180.91	
Total Expenses		\$186,699.38
Operating Profit		\$290,938.57
Net Profit/(Loss)		\$290,938.57

This report includes Year-End Adjustments.

Created: 10/04/2019 9:24 AM

Balance Sheet

As of March 2019

NoRJO

PO Box 146

LISMORE NSW 2480

ABN: 68 587 813 167

Email: admin@northernriversjo.nsw.gov.au

Assets				
Cash				
Summerland Community First		\$2,919.16		
Summerland Saver		\$728,016.61		
Debit Card - Chair		\$1,812.49		
Debit Card - Exec Officer		\$2,463.44		
Debtors				
Trade Debtors		\$4,180.00		
Total Assets				\$739,391.70
Liabilities				
Current Liabilities				
Creditors				
Trade Creditors			\$5,557.50	
Accrued Expenses	\$2,145.00			
GST Liability				
GST Collected		\$2.86		
GST paid	\$2,822.98			
Payroll Liabilities				
PAYG			\$1,672.53	
Superannuation Payable	\$923.52			
Provision - Staff entitlements	\$81.63			
Total Liabilities				\$7,560.06
Net Assets				\$731,831.64
Equity				
Retained Earnings			\$440,892.93	
Current Year Earnings			\$290,938.57	
Historical Balancing			\$0.14	
Total Equity				\$731,831.64

RECOMMENDATION:

THAT the contents of the NRJO financial report for the period ending 31 March 2019 be received and noted.

The NRJO savings account has a balance of \$720,000. In discussions with the Chairperson it was recommended the Board consider establishing a fixed term deposit account to earn some interest. It is proposed that \$300,000 be placed in a fixed term deposit account. The table below provides information gathered from CANSTAR for comparison

NRJO Fixed term deposit comparisons (source: Canstar)

	1 year		3 year	
Investment \$300,000		Interest		Interest
	%	\$	%	\$
Summerland Credit Union	2.55	\$ 7,650	2.55	\$ 21,311
Newcastle Permanent	2.5	\$ 7,500	2.8	\$ 23,401
Commonwealth Bank	2.2	\$ 6,600	2.2	\$ 18,458

RECOMMENDATION

THAT the Executive Officer be authorised to negotiate with Summerland Credit Union to obtain their best interest rate for NRJO as an existing valued customer.

7.11 FINANCIAL FORECAST 2019-2020

Financial Plan - The EO was asked to update GMAC on the Financial Plan for membership fees and at the 1 April meeting, General Managers were in agreement to maintain the Annual Membership fee schedule adopted in 2018 (See below). The Board is required to review the Financial Plan annually.

Adopted Forward Financial Plan

Item	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Operating Revenues							
Membership Fees	102,893	102,900	128,600	160,800	201,000	251,300	257,600
MyRoadInfo Fees	32,800	32,800	33,600	34,400	35,300	36,200	37,100
LG Procurement Rebate	30,087	10,000	10,300	10,600	10,900	11,200	11,500
State Gov't Contribution	0	300,000	0	0	0	0	0
Interest	6,387	7,000	8,000	5,000	2,000	1,000	1,000
Total	172,167	452,700	180,500	210,800	249,200	299,700	307,200
Operating Expenses							
Bank Charges	7	100	100	100	100	100	100
Conferences, Events, Travel	0	10,000	10,300	10,600	10,900	11,200	11,500
Professional Development	0	5,000	5,100	5,200	5,300	5,400	5,500
Exec Officer - Salary/Oncosts	45,004	90,000	92,300	94,600	97,000	99,400	101,900
Exec Officer - Vehicle	0	8,000	8,200	8,400	8,600	8,800	9,000
Exec Officer - Support (RDA)	0	50,000	57,600	57,600	57,600	57,600	57,600
Exec Officer - Office (Rous)	0	25,000	25,600	26,200	26,900	27,600	28,300
MyRoadInfo	27,250	27,900	28,600	29,300	30,000	30,800	31,600
Professional Fees – Audit	0	5,000	5,100	5,200	5,300	5,400	5,500
Media and Communications	0	5,000	5,100	5,200	5,300	5,400	5,500
Record Storage	209	500	500	500	500	500	500
Regional Projects	15,364	150,000	150,000	150,000	100,000	50,000	51,300
Sundry Expenses	1,475	2,000	2,000	2,000	2,000	2,000	2,000
Total	89,309	378,500	390,500	394,900	349,500	304,200	310,100

Net Cash Movement	82,858	74,200	(210,350)	(184,100)	(100,300)	(4,500)	(3,100)
Retained Earnings - 1 July	388,580	471,400	545,600	335,250	151,150	50,850	46,350
Retained Earnings - 30 June	471,400	545,600	335,250	151,150	50,850	46,350	43,250

Adopted Annual Membership Fees

Item	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Membership Fees							
Ballina Shire	17,567	17,567	21,900	27,400	34,200	42,600	43,700
Byron Shire	15,067	15,067	19,300	24,100	30,100	37,600	38,500
Kyogle	9,924	9,924	13,100	16,400	20,500	25,500	26,100
Lismore City	18,307	18,307	22,200	27,700	34,600	43,200	44,300
Richmond Valley	13,084	13,084	16,700	20,800	26,000	32,500	33,300
Tweed Shire	28,944	28,944	35,400	44,400	55,700	69,800	71,700
Total Fees	102,893	102,893	128,600	160,800	201,000	251,300	257,600
Annual Increase (%)	0%	0%	25%	25%	25%	25%	2.5%

Notes

Accurate forecasting through to 2023/24 is impacted by the State Govt Contribution to be announced in May, with revenue forecasts previously done based on establishment funds paid only for the first year of NRJO operations. Depending on the ongoing funding decision by State Govt and discussion at this Board meeting, the budget for coming financial years will need to be revised.

As discussed with our Chairperson, it is up to the Board to determine where to allocate funds and then the budget will be set in light of this and the quantum of the State Govt Contribution.

The key assumptions in preparing the 2018/19 budget have been taken into account and for the financial forecast for the 2019/20 year and the following areas are highlighted:

Income

Membership Fees – endorsed by GMs Group 1 April. In terms of previous decisions, fees remained the same going into the 2018/19 year. Due to increased operating costs and to compensate for establishment funds paid in year one only, fees increase by 25% per annum for a period of four years from 2019/20 to 2022/23 and then by CPI, enabling NRJO to operate on a sustainable basis from 2023/24 onwards

LG Procurement rebate - will be advised before 30 June upon the conclusion of the Stakeholder Engagement Program. It is LGP's intention to offer a multiple year MoU from 2019/20. Previously a nominal allowance of \$10,000 was included for 2018/19 onwards.

State Government Contribution – to be determined at meetings with JOs to be held in May.

Interest – if fixed term investment recommendation is agreed to, this will change.

Expenses

Exec Officer Salary/Oncosts – During the recent discussion on the EO performance review process, the contracted 21 hours was flagged for further consideration of additional hours to more adequately meet the operational and strategic aspects of the role. This note foreshadows a future report.

Exec Officer - Office/Rous – \$25,600 reduces to \$5,000, this option to be re-visited later in 2019

Regional Projects - The Board will provide direction on additional funding allocation to implement the Strategic Regional Priorities and requirements around advocating for policy changes.

- Arising from the GMs meeting on 1 April, a commitment has been agreed for \$20,000 pa for three years for an ARC Linkage Project by QUT and JCU 'The Rise of the Lifestyle Town'

RECOMMENDATION

THAT the Forward Financial Plan as outlined be adopted, taking into account the notes as provided

8 URGENT BUSINESS

9 CONFIDENTIAL REPORTS

10 CORRESPONDENCE

- Letter of Support provided to Northern Rivers Rail Trail (RESOLUTION 08022019/8)
- Letter of Invitation provided to Associate Members Destination North Coast (RESOLUTION 08022019/10)
- Letters of congratulation provided to incoming State representatives
- Letter of Support provided to QUT Rise of the Lifestyle Town ARC application
- Letter of Support provided for Water NSW's application to upgrade Toonumbar Waters Retreat

11 ATTACHMENTS

Attachment 1:

**MINUTES OF THE ORDINARY MEETING OF
THE NORTHERN RIVERS JOINT ORGANISATION
HELD IN THE TWEED SHIRE COUNCIL CHAMBERS
TUMBULGUM ST MURWILLUMBAH
ON FRIDAY 8 FEBRUARY 2019 AT 11.00AM**

ATTENDANCE

Crs Danielle Mulholland (Chair), Isaac Smith, Katie Milne; David Wright, Michael Lyon

Louise McMeeking, Dept of Premier and Cabinet;

Isabel Perdriau (NRJO Executive Officer) General Managers Troy Green, Vaughan MacDonald, Graham Kennett, Mark Arnold, Phil Rudd.

Cr Keith Williams (Rous Water), Tim Williamson (RDA Northern Rivers)

Alex Smith (Commissioner, Coastal Regions NSW) - observer

1. ACKNOWLEDGEMENT OF COUNTRY

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

2. APOLOGIES

Apologies were received from Cr Simon Richardson, Byron Shire Council, Cr Robert Mustow, Richmond Valley Council, Ms Anita Gambhir, NSW Office of Local Government; Cr Peter Petty and Mr Terry Dodds, Tenterfield Shire Council, Cr Virginia West, Scenic Rim Regional Council, Ms Shelly Oldham, Lismore City Council and Mr Paul Hickey, Ballina Shire Council.

3. DECLARATIONS OF INTEREST

Executive Officer Isabel Perdriau declared a conflict of interest for Items 5.2 and 5.3

4. ADDRESS BY OFFICIAL VISITORS

The Tweed Aboriginal Advisory Committee provided a presentation to the Board on their 20 years of activity.

5. CONFIRMATION OF MINUTES

5.1 Confirmation of Minutes – NRJO Meeting 2 November 2018

08022019/1 RESOLVED

Moved: Cr Smith/Cr Wright

THAT the Minutes of the Ordinary Meeting of the Northern Rivers Joint Organisation held Friday 2 November 2018 be adopted as a true and accurate record of proceedings of that meeting.

CARRIED

FOR VOTE - All Councillors voted unanimously.

Executive Officer Isabel Perdriau left the room at 11.07am during discussion of Items 5.2 and 5.3

5.2 Confirmation of Minutes – NRJO Extraordinary Meeting 7 December 2018

08022019/2 RESOLVED

Moved: Cr Milne/ Cr Smith

THAT the Minutes of the Extraordinary Meeting of the Northern Rivers Joint Organisation held Friday 7 December 2018 be adopted as a true and accurate record of proceedings of that meeting.

CARRIED

FOR VOTE - All Councillors voted unanimously.

5.3 Confirmation of Circular Resolution – December 2018

08022019/3 RESOLVED

Moved: Cr Milne/ Cr Smith

THAT the Board of the Northern Rivers Joint Organisation note the decisions of the Circular Resolution dated December 2018.

CARRIED

FOR VOTE - All Councillors voted unanimously.

Executive Officer Isabel Perdriau returned to the room at 11.08am

6. NOTICES OF MOTION

NIL

7. REPORTS

7.1 Executive Officer's Report

08022019/4 RESOLVED

Moved: Cr Lyon/ Cr Smith

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

CARRIED

FOR VOTE - All Councillors voted unanimously.

7.2 Rous County Council Regional Water Related Projects

08022019/5 RESOLVED

Moved: Cr Smith/ Cr Mulholland

THAT the Northern Rivers Joint Organisation receive and note the report.

CARRIED

FOR VOTE - All Councillors voted unanimously

7.3 Safe and Secure Water Program – Regional Bulk Water Supply Strategy

08022019/6 RESOLVED

Moved: Cr Smith/ Cr Milne

THAT the Northern Rivers Joint Organisation:

- 1. Receive and note this report.*
- 2. Provide funding of \$27,500 (inclusive of a 10% contingency) for Rous County Council to lead and coordinate the development of a detailed application for the Safe and Secure Water Program, excluding interconnection between Tweed Shire Council and Rous County Council.*

CARRIED

FOR VOTE - All Councillors voted unanimously

7.4 Northern Rivers Watershed Initiative – proposal for submission to NSW Government's Snowy Hydro Legacy Fund

08022019/7 RESOLVED

Moved: Cr Mulholland/ Cr Milne

THAT the Northern Rivers Joint Organisation endorse the Northern Rivers Watershed Initiative as a regionally significant priority project and seek suitable funding from State and Federal governments.

CARRIED

FOR VOTE - All Councillors voted unanimously

7.5 Northern Rivers Rail Trail – Request for Letter of Support

Cr Milne left the room for this item at 12.14pm

08022019/8 RESOLVED

MOVED: Cr Smith/ Cr Wright

THAT The Northern Rivers Joint Organisation provide a letter of support for the development of the Northern Rives Rail Trail, noting that this does not preclude the return of rail-based public transport in this corridor in the future

CARRIED

FOR VOTE – Cr Smith, Cr Lyon, Cr Wright, Cr Mulholland

Cr Milne was absent for the vote

Cr Milne returned to the room at 12.15pm

7.6 Enquiry into petrol and fuel prices in the Northern Rivers of NSW

08022019/9 RESOLVED

MOVED: Cr Milne/ Cr Wright

THAT the Northern Rivers Joint Organisation support Ballina Shire Council and also make representations to the Australian Competition and Consumer Commission (ACCC) and the relevant Federal Government Minister to request an enquiry into petrol and fuel prices in Ballina Shire and the Northern Rivers of NSW.

CARRIED

FOR VOTE - All Councillors voted unanimously

7.7 Request for Associate Membership – Destination North Coast

08022019/10 RESOLVED

MOVED: Cr Smith/ Cr Wright

THAT the Northern Rivers Joint Organisation invite Destination North Coast to become an Associate Member and to provide a regular report of activities to Board meetings.

CARRIED

FOR VOTE - All Councillors voted unanimously

7.8 Development of a JO Evaluation Framework

08022019/11 RESOLVED

MOVED: Cr Milne/Cr Smith

THAT the Northern Rivers Joint Organisation nominate Cr Danielle Mulholland to be the representative to participate in the design and development of the evaluation framework.

CARRIED

FOR VOTE - All Councillors voted unanimously

7.9 NRJO Financial report to 31 January 2019

08022019/12 RESOLVED

MOVED: Cr Lyon/ Cr Wright

THAT the contents of the NRJO financial report for the period ending 31 January 2019 be received and noted.

CARRIED

FOR VOTE - All Councillors voted unanimously

8. URGENT BUSINESS

9. CONFIDENTIAL REPORTS

No confidential reports were received.

10. CORRESPONDENCE

Correspondence was noted

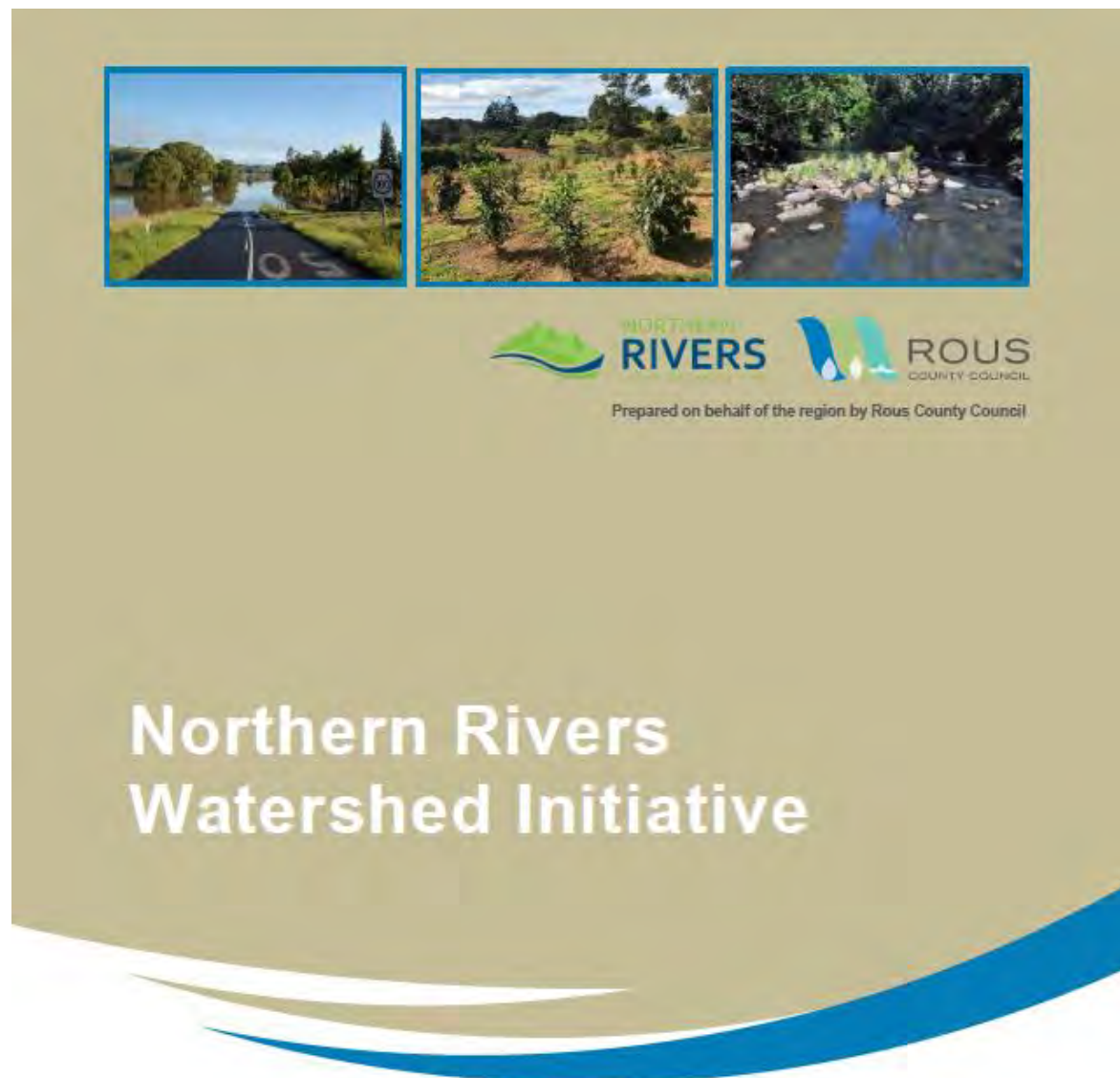
Meeting closed 12.19pm

Next meeting Friday 3 May 2019

Richmond Valley Council

Attachment 2:

Northern Rivers Watershed Initiative – Preliminary Costings



PRELIMINARY COSTINGS

February 2019

Endorsed by:



PRELIMINARY COSTINGS

Northern Rivers Watershed Initiative

1. INTRODUCTION

1.1 Overview

The NRWI would involve large-scale investment in catchment works in upper catchment areas that restore natural hydrologic functions that deliver both improvements in stream bank condition and river health and that also contribute to reduced flood risk within the catchment. In addition, it would also involve implementation of coastal zone management plan actions to address high priority estuarine health issues. These measures will deliver a range of environmental, social and economic benefits.

1.2 Geographic Scope

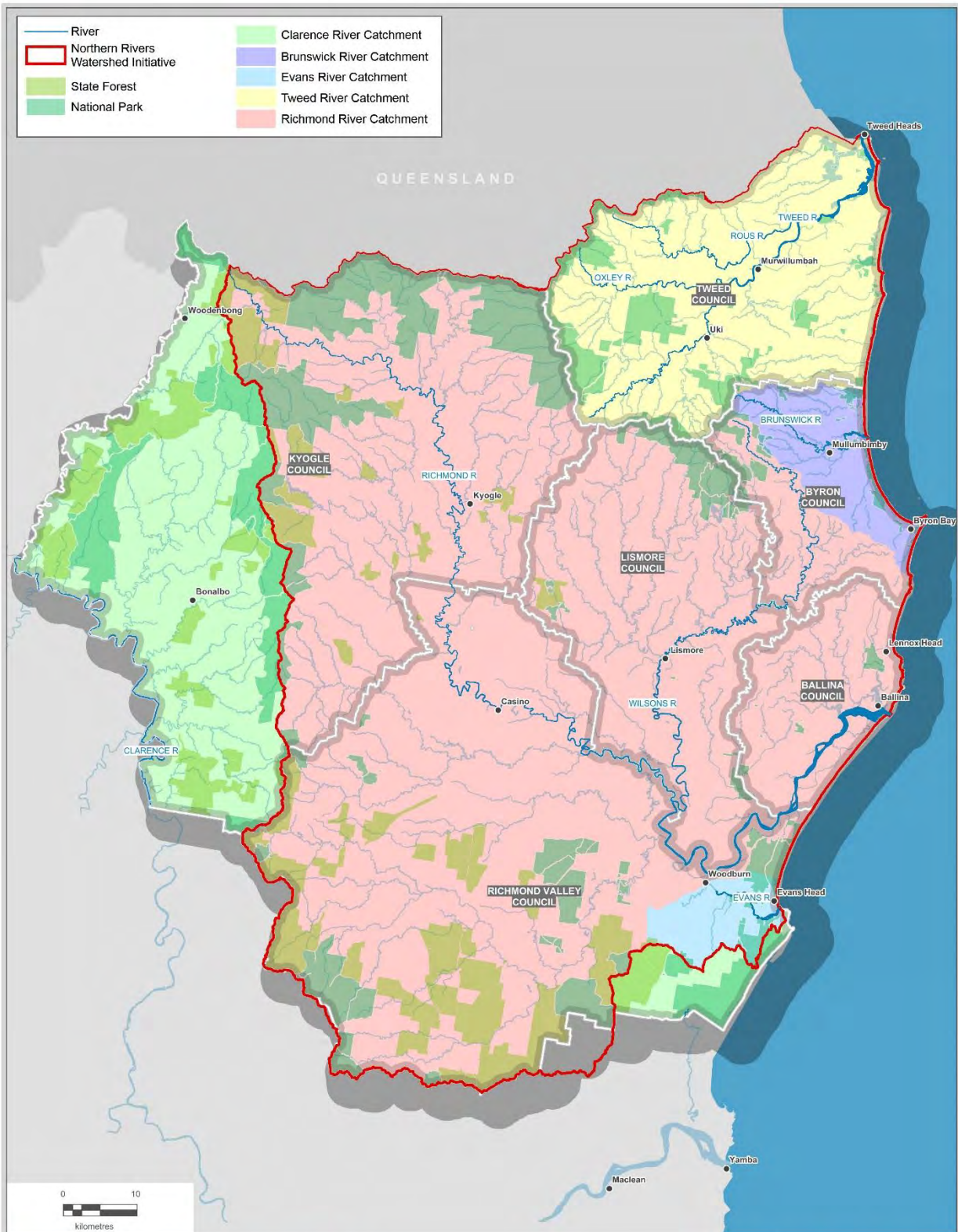
The area to be covered by the NRWI consists of the entirety of the Tweed River, Brunswick River Richmond River and Evans River catchments, covering an area of approximately 8,220 km² (refer Figure 1). The NRWI will cover the local government areas of Tweed, Byron, Ballina, Lismore, Richmond Valley and Kyogle. In this way, a truly regional solution to water security and catchment health will be achieved. Figure 1 shows the river catchments of the NRJO area, including these rivers systems that are the focus of the NRWI.

1.3 Preliminary scoping

Preliminary scoping of the scale of work needed to effect landscape-scale change indicates that a budget in the order of \$150 million over 10 to 15 years would be required to affect the necessary changes across the landscape. This preliminary costing provides an approximate breakdown of where these funds would be spent.

1.4 Leveraging

Investment in NRWI project measures will have the benefit of leveraging against existing skills and expertise in the respective catchments, and by working in partnership with existing government and community plans and strategies. Detailed project plans will be prepared in consultation with existing stakeholder groups to ensure that maximum value is secured from any catchment investment, avoiding the fragmentation and duplication.



River Catchments within the NRJO Area

THE INFORMATION ON THIS MAP MAY NOT BE ACCURATE.

Disclaimer: The material contained on this map is made available on the understanding that Rous County Council is not hereby engaged in rendering professional advice. While all reasonable care has been taken to ensure the information contained on this map is up to date and accurate, no warranty is given that the information contained on this map is free from error or omission. Any reliance placed on such information shall be at the sole risk of the user. Please verify the accuracy of the information prior to using it.



Printed Date: 13/02/2019
Prepared By: Kim Edwards
Projection: MGA Zone 56

ROUS COUNTY COUNCIL
ADMINISTRATION CENTRE
Level 4, 218/232 Moleworth Street
LISMORE NSW 2480
Ph: (02) 6623 3500 Fax: (02) 6622 1181
Email: council@rous.nsw.gov.au
Web: www.rous.nsw.gov.au



Figure 1: River catchments within the NRJO footprint

2. OVERVIEW OF THE NORTHERN RIVERS WATERSHED INITIATIVE

The NRWI would consist of the following key modules:

2.1 Soil health improvement

The soil health program will restore essential ecosystem functions in soils such as nutrient cycling, water infiltration, carbon sequestration and biological pest control leading to healthy, more resilient agricultural landscapes. The program will be delivered through education, extension, research and on-ground activities that build land managers capacity to understand soil issues and adopt practices that improve soil function for productivity and ecosystem benefits. This element would be conducted in partnership with SoilCare Inc. and Local Land Services that have existing skills and expertise in these areas.

Estimated costs

The *Soil Health Action Plan* is valued at \$15 M over the 10 year implementation period.

It will ensure that soil health actions are integrated with all other activities of the NRWI, conduct community education and engagement, refinement and promote best management practice for soil health for all key landuse types in the catchments, and conduct whole farm planning activities. A key element of the *Soil Health Action Plan* would involve the on-ground works components in partnership with landholders that would involve widespread soil health improvement schemes across the catchment areas. This would be supported by related monitoring and evaluation tasks.

2.2 Riparian restoration and catchment revegetation

The riparian restoration and catchment revegetation program will be based on an integrated approach to the management of river channels and riparian areas. Catchment-wide priorities and the locations to be targeted will be informed by leading scientific approaches – consisting of both riparian restoration as well as broader scale revegetation programs. Within identified priority areas this program will seek to work with landholders to rehabilitate sections of river (river reaches) to achieve a desired *target condition*. Reach-scale plans would be prepared identifying required rehabilitation works - this may include stock management, weed control, planting and erosion control works. All of the actions identified within the plan would be informed by the reach-scale assessments, with property-specific plans developed in consultation with participating landholders. Extension efforts will be key to ensure that barriers to landholder willingness are addressed.

Estimated costs

The *Riparian Restoration and Catchment Revegetation Action Plan* is valued at \$40 M over the 10 year implementation period. This is a critical component of the NRWI, the design of which would involve the development of river reach plans including property site action plans in partnership with landholders. A total of 1,000 hectares of riparian lands and priority catchment sites would be subject to weed control and planting. It is estimated that this would involve the planting of 3 million trees over the 10 year project period, and would involve the protection of approximately 200 km of creek and riverbanks with additional supporting available for associated fencing and the establishment of off-stream water. This would be supported by related monitoring and evaluation tasks. Works would be maintained over a 3 year period, and after reaching maintenance stage, landholders would be issued with a management and maintenance plan to ensure that works continue to improve into the future.

2.3 Agronomic best management practice

The NRWI aims to encourage sustainable agricultural enterprises and so a best management practice (BMP) scheme will be developed that aims to minimise transport of contaminants to waterways, maximise long-term farm viability and improve the natural environment. Key objectives of this program will be to identify and widely adopt efficient farm production practices that support long-term farm viability and improve the natural environment; reduce contaminant loads from agricultural land to appropriate levels that protect water quality; provide incentives, information and support across rural industries to encourage farm practices that protect water quality and improve environmental outcomes. This will be implemented across the catchment with a focus on sugar cane, macadamias, livestock grazing and dairying.

Estimated costs

The *Agronomic Best Management Practice Action Plan* is valued at \$25 M over the 10 year implementation period. This would aim to bring 90% of sugar cane, macadamias, livestock grazing and dairying to best management practice standard by 2030.

2.4 Redesigned floodplain drainage to meet contemporary standards

Management of agricultural lands both in the catchment and on the floodplain has a major influence on water quality and riparian vegetation condition within the estuary. This component of the NRWI would involve the redesign and retrofitting of floodplain drainage to meet contemporary standards, backed by contemporary understanding of the associated issues. The key aspect of this module would involve minimising environmental impacts associated with floodplain drainage infrastructure whilst maintaining flood mitigation levels of service.

Estimated costs

The *Redesigned Floodplain Drainage Action Plan* is valued at \$25 M over the 10 year implementation period. This would aim to bring 50% of priority floodplain drainage systems to best management practice standard by 2030. This element would be conducted in partnership with existing staff in the Department of Primary Industries (DPI) and Local Land Services (LLS) to overcome resourcing barriers and to tie in with existing initiatives.

2.5 Sustainable agriculture reform package (including buy backs)

Where farming is being undertaken in marginal country (challenged by issues associated with farming at or near sea level, or adjacent to or nearby major acid hot spot areas and extreme riverbank erosion areas), the NRWI will provide landholders with opportunities to access a reform package to get out of farming marginal lands – this will be on a strictly voluntary basis. A scheme will be developed that will provide landholders in designated priority restoration zones the opportunity to access a land buyback program that will allow landholders to sell parcels of land, access funds and continue farming profitable country. This will allow marginal land to be taken out of production, land that can then be placed into restoration. Lands which may be considered for the buy backs include: heavily modified backswamp areas prone to blackwater generation; acid hot spot areas; and extreme riverbank erosion zones.

Estimated costs

The *Sustainable Agriculture Reform Package (Including Buy Backs)* is valued at \$25 M over the 10 year implementation period. This scheme would aim to remediate 2,500 hectares of the most challenged areas.

2.6 Scientific framework for landscape design and monitoring

Integrated management of river channels and riparian areas

Development of a defined, costed and mapped schedule of works requires a detailed understanding of the primary sources of sediment delivered to waterways and the interactions with riparian and floodplain vegetation. This element of the NRWI will involve consolidation of all scientific understanding of vegetation change and geomorphology in the catchments, including detailed riparian condition assessments and associated sediment tracing studies.

Potential Research Program - *Will blending natural and physical capital strengthen flood resilience?*

Working in partnership with Southern Cross University (SCU) under the auspices of the National Centre for Flood Research with affiliated researchers, this element of the NRWI will initiate research that brings together a number of issues relating to land management in the catchments and flood mitigation. This research aims to assess the potential to attenuate flood flows by restoring the natural hydraulic function of the floodplain, using a catchment-wide approach to flood control.

Estimated costs

The *Scientific Framework for Landscape Design and Monitoring Action Plan* is valued at \$15 M over the 10 year implementation period. These funds will be highly leveraged through partnerships with affiliated agencies sharing similar objectives and by combining with affiliated research schemes.

3. SUMMARY OF IMPLEMENTATION COSTS

Table 1 presents a summary of the estimated costs for the 10 year Northern Rivers Watershed Initiative.

4. SUMMARY OF IMPLEMENTATION COSTS

Table 1 presents a summary of the estimated costs for the 10 year Northern Rivers Watershed Initiative.

Table 1: Overview of the Northern Rivers watershed Initiative

Project element	Description	Estimated cost (\$M) (10-year total)	Estimated outputs/Notes
Soil health improvement	Extension, research and on-ground activities that build land managers capacity to understand soil issues and adopt practices that improve soil function for productivity and ecosystem benefit.	15	Specialist extension activities will compliment existing DPI and LLS staff/strategies. Incentives will be provided to implement good practice. Existing case studies and models from the local area will be used to showcase potential productivity improvements.
Riparian restoration and catchment revegetation	Riparian restoration and catchment revegetation program based on an integrated approach to the management of river channels and riparian areas.	40	Weed control and planting works across 1,000 hectares of riparian lands and priority catchment sites. Planting of 3 million trees and protection of approximately 200 km of creek and riverbanks, including fencing and the establishment of off-stream water.
Agronomic best management practice	Identification and adoption efficient farm production practices that support long-term farm viability and improve the natural environment; reduce contaminant loads from agricultural land to appropriate levels that protect water quality; provide incentives, information and support across rural industries to encourage farm practices that protect water quality and improve environmental outcomes.	25	Target: 90% of sugar cane, macadamias, livestock grazing and dairying achieve best management practice standard by 2030.
Redesigned floodplain drainage to meet contemporary standards	Redesign and retrofitting of the floodplain drainage network to meet contemporary standards will involve infilling, shallowing and reshaping drains as a means of reducing acid discharge and other negative impacts of over drainage, particularly in ASS-affected backswamps. Raising drain invert levels, while maintaining the effective drain cross-sectional area, acts to reduce acid seepage and maintains the drainage capacity of the existing system.	25	Extension and consultation will be critical in this element to address the barriers to landholder involvement.

Table 1: Overview of the Northern Rivers watershed Initiative (Cont.)

Project element	Description	Estimated cost (\$M) (10-year total)	Estimated outputs/Notes
Sustainable agriculture reform package (including buy backs)	Where farming is being undertaken in marginal country (challenged by issues associated with farming at or near sea level, or adjacent to or nearby major acid hot spot areas and extreme riverbank erosion areas), the NRW will provide landholders with opportunities to access a reform package to get out of farming marginal lands – this will be on a strictly voluntary basis.	25	Remediation of 2,500 ha.
Scientific framework for landscape design and monitoring.	Development of a defined, costed and mapped schedule of works based on detailed scientific understanding of vegetation change and geomorphology in the catchments, including detailed riparian condition assessments and associated sediment tracing studies. Research conducted to support the attenuation of flood flows by restoring the natural hydraulic function of the floodplain, using a catchment-wide approach to flood control.	15	A key focus will be to build on the current level of understanding and lessons learned to guide strategy development and associated management/monitoring activities.
Project leadership, coordination, administration and communications	Project governance	5	Links to Richmond River Governance and Funding Framework.
Total		150	

Attachment 3:

Chair's Report

Summary of Country Mayors' meeting – 7-8 March 2019

It was a busy couple of days. Thursday, we had a meeting for all the Chairs of the Joint Organisations or JOs in NSW. There are 13 of us, and our Executive Officers attended as well.

During part of this meeting, we had Steve Orr from Premier and Cabinet there as well. Most of this discussion centred around a recent letter received by the Chairs from Deputy Premier and Nationals leader, John Barilaro, which gave an overview of where the government intends the JOs to go from here. Given the upcoming election, it was unsurprising that it was a bit sketchy on details, but one thing that did stand out was a suggestion that JOs could take on more responsibility and deliver projects for the state government if they basically proved themselves. Steve was unable to provide much in the way of clarification around this except to suggest that this could be an opportunity for JOs to fund themselves administratively by delivering these state projects. There were a number of concerns raised around this suggestion. Firstly, the state government established these JOs and provided seed funding of \$300,000. This was intended for the set up of the JO and could pretty much be spent on anything we saw fit. However, it is a concern that member councils are expected to pay for ongoing administrative costs every year and the Mayors will be expected to assume additional duties associated with delivering regional projects. Now we all committed to the ones we have identified during our many workshops but if we are expected to deliver on the government's priorities too, we need to be adequately funded to help with running costs. If we were any other agency the government had set up, it would be funded appropriately including administrative costs, funding for programs, projects, salaries etc. The worm in the apple is that if we don't perform as a JO, we won't receive these projects and the associated funding and the funding of the JO will fall back on to the member councils. The general response to this was understandably unenthusiastic.

The JO Chairs meeting also offers us with an opportunity to discuss ideas, innovative practices and even mistakes - it's a forum for information sharing and it prevents councils from doubling up on ideas like the waste to energy opportunities. There were several presentations from JOs involved in issues like smart street lighting through the use of LEDS which will cut costs and opportunities around best practice and aggregated procurement. The Chairs then bring this information back to their JOs for discussion.

The following day we had the Country Mayors meeting which was relatively short before we had the "meet the political party leaders" forum, which was facilitated by Paul Murray, Foxtel. News reporter and organised by LGNSW. There were 11 key areas identified around which pre-lodged questions were asked so there were no surprises for anyone and there was going to be a General Q&A at the end but we ran out of time. So I didn't have the opportunity to ask in the forum about the creation of a rural portfolio or their commitment to the ongoing running costs of the JOs which was disappointing but it was certainly ...illuminating anyway.

The party leaders were given five minutes each for opening remarks and I have to say, it wasn't the usual bun fight with accusations against each other although a few calculated jabs made it through.

The 1st speaker was John Barilaro, leader of the Nationals and the current Deputy Premier.

His remarks focused on regional NSW which is unsurprising as He is also the Minister for regional NSW but this was a bit of an improvement of some of the other candidates who were very Sydney focused. He reiterated the \$500m for local roads, and \$500m for bridges however as it wasn't an interactive session, we didn't get an opportunity to ask whether this money would be directed to roads most in need of repair, whether as usual, the larger regional centres will get the largest slice of the pie, or whether there would be any quarantining of some of this bucket of money for rural councils who are in desperate need of road and bridge funding. But where we as a Council often get tripped up is through the application process.

Mark Latham - One Nation

I realise that some of these speakers don't have candidates running in our seat but looking at some of the projections of political commentators, these smaller parties and independents could end up holding the balance of power so we should be aware of their policy positions.

He is Against forced amalgamations, but for restoration of property rights for farmers but didn't say how - there were no real solutions put forth. He supports greyhound racing, reduce immigration into Sydney from 200,000 per year to \$70,000 per year. He was very Focused on Sydney - the impression I got was that there would be little chance of having a rural or regional voice.

David Leyonhjelm - Liberal Democrats

Believes in small government and a return to the old Council model of Roads, rates, rubbish. His opening remarks got the most reaction from the audience and the only thing I'll say is that he didn't read the room at all. Councils were accused of wasting money but he didn't offer up any solutions.

Paul Green - Christian Democrats Party - Fred Nile's

He gave his resume but no real policy positions or vision. He did state he was committed to fixing funding for local councils, especially in terms of cost shifting but didn't say how. He also supported the proper Funding of JOs. He did acknowledge that one size doesn't fit all.

William Burke - Sustainable Australia

He has attended local Sydney Council meetings. He spoke about better remuneration for Councillors, Sustainable planning, and affordable housing. He also opposes forced council amalgamations and rapid population growth. He said nothing about rural or regional areas.

Robert Borsak - Shooters, Fishers and Farmers

He won't support forced council amalgamations and is opposed to the sale of poles and wires because of issues in the bush, and these issues were mainly around employment. He then spoke

about Sydney. Issues with e zones, native vegetation act and issues with ROCS. He supported doubling public library funding and 100% waste levy reinvestment.

David Shoebridge - Greens

He was the only person who acknowledged the Indigenous. He supports Indigenous representation at all levels of government. He will also engage with local government and prioritise the rights of councils in terms of grass roots democracy. He wants to see more rating flexibility for councils so they can consult with their community. He invited a greens Mayor in the audience to participate in the Q&A debate in his stead in the spirit of International Women's Day, as it was an all male panel.

What is interesting is that this was allowed but Peter Primrose, the Labor shadow Minister for local government was not allowed to participate - he wasn't a party leader. However, Penny Sharp, the Deputy Labor leader was also in attendance and asked if she could participate instead of Michael Daley who was unable to attend but was also turned down. Personally, I think this was ridiculous given the precedent set by the David Shoebridge but there ended up being no Labor representation in the debate despite Peter and Penny being in the audience. There was even a call from the floor for their participation but it was squashed fairly quickly. Given we are in such a marginal seat, and Labor is certainly a contender, I found this to be a bit silly.

We discussed a number of issues. The first was whether these parties would commit to reinvesting 100% of the NSW waste levy in a coordinated state wide recycling and waste management approach so that Councils and industry would have the opportunity to develop a resource and recovery industry and establish more innovative recycling facilities, creating more jobs locally. That 100% of levy should be returned to Councils was supported by most candidates. They also supported the levy being reinvested into waste management. The Nationals spoke about opportunities for regions. The Liberal Democrats questioned: why have a waste levy?

The second question was around funding for public libraries. Sustainable funding was supported by all parties except Liberal Democrat's who were conditional. The Nationals spoke about rural and regional council libraries with a \$60m commitment to libraries. Shooters, Fishers and Farmers committed to doubling current funding, particularly in the bush.

Next were questions around funding local infrastructure. With roads, the Greens will look at how FAGS are distributed, and remove developer caps. Nationals - removal of BCRs or benefit cost ratios along with \$500m for both Bridges and roads which would be a relief for rural councils as we can't often meet these ratios. One Nation focused on Sydney and developer contributions and doesn't support population growth as sustainable. Sustainable Australia will invest in passenger and freight rail, and regional roads. They also support slowing our population growth. Liberal Democrats support investment in regional roads. Christian Democrats suggest that the State should take back roads they have passed to local councils.

Then cost shifting came up. An example is the recent review of Crown Lands held within Council areas and the funding is inadequate compared to the work that needs to be done. One Nation

were conditional in terms of this issue. The remaining parties support taking a stronger stand against cost shifting or at least support a review. Shooters, Fishers, and Farmers support Councils being able to waive rates for farmers in drought. The Greens support Councils receiving a proportion of GST. Nationals again mentioned constitutional recognition which will provide a direct revenue stream to local government.

Long term financial sustainability for Councils was another issue - Shooters, Fishers and Farmers - support rates for national parks and state forests, and support their contribution to road maintenance. Greens support removing the capping of rates. Nationals introduced royalties for mining companies - which are given back to councils, with the Same position on forestry.

Most parties supported affordable public housing.

Water resources in drought and for regional growth was another topic - the Nationals will commit to not privatising water resources. The Greens have ideas about recycling water.

Attachment 4:**Project Outcome**

Strategic Priority Area	Project (P) or Advocacy (A) Area	Estimated Project Cost and Resources Required
Thriving, healthy and biodiverse natural environments	<p><i>Goal #2 P</i> - Support for the proposed Northern Rivers Watershed Initiative (NRWI) was endorsed by the Board in February, with NRWI to be identified as a priority project for SHLF funding within the NR Region.</p> <p><i>Strategic Action #1.2 A</i> - Advocate for change to Forestry policy and planning regulations to encourage native forestation. The previously endorsed engagement of a Biodiversity Officer is a linked project to support and strengthen this advocacy area.</p>	<p>Estimated project cost of \$150m over 10-15 years. In Feb 2019, project endorsed by NRJO as a regionally significant priority project and support for seeking suitable funding from State and Federal governments.</p> <p>Chair and EO time required to dedicate to lobbying efforts and collaboration meetings.</p>
Improved community wellbeing now and into the future	<i>Strategic Action #4.4 A</i> - Increased social housing, including crisis and emergency accommodation, to be on par with the state average of 4% of housing stock, within people's community of interest.	Chair and EO time required to dedicate to lobbying efforts and collaboration meetings with Government and private housing providers.
A physically and digitally connected region	<i>Goal #6 A</i> - Accelerated road repair program through doubling the funding of the Commonwealth Governments Roads to Recovery Program and the NSW Governments Regional Roads Repair Program over the next four years.	<p>Chair and EO time required to dedicate to lobbying efforts and collaboration meetings.</p> <p>Total estimated costs to bring member councils' infrastructure up to satisfactory standard is \$123,485,000.</p>
Innovative, sustainable energy, water and waste management	<p><i>Goal #8.3 P</i> –Develop a Northern Rivers Renewable Energy Investment Prospectus</p> <p><i>Strategic Action #10.3 A</i> - Lobby LGNSW for review and removal of Waste Levy – focus to be on addressing</p>	<p>Partnering and collaboration to identify obtain matching funds for \$15,000 estimated.</p> <p>Chair and EO time required to dedicate to lobbying efforts and collaboration meetings.</p>

	waste issues across the region. Minimum goal is to phase out the levy within four years.	
A diversified, prosperous and sustainable regional economy	<p><i>Goal #13 P - (UNESCO) Biosphere Reserve</i></p> <p>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.</p> <p><i>Goal #12 A - Removal of Benefit Cost Ratios (BCRs) from funding criteria</i></p> <p>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</p>	<p>Estimated \$100,000 for application process.</p> <p>Chair and EO time required to dedicate to lobbying efforts and collaboration meetings.</p>



Thriving, healthy and biodiverse natural environments

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.



Support for the Northern Rivers Watershed Initiative (NRWI)

On 8 February 2019, the NRJO members comprising Ballina Shire Council, Byron Shire Council, Kyogle Council, Lismore City Council, Richmond Valley Council, Rous County Council and Tweed Shire Council endorsed a landmark agreement to restore the Tweed, Brunswick, Richmond and Evans River systems.

Goal: The NRWI brings a holistic approach to the management of water within the catchments that will utilize modern, best practice approaches to catchment management modelling and natural flood mitigation to target improvements in stream bank condition and river health that also contribute to reduced flood risk within the catchments.

Background: Ecohealth is an aquatic ecosystem monitoring program that measures how healthy our rivers and estuaries are for the plants and animals that live in them. It involves an assessment of water quality, riparian vegetation, geomorphic (channel) condition, macroinvertebrates (water bugs), fish (distribution and population sizes) and plankton.

A recent Ecohealth assessment of the Richmond River overall found the river to be a 'D-' - in a 'poor condition' and one of the worst in NSW. Whilst not as degraded, the Tweed, Brunswick and Evans River systems face similar challenges. Poor Ecohealth outcomes across the NR also lead to compromised social and economic values within the catchment and estuarine systems.

Climate change is projected to bring more hot days, bushfires, droughts and intense storms to the NR, placing further strain on water resources and bringing more extreme weather events.

Policy Context: Key modules comprising the NRWI deliver against a range of goals and strategic actions identified in the Strategic Regional Priorities 2019–2022 (NRJO, 2018), demonstrating alignment of the NRWI with the regional priorities that have been established by the NRJO.

The NRWI would integrate both NFM measures and implementation of high priority Coastal Zone Management Plan (CZMP) actions throughout the Tweed, Brunswick, Richmond and Evans River catchments and estuaries. By 2020, the CZMP will transition to a new framework consistent with the guidelines under the Coastal Management Act 2016. Any actions in a Coastal Management Plan (CMP) need to be implemented through a council's Integrated Planning and Reporting (IP&R) framework and land-use planning systems. The injection of external resources will be needed, otherwise high priority actions within future CMPs will be truncated to align with a council's existing budgetary process.

Implementation: The NRWI would consist of the following key modules:

- Soil health improvement
- Riparian restoration and catchment revegetation
- Agronomic best management practice
- Redesigned floodplain drainage to meet contemporary standards
- Sustainable agriculture reform package (including buy backs)
- Scientific framework for landscape design and monitoring.

NRWI will feature genuine and active consultation and partnerships with landholders, industry, stakeholder groups, community groups, Landcare, all levels of government and the broader community to involve a regional collaborative effort. It will be coordinated by Rous County Council in partnership with the NRJO and its member Councils.

Problem: The NSW Government's Sea Level Rise Policy (DECCW, 2009) states that sea level rise is inevitable and establishes planning benchmarks to be adopted in NSW. These benchmarks are an increase above 1990 sea levels of 40 cm by 2050 and 90 cm by 2100, an average increase of 0.8 cm per year.

Sea level rise in the Richmond River estuary is anticipated to result in a broad range of issues including tidal inundation and landward recession of low-lying ecosystems, increased salt penetration through the estuary and adjoining wetland systems, increased bank erosion and implications for drainage and flooding in urban and agricultural areas. This issue has broad implications, affecting most of the other estuary issues in some way and therefore needs to be considered as part of all management and planning for the estuary.

Support and Partnerships

Development of the NRWI concept has been informed by discussions between the Rous County Council Chair and industry, university, community, and government representatives regarding the progression of initiatives to address river health and flooding in the Northern Rivers catchments. This concept has since been reviewed internally by Rous County Council staff. Additional consultation has been undertaken at officer-level with representatives from all councils, NSW Government agencies and the research community.

A key aspect of the further development of the NRWI will be to integrate with existing initiatives across all stakeholder groups in each river system. This includes coordination with the rollout of the NSW Government Marine Estate Management Strategy and the Richmond River Governance and Funding Framework that has been co-funded by the Office of Environment and Heritage and local government.

Solution and Actions sought:

Preliminary scoping of the scale of work needed to address this initiative indicates that a budget in the order of \$150 million over 10 to 15 years would be required to affect the necessary changes across the landscape.





Thriving, healthy and biodiverse natural environments

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.



Advocate for changes to Forestry policy and planning regulations to encourage private native forestation (PNF).

The previously endorsed engagement by NRJO of a Biodiversity Officer is a linked project to support and strengthen this advocacy area.

Goal: *Strategic Action #1.2* – Enhance biodiversity across the region. Increase volume of healthy, stable interconnected habitat. Increase populations of threatened species.

Background: The private property primary processing sector on the North Coast directly creates \$145 million turnover for the regional economy and 490 jobs. This supports the need for increased private land owner involvement in biodiversity conservation and recognises the vital contribution biodiversity makes to the region's economy.

Applying best practice silviculture has the potential to generate income, create new jobs and create forests that are healthier and more productive.

In economic terms, the forest sector contributes more than AUD\$580 billion to the global economy. In Australia, the forest and wood manufacturing industries generate more than AU\$23.5 billion a year and employ an estimated 64,000 Australians*.

If forests are to continue to deliver the full range of benefits that people and nature are dependent on, they need to be conserved and managed responsibly.

Source: Australian Dept. of Agriculture and Water Resources, 2017

Policy Context: The *NSW Forestry Industry Roadmap* sets out the NSW Government's long-term vision for a sustainable forestry sector. The major reform of the regulatory and policy frameworks governing native forestry in NSW includes a comprehensive review of PNF (closed 15 February 2019), which seeks to balance the sustainable development of the private native timber and agricultural industries while recognising the environmental values of the private forest estate.

Several key factors contribute to the significance of PNF in the region and the subsequent critical nature of addressing existing concerns with the scheme:

- PNF operations are most commonly located in areas of high local and regional ecological significance;
- There is an existing and ongoing increasing trend for lifestyle occupation and use of lands, as opposed to agricultural uses in the region;
- PNF operations can have a significant impact on local infrastructure and commonly occur in locations where the existing infrastructure is not suitable;
- Code assessable impact assessment does not satisfactorily address the significance attributed to ecological values through legislation and policy by local communities in the region;
- The burden of poor implementation of the scheme often falls to local government without a corresponding opportunity to have input to the assessment of proposals for PNF operations with reference to local planning and policy instruments.

Recent Actions: The region comprises 9.7 million hectares of land, with 65 per cent of it forested. Over half (3.4 million hectares) of the region's forests are in private ownership, spread across thousands of individual holdings.

The reforms must ensure sufficient information is provided to the relevant local government authority to enable councils to address community enquiries and concerns regarding PNF operations.

Problem: PNF is a significant issue for local government and local communities. The NR has a disproportionately large number of rare and threatened plants, animals and ecological communities and some of the highest number of invasive plants and pest animals in the State. Historical land clearing has also impacted the amount of effective habitat and connectivity between habitats.

Support and Partnerships: Communities support the need for change. Residents care deeply about conserving and enhancing biodiversity, improving ecosystem health and resilience, using natural resources wisely, and reducing environmental impact of population growth and economic development. NRJO will pursue engagement with:

- Landcare, Local Land Services and community groups
- NSW Office of Environment and Heritage
- NSW Department of Primary Industries
- Forestry Corporation NSW



- NSW Environmental Protection Authority
- Local Aboriginal Land Councils
- Private Landholders

Solution and Actions sought: It is critical that the reform process acknowledges that PNF will only be ecologically sustainable with significant transformation of the existing arrangements, adequate resourcing in proactive monitoring and compliance and definitive action where required.

The basic requirements for a proposed Forest Operation Plan must include:

- identification of the linkages and integration with the existing local road network, including proposed haulage routes.
- land use zoning in accordance with the relevant Local Environmental Plan (map component) and identification and analysis of consistency with, and or any relevant approvals required by, the Plan (written component).
- details (mapped and written components) of proposed management actions to avoid impact on values such as water quality, scenic amenity, retained vegetation and habitat features.
- details (mapped and written components) of proposed management actions to assist regeneration of harvested areas, including preventative and ongoing maintenance actions to be taken with regard to weed establishment.

Additional ways to achieve the desired outcomes could include:

1. Enhanced monitoring and increased compliance activity by authorities
2. Undertake baseline mapping of valuable flora and fauna for respective areas
3. Increased training and resourcing for Private Foresters and potential industry participants to achieve best practice forestry outcomes
4. Regular, formal local roundtables comprising all parties

Benefits will flow from demonstrating a collaborative, integrated approach across all three levels of government and other stakeholders. The increase in private landholder involvement in biodiversity will have a positive impact on the region and our residents assisting to achieve the above goal.





Improved community wellbeing now and into the future

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



Increased social housing, including crisis and emergency accommodation, to be on par with the State average of 4% of housing stock, within people's community of interest.

Goal: *Strategic Action #4.4* - Increased availability, affordability and choice of housing to meet the needs of current and projected Northern Rivers population.

Background: Every day more than 37,000 people in NSW experience homelessness, and this figure is increasing. Having a safe and secure home is out of reach for too many.

According to the NSW Department of Planning and Environment, by 2036 the population of the NSW NR will have grown by a further 20%.

Housing stress is high in the NR with 13.2% of households in the lowest 40% of incomes paying more than 30% of their gross weekly income on housing costs (16,179 households), compared to 11.7% for NSW (2016 Census). Housing stress is very high among renter households in NR at 38.8% compared to 28.4% for NSW.

Policy Context: The *NSW Homelessness Strategy 2018-2023* sets out the NSW Government's plan to prevent and improve the response to homelessness. It sets the direction for the next five years. This Strategy recognises that homelessness is not just a housing problem, with a person's pathway into homelessness driven by:

- the intersection of structural drivers, (such as housing affordability, labour market forces)
- risk factors (such as financial stress, family breakdown)
- protective factors (such as employment, involvement in community).

On 24 January 2016, the NSW Government announced its 10-year vision for social housing, *Future Directions for Social Housing in NSW*. This involves increasing the number of homes and making the best use of existing ones - a large scale program to build a mix of social, affordable and private homes. The focus is to build integrated communities close to transport, education and support services.

The NSW Government has signed a global agreement '*A Place to Call Home*' founded by the Institute of Global Homelessness, to halve street homelessness across the State by 2025. Premier Gladys Berejiklian and Minister for Social Housing Pru Goward, together with service providers and the City of Sydney, signed the agreement on 13 February at NSW Parliament, making Sydney the tenth city to join the fight against street homelessness. The target to halve street homelessness across the entire State by 2025 is welcomed by NRJO.

Problem: Housing affordability and housing stress are major issues in the NSW NR. Over recent decades house prices and rents have risen faster than incomes, particularly in coastal areas.

- The Northern Rivers has second tightest private rental market in NSW, with an average monthly vacancy rate at 1.2% in the 12 months to December 2018 (REINSW) and over 12,000 households in rental stress according (ABS 2016 Census)
- The Northern Rivers is the least affordable regional area for rental accommodation in the state, with Byron, Ballina, Clarence Valley and The Tweed Shire the four least affordable local government areas in regional NSW. (Affordable Housing Income Gap 2018 Report - Compass Housing)
- Tweed Heads is the eighth least affordable housing market in the world (Demographia, 2017)
- In March 2018 Anglicare found just one rental property in Ballina, one in Byron Bay and no rental properties in Tweed Heads that would be affordable to low income households or people on benefits.
- 6,200 additional social and affordable dwellings are needed in the Northern Rivers region by 2026 (based on *The Everybody's Home Campaign* methodology, *Housing Needs Northern Rivers Housing Study 2018 – North Coast Community Housing*). This is the equivalent of more than 600 per year over 10 years. Half of those will be needed just to clear the current social housing wait list. (John McKenna, CEO North Coast Community Housing)

Support and Partnerships: NRJO is committed to partnering with the NSW Department of Planning and Environment to progress relevant directions in the North Coast Regional Plan 2036, including:

Direction 22: Deliver greater housing supply

Direction 23: Increase housing diversity and choice

Direction 24: Deliver well-planned rural residential housing areas

Direction 25: Deliver more opportunities for affordable housing

Homelessness NSW, NCOSS and Social Futures are requesting action from the State Government on six key pillars arising from the 2018 Northern Rivers Housing Forum:

1. Develop a minimum of 100 additional social housing properties per year for 10 years
2. Quarantine part of the Social and Affordable Housing Fund (SAHF) for regional areas
3. Additional 150 transitional accommodation properties for specialist homelessness services' clients
4. Additional homelessness support funding for Northern Rivers
5. Better quality and higher density Housing NSW properties in appropriate locations
6. Extend existing planning instruments that support affordable housing development to NR LGAs.

Landcom develops award-winning places for the people of NSW, being a state-owned corporation that partners with the private sector to create quality residential communities that demonstrate leadership in sustainable urban development. Landcom is focused on increasing its activity in the regions, taking



an active role in supporting the NSW Government's housing affordability agenda and delivering the local infrastructure that helps new communities grow and thrive.

Solution and Actions sought: In the Northern Rivers 3659 households lived in rented social housing (3%) compared to 4.2% for Regional NSW and 4.4% for the whole of NSW in 2016.

Status Quo: No action by the NSW Govt will impact heavily on NR communities

Small Increase: Will offer wide ranging benefits to NR communities and restore dignity for those in crisis and emergency situations

Increase to 4%: Will put people at the centre and demonstrate equity between the city and the regions





A physically and digitally connected region

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



Accelerated road repair program through doubling the funding of the Commonwealth Government's Roads to Recovery Program and the NSW Government's Regional Roads Repair Program over the next four years.

Goal #6: An efficient, safe and sustainable regional transport system that enables improved productivity, connectivity and social inclusion for businesses, residents and visitors.

Background: The Roads to Recovery Program supports the maintenance of the nation's local road infrastructure asset, which facilitates greater access for Australians and improved safety, economic and social outcomes. From the 2013 to 2014 financial year to the 2021 to 2022 financial year the Australian Government will provide \$4.8 billion under the Roads to Recovery Program.

The REPAIR Program is a *Roads and Maritime Services* grant program providing funding to Local Government for the management and maintenance of Regional Roads, providing funds to assist councils in carrying out larger rehabilitation and development works on Regional Roads, aiming to minimise the long-term maintenance costs of these roads in line with their function and usage.

Policy Context: The *Regional NSW Services and Infrastructure Plan* sets a 40-year vision for transport in regional NSW to support liveable communities and productive economies. The aspiration for regional NSW is to maximise its potential recognising the diversity between regions in their natural assets, individual communities, local skills and globally competitive industries. The **vision for regional NSW** is a safe, efficient and reliable network of transport services and infrastructure that recognises and reinforces the vital role of regional cities such as **Lismore** as hubs for services, employment and social interaction for their surrounding communities. Achieving this vision will require an integrated whole-of-government approach, working in partnership with local communities and stakeholders to deliver integrated transport networks and places that best meet the needs of our wide range of customers. The NSW Government's *Regional Development Framework* provides an overall vision across Government for regional development in NSW and acts as a point of reference for work such as *Future Transport 2056*.

Should the Nationals be elected, they have announced in February 2019 that cost shifting will be addressed by establishing a process to take back up to 15,000km of the 'Regional Road' network. NRJO councils will require input into the independent expert panel that will determine a process, cost and timeline to take back these regional roads.

Achievements and changes needed to achieve the goal: Transport plays a key role and the NR 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.

Problem: The financial information is compiled from council annual statutory returns. The NRMA has highlighted the infrastructure backlog issues with regional data highlighting the problem:

- The North Coast had the biggest infrastructure shortfall at \$16.6m
- The North Coast is one of the top five infrastructure backlog regions. The combined infrastructure backlog in these regions totals \$1.29b representing 77% of the total regional backlog and 57.3% of total NSW backlog.
- North Coast region has the highest infrastructure backlog estimate at \$437.8m, being 26% of the total backlog.

A good quality transportation network requires ongoing and increased investment, which is vital to a region achieving its economic growth potential and so enabling the appropriate regional development for the NR that is envisaged and embodied within the *Northern Rivers and Tweed Transport Plans* and corresponding *Regional Economic Development Strategies*.

Support and Partnerships: A collaboration between Regional Development Australia – Northern Rivers, DPC and Southern Cross University is producing a *NR Freight and Supply Chain Strategy*. The study included extensive stakeholder engagement, with the study being enriched by the valued local input from producers, manufacturers, council staff and industry bodies. The study has explored what is needed for resilience of the system and the following issues must be addressed and resourced:

- Flooding risk and improved immunity of structures and particular routes
- Impact of vehicle accidents/incidents on the transport system and the need for alternate routes and options
- Bushfire impacts both on transport systems and transport systems that provide improved ability to combat bushfires
- Dealing with congestion points and drivers
- Vehicle type selections and route approvals
- Opportunities for building in redundancy and/or additional transport options of similar or equal efficiency



NRJO will represent the region's interests in the *Transport for NSW*-led process to develop region-specific, place-based and corridor plans for the NR, with a focus on:

- Improved connectivity between regional centres, including east-west connectivity
- More public, community and active transport options
- Use of innovative technology and materials in transport options
- Low emissions transport

Solution and Actions sought: As demonstrated in the attached table of NRJO member councils (Special Schedule 7 of Annual Financial Statements), the total estimated cost to bring infrastructure to satisfactory standard is **\$123,485,000**.

NRJO has agreed that a doubling of the two key roads programs is needed for a satisfactory standard.



Estimated Cost to Bring to Satisfactory Standard	Sealed roads	Unsealed roads	Bridges	Footpaths	Totals
Kyogle Council	2,793,000	3,158,000	6,807,000	26,000	12,784,000
Tweed Shire Council	6,639,000	101,000	16,000	606,000	7,362,000
Byron Shire Council	24,037,000	1,045,000	6,274,000	550,000	31,906,000
Ballina Shire Council	628,000	216,000	717,000	46,000	1,607,000
Lismore City Council	47,106,000	5,868,000	9,820,000	773,000	63,567,000
Richmond Valley Council	5,135,000	294,000	830,000	-	6,259,000
Total for the NRJO Member Councils in the Region					\$123,485,000



Innovative, sustainable energy, water and waste management

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



Removal or redistribution of the Waste Levy

Goal: *Strategic Action #10.3* - Increased recycling, reduced landfill and improved, cost-effective service delivery through collaborative, innovative approaches to waste management.

Background: The *Protection of the Environment Operations Act 1997* (POEO Act) requires certain licensed waste facilities to pay a contribution to the NSW Government for each tonne of waste received at the facility.

Waste and recycling management is a major responsibility for councils, and is significant socially, environmentally and economically. As a region in the NR we face a future impacted by waste disposal challenges related to pressure on landfill and a changing recycling industry.

In 2016/17, the NSW Gov't collected \$726 million from LG, community, businesses and industry via the waste levy, but only committed to use \$72 million on waste avoidance and recycling in 2017-18.

Policy Context: In NSW, waste activities and strategy are primarily governed by the State under the direction of the NSW Environment Protection Authority (EPA). Local councils aim to meet State government targets and are usually responsible for the collection and disposal of waste.

Regional groups, such as North East Waste, provide support to Councils and help facilitate collaboration and resource sharing. At a Federal level there exists a National Waste Policy but the day to day operations of waste management are generally governed at a State and Local Government level. Other new legislation impacting on waste management in NSW and also in Queensland is the introduction of the Container Deposit Scheme in December 2017.

It is imperative that LG has a 'seat at the table' in setting future policy direction on the waste levy.

What has been achieved: Under the State Government's *Waste Less Recycle More* initiative, a number of challenges have been met. Significant progress has been made in areas such as organics collection and processing, managing household problem wastes, waste avoidance and improved engagement of the commercial sector. However, many challenges remain. NRJO councils are part of North East Waste (NEW), a voluntary regional waste group, formed in 1997.

In 2013 a Regional Waste Strategy was developed in collaboration with Councils to set the strategic direction of waste management through a coordinated and collaborative approach that optimises skills and resource sharing opportunities. NEW has an updated Strategy to guide the region in 2017-2021.

It is the firm view of Councils that a great deal can be achieved by the desired policy changes.

Problem: In NSW, councils manage an estimated 3.5 million tonnes of waste generated by residents each year.

Councils across the state work tirelessly to reduce the amount of waste ending up in landfill. According to Environment Protection Authority's Local Gov't Waste and Resource Recovery Data, some councils are achieving up to 77% diversion of waste from landfill.

To achieve these outcomes, councils are dedicating effort across the waste and recycling process to:

- Collect an ever-increasing variety of materials for recycling
- Provide improved waste and recycling education and communication to the community
- Process waste in new ways to increase recycling, decrease reliance on landfills and avoid other environmental impacts.

Support and Partnerships: There is a good strategic alignment between this advocacy area and *the North Coast Regional Plan 2036*, changes to the waste levy would enable pursuit of the following directions:

Direction 4: promote renewable energy opportunities

Direction 5: strengthen communities of interest and cross regional relationships

Direction 21: Coordinate local infrastructure delivery

Support from Local Government NSW's campaign, [Save Our Recycling](#), so that 100% of the Waste Levy collected by the NSW Gov't be reinvested in waste avoidance, recycling and resource recovery.

DPC has advised that that State Gov't. wants to see 'region-changing projects' and DPC is keen to participate in innovative projects such as the Richmond Valley's Energy from Waste Proposal considered by the NRJO General Managers in December 2018.

There is broad community support for change, with the NR region being an outstanding example of a committed community in terms of responsible waste management.

Solution and Actions Sought: Adopting innovative and sustainable approaches to waste will play a vital role in allowing the NR to continue delivery of essential services to regional residents.

That the NSW Government be called upon to ensure that 100% of the levy arising from Section 88 of the Protection of the Environment Operations Act 1997 be used for waste infrastructure and programs, predominantly by local government and the waste sector, for initiatives such as:



- Development of regional and region-specific solutions for sustainable waste management (e.g. soft plastic recycling facilities, green waste, waste to energy).
- Support innovative solutions to reduce waste and waste transport requirements.
- Protect existing and identify new waste management locations.
- Local community waste recovery and repair facilities.
- Funding a wider range of sustainability initiatives, such as marketing and strategies, that promote and support a circular economy.

Above motion unanimously endorsed at the Local Government NSW (LGNSW) 2018 Conference.

Status Quo: No action by the NSW Govt will negatively impact Councils and NR communities

Redistribution of Waste Levy: 100% of waste levy returned and reinvested by Councils will enable opportunities for implementation of pilot or demonstration projects to establish the NR as a 'Centre of Excellence' for innovative waste processing and to realise the potential for economic growth, new infrastructure, new technology and new jobs, particularly in our regional areas.

Removal of Waste Levy: Will enable Councils to direct monies where needed in the budget process to resolve the issue of waste collection and processing.





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A diversified, prosperous and sustainable regional economy

For our region to have a strong, diversified economy that provides increased employment and business opportunities and financial wellbeing for communities while protecting and maintaining our region's unique character



Advocate for change
<p>Goal: 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</p> <p>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</p> <p>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</p>
<p>Background The nub of the issue and basic explanation. Cite evidence.</p>
<p>Policy Context</p>
What has been done and understand what changes are needed to achieve the goal?
<p>Problem What is the problem and what is the evidence base? What groups are affected? How are they impacted? To what extent?</p>
<p>Support and Partnerships Broad community support? Which other groups are key stakeholders and partners in support of the need for change.</p>
<p>Solution and Actions sought Demonstrate benefits of changes and positive impact on the region and our residents. Draw analogies with other areas where similar changes have been made and provide stats to back up. Compelling case and call to action.</p>



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United Nations Educational, Scientific and Cultural Organisation (UNESCO) Biosphere Reserve

Goal #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.

Policy Context:

Policy makers need to ensure better integration of diverse community interests, so that understanding and cooperation are encouraged, and mutual interests and objectives are defined and pursued. Communities are often characterised by very diverse and at times conflicting interests. Priorities may differ between industries and small-scale farming; between individual landowners and public land managers; between multiple levels and sectors of government. Policy makers are thus challenged to consider these interests while forging policies that are fair and encourage the community's long-term well-being. This is all the more difficult because many communities are excessively exploiting local natural resources for both local uses and global markets, consequently jeopardising the resource base for future generations – this trend is reflected in the local area and is a significant concern to our communities.

Strategic Context:

As the operating platform of the NRJO is one of advocacy for communities through collaborative action, the Board members consider it important for a range of measures to be used when assessing funding proposals. One example is *Strategic Merit Test*, where alignment of the proposal with stakeholder directions and strategic context is weighted more highly than pure economic efficiency grounds.

NRJO will partner with the *NSW Department of Planning and Environment* to progress Direction 8 of the *North Coast Regional Plan 2036* to sustainably 'promote the growth of tourism'. (NRJO Strategic Action #13.1)

NRJO will deepen the relationship with *Destination North Coast* to facilitate regional input into:

- Tourism planning and development
- Regional branding and promotion

Problem:

In the area, the bulk of tourist activity, together with its benefits and pressures, is centred in a few small areas. The task now is to make the most of our opportunities in the region – to grow tourism sustainably in ways that minimise impact and maximise benefit to our region as a whole.

Solution and Actions sought:

Biosphere reserves encourage economies that are based on the sustainable and wise use of regional natural and human resources; they foster a long-term perspective and strive for economic stability based on efficiency, diversity and equity. They promote income and employment opportunities and the balance between consumption and production.

With the benefits of promotion of this international status, the NR could increase high quality tourism product and sustainable tourism growth.

NRJO seeks \$100,000 to proceed with an application, obtain approval and gain the internationally significant designation.



Attachment 5:

Minutes of RLE Meeting 28 February 2019

Minutes

Meeting: North Coast Regional Leadership Executive	Date: 28 February 2019
Location: Department of Industry Conference Room, Level 1, 30 Park Avenue, Coffs Harbour	Time: 9:30 – 12:30 pm
Chairperson: Louise McMeeking, Director North Coast	

Purpose:

- Drive and support individual line agencies' significant whole-of-government priorities in the region
- Provide strategic advice, broker solutions and make decisions using whole-of-region & whole-of-government lens
- Be responsible for setting the regional strategic context, including regional strategic planning and prioritisation; monitoring of outcomes; ensuring alignment of activities & actions
- Establish subcommittees & taskforces as needed to achieve the roles above

Attendees

Name	Organisation	Position
Rik Whitehead	Department of Industry	Director, Communication and Engagement
Gabrielle Pietrini	Office of Environment and Heritage (<i>alternate</i>)	Director, North East
Susan Mattick	Family and Community Services	Executive District Director
Brad Dixon	NSW Trains	Director
Rob Blanch	NSW Trains	Associate Director, Hunter North
Susan Allan	Roads and Maritime Services (<i>Proxy</i>)	A/Regional Executive Officer
Steve Clarke	NSW Police (<i>alternate</i>)	District Commander
Jenny Murray	Department of Education	Director, Educational Leadership
David Major	Aboriginal Affairs	A/Regional Manager
Steven Gal	Aboriginal Affairs (<i>alternate</i>)	Director, Regional Coordination
Paul Hay	NSW Public Works	Regional Director
Phil Borrow	Training Services NSW (<i>alternate</i>)	Regional Manager
Susie George	TAFE NSW	Regional General Manager
Liz Jeremy	MNCJO (<i>alternate</i>)	General Manager, Bellingen
Isabel Perdriau	NRJO	Executive Officer
Theresa Beswick	MNCLHD (<i>proxy</i>)	Manager Coffs Clinical Network
Craig Jenkins	DPC	Deputy Director

Tanya Latanville	DPC	Deputy Director
Guests		
Jane Olsen	NSW Ombudsman	
Stephanie Callanan	White Ribbon Australia	
Malcolm Robertson	Office of Environment and Heritage	
Alex Smith	NSW Coastal Commissioner	
Apologies		
Name	Organisation	Position
Wayne Jones	NNSW LHD	Chief Executive
Stewart Dowrick	MNC LHD	Chief Executive
John Alexander	RMS	Regional Director
Max Mitchell	NSW Police	Northern Region Commander
Jeremy Gray	Department of Planning and Environment	Regional Director
Stephen Mahoney	Destination NSW	General Manager Regional NSW
Jill Pattison	Department of Industry	Director, Tourism Policy
Craig Swift- McNair	MNCJO	Interim Executive Officer
Ben Franklin	Parliamentary Secretary for Northern NSW	

Action Register

Action Number	Action Item	Agency / Owner	Due Date
1.3	Joint Organisations to contact Rik Whitehead to arrange Crownlands presentations	Isabelle Perdriau / Craig Swift-McNair/Liz Jeremy	As appropriate
4.2.1	Statement of Outcomes for 2018-19 to be drafted for review at the next RLE meeting	DPC	23 May 2019
6.1.1	OEHL to follow up on the inclusion of Cultural Heritage pilot projects in ERA Report	Malcolm Roberston	23 May 2019
6.4.1	DPC to circulate Skype for Business fact sheet for members to distribute within their agencies	DPC	With minutes
6.4.2	Public Works to share details of Skype testing with Government CIO for consideration of whole of government implementation	Paul Hay	23 May 2019
CF – 26/10/19	RLE discussion re Statement of Intent to include discussion of action RLE could be taking to address social impacts of economic development	DPC	23 May 2019
CF – 26/10/19	RMS to present on Coffs By-pass as part of <i>Significant Regional Strategic Direction and</i>	Sonia George	23 May 2019

	Scan for Emerging Issues item at February meeting		
CF – 26/10/19	FACS to present on social housing transfer programs as part of <i>Significant Regional Strategic Direction and Scan for Emerging Issues</i> item at February meeting	Briony Foster	23 May 2019
CF – 4/5/18	Jeremy to arrange presentation from DPE housing affordability subgroup at appropriate time.	Jeremy Gray	TBD

Discussion Points

Item	Discussion
	<p>Welcome and apologies:</p> <p>Louise McMeeking, Director North Coast, welcomed all to the meeting, acknowledged Country and Aboriginal elders past and present.</p> <p>1. Apologies were received from Wayne Jones; Stewart Dowrick (MNC LHD represented by Theresa Beswick); John Alexander (RMS represented by Susan Allan); Max Mitchell (NSW Police represented by Steve Clarke); Stephen Mahoney; Craig Swift-McNair (MNC JO represented by Liz Jeremy); Jill Pattison; Jeremy Gray (DPE represented by Gabrielle Pietrini); and Parliamentary Secretary Franklin.</p>
	<p>Outcomes from previous meeting:</p> <p>The minutes from the previous meeting held 26 October 2018 were accepted as a true and accurate record with no amendments.</p> <p>Actions arising</p> <p>2. Members noted that with the exception of that noted below, all actions were either completed, for discussion on the agenda, or agreed to carry forward to a future meeting:</p> <ul style="list-style-type: none"> 1.3 – Rik noted that he was awaiting contact from the Joint Organisations to confirm suitable arrangements for the Presentation. Isabelle and Craig (Liz) to reach out to Rik if they still want a presentation on Crown Lands.
	<p>Raising awareness of complaint handling commitments and public interest disclosures</p> <p>Members noted the presentation from the NSW Ombudsman's office on Complaint Handling and Public Interest Disclosures, in particular:</p> <p>3.</p> <ul style="list-style-type: none"> Resources are available on the Ombudsman's website should members wish to promote in their teams/workplace Learning and development tools will be available on the website soon, and Members were encouraged to remind people regularly to speak up if they see something, and to reinforce this culture by showing responsiveness when staff make disclosures.
	<p>Significant Regional Strategic Direction and Scan for Emerging Issues</p> <p>The Regional Leadership Executive noted the presentation from Stephanie Callanan, White Ribbon Australia. Members whose agencies are not already White Ribbon workplaces were provided with proposals to discuss with their executives. Those members were invited to reach out to Stephanie if their agency was interested in taking up the program. Members were also encouraged to think about options for a Mid North Coast White Ribbon Committee, grounded in community.</p> <p>4. Members were also provided with details of elearning resources available on the website which they can use to promote within their teams.</p> <p>Phil Borrow raised the potential opportunity to embed some of the white ribbon content into the training packages that are rolled out to young men through Smart and Skilled.</p> <p>Members discussed the proposed Statement of Outcomes, and agreed that DPC draft it for review and endorsement at the May meeting, based on the completed activities outlined in the report.</p>

Members considered the current 2018-2020 Statement of Intent, and discussed how it could be refreshed for the 2019-2020 period. Members agreed that subject to consideration of any change in Government priorities the priorities should remain similar, but that:

- The discussion to finalise the Statement of Intent at the May meeting of the RLE needed to be informed by a piece of work on how the Joint Organisations and the RLE can work together to drive regional outcomes
- The Strengthen Regional Leadership priority should be narrowed to focus more on delivery of the actions related to adaptation and sustainability, such as those identified under the ERA and Local Government waste priorities.
- The youth priority needs to be broader than just employment in order to address the significant issues related to transport, and the potential Government initiatives under a Regional Youth portfolio

It was agreed that Louise would reach out to individual members in late March/early April to consider options for the discussion at the May meeting, and that DPC would prepare and circulate materials for a workshop in advance of the next meeting.

Subcommittee Reports

5.1 Economic Development Subcommittee

Members noted the update from the Regional Economic Development Subcommittee.

5.2 Regional Plan Delivery, Coordination and Monitoring Committee

5. The RLE noted the update on the delivery of the North Coast Regional Plan, and the progress of the Delivery, Coordination and Monitoring Committee in delivering the priority actions.

Alex Smith, newly appointed NSW Coastal Commissioner, provided advice that the Chief Planner is likely to return to the region in the near future to present to General Managers about Local Planning Statements due next year.

Task Group Reports

6.1 Enabling Regional Adaptation

The RLE noted the presentation from Malcolm Robertson on the outcomes of the ERA Workshops and endorsed the transition systems.

Members noted the transition pilot projects and their status, and agreed that projects to address the cultural heritage transition models need to be included in the plan.

The RLE endorsed the inclusion of the ERA in the Statement of Intent, subject to discussion at the May meeting of the role of the RLE and Joint Organisations in implementation, and consideration of what activities the RLE can add most value to.

Members noted advice that the final ERA would be presented to the RLE in May.

6.2 Career Pathways

The RLE noted the progress update on the project.

6. **6.3 Bowraville Solution Brokerage**

The RLE noted the status report on the 11 Government actions under the Bowraville Solution Brokerage Final Report, and the work to date of the Task Group.

6.4 North Coast Strategy to increase Aboriginal and female participation in leadership roles

Members noted the outcomes report from the Task group and agreed to distribute the Skype documentation for use within their agencies.

The RLE noted the initial cross agency testing of Skype for business, which had positive results and agreed it was worth exploring opportunities for whole of Government roll out. It was agreed that DPC would share the results of the initial test with DFSI who would escalate to the Government CIO for consideration.

6.5 North Coast Domestic and Family Violence Task Group

Members noted the project update from the Task Group.

6.6 Nambucca Place Based Project

Members noted the work to date to develop the Nambucca Place Based Project and endorsed the evaluation plan.

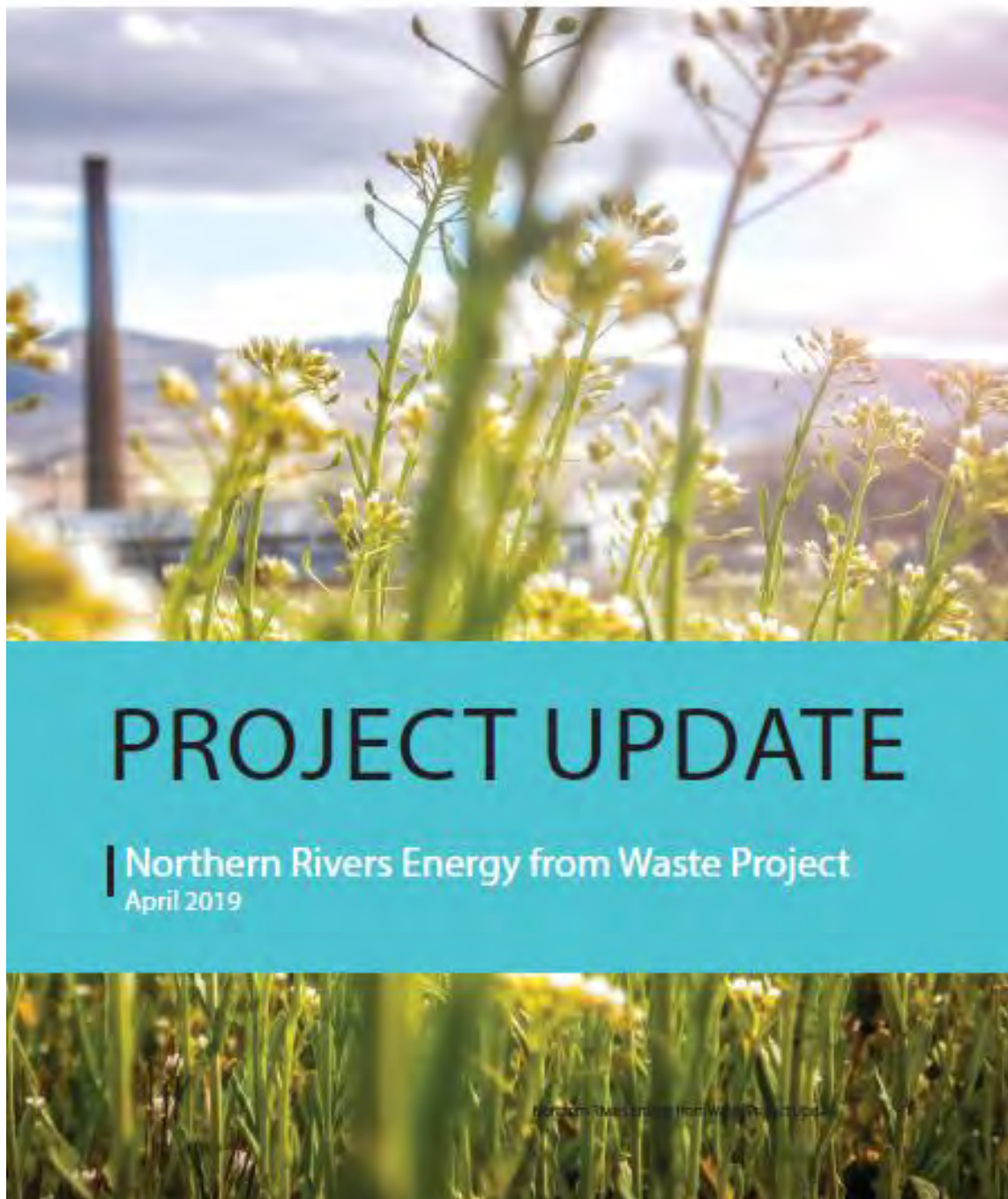
6.7 Local Decision Making

Members noted the update from DPC on Alliance progress.

Meeting Closed 12.30pm

Attachment 6:

Northern Rivers Energy From Waste Project Update





EXECUTIVE SUMMARY

Richmond Valley Council is investigating the feasibility of an Energy from Waste (EfW) facility in the Northern Rivers region of NSW.

It is proposed that the facility will process Municipal Solid Waste (MSW), a recognised bioenergy resource, to produce a base-load renewable energy supply and solve one of the most difficult and costly challenges being faced by Local Government, disposal of waste.

Recycling plays a key role in the Energy from Waste business. One of the strengths of the Northern Rivers proposal is the existence of 'three bin' collection systems.

A pre-feasibility study has been undertaken by Pacific Consultants which included a study tour of operational facilities in Japan. Pacific Consultants have overseen the construction of 458 Energy from Waste facilities worldwide.

The outcomes of this study indicate the establishment of an Energy from Waste facility in the Northern Rivers region has the potential to be viable and should be further investigated.

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THE PROBLEM

There is more than one. The growing logistical and financial challenges of the treatment of municipal solid waste, reaching renewable energy targets and dealing with rising energy costs.

Australians are among the world's largest producers of waste. With the exception of the USA, Australia produces more waste per person each year than any other country.

Recent developments in the area of waste disposal and recycling have escalated the need for investigation in alternative waste treatment technologies

Population growth estimates indicate that there will be significant implications for waste generation, landfill availability and service provision within the Northern Rivers.

Many local government areas are considering the economic implications of these factors, challenging the viability of off-site disposal and the economics behind developing further landfill facilities. Diversion from landfill is becoming a top priority.

Unexpectedly, the problem of waste, and its probable solution has linkages to one of the regions priority areas, Renewable Energy. It is planned that the zero emissions targets which have been set by the region will be achieved by a multi- faceted approach with one of the priorities is to ensure renewable energy is considered as part of all new infrastructure developments.

ENERGY FROM WASTE SOLUTION

The market for thermal treatment and energetic recovery of residual and other types of solid waste is growing steadily. Increasing waste amounts, shrinking landfill spaces in agglomerations and higher ecological standards stimulate this growth throughout the world.

Today, more than 2,450 EfW plants are active worldwide. They have a disposal capacity of around 330 million tons of waste per year. More than 250 thermal treatment plants with a capacity of nearly 60 million annual tons were built between 2012 and 2016. It is predicted that more than 2700 plants with a capacity of about 480 million annual tons will be operational by 2026 (www.ecoprog.com).



EfW supports recycling and FOGO

In order for EfW to be viable and to comply with EPA requirements, separate collection systems for recycling and FOGO waste streams are in place, guaranteeing the continuation of this waste reduction priority.



Provides base-load renewable energy

Waste Power Generation can contribute to the energy mix as a base load unit, if the EfW facility is running at full load during operation hours.



Diverts waste from landfill

Landfill constraints within the region are at a tipping point. An EfW facility has the potential to avoid considerable costs to Councils in expanding landfills or sourcing off-site MSW alternatives.



Achieves strategic goals and priorities

Department of Industry's Renewable Energy Action Plan (2013) categorises Waste from urban populations as a bioenergy resource. Utilisation of this resource aligns with renewable energy targets.

THE NORTHERN RIVERS

CONCEPT

The project under consideration is for the construction of an Energy from Waste (EfW) facility in the Northern Rivers NSW. This facility will receive the Municipal Solid Waste (MSW) from Council's within the region, diverting hundreds of tonnes waste from landfill and creating a reliable base-load renewable energy power alternative.



FTE JOBS DURING CONSTRUCTION

Initial estimates indicate the project will create 500 FTE jobs during construction and 40 FTE jobs during operation.



NET REDUCTION IN GREEN HOUSE GASSES

An operational EfW facility will produce renewable energy with a net reduction in green house gas emissions of approx 170,000 tonnes of CO2 per year.



TONNES OF WASTE DIVERTED

By processing MSW in an EfW facility, 90,000 tonnes of waste will be diverted from landfill in the Northern Rivers per year.

CHOOSING THE RIGHT LOCATION



Site location is critical to the success of the EfW project in the Northern Rivers. Learning from the challenges faced from the rejected proposal in Eastern Creek Sydney, community support is essential to determine viability, and has been placed as a

determinate criteria by the EPA. For these reasons, the pre-feasibility study is being based on a location within the Richmond Valley. The study may identify other potential locations with strategic benefit within the region.

STRATEGIC LINKAGES

There is a strong strategic alignment between local, regional and state priorities regarding collaboration, waste diversion and energy targets.

NORTHERN RIVERS JOINT ORGANISATION PRIORITIES

Waste management goals listed in the NORJO priorities include reduction of the total amount of waste going to landfill and an increase in the conversion of waste to energy.

Renewable Energy and zero emissions targets are listed as a priority area with the overall goal to increase renewable energy generation in the region.

NORTH COAST REGIONAL PLAN

Direction 4: promote renewable energy opportunities
Direction 5: strengthen communities of interest and cross regional relationships
Direction 21 Coordinate local infrastructure delivery



REGIONAL ECONOMIC DEVELOPMENT STRATEGY

Strategic Imperative 3: Foster the Development of Emerging Industries and Specialisations.
Action: Investigating regional renewable energy initiatives.

COMMUNITY STRATEGIC PLANS

Renewable energy targets and the reduction of waste to landfill are priority areas for the Northern Rivers and feature in a variety of levels and formats in the Community Strategic Plans of each of the Northern Rivers councils.

RECYCLING PLAYS A KEY ROLE IN THE SUCCESS OF THE EFW PROCESS

DIVERT

Recycling and diversion prior to treatment is an essential component to the EFW process. Certain wastes cannot be thermally treated. These include some metals and medical wastes. EfW supports and encourages recycling through the promotion of diversion before collection. Interactive educational facilities are included Japanese facilities.



INFORM

Scale models were in place at each Japanese EfW facility to provide information on the processes and layout of each site. These models were valuable in grasping the scale of the project, and gaining an understanding how each process and component plays a role in the design of the facility.



EDUCATE

With a focus on education, EfW facilities in Japan incorporate multi purpose training and meeting rooms. In addition, each facility contained engaging educational activities used during regular briefings and tours of the facility.



THE ENERGY FROM WASTE PROCESS

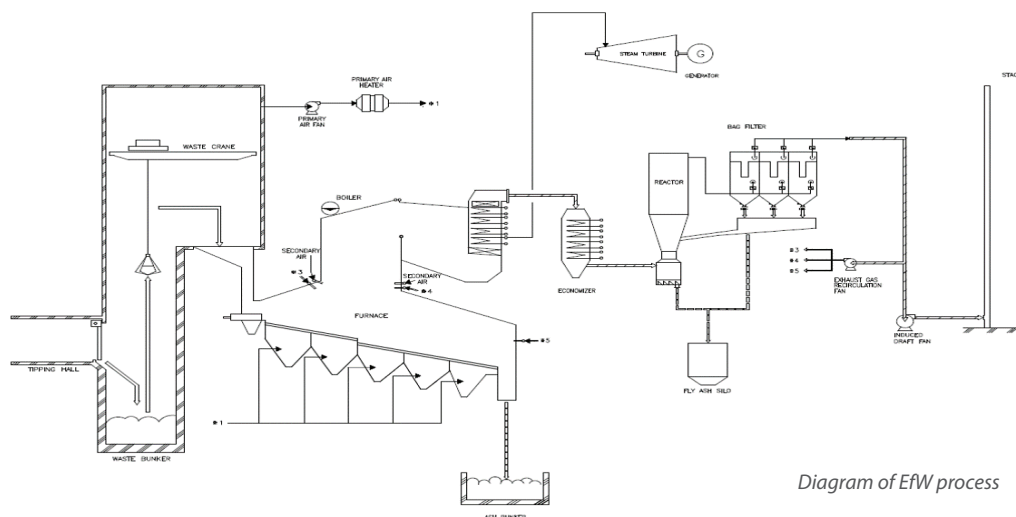


Diagram of EfW process

WASTE POWER GENERATION PLANT

Decades ago, garbage incinerators were used to do one thing: reduce the volume of waste requiring disposal. Today's modern Energy-from-Waste facilities are not your grandfather's incinerator - they are designed to recover the value in the waste that remains after recycling by recovering energy and recyclables without harming the environment.

An important distinction between EfW and incinerators is that EfW does this with some of the most sophisticated air pollution control equipment available today.

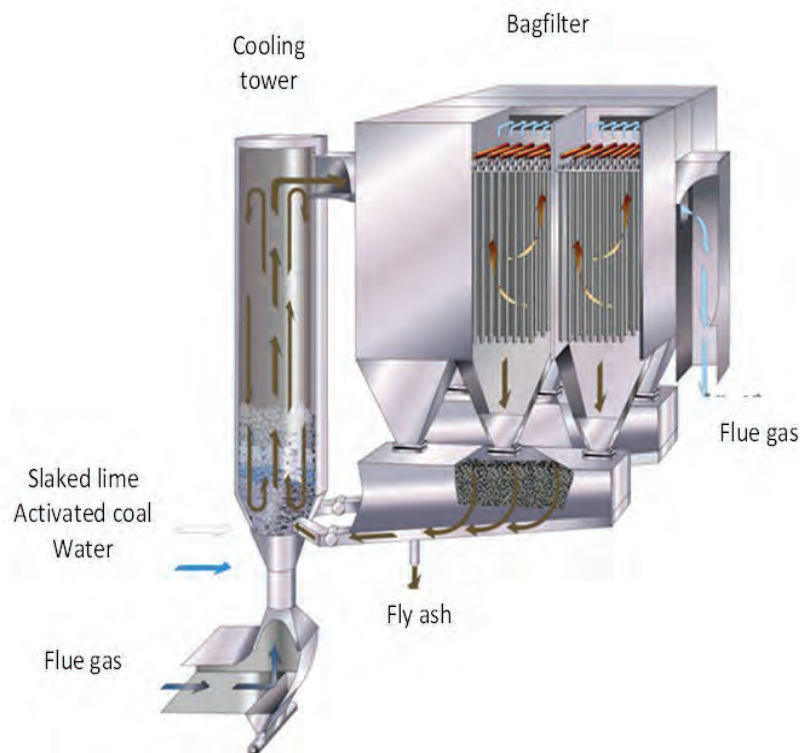
Incineration is an uncontrolled combustion process without energy recovery. Energy-from-Waste (EfW) facilities that recover energy from municipal solid waste (MSW) in specially designed boilers to ensure complete combustion and the recovery of energy. The energy recovery – in the form of steam and electricity – is then used for the communities in which the facilities operate. EfW facilities also employ state-of-the-art pollution control equipment to scrub and filter emissions, preventing their release into our environment. The result is clean, renewable energy.

Around the world, hundreds of EfW plants supply reliable, base load renewable energy to power communities and divert waste from landfills, preventing methane emissions (a greenhouse gas over 30 times more potent than carbon dioxide) from decomposing garbage.

The EfW process produces an ash by product which can be reused. In Europe and other countries, bottom ash is used as daily cover in landfills or in civil projects such as road construction or fabrication blocks (www.covanta.com).

EMISSIONS

STANDARDS



Initial waste testing undertaken during the pre-feasibility studies provide analysis for exhaust gas conditions.

Meetings with NSW EPA indicate emission standards will be met by compliance with the equivalent of the European Directive 2000/76 /EC.

THIS STANDARD CAN BE ACHIEVED IN THE NORTHERN RIVERS FACILITY BY IMPLEMENTATION OF A SEMI-DRY SYSTEM.

Pacific Consultants have proven implementation of these systems (as pictured Left) in their EfW facilities in Europe where the tested emissions are achieving well below the required standards.

TABLE: Recorded emissions results from Pacific Consultants facilities in Japan and Europe

Substances	Unit	NSW as electricity generation	Japan as waste incinerator			EU		
			standard	Fujimino city*1	Hadano city*1	standard	Greatmoor, Buckingham shire*2	Ferrybridge Multifuel Plant*2
Nitrogen Oxides (NOx)	mg/ m3	500	799	160	160	280	252	250.6
Sulfur Oxides (SOx)	mg/ m3	NA	*4	89	133	70	2.8	11
Particulate Matter (PM)	mg/ m3	50	29	16	16	14	2.8	1.6
Hydrogen Chloride (HCl)	mg/ m3	100	516	51	76	14	7	4.9
Hydrogen Fluoride (HF)	mg/ m3	50	NA	NA	NA	1.4	0.021	NA
Cadmium (Cd)	mg/ m3	0.2	NA	NA	NA	0.07	0.0015	NA
Mercury (Hg)	mg/ m3	0.2	0.047 *3	Under 0.078	Under 0.078	0.07	0.0015	NA
VOCs	mg/ m3	40	NA	NA	NA	14	1.4	NA
Dioxins	ng/ m3	0.1	0.1	0.01	0.06	0.1	0.0069	NA

*1 : emission standard decided in each facility

*2 : real emission data

*3 : applied to the facility constructed after April 2018, 0.078 will be applied to the facility constructed before April 2018

*4 : Three ways of regulatory measures are; (1)"K-value" regulation, (2)Regulation on fuel, (3)Regulation of total emission

14

REAL-TIME MONITORING

EfW facilities in Japan are linked to real-time monitoring services. Information from the monitoring is available in real-time online to the public and to authorities.

The monitoring systems control every aspect of the operation and facility including the waste pit crane and filtration systems.

EfW facilities employ state-of-the-art pollution control equipment to scrub and filter emissions.

The proposal for the Northern Rivers project is to achieve the conditions under the "EUROPEAN DIRECTIVE 2000/76 / EC" To achieve this, a Semi-dry system will be adopted. Pacific Consultants have implemented these systems in their European facilities.



CONTAINED FACILITY



Garbage truck carries combustible wastes into the platform area. Sheet shutter and air curtain are built at the entrance of the facility in order to deal with potential odours.

CLEAN FILTERING



Gases with a high temperature are generated during incineration. Waste gases go through the dust separation filter and are cleaned then released via the chimney.

REDUCED DIOXINS



Incineration temperature is above 850 degrees Celsius. High temperature combustion restrains the generation of dioxin. The Northern Rivers project will comply with EU standards.



PRE- FEASIBILITY

STUDY

Pacific Consultants, with support from the Japanese Government, have been able to undertake a pre-feasibility study for the establishment of an EfW facility in Northern Rivers NSW.

The purpose of the study is to identify the conditions under which the facility would be operating and to establish the initial viability of the project.

The study focussed on identifying

- Waste volumes
- Waste content and calorific value
- Waste disposal fees
- Candidate location for the facility
- Exhaust gas conditions
- Water and electricity supply
- Technology and equipment
- Proposal for business structures

The pre-feasibility study also incorporated hosting a delegation from NSW to undertake a technical tour of operational EfW facilities in Japan. Without any operational examples of this technology in Australia, this tour was instrumental for representatives from Northern Rivers to understand the EfW process.

The outcomes of this study are positive and warrant further investigation into the establishment of the Northern Rivers facility.



ABOUT --- PACIFIC CONSULTANTS

Since its foundation in September, 1954, Pacific Consultants has grown to be a leading construction consulting company. Pacific Consultants have 1,751 employees working on projects all over the world.

Pacific Consultants have a diverse business which covers a broad range of business areas including Land Conservation, Transportation Infrastructure, Urban Planning, Environment and Energy, Architecture, Geotechnical Engineering, Facility Engineering, Business Development, Public Management, Information System, International Projects and Research and Development

Pacific Consultants have constructed 458 EfW facilities worldwide including Europe, Asia, Japan, Oceania and the USA.

In Japan, the total generated electricity from EfW plants is 1,934MW from 348 facilities = Annual electricity consumption of 2.55 million households.

2019

JAPAN STUDY TOUR

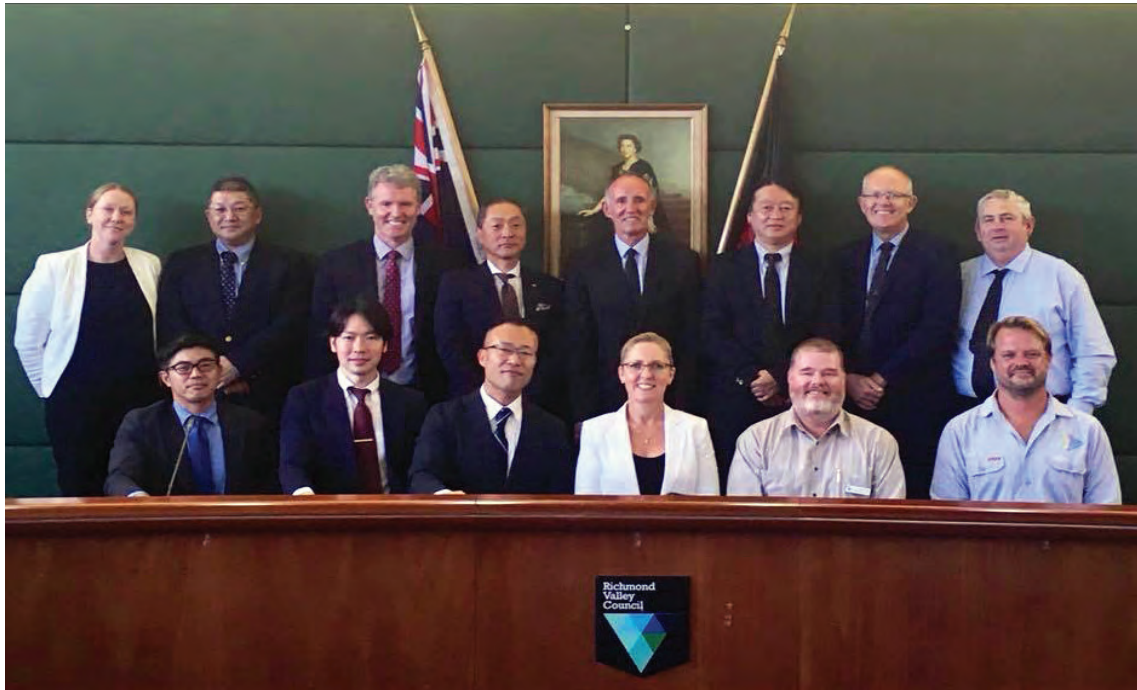
Whilst there is extensive information online about worldwide EfW facilities, it is hard to imagine the practical application without first seeing them in operation.

Pacific Consultants were successful in obtaining a grant from the Japanese Government to fund an Australian Study

Tour of EfW facilities in Japan. This study tour was held from 25 February to 1 March 2019. Eight representatives from the Northern Rivers attended various sites in Japan to inspect operating EfW facilities.

The tour itinerary is detailed in the following pages.





Representatives from Pacific Consultants traveled from Japan prior to the study tour to meet and discuss the EfW project. Pictured above are the Northern Rivers study tour delegates together with representatives from Pacific Consultants.

Over 4 days, delegates observed three EfW facilities, of varying size and operating age. The facilities are high standard and incredibly clean. They provide an example of a much better outcome than land filling for waste that cannot be recycled.

FUJISAN ECO-PARK ENERGY FROM WASTE FACILITY



Fujisan Eco-Park Energy from Waste Facility is a 4 year old Energy from Waste facility at the foot of Mt Fuji about 2 hours from Tokyo.

TOKYO CHOU GINZA ENERGY FROM WASTE FACILITY



Tokyo Chou Ginza Energy from Waste Facility is a 20 year old facility literally across the road from the Athletes village which is under construction for the Tokyo 2020 Olympic Games.

NAGANO ENVIRONMENTAL ENERGY CENTRE



The Nagano Environmental Energy Centre is a new facility which opened the day after the study tour visit.

MONDAY 25 FEBRUARY

MT FUJI ECO-PARK



Delegates travelled from Tokyo to visit the Mt Fuji Eco-Park Incineration Centre which is a 4 year old Energy from Waste facility at the foot of Mt Fuji about 2 hours from Tokyo



WASTE TREATMENT DOESNT HAVE TO BE A MESSY BUSINESS

The Mt Fuji Eco-Park Incineration Centre is a great example of the efficiency of EfW as a waste treatment solution. The centre was impeccably clean and organised.

The centre regularly caters for tour groups including school children who attend the facility to learn about the energy from waste process.

Waste is deposited at the receiving bay from garbage trucks. The crane then aerates the waste and prepares for incineration. The crane lifts the waste into the facility for treatment.



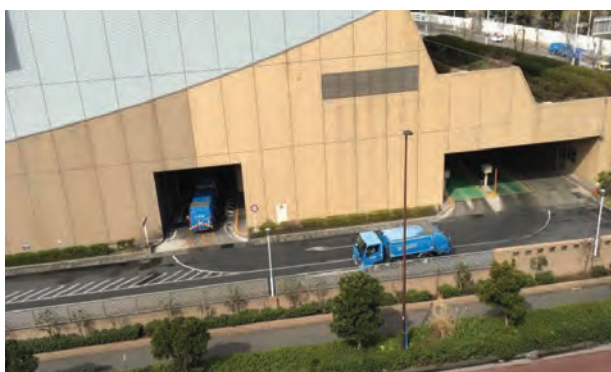
TUESDAY 26 FEBRUARY

TOKYO CHOU GINZA



LOCATED IN THE HEART OF THE CITY, THE TOKYO CHOU GINZA FACILITY HAS PROVEN THE TEST OF TIME

Operating for nearly 20 years, the Tokyo Chou Gina facility is a prime example of the EfW process in action. Viewing platforms and opportunities to see the internal workings of the facility in use are integrated in the design with regular tours undertaken to educate the community on the EfW process. The design of the facility is corporate, integrating with the skyline and neighboring buildings. The facility is located directly across from a huge residential development being established to accommodate athletes at the upcoming Tokyo Olympics.



A MODERN SOLUTION TO AN AGE OLD PROBLEM

During the visit to the Tokyo Chou Ginza facility delegates were able to observe the EfW process in action. Garbage trucks delivered waste to the disposal gates into the waste pit. The waste is then craned into the facility for processing. At each stage there were opportunities to view the process and observe how implementation of an EfW facility can reduce the amount of waste going into landfill.



WEDNESDAY 27 FEBRUARY NAGANO

A BRAND NEW PROJECT, THE NAGANO CENTRE IS A FLAGSHIP FACILITY

Opening early March 2019, the Nagano Environment and Energy Centre has been developed as a flagship for the establishment of EfW facilities. The best technology and proven systems have been implemented together with a fun and interactive educational display which teaches about the benefits of recycling and the EfW process. The facility incorporates viewing platforms to see each element in action.



COMMUNITY FACILITIES ARE MASTER PLANNED INTO THE EFW PRECINCT

Adjoining the new facility at Nagano is an incredible indoor pool and community complex complete with wave and therapy pools which are heated with steam generated at the EfW plant.



THURSDAY 28 FEBRUARY OFFICIAL MEETINGS



DURING THE TOUR DELEGATES MET WITH OFFICIALS RELEVANT TO THE PROJECT.

LEFT: Peter Knight, Commissioner NSW Trade & Investment, Japan Australian Trade and Investment Commission (Austrade)

BELOW: Richmond Valley Council delegates meet with Deputy Minister Akimoto, Japanese Ministry of Environment



Seminar held at Pacific Consultants Tokyo office.



I DETERMINING WASTE VOLUMES

Waste sampling was undertaken in December 2018 and sent to SCU's Lismore Environmental Analysis Lab for testing. Analysis looked at samples of MSW (red bin waste) from Lismore, Richmond Valley, Byron and Tweed Councils waste facilities.

This information is valuable in determining the quantity of waste which will be required to make the operation of the EfW facility viable in regards to generation of electricity.

Confirmation of the volumes of waste available to the facility is essential in order to determine the financial viability of the project.

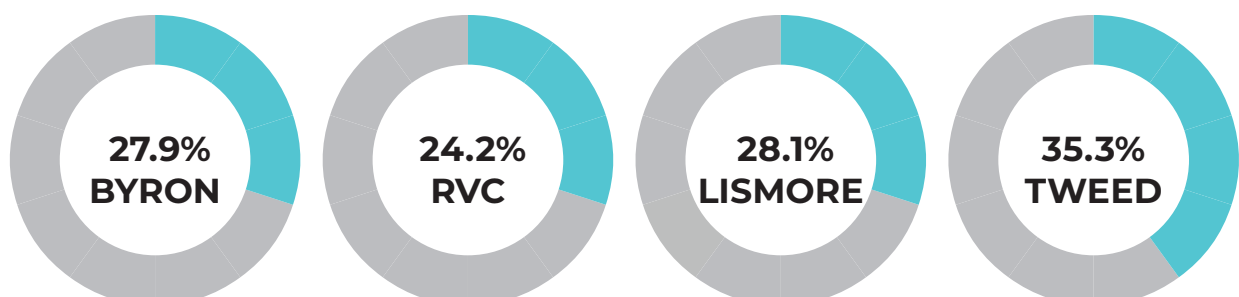
In order for a business case to be developed and analysed for viability, then the next phase of the project needs to investigate and confirm in more detail the source, volume and economic conditions around the supply of MSW to the facility.

	unit	AVERAGE
Density	Kg/m ³	114.9
Plastic	%	31.1
Paper	%	41.3
Kitchen Waste	%	15.1
Green Wood	%	0.7
Un-burnable	%	11.8
Others	%	0.1
Higher-Calorie	kJ/kg	21,510
Lower-Calorie	kJ/kg	12,513

PLASTICS CONTENT

(graphed below)

The plastic content is slightly higher than testing results in Japan which indicates that MSW to be used in the Northern Rivers facility is fuel with high calories, a positive result for the feasibility of the project.



WHERE TO

FROM HERE

With the completion of the initial pre-feasibility study, the project has been deemed suitable for further investigation and development through a full feasibility study.

In order for the project to proceed there are key elements and structures which will need to be determined. They cover two areas, governance and technology.

Governance:

- *Develop project scope*
- *Develop community engagement and education strategy*
- *Legal strategy as to probity, procurement and business structure*
- *Conduct a regulatory process assessment*

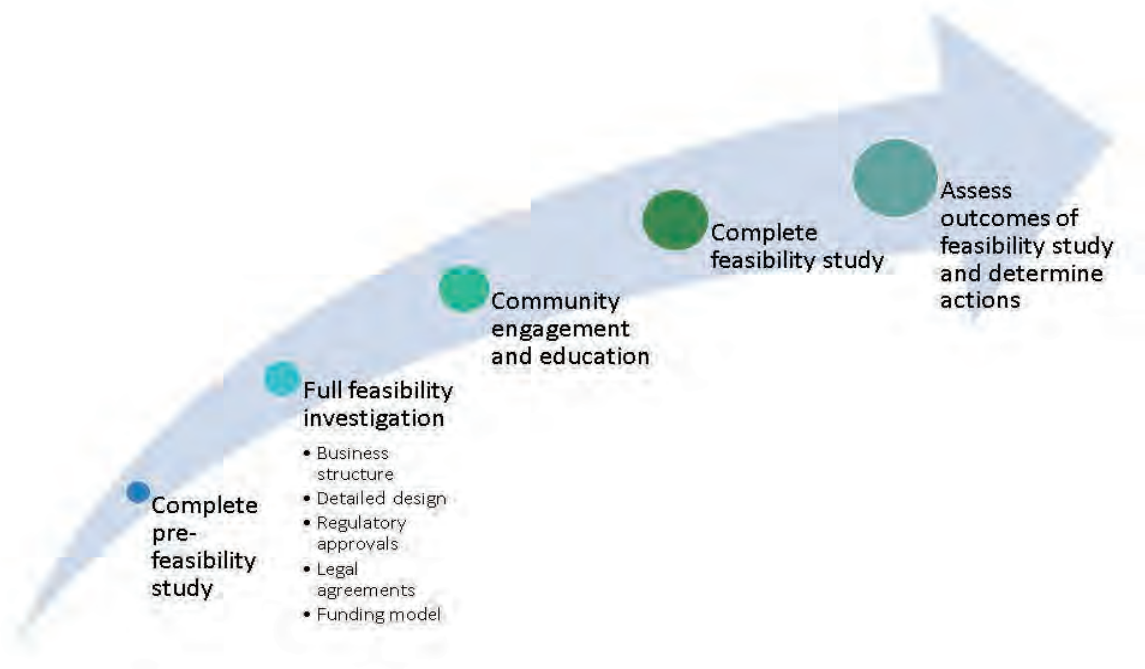
Technology:

- *Formalisation of waste volumes and supplier agreements*
- *Detailed facility and site design*
- *Detailed infrastructure design*
- *Environmental assessments to support planning and regulatory applications*
- *Further consultancy work in the areas of planning, engagement and legal*
- *Electricity sale agreement*
- *Detailed financial analysis*
- *Completion of all relevant licence and regulatory applications.*

It is intended that the outcome of the detailed feasibility is 'Shovel Ready' project.

WHAT ARE THE NEXT STEPS?

Towards investigation and implementation of an EfW solution in NSW?



In order for a project of this size to succeed, a collaborative and regional approach is essential. Working together, the Northern Rivers can develop a project that is leading the way in NSW.

Community engagement and education is a priority

Community engagement is not only an essential element in the regulatory approval process, but it is identified by all parties as a priority in establishing an Energy from Waste facility in NSW. An educational and information focus will be established early in the process to ensure clear and accurate information is available to the public.

Finalisation of business model and funding structure

Upon finalisation of the pre-feasibility study, and after assessment of its outcomes, the project will be in a position to assess the most appropriate business and funding models to proceed and undertake the necessary applications and negotiations.

Engagement of support consultancies

A project of this size will require significant logistical coordination. With many moving parts, the appointment of a project manager is an early step. Community engagement, planning and consultancy experts will be appointed early in the process.

RICHMOND VALLEY COUNCIL

A collaborative community working together to advance a resilient and robust economy which reflects a strong sense of community, successful businesses and a healthy environment

www.richmondvalley.nsw.gov.au

Attachment 7

Northern Rivers Branding Deck

What is a place brand?

a symbol and story that unites purpose and vision with value and expectation.

a symbol and story that all people – the sellers, the buyers, the marketers, the connoisseurs, the visitors, the businesses and the community embrace, promote and live.

a symbol and story that is immediately recognisable and aligned with the region and its positioning.

Why a place brand for the Northern Rivers?

the Northern Rivers is in a transformational environment and proactive in establishing and maximising growth opportunities.

anticipating the sigmoid curve, there is benefit to being proactive for business and economic success.

a place brand represents and prioritises the intention for collaboration and partnership.

The key to sustaining a healthy life, a healthy business or a healthy region is to make a transformation to a new curve before the current one moves into a decline

Why would you invest in the brand?

participation is the first step to success and represents the intent to champion change.

an example of collaboration, partnership and unity can come from contribution.

to be part of something fresh and transformational during its development journey and throughout its implementation.

Who is involved in the Northern Rivers brand?

the Department of Premier & Cabinet, Regional Development is facilitating and coordinating the project steering committee.

the Steering Committee is made up of key business and industry representatives from across the Northern Rivers region.

outcomes will maximise opportunities for food providence, investment attraction and visitor attraction along with increased business and community confidence.

Attachment 8:

Draft minutes of Combined North Coast Rural Industry Consultative Committee and North Coast Agriculture Natural Disaster Advisory Group

Meeting	Combined North Coast Rural Industry Consultative Committee and North Coast Agriculture Natural Disaster Advisory Group		
Meeting No.	#94 and #17	Date	28 March 2019
Location	Wollongbar Primary Industries Institute, 1243 Bruxner Highway, Wollongbar NSW 2477	Time	9.30 am – 12.30 pm
Attendees	Kath Robb (NSW Farmers), Ben Clift (Oilseeds), Geoff Manning (Apiary), Tracey Doherty (Cane), Scott Clark (Pecans), Alex Lynch (Olives & Beef), Ken Bryant (Dairy), Steve Sibley (Rural Financial Counselling Service), David Parsons (Human Services) Mark Hickey and Selina Stillman (NSW DPI) and Rik Whitehead (DoI & Chair). Guests: Isabel Perdriau, Northern Rivers Joint Organisation		
Apologies	Brendan Reeves (Cane), Joseph Leven (Beef), Allison Henry (Northern Rivers Food), Don Enders (Olives), Sheryl Rennie (Finger Lime), Craig Perring (Nursery), Rachel Mackenzie (Blueberries) Ross Turvey and Gary Goldberg (Rural Financial Counselling Service), Maureen McDonald (Dairy & Richmond Valley Community), Piers Harper and Louise Orr (NCLLS), Melinda Simpson, Jeremy Bright, Jen Haberecht and Matt Weinert (DPI)		
Prepared by	Jenny McInnes		

1. Welcome and Apologies

Rik Whitehead (Chair) welcomed attendees to the combined NCRPCC and NCANDAG meeting and thanked everyone for attending. Acknowledgement of Country. A special welcome was extended to Isabel Perdriau, Northern Rivers Joint Organisation.

2. Previous minutes and actions arising

Minutes of the meeting held 22 November 2018 were adopted.

An Action from the previous minutes was to extend an invitation to a speaker from the Regional Investment Corporation to attend the next meeting and outline the Australian farm business low interest loans. As a speaker was unable to be sourced, a link to the website is provided. <http://www.ric.gov.au/>. Industry members are welcome to contact Steve Sibley or Ross Turvey from the Rural Financial Counselling Service if they require information on rural loans or farm finances.

3. Wollongbar Primary Industries Institute 125 Anniversary arrangements

Mark Hickey, Institute Director, NSW DPI

Wollongbar Primary Industries Institute (WPII) will be celebrating its 125 Year Anniversary in August 2019. Celebrations will be aimed at promoting the Wollongbar Primary Industries Institutes past, present and future to the Northern Rivers community and agricultural industry sectors. We hope to raise the profile of WPII and improve understanding and appreciation of the work undertaken, current services provided and the value we make to the region and NSW.

As part of the celebrations a series of Masterclasses will be held each week during August, a staff Anniversary Dinner and a public Open Day on 24 August where visitors will have the opportunity to view displays and demonstrations, attend information sessions and interact with staff. Site tours, involving local school students, historic items and memorabilia on display to showcase the story of Wollongbar's history and Agriculture development are all being planned.

More information will be shared via local media and emails to the NCRPCC closer to the date.

4. Key areas and priorities of the Northern Rivers Joint Organisation

Isabel Perdriau, Executive Officer, Northern Rivers Joint Organisation

The Northern Rivers Joint Organisation (NRJO) is a partnership involving Tweed, Byron, Ballina, Lismore, Richmond Valley and Kyogle Councils. There are six Associate Members; Regional Development Australia, Rous Country Council, Scenic Rim Regional Council, Tenterfield Shire Council and NSW Dept. Premier and Cabinet and Destination North Coast.

NRJO's functions are to establish strategic regional priorities for the joint organisation area and develop strategies and plans for delivery these priorities. The NRJO are an advocate for strategic regional priorities.

The five key Strategic Regional Priorities that have been developed are:

- Thriving, healthy and biodiverse natural environments
- Improved community wellbeing now and into the future
- A physically and digitally connected region
- Innovative, sustainable energy, water and waste management
- A diversified, prosperous and sustainable regional economy

Feedback and discussion by the Group included;

- Associate membership could benefit by including a rural industry representative
- primary producers feel like they are left out of discussions and want to be involved actively in decision making
- the Tabulam fire response highlights that the area between Tabulam and Drake which is in Tenterfield Shire is a difficult to service area and could benefit by becoming part of Kyogle Council area
- Council Newsletters are an effective way to pass on information on regional priorities and inform rural landholders

Isabel advised Industry reps are invited to make direct contact with her on items of interest and follow-up. Email: execofficer@northernriversjo.nsw.gov.au

The next Northern Rivers Joint Organisation meeting will be held on 3 May at Richmond Valley Council Chambers in Casino. Meetings are open to the public.

ACTION: Chair to contact the Executive Officer NRJO to confirm that a representative from the North Coast Rural Industries Consultative Committee would like to be part of the Associate Membership group.

5. Industry Issues and Highlights

Apiary: 40 hives were lost in the recent Tabulam fires though details are limited.

Dept. Human Services: Attended Tabulam fires recovery centre to provide assistance with Disaster Funding and Farm Household Allowance support to farmers. No claims have been received as yet. The Farm Household Allowance has been extended to four years with a fast claiming process for fourth year payment claims. A reminder that this allowance covers financial difficulties at any time not just during a drought or natural disaster.

Oilseeds: Members had a good bus trip to processing facilities on the Darling Downs and the Port of Brisbane. Unfortunately there are more grains being imported because of current conditions, with very few soybeans being harvested on the North Coast and in Australia. This has resulted in soybean prices escalating. Seed stock and its quality will be a real issue for 2020. The North Coast New South Wales Grower Solutions Group have a Soil Scientist visiting the Clarence next week with DPI Agronomist Natalie Moore.

Cane: There has been dry weather since planting and this has hindered growth. Rain has been patchy which will result in some planted cane being ploughed out as there are no stalks just a lot of leaf. The soy crop is not going well. There are concerns about upcoming frosts and cane prices are not good. Total crop estimates are down 25% on last years with an expected total across the three rivers of 1.5million tonne. The drain issue has still not progressed. Tracey is working with the DPI Rural Resilience officer on a project titled Women on the Land (WOTL). The group is about empowering women to be prepared for disaster events. A forum was held in Casino with 80 women attending. The group will have a stand at Primex and hope to educate women in Agriculture on farming and emergency preparedness issues.

The link to their facebook page is: <https://www.facebook.com/WOTLGREYNORTHERNNSW/>

The instagram tag is @wotlgreynorthernnsw.

NSW Farmers: We are addressing more stringent measures on farm safety. Concerns are continuing in relation to rural trespass, invasion of privacy and issues of safety. Clarification has been sought on the management and use of Travelling Stock Reserves - Flood Reserves. A submission has been sent to Minister Blair. We are also advocating for Special Constable status of RSPCA and Animal Welfare League inspectors be removed.

Rural Financial Counselling Service: Following on from the Banking Royal Commission, don't assume banks will continue with previous lending and redraw facilities. Farm debt mediation has increased because of the sustained impact of the drought. The *Emergency Water Infrastructure Rebate Scheme* is for eligible Primary Producers and is for animal welfare needs only. Details are on the Rural Assistance Authority website. The ongoing pressure has seen nine Rural Financial Counsellors resign in the last two years across the state.

Olives & Beef: The olive industry on the north coast is almost lost. One property west of Casino run out of water. Northern Cooperative Meat Company currently is not taking cattle for processing.

Dairy: Sowing of ryegrass has been delayed. There is little conserved fodder and not much to buy and is very expensive. Grains prices are high and expect to remain that way until the end of 2019. Milk has been \$1/L since 2011 and the increased price proved very positive to the dairy industry. Norco is currently trucking up 400,000L of milk from the Gippsland area.

Pecans: Despite the drought farms with irrigation have a great crop but need water. There is a reduction in nut size and the harvest has commenced three weeks early with good quality nuts. Other industries have shown an interest in diversifying into pecan nuts.

Land Use Planning: Community Consultation Plans are underway to improve the level of engagement between Council and primary producers. The Primary Production and Rural Development State Environmental Policy has been introduced. Selina made an offer to present on this topic at a future meeting.

<https://www.planning.nsw.gov.au/Policy-and-Legislation/State-Environmental-Planning-Policies-Review/Draft-Primary-Production-SEPP>

Horticulture: Hort Innovation is conducting a review of its Strategic Plans doing a roadshow around the State. There is an opportunity for local growers to make input into it. Storm damage from Cyclone Oma in February was severe for banana growers in the Tweed and Byron areas, sustaining three quarters of a million dollars in damage.

Further information can be found in the written reports at the end of the minutes.

5. Recent Natural Disaster events

North Coast extreme weather events have increased with two hail events, one bushfire and one Cyclone to date. It is timely to look at systems and preparedness of farm and industry operations. Primary producers are resilient and industries can adapt and change. Natural Disaster Assistance measures will have limitations but we do our best within the guidelines and policy to support recovery. The Drought Hub webpage has details of assistance.

<https://www.dpi.nsw.gov.au/climate-and-emergencies/droughthub>

The Committee expressed appreciation for the waiver of LLS rates due to the drought and other support measures provided to primary producers.

The Committee welcomed a future update from Simon Oliver, DPI on the latest emerging management initiatives.

6. General Business

The next meeting of the NCRPCC and NCANDAG is to be held on Thursday 11 July 2019. Members are asked to advise if this is an issue for you or your industry. Alternative industry representatives are welcome to attend to ensure a good cross section of industries.

Meeting closed 12.40 pm with the Chair thanking all participants for their participation.

Rik Whitehead

Chairperson

4 April 2019

Attachment 9:

Executive Summary – Northern Rivers Freight and Supply Chain Strategy



Production and manufacturing in the Northern Rivers Region is a diverse mix of types and scales, from boutique, local goods production (tea, coffee, construction materials, extracts and so on) to major activities in forestry and the sugar industry. The Region includes fisheries, a diverse mix of fresh fruit, vegetables, nuts, meat, milk and milk goods and beverage manufacturing, all at both a small and larger scale.

Improved interconnectivity between regional, inter-regional and international producers, manufacturers and markets is critical for efficient freight activity in the Northern Rivers. Many different industries rely on these supply chain connections to operate and thrive. The Region needs increased connectivity to raw materials available from outside the Northern Rivers for processing, and more efficient and new ways of reaching domestic and international markets.

The *NSW Northern Rivers Region Freight and Supply Chain Strategy* sets out the appropriate regional development for better access to Brisbane, southern Queensland and northern NSW.

The Strategy's vision for the Northern Rivers builds upon the existing road and rail networks already in place. The key proposed network changes are:

- Increased regional connectivity through improved B-Double access to:
 - » the Port of Brisbane, Southern Queensland and Brisbane through the Summerland Way, Clarence Way and modification to the Mt Lindesay Highway;
 - » Tenterfield and the New England Highway through the Bruxner Highway west of Casino and improved access through Lismore.
- The utilisation of the coastal railway and the under-construction inland Rail corridor to create a rail shuttle to the Port of Brisbane and to Toowoomba/Wellcamp Airport. With new intermodal hubs at Kyogle, Casino and Grafton, provide direct access to rail from within the Region.

The Strategy has identified 20 initiatives (see overleaf) that together realise the vision for the freight and supply chain network and needs of the Northern Rivers Region. The initiatives operate at Global, National/State and Regional/Local tiers. A key part of the Strategy is a **new framework for regional collaboration** that engages broadly with industry and agency stakeholders, to deliver on the initiatives in this plan and allow for capacity building and resilience within the region for the future.

This Strategy, developed at the 'grassroots' through contact with primary producers, local boutique manufacturers, freight companies and local and state government officials, also identifies broad-based industry and agency collaboration as a key initiative to build and maintain resilience in the supply chain. This resilience, and the adaptive pathways that result from this, will be essential in the future context of ever-increasing change due to climate change, digital disruption, demographic change and the emergence of other unknowns.



From Roots to Routes: An innovative vision of freight for the Northern Rivers NSW

FREIGHT AND SUPPLY CHAIN INITIATIVES

1

Investigate alternative methods to reach the Port of Brisbane.

2

Develop a concept for the Northern Rivers Rail Shuttle Transport Model

3

Improve presence of Northern Rivers businesses in foreign markets

4

Investigate alternative airports to service air-freight export needs (Toowoomba / Gold Coast)

5

Collaborate to improve use of climate controlled containers for fresh produce into international markets

6

Pursue opportunities for freight hubs that are located outside capital cities

7

Mt Lindesay Hwy / Summerland Way / Clarence Way Freight Road Network Upgrade

8

Upgrade the Bruxner Highway for B-Double access from Casino to Tenterfield / New England Highway

9

Collaborate to improve access to, reliability of, freight in the Region

10

Collaborate with markets and industry to develop a reliable 'packaging return' process

11

Priority initiatives from this Strategy to be further developed by Transport for NSW in the Northern Rivers Regional Future Transport Plan

12

Utilise the state approval framework / tool while at the same time keep local contact between local government and freight services providers

13

Better rest areas in better places

14

Develop a framework to assist Local Government to adapt to changing land use requirements

15

Develop a detailed understanding of the Freight and Supply Chain activity for each precinct in the Northern Rivers

16

Promote the use of the Northern Rivers freight model to make funding applications for individual first mile / last mile initiatives

17

Contribute to the development of a Northern Rivers Regional Food Strategy

18

Increase the transparency and sharing of information between supply and demand in the local food economy






19

Data Sharing within the Region for freight movements to better coordinate smaller scale movements

20

Regional Collaborative Group(s) to implement initiatives in the Strategy

The colours here represent the stakeholder groups which would generally progress the initiative

-  Regional (Infrastructure)
-  Regional (Non-Infrastructure)
-  Transport Companies
-  Local Government
-  Precinct Implementation