



Agenda for the Northern Rivers

Joint Organisation

Ordinary Board Meeting

Date: 21 August 2020

Location: via Zoom

Time: 11.00am

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1 ACKNOWLEDGEMENT OF COUNTRY

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

2 APOLOGIES

3 DECLARATIONS OF INTEREST

4 ADDRESS BY OFFICIAL VISITOR(S)

Simon Stahl, Chair of the Northern Rivers NSW Brand Committee will provide an update on the status of the Northern NSW brand.

Background

The Northern Rivers NSW brand was soft launched in April 2020 with a week-long campaign in The Northern Star and News Limited newspapers across the region.

The timing coincided with the opening of the new Ballina BP Travel Centre, where the brand features strongly – see Attachment 1.

Registered users

Since April more than 110 local businesses and community organisations, drawn from all LGAs and across a range of sectors, have signed up to utilise and promote the brand. All registered users, including all 7 local councils, appear on the member's directory page on our website:

<https://northernriversnsw.com.au/members-directory/>

Founding Partners

In addition to financial contributions from several Councils, four local businesses (NCCMC, Richmond Dairies, North Coast Petroleum and Stone & Wood) have signed up as Founding Partners, with discussions underway with several other businesses.

Governance Framework and MOU

The Steering Committee for the Northern Rivers NSW brand have developed a detailed governance framework and a MOU to underpin the collaborative partnership driving the brand – see final drafts attached as Attachment 2 and Attachment 3.

Strategic Framework

The Steering Committee are currently finalising the development of a Strategic Framework based on three brand objectives and four pillar objectives:

BRAND Objectives

1. Establish the new brand with community, business and industry stakeholders in the Northern Rivers and achieve quick uplift in its use
2. Establish a sustainable funding model through regional founders and government funding initiatives
3. Demonstrate the brand's capacity to drive outcomes in:
 - a. Lifting existing regional initiatives and activities across the 4 pillars
 - b. Driving new brand enhanced initiatives across the 4 pillars

PILLAR Objectives

Visitation: Maximise the visitor economy via collective use of the Northern Rivers NSW brand. Investment: Positioning the Northern Rivers as the optimum investment location for progressive businesses.

Provenance: Building awareness and familiarity of the Northern Rivers NSW brand as a trusted and valued origin.

Liveability: Celebrating the Northern Rivers as a region that provides a quality of life driven by our intrinsic values.

Communications

A communications plan has been developed and a series of communication and social media platforms supporting the brand have been established. Regular EDMs have been well received, suggesting a high level of engagement amongst registered users.

The brand has developed two videos:

- A one-minute video, perfect for social media shares and member's websites: <https://youtube/- WF7uOQmiWo>
- A six-minute video outlining the brand journey to date: https://youtube/TVE_0BmK6wk

The videos were featured in a NBN news report

(<https://www.nbnnews.com.au/2020/06/22/northern-rivers-community-uniting-under-one-brand/?fbclid=IwAR2qW2ezcDtRiMqa-yq5YUFjSITRkg4E5zyja-CfkixUmHnxP1LuJxaOYA>) and have been picked up and promoted by various registered members (eg Northern Rivers Community Foundation's website and Twin Towns external video screens)

Marketing collateral

The Steering Committee for the brand has developed a series of logos featuring a range of "connect with..." taglines for members' use. Email signature bars and shorter vignette videos focussed on the four pillars will shortly be released.

With the assistance of local Councils, the branding team is collating a library of regional images covering all LGAs.

Once the Strategic Framework is finalised other marketing collateral, based on the four pillars, will be developed.

RECOMMENDATION

THAT the NRJO enter into a formal Memorandum of Understanding with Northern Rivers Together in relation to the Northern Rivers Brand

THAT the Chair be authorised to sign the MOU on behalf of the NRJO

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 26 JUNE 2020

The Minutes of the Ordinary Meeting of the Northern Rivers Joint Organisation Friday 26 June 2020 are included for information and adoption by the Board.

MINUTES OF THE ORDINARY MEETING OF THE NORTHERN RIVERS JOINT ORGANISATION HELD VIA ZOOM ON FRIDAY 26 JUNE 2020

ATTENDANCE

Crs Danielle Mulholland (Chair), Isaac Smith, David Wright, Simon Richardson, Robert Mustow, Chris Cherry

Anita Gambhir (Office of Local Government); Louise McMeeking (Regional NSW)

General Managers Troy Green, Vaughan MacDonald, Graham Kennett, Mark Arnold, Paul Hickey, Shelley Oldham

Michael Thurston (Destination North Coast), Phil Rudd, Keith Williams (Rous County Council),

Isabel Perdriau, Donna McIntyre (minute taker)

1. ELECTION OF CHAIR

The meeting opened at 11.00am with Executive Officer Isabel Perdriau presiding as the Returning Officer for the election of a Chair and Deputy Chair for the NRJO.

Voting representatives for the election of Chairperson and Deputy Chairperson are the Mayors of the member councils as listed in the Proclamation.

These are:

- | | |
|--------------------------|----------------------------------|
| • Cr Danielle Mulholland | Mayor Kyogle Council |
| • Cr Robert Mustow | Mayor Richmond Valley Council |
| • Cr Isaac Smith | Mayor Lismore City Council |
| • Cr Simon Richardson | Mayor Byron Shire Council |
| • Cr David Wright | Mayor Ballina Shire Council |
| • Cr Chris Cherry | Deputy Mayor Tweed Shire Council |

Only one nomination for the position of Chair was received. A further call for nominations was made by the Returning Officer and no additional nominations were received. There being only one nomination, the Returning Officer declared Cr Danielle Mulholland to be elected to the role of Chair of the Northern Rivers Joint Organisation.

2. ELECTION OF DEPUTY CHAIR

Cr Danielle Mulholland nominated Cr Isaac Smith for the role of Deputy Chair. This was seconded by Cr Richardson. Cr Smith accepted the nomination. A further call for nominations was made by the Returning Officer and no additional nominations were received. There being only one nomination, the Returning Officer declared Cr Isaac Smith to be elected to the role of Deputy Chair of the Northern Rivers Joint Organisation. Cr Danielle Mulholland assumed the Chair.

3. ACKNOWLEDGEMENT OF COUNTRY

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

4. APOLOGIES

Cr Katie Milne; Cr Virginia West and Cr Derek Swanborough (Scenic Rim Council), Tim Williamson (RDA Northern Rivers), Ashley Lindsay (Clarence Valley Council)

26062020/1 RESOLVED

Moved: S Richardson/I Smith

THAT the apologies tabled for the NRJO Board meeting be accepted

CARRIED

FOR VOTE - All Councillors voted unanimously.

ABSENT/DID NOT VOTE – Cr Wright

5. DECLARATIONS OF INTEREST

6. ADDRESS BY OFFICIAL VISITORS

No official address

7. CONFIRMATION OF MINUTES and BUSINESS ARISING

7.1 Confirmation of Minutes – NRJO Meeting 7 February 2020

26062020/2 RESOLVED

Moved: S Richardson/D Mulholland

THAT the Minutes of the Ordinary Meeting of the Northern Rivers Joint Organisation held Friday 7 February 2020 be adopted as a true and accurate record of proceedings of that meeting.

CARRIED

FOR VOTE - All Councillors voted unanimously.

ABSENT/DID NOT VOTE – Cr Wright

8. NOTICES OF MOTION

NIL received

9. REPORTS

9.1 ASSOCIATE MEMBER REPORT - DESTINATION NORTH COAST

26062020/3 RESOLVED

Moved: I Smith/R Mustow

THAT the report from Destination North Coast be noted.

CARRIED

FOR VOTE – All Councillors voted unanimously.

ABSENT/DID NOT VOTE – Cr Wright

9.2 ASSOCIATE MEMBER REPORT – RDA NORTHERN RIVERS

26062020/4 RESOLVED

Moved: S Richardson/D Mulholland

THAT the report from RDA Northern Rivers be noted.

CARRIED

FOR VOTE – All Councillors voted unanimously.

ABSENT/DID NOT VOTE – Cr Wright

9.3 ASSOCIATE MEMBER REPORT – SCENIC RIM REGIONAL COUNCIL

26062020/5 RESOLVED

Moved: R Mustow/S Richardson

THAT the report from Scenic Rim regional Council be noted.

CARRIED

FOR VOTE - All Councillors voted unanimously.

ABSENT/DID NOT VOTE – Cr Wright

Cr David Wright joined the meeting at 11:17am

9.4 ASSOCIATE MEMBER REPORT – ROUS COUNTY COUNCIL

26062020/6 RESOLVED

Moved: R Mustow/I Smith

THAT the Northern Rivers Joint organisation;

- 1. Receive and note the report*
- 2. Recognise the proposed Future Water Project 2060 Integrated Water Cycle Management Plan as a regionally significant initiative in order to support Rous County Council's efforts to secure State and Federal Government funding assistance.*

CARRIED

FOR VOTE - All Councillors voted unanimously

9.5 CHAIR AND EXECUTIVE OFFICER REPORT

26062020/7 RESOLVED

Moved: D Mulholland/S Richardson

THAT,

- I. the NRJO does not support a financial contribution for a secretariat to the Chairs network.*
- II. should the Minister for Local Government and/or the NSW Office of Local Government be prepared to fund the provision of a secretariat, it would have the NRJO's support.*

CARRIED

FOR VOTE - All Councillors voted unanimously

26062020/8 RESOLVED

Moved: S Richardson/R Mustow

THAT the existing service agreement between NRJO and RDA NR is renewed until 31 December 2020.

CARRIED

FOR VOTE - All Councillors voted unanimously

26062020/9 RESOLVED

Moved: R Mustow/I Smith

THAT the Chair and Executive Officer's report be received and noted

CARRIED

FOR VOTE - All Councillors voted unanimously

9.6 NORTH COAST WASTE PROJECT UPDATE

Nil

9.7 JO CAPACITY BUILDING FUND

26062020/10 RESOLVED

Moved: D Wright/R Mustow

THAT the report be received and noted

CARRIED

FOR VOTE - All Councillors voted unanimously.

9.8 FINANCIAL REPORT

26062020/11 RESOLVED

Moved: C Cherry/S Richardson

THAT the financial statements for the period ending 31 May 2020 be accepted

CARRIED

FOR VOTE - All Councillors voted unanimously.

10. URGENT BUSINESS

26062020/12 RESOLVED

Moved: D Mulholland/I Smith

THAT the Board moved into closed session to consider an urgent report from the Chair in relation to the Executive Officer role.

CARRIED

FOR VOTE - All Councillors voted unanimously.

The Board went into closed session at 11:25am

26062020/15 RESOLVED

Moved: D Wright/I Smith

THAT the Board move out of closed session and into open session.

CARRIED

FOR VOTE - All Councillors voted unanimously.

Open session resumed at 11:31am and the following resolutions from closed session were recorded;

26062020/13 RESOLVED

Moved: D Wright/I Smith

THAT the Board receive and note a verbal report from the Chair on the Executive Officer recruitment and note that the selection panel will remain as per last resolution and will consist of Cr Mulholland (Chair), Cr Smith (Deputy Chair) and Cr Mustow, with any other member of the NRJO Board able to attend as an observer.

CARRIED

FOR VOTE - All Councillors voted unanimously.

26062020/14 RESOLVED

Moved: D Mulholland/ D Wright

THAT Graham Kennett be appointed as interim Executive Officer without remuneration until the position is filled.

CARRIED

FOR VOTE - All Councillors voted unanimously.

11. CONFIDENTIAL REPORTS

Nil

12. CORRESPONDENCE

26062020/16 RESOLVED

Moved: R Mustow/I Smith

THAT the correspondence report be noted

CARRIED

FOR VOTE - All Councillors voted unanimously.

MEETING CLOSED 11.33am

NEXT MEETING

21 AUGUST 2020

TWEED SHIRE COUNCIL

RECOMMENDATION:

THAT the Minutes of the Ordinary Meeting of the Northern Rivers Joint Organisation held Friday 26 June 2020 be adopted as a true and accurate record of proceedings of that meeting.

5.2 CONFIRMATION OF MINUTES OF THE EXTRAORDINARY MEETING OF THE NORTHERN RIVERS JOINT ORGANISATION HELD 7 AUGUST 2020

The Minutes of the Extraordinary Meeting of the Northern Rivers Joint Organisation 7 August 2020 are included for information and adoption by the Board.

MINUTES OF THE EXTRAORDINARY MEETING OF THE NORTHERN RIVERS JOINT ORGANISATION HELD VIA ZOOM ON FRIDAY 7 AUGUST 2020

ATTENDANCE

Crs Danielle Mulholland (Chair), David Wright, Simon Richardson, Robert Mustow, Katie Milne
General Managers Troy Green, Graham Kennett (also as Acting NRJO Executive Officer), Mark
Arnold, Paul
Hickey, Shelley Oldham
Mark Anderson (Local Government NSW Management Solutions)

1. OPENING

The Chair opened the meeting at 11.00am

2. ACKNOWLEDGEMENT OF COUNTRY

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

3. APOLOGIES

Cr Isaac Smith

07082020/1 RESOLVED

Moved: R Mustow/D Wright

THAT the apologies tabled for the NRJO Board meeting be accepted

CARRIED

4. DECLARATIONS OF INTEREST

Cr Mullholland and Graham Kennett both declared an interest in Item 5.1 due to a relationship
with one
of the applicants.

5. REPORTS

5.1 Executive Officer Recruitment

07082020/2 RESOLVED

Moved: D Wright/S Richardson

That the Board considers the confidential reports listed below in a meeting closed to the public in accordance with Section 10A(2) of the Local Government Act 1993:

Executive Officer Recruitment

This matter is considered to be confidential under Section 10A(2) – a of the Local Government Act, and that the Board is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as the information to be received, discussed or considered in relation to this agenda item includes personnel matters concerning particular individuals (other than councillors).

CARRIED

FOR VOTE - All Councillors voted unanimously.

Cr Mullholland and Graham Kennett left the meeting at 11:04am by being moved into the Zoom “lobby”. Cr Mustow took the Chair.

07082020/4 RESOLVED

Moved: D Wright/S Richardson

THAT the Board move out of closed session and into open session.

CARRIED

FOR VOTE - All Councillors voted unanimously.

ABSENT/DID NOT VOTE – Cr Mulholland

Open session resumed and Cr Mullholland and Graham Kennett joined the meeting at 11:27am and Cr Mulholland took the Chair.

The following resolutions from closed session were read out by the Chair;

07082020/3 RESOLVED

Moved: R Mustow/S Richardson

1. *That the Board accepts the recommendation of the Selection Committee of the whole and resolves to appoint the successful candidate to the position of Executive Officer subject to the negotiation of a contract;*
2. *That, if those negotiations prove unsuccessful, the Board resolves to conduct a second round of interviews with the three runners up as indicated by the three Selection Committee members.*

CARRIED

FOR VOTE – Crs R Mustow, S Richardson, and D Wright

AGAINST VOTE – Cr K Milne

ABSENT/DID NOT VOTE – Cr Mulholland

There being no further business, the Chair declared the meeting closed at 11:30am.

RECOMMENDATION:

THAT the Minutes of the Extraordinary Meeting of the Northern Rivers Joint Organisation held Friday 7 August 2020 be adopted as a true and accurate record of proceedings of that meeting.

6 NOTICES OF MOTION

7 REPORTS



Crisis Management

Feedback garnered from stakeholders indicate that occupancy and transaction levels remain buoyant with many operators and destinations achieving above average results for June-July compared to corresponding periods in previous years. The Queensland border closure which is more severe than the previous closure has led to significant cancellations across the Northern Rivers and with National Parks campgrounds.

DNC have been advocating for a voucher system to be implemented for experience and attraction operators. Accommodation, food and beverage service operators have experienced increased levels of business activity since regional travel has been enabled. Experience and attraction providers, it appears have not experienced the same level of uplift as consumers discretionary spend on such activities tend to be limited when travelling closer to home which many visitors are currently doing. The proposal has received universal support from the other Destination Networks across the state, indicative support from Regional NSW and Resilience NSW who are now investigating further.

Business Events

The DNC Business Events program has been focusing on the compilation of digital content aimed at keeping our destinations and venues front of mind for event planners and to assist the sales and promotion process moving forward. The first series of assets will be destination focused 'Cheers to recovery' videos that feature operators and council staff on location welcoming visitors and event planners back to our region once the time is right. In addition, the team have been compiling 'virtual site inspection' videos for stakeholders. The virtual site inspection videos will be used during the tender process moving forward and for general promotional purposes.

Future Demand and Accommodation Reinvestment Projects

The first phase of this series of research projects has been completed with the report outlining future demand and our regions capacity to accommodate this demand having been signed off. The second phase of research is nearing completion with the Accommodation Reinvestment Report that includes detailed audits of current stock across the region and per LGA, competitor analysis, best practice guidelines and proposed methodologies for securing investment. Once complete reports will be distributed and the findings from both reports presented to each LGA independently.

The phase of this work will be the compilation of an investment prospectus aimed at securing investment into new accommodation stock and reinvestment into existing stock. Thus far 22 investment opportunities have been identified. A further round of consultation with LGA's and other relevant stakeholders is underway.

Key Projects

DNC recently requested the top three infrastructure projects per LGA that they are seeking support for. The master list of projects will be used to advocate for and accommodate requests from state and federal government and other relevant agencies, for such projects. Advocating for and assisting in the planning and development of projects that have the potential to have a definitive impact on the visitor economy is a leading objective of DNC. As a result, if your LGA have any such opportunities that you are seeking support for in regard to advocacy or assistance in planning or design we encourage you to reach out to us.

RECOMMENDATION

THAT the report from Destination North Coast be noted

7.2 ASSOCIATE MEMBER REPORT – RDA NORTHERN RIVERS



STRATEGIC PLANNING

The 2020- 21 RDA Recovery Action Plan has been developed and sent to Department of Infrastructure for approval as required under the funding agreement. The plan will be implemented in alignment with relevant Council recovery plans.

The Department of Infrastructure has called for the national RDA network to assist with identifying Priority Projects for 2021. I have offered to assist councils with applications to Infrastructure Australia's Priority Project List 2021.

The Brand Committee has held a strategy day and developed strategies and plans to fit under the four pillars of: provenance, liveability, investment attraction, visitor attraction.

Hosted meeting between all Cross Border (QLD/NSW) RDAs and NSW Cross Border Commissioner. This meeting provided an update to all RDAs from the Commissioner and the opportunity for RDAs to raise important issues.

INDUSTRY DEVELOPMENT

One of only two national poultry processors have relocated processing operations from the region leaving a number of poultry producers without income and are now seeking new opportunities. After a meeting hosted by Kevin Hogan, MP between producers, RVC, RDA and NSW agencies, a working group has been established to provide assistance.

An increase in enquiries regarding new investment into industry operations has been received. Some require no or little funding but are seeking assistance with red and green tape reduction.

PROJECT HIGHLIGHTS

REPORT: COVID-19 Effect on Northern Rivers Economy

RDA is active in accessing relevant economic data and sharing it through our distribution channels. The latest data release at the time of writing (for the month of May) from Labour Market Information Portal and REMPLAN have started to diverge markedly. Noting that methodology and reporting timeframes are different, e.g.; LMIP is 'quarterly' and REMPLAN is monthly data, LMIP data has shown an increase in employment pre-COVID to May 2020 in 8 industry sectors, whereas REMPLAN data is showing a loss across all sectors. This results in a net turnaround of around 20000 people employed. RDA takes the view that the truth may be somewhere in the middle.

Northern Rivers, NSW Branding Initiative

Over 100 members are now on board. Four new Founding partners have also joined and all Councils have provided their support to the project. The formal signing of the MoU with NRJO +1 Councils is welcomed by RDA as a signal to NR communities of the importance of the initiative at all levels of government.

EMPLOYMENT INITIATIVES

My Future Workforce Platform

My Future Workforce Platform was soft launched in early July and we have embarked on a program to encourage employers, job seekers, students and schools to sign on. The platform links to the Employment strategy and we will hold a hard launch in August when the database is more populated.

North Coast Youth Employment Strategy

RDA MNC and RDA NR have completed the Employment Strategy and was launched on July 29th by Kevin Hogan, MP for the Northern Rivers audience. Pat Conaghan, MP launched the strategy on the same morning on the Mid North Coast. The Employment Strategy is accompanied by an action plan which outlines key objectives for 2020-21.

Youth Employment Projects:

With a focus this year on youth employment issues, RDA-NR is on the Steering Committee for Tweed School to Industry Network, NR Youth Agency Employment Network, Clarence Valley working group led by Clarence Valley Council. The former two networks are led by Training NSW and I work closely with the Regional Education to Industry Officer at a strategic and operational level. RDA NR provides valuable industry linkages to the schools and agencies. All groups are outcome and project focussed for example;

1. Introduction of the My Future Workforce Platform for use by students, schools and industry. Meetings offer a chance for real job opportunities to be provided to the students
2. Waste to Wages Maritime Recycling project in Clarence Valley
3. STEM Industry School Program (SISP) in 2020.

COMMITTEES

Committee	Comment
Youth Employment Networks	Networks developing pathways for students to industry. Online meetings held. RDA provides industry linkages and input
RLE Economic Sub Committee	Sub Committee reports to the Regional Leadership Executive, wide-ranging issues with COVID focus.
NR Branding Committee	At the establishment phase but a next phase could see it evolve to a Committee for NR. The focus of the brand aligns with RDA Charter.
Cross Border Tourism Committee	Tourism specific, focus for the group for 2020: Skills and training workshops, a regional networking event, taking more of a lead advocacy role.
Clarence Valley Wages to Work Committee	Project specific around skills and employment in the marine industry based at Harwood Marine
NRJO Committee	Assoc Membership
NRJO GM Advisory Committee	Projects and issues can get raised prior to NRJO meeting

MINISTERIAL MEETINGS

The Chair of RDA and Director of Regional Development met with the Hon Kevin Hogan, MP to discuss regional investment options.

Weekly teleconference meetings with Assistant Minister Nola Marino and other RDA Directors across Australia which provides local intelligence on the impact of COVID-19 restrictions.

Teleconference with Minister for Telecommunications (also Minister for Regional Health) Meeting with Kevin Hogan and Poultry farmers (above)

PRESENTATIONS

EPPP Network video

Chaired a roundtable discussion with local industry which was recorded by Dept of Education for NSW students who are considering different career options.

Sourdough Panel

D/RD was a member of a panel hosted by Sourdough discussing the topic of economy in a post-covid environment.

RECOMMENDATION

THAT the report from RDA Northern Rivers be noted

7.3 ASSOCIATE MEMBER REPORT – SCENIC RIM REGIONAL COUNCIL



Below is an update of key initiatives, projects and successful grant funding announcements for the Scenic Rim.

Scenic Rim Economic Stimulus Package Round 2: COVID-19 Update

- On 10 July Council adopted a second Economic Stimulus Package to minimise the ongoing financial impacts of the COVID-19 pandemic and support the Scenic Rim's economic recovery.
- The range of initiatives in the Scenic Rim Economic Stimulus Package 2: COVID-19 built on the tranche of initiatives delivered in the first economic stimulus package announced by Council in March and will continue to assist residents, local businesses and community organisations.
- The range of actions implemented by Council to assist in the survival of local businesses and maintain employers includes, but has not been limited to:
 - Providing rebates on a range of commercial licence fees for applicants who meet the hardship criteria.
 - Providing business resilience training and mentoring packages.
 - Promoting the Investment Incentive Program and deferral of infrastructure charges.
 - Introducing a Digital and e-Commerce Grant Program to assist businesses in adapting from the traditional shopfront model.
 - Providing the Scenic Rim Façade Improvement Scheme Grant program to encourage business owners and landlords to enhance the appearance of their building facades.
 - Providing access to a free, professional and confidential counselling service for local business owners, operators and employees impacted by COVID-19.
 - Extending the Financial Hardship Policy on overdue rates and charges.
 - Reducing the interest rate on overdue rates and charges.
 - Providing an additional discount on general rates.
 - Allowing financial hardship considerations for those in extraordinary circumstances.
 - Enabling businesses to temporarily operate outside some development conditions where health and safety is not affected.
- Council has drawn on data from the .id COVID Economic Outlook tool. This tool utilises the economic forecast model developed by National Institute of Economic and Industry Research (NIEIR) and focuses on the impacts to June 2020. Comparatively speaking, the region is sitting quite well due to its diverse, strong and growing economy. However, it still faces its challenges due to large % working outside of region and restrictions in place for Tourism and Hospitality industry. Key statistics below:
 - Gross Regional Product will decrease by \$38m in June Quarter. This equates to a fall of 8.4%, which is below that of the State (-12.0%)
 - Reduction of 1,000 local jobs, with a further 900 compensated by JobKeeper

- Industries that are forecast to fall by most in local jobs (in terms of absolute change) are: Accommodation and Food Services (-395 jobs, 25.5% lower than the 2018/19 average), Education and Training (-190, -11.3%) and Professional, Scientific and Technical Services (-118, -22.1%).
- The top three sectors forecast to have the greatest number of workers whose jobs are compensated by JobKeeper payments are: Accommodation and Food Services (-469), Arts and Recreation Services (-125) and Other Services (-97).
- The three sectors that are not expected to be as negatively impacted in local jobs are Health Care and Social Assistance, Retail Trade and Financial and Insurance Services.
- Global and inter-state travel restrictions resulted in an almost complete halt in tourism in the first half of 2020.
- Recovery is likely to be shorter in Scenic Rim given its lower reliance on international visitors. The majority of visitation to Scenic Rim is due to domestic daytrips
- Recovery will rely on a return of this market, 5% increase is needed to compensate for international tourism.
- The agriculture industry in Scenic Rim is estimated to have limited international exposure. Poultry is almost entirely for domestic market locations. Nurseries and vegetables production would be similarly domestically orientated. The beef industry is connected to some export markets.
- Negative impacts to the industry result from declines in supply to the restaurant industry, retail outlets and increased freight costs.
- True test for the industry is what will happen if economic conditions remain weak for an extended period of time.

NB - Despite the impact on tourism businesses over the past few months, the sector has rebounded strongly since the lifting of restrictions. Townships have been booming on weekends and forward bookings are looking strong for both experiences and accommodation

The region's Destination Scenic Rim (Local Tourism Organisation) has also responded to the cancellation of Brisbane's EKKA with a range of events to entice visitors, pitched as a 'City Comes to the Country' 10-day festival.

Government grant funding

- Assistance provided to local operators for the \$25m Growing Tourism Infrastructure Fund – letters of support, economic modelling, review of applications – resulting in 5 progressing to Stage 2 Business Case.
- Secured funding support from Ecotourism Australia for Eco Destination Accreditation
 - 2-year project
- Secured funding to deliver a 'Popera in the Paddock' music destination event, in partnership with Queensland Music Festival, to be staged at Beechmont in March/April 2021
- Worked in tandem with Brisbane EDA to help them secure funding from Austrade for Gateway to Gondwana Festival, in partnership with several tourism operators (Binna Burra, O'Reillys, Mt Barney Lodge, InterNATIONAL PARK tours)
- Successful application for Agri-food and Agri-tourism Industry Cluster Group Project
 - Cat C Bushfire Funding

Mount Lindesay Highway

- Council welcomes the addition of Mount Lindesay Highway to Infrastructure Australia's latest update of the National Infrastructure Priority List, and is pleased the major arterial is being recognised for its contribution to national economic performance.
- The Mount Lindesay Highway needs to be of a standard that is safe for motorists and that also enables efficient logistics capability, which is so vital for South East Queensland's economic performance.
- In Council's *Scenic Rim Regional Prosperity Strategy 2020-25*, the current dated road infrastructure is recognised as a barrier to the Scenic Rim's economic growth.
- The region needs this major arterial to have the capability for greater capacity to support the future population growth, industrial growth in the Bromelton State Development Area, and the expected increase in heavy vehicles in the long-term when the Inland Rail project is delivered.
- Council is hopeful this latest addition to the Infrastructure Priority List gives the focus the right shift. Council looks forward to seeing what initiatives are put forward to improve the road capacity and safety now that the highway has been given the recognition it has needed for so long.

One Scenic Rim

- As outlined in the first Economic Stimulus Package, the #onescenicrim campaign in an ongoing initiative which was developed and launched to build regional pride and promote the supporting of local businesses
- Enables community groups/organisations and local businesses to cross-promote and do business with each other
- Continued engagement with Chambers of Commerce and other local organisations to establish a comprehensive online business and community directory
- Several blogs written and published on the Visit Scenic Rim website and shared on Council Facebook page to encourage locals to buy from local businesses (as a number had adapted to COVID-19 restrictions and provided new offerings)

Scenic Rim Farm Box

- An initiative of the first Economic Stimulus Package to help counter the impact of the cancellation of Eat Local Week and open up new sales opportunities for the region's food and beverage producers.
- Delivering to Brisbane, Ipswich, Gold Coast, Redlands, Logan and now the Scenic Rim.
- \$300k economic stimulus in 3 months, with over 40 local businesses supplying produce
- New initiatives include a 'Thinking About You' box which can be posted anywhere in Australia and is designed as a gift to show support for people struggling in lockdown in Melbourne. This initiative featured on Channel 7's Sunrise program in the weather crosses on Tuesday 11 August

Destination Marketing Post Bushfires

- Council has implemented a destination marketing campaign for the Scenic Rim around the tag line 'Welcome to the richest place on earth. In Australia' that is now in market. Campaign features television, outdoor billboards, digital and search

- The Scenic Rim has also benefited from inclusion in a campaign being run by Tourism and Events Queensland around the campaign theme of 'Good to Go'.
- As Council's campaign directs potential visitors to the visitscenicrim.com.au website, Council is also undertaking a refresh of this website, to ensure the user experience is maximised

Beaudesert Enterprise Precinct

- Work has been completed on a service road and upgrade to the intersection which includes traffic light signals with pedestrian crossing, street lighting and CCTV, as part of the \$10.7m project to expand the 30-year-old Beaudesert Business Park industrial estate.
- Design of the subdivision is complete, with construction to commence once negotiations with the traditional owner group for management of cultural heritage is complete. Construction is anticipated to take 6 months.
- Council has appointed a real estate panel to assist in the sale of the 32 new lots within the precinct, and will work collaboratively to market the Beaudesert Enterprise Precinct to new investors coming to the region, or existing businesses looking to expand.

RECOMMENDATION:

THAT the report from Scenic Rim Regional Council be noted

7.4 NCLLS PROPOSED BUSHFIRE STIMULUS PROJECTS - PEST AND WEED MANAGEMENT

The North Coast Local Land Services Weed Advisory Committee and Pests Advisory Committee recently received Bushfire Stimulus funding. This committee comprises representatives from NPWS, Forestry Corp NSW, DPI, NSW Aboriginal Land Council, Rous County Council, RMS, North Coast Landcare, NRJO and Mid North Coast JO.

The joint Pest and Weed Management committee considered the priority for project funding across the region and a list of projects developed and presented in the attached discussion paper.

An expert panel was established to assess the proposed projects

The key points of discussion from the meeting relating to potential amendments to the vertebrate pest projects listed in the discussion paper (attached) were:

1. Priority One feral pig project was unanimously supported
2. Wild dog control project will be subject to further project development to be an integrated predator control program to incorporate foxes and feral cats and this will bring the project into better alignment with the Regional Strategic Pest Management Plan
3. The wild deer control project was unanimously supported in its current format
4. The cane toad project was supported in its current format
5. The feral cat project was widely supported, however it is proposed that the primary activities more fully reflect the identified management activities included in the Regional Strategic Pest Management Plan
6. The Indian myna project was widely supported. It was suggested that the North Coast LLS work with the North Coast Regional Indian Myna Group (includes government and non-government members) to implement this project.

The finalised project program will take into account the points raised by members at the meeting and be circulated for endorsement. The final project plans for the stimulus delivery program will require **formal endorsement by the NRJO Executive.**

There will be a short turnaround time to obtain this endorsement so the attached papers provide background information for the NRJO.

RECOMMENDATION

THAT the report from the Joint Pest and Weed Management Committee be noted be noted and that the Executive Officer be authorised to endorse the project plan once finalised.

7.5 CHAIR'S REPORT

The NSW Joint Organisation Chairs' Meeting was held 6 August 2020. The full agenda and meeting papers are included as Attachment 5.

JO Sustainability Toolkit

The Ministers Advisory Group provided advice to the Minister that Joint Organisations saw value in each organisation developing a Financial Sustainability Plan. To assist Joint Organisations with this task a template has been created and is available as a draft document in the meeting papers.

This draft template has been developed by Namoi Unlimited with feedback provided by Executive Officers. The cost to the network for the network is NIL, as it has used the experience of most Joint Organisations. The template will also be provided free of charge to all Joint Organisations.

The template is designed to a guide for all Joint Organisations regardless of size and activity. The sections are included to assist Joint Organisations with discussions between members.

Options for supporting the JO Network

The JO Chairs' Meeting papers included a number of options to support the operation of JO's, some of which were not endorsed by the group. Options 1 and 2 were ratified, with Option 3 a decision was made to develop a rotating roster of JO's to support the Chair.

Minutes of this meeting are included as Attachment 6

RECOMMENDATION:

THAT the Board receive and note the Chair's report

7.6 EXECUTIVE OFFICER REPORT

Acting Executive Officer Report

At the June 26, 2020 meeting the Board resolved to appoint the Kyogle Council General Manager Graham Kennett in the Acting Executive Officer role without remuneration until such time as the recruitment of the replacement Executive Office was completed.

While Mr Kennett was in the capacity of Acting executive Officer, the following actions were completed;

- Finalise the Funding Agreement and Progress Report for the NRJO Capacity Building Project “Establish the Northern Rivers NSW as a Centre of Excellence for Waste Microindustries” and oversee the engagement of the consultants to undertake the business case with assistance from Lismore City Council staff, with the Lismore and Richmond Valley General Managers to oversee the project steering committee for that engagement.
- Assist with the initial financial audit requirements for the NRJO for the end of year 2019/2020 period
- Represent the NRJO on the following forums;
 - The Northern Rivers Together Committee (implementation and development of the Northern Rivers NSW brand)
 - The NSW Government’s Regional Leadership Executive Meetings
 - North Coast RLE Communities & Service Delivery Sub-Committee
 - North Coast RLE Environment & Economic Sub-Committee
 - North Coast Drought Task Force
 - The NSW Government COVID-19 Vulnerable Communities and Environment and Economy Sub-Committee Interagency meetings
 - North Coast Regional Plan 2036 Delivery, Coordination & Monitoring Committee
 - The Joint Organisations Executive Officers Meetings
- Finalise the recruitment process for the new Executive Officer, with Nicole Reeve commencing in the role on August 12, 2020. LGNSW Management Solutions engagement also includes the development of the Performance Agreement which is required to be finalised in the first three months of the new Executive Officer commencing.

Incoming Executive Officer Report

I come to position of Executive Officer of the NRJO via circuitous route of having been in private enterprise for the last 15 years and prior to that holding roles with the Queensland Government and Sydney Olympic Committee. I bring to the E.O. role an extensive background of project and media management and a detailed understanding of the local economy from the perspective of a business owner.

My family’s connection to the area stretches back four generations beginning when my great grandfather opened a store in Old Bonalbo. I am passionate about the local community and, as a consequence, serve on numerous local committees and boards.

I am looking forward to tackling the role of EO with enthusiasm and professionalism.

RECOMMENDATION:

THAT the Board receive and note the Executive Officer's report

7.7 BANKING

Following the appointment of Nicole Reeve to the role of Executive Officer, changes will need to be made to the delegations held for the Northern Rivers Joint Organisation by Summerland Credit Union. To comply with the banking regulations the following recommendations are made:

These changes are to take effect from 21 August 2020

RECOMMENDATION:

- * *That the Board nominates Executive Officer Nicole Reeve as a “Beneficial Owner” of the Joint Organisation bank accounts.*
- * *That two of following three signatories be required to sign and approve payments: The Chair, the Executive Officer and the General Manager of the Council to which the Chair belongs*
- * *That the Board approve a Visa debit card to be issued to Nicole Reeve. This card will be attached to an individual Everyday account under the Northern Rivers Joint Organisation main account. This account will be ‘one to sign’ only. A limit of \$2000 will apply to this card.*

7.8 2020-2021 BUDGET

2020-21 Budget

Income

Membership Fees	160,800
MyRoadInfo	34,400
LG Procurement Rebate	10,600
Interest	5,000

TOTAL Income

210,800

Expenses

Conferences, Events, Travel	12,250
Professional Development	5,200
Exec Officer - Salary/Oncosts/Recruit	96,351
Exec Officer - Computer	3,000
Exec Officer - Vehicle Allowance	8,580
Exec Officer - Support (RDA)	54,000
Chair Stipend	10,000
MyRoadInfo	29,300
Professional Fees – Audit	6,500
Media and Communications	5,200
Vendor Panel Access	77,500
Sundry Expenses	3,709

TOTAL Operational Expenses

311,590

Regional Projects

Regional Projects Management	(15,000.00)
Capacity Building	150,000
Regional Business Power Infrastructure	265,537
Other Regional Priorities	150,000

TOTAL Project Expenses

550,537

NET MOVEMENT

(651,327)

RECOMMENDATION:

THAT THE Board adopt the 2020-2021 budget as tabled

7.9 FINANCIAL REPORTS

Statement of Comprehensive Income and Statement of Financial Position for NoRJO as at 31 July 2020

DRAFT ONLY

	2020/20 Budget Not Approved	2020/21 Actual	2019/20 Actual
<u>Operating Revenues</u>			
Membership Fees	160,800	-	128,600
Myroadinfo Fees	34,400	-	33,725
LG Procurement Rebate	10,600	-	37,388
Capacity Building	-	-	150,000
Sundry Income / Recharge Workshops		-	6,276
Interest	5,000	213	5,090
Total	210,800	213	361,079
<u>Operating Expenses</u>			
Conferences, Events, Travel	12,250	56	22,715
Professional Development	5,200	-	-
Exec Officer - Salary/Oncosts/Recruit	96,351	5,026	85,172
Exec Officer - Computer	3,000	-	-
Exec Officer - Vehicle Allowance	8,580	-	8,580
Exec Officer - Support (RDA)	54,000	4,500	54,600
Chair Stipend	10,000	833	9,167
MyRoadInfo	29,300	-	28,031
Professional Fees – Audit	6,500	-	6,500
Media and Communications	5,200	-	-
Regional Projects	550,537	-	214,895
Vendor Panel Access	77,500	-	65,375
Sundry Expenses	3,709	234	3,541
Total	862,127	10,649	498,576
 Net Cash Movement	 - 651,327	 - 10,436	 - 137,497
Retained Earnings - 1 July	996,259	996,259	1,133,756
Retained Earnings - 30 June	344,932	985,823	996,259

Balance Sheet

As of July 2020

Assets			
Cash			
Summerland Community First		\$16,751.71	
Summerland Saver		\$984,313.19	
Debit Card - Chair		\$2,430.09	
Debit Card - Exec Officer		\$1,158.65	
Total Cash			\$1,004,653.64
Total Assets			\$1,004,653.64
Liabilities			
Current Liabilities			
Creditors			
Trade Creditors	\$8,068.34		
Sundry Creditors/Accruals	\$11,525.92		
Total Creditors		\$19,594.26	
GST Liability			
GST Collected	\$2.66		
GST paid	-\$766.01		
Total GST Liability		-\$763.35	
Total Liabilities			\$18,830.91
Net Assets			\$985,822.73
Equity			
Retained Earnings		\$996,258.74	
Current Year Earnings		-\$10,436.15	
Historical Balancing		\$0.14	
Total Equity			\$985,822.73

This report includes Year-End Adjustments.

Profit & Loss Statement

July 2020

PO Box 146
LISMORE NSW 2480

ABN: 68 587 813 167

Email: admin@northernriversjo.nsw.gov.au

Income		
Other Income		
Interest Received	\$212.90	
Total Income		\$212.90
Gross Profit		\$212.90
Expenses		
Operational Expenses		
Computer ISP and Registrations	\$120.08	
Phone charges	\$114.08	
Support services - Admin contr	\$4,500.00	
Payroll and Staff Expenses		
Direct Staff Expenses		
Allowance-Chair Stipend	\$833.33	
Other Staff Expenses		
Recruitment	\$5,025.92	
Board and Committee Expenses		
Meeting Catering	\$55.64	
Total Expenses		\$10,649.05
Operating Profit		-\$10,436.15
Net Profit/(Loss)		-\$10,436.15

RECOMMENDATION:

THAT the financial report to 31 July 2020 be accepted

This report includes Year-End Adjustments.

8 URGENT BUSINESS

9 CONFIDENTIAL REPORTS

10 CORRESPONDENCE

Correspondence of significance – Incoming

- Funding agreement from OLG – Capacity Building Project

Correspondence of significance - Outgoing

- Letter of acceptance – Astrolabe P/L

RECOMMENDATION:

THAT the correspondence report be noted

11 ATTACHMENTS

1. Northern Rivers NSW brand launch promotion and media releases
2. Northern Rivers NSW Governance Framework
3. Northern Rivers NSW Memorandum of Understanding
4. NCLLS Bushfire recovery stimulus funding proposals_August 2020
5. NSW Joint Organisation Chairs' Meeting Agenda
6. NSW Joint Organisation Chairs' Meeting Minutes

Appendix A – The Northern Star launch campaign



Read by 68,000 locals each week

We're for you

CONNECT WITH COMMUNITY

Northern Star

\$2.00 Thursday, April 16, 2020 | northernstar.com.au | facebook.com/thenorthernstar | 6620 0500 | news@northernstar.com.au

Adding a little Salt to our Future Food opportunities

DAVID KERNSTICK *farmer for sale*

The agricultural sector of the Northern Rivers is slowly starting to take advantage of post-COVID-19 times, according to David Kernstick, a local farmer.

With a business like this, you just know the stars have to be in the right place, and it's exciting to be crisscrossing the numbers on the Northern Star's future food campaign.

Although, really, it's the knowledge that Australia's agricultural industry has been "knocked for six" by the triple threat of drought, bushfires and now the coronavirus. Mr Salt (Kernstick's business name) is a small, family-run business that is used to growing back garden fruit trees.

"There is no place to take from this (coronavirus) and every industry is affected," Mr Salt said.

With Australia and Asia facing agricultural crises, it is an opportunity presented by the coronavirus.

"From China to China, it can become apparent that proximity of well animals, or whatever, in the Western market, could fall."

"So clean, green, organic, healthy, good, produce is something Australia can leverage and increase our market share as a part of the Northern Star's future food campaign."

"I think China will be prepared to Australian produce and the use of the clean and green and organic food."

"We have good government and we can trust it more than any other country."

"And maybe that is something the Northern Rivers could take up and market. The local markets and you can find sale with something with our produce."

CONTINUED PAGE 2

'An invitation to the world - to visit, to invest, to share'

STORY PAGE 2

SRV: 'WHAT'S THE AGENDA?'

Councillors confused as to why IPART application for rates hike hasn't been withdrawn

JACQUE MUNRO & REBECCA FOST *report from the Northern Star*

At their March 30 meeting, councillors voted to withdraw a plan to increase rates by 24 per cent over four years, however on Tuesday an IPART spokeswoman confirmed the council had not yet formally withdrawn its IPART application.

During the meeting, councillor Nancy Caines raised an urgent motion for the general manager to action the resolution of council at the March 30 meeting to withdraw its application to IPART for a rates hike.

The motion, while eventually denied, stirred discussion among the councillors, with many questioning the time frame of the withdrawal process.

Cy Caines said given the length of time such councillors voted to withdraw the application at the March 30 meeting, she was "disappointed" to see the application still in the public domain.

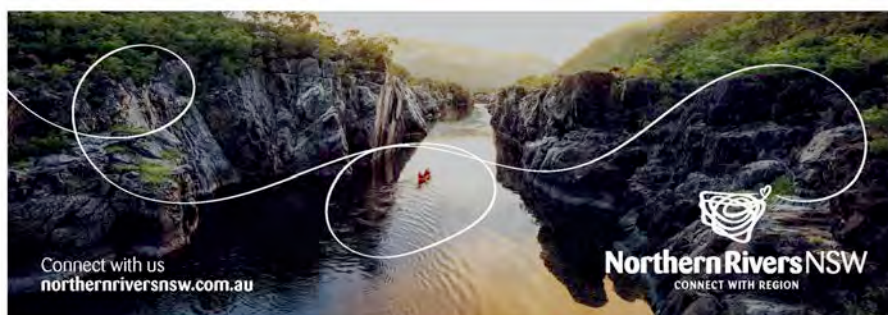
CONTINUED PAGE 2

FABULOUS PHOTOS FROM OUR READERS

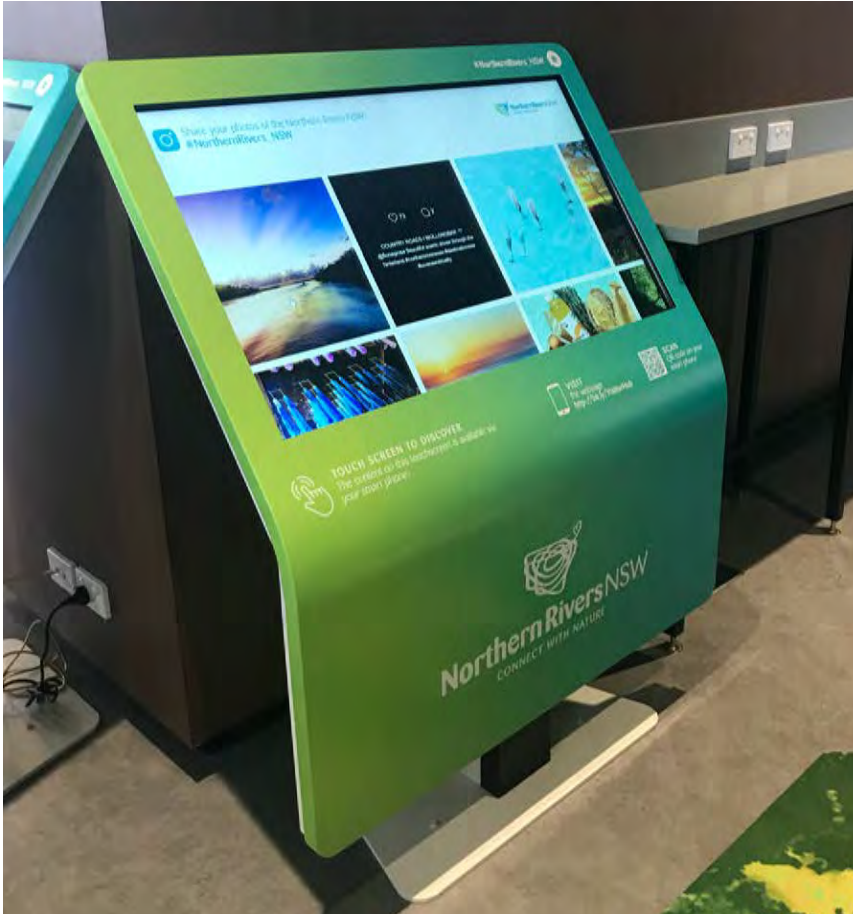
PAGES 6-7

SECRET TO LEGO SHOW'S SUCCESS

INSIDE THE GUIDE



Appendix B – Ballina BP Travel Centre





MEDIA RELEASE - EMBARGOED TO 11.59PM WEDNESDAY 15 APRIL 2020

An invitation to the world – to visit, to invest, to share

Almost a year ago, at The Northern Star's *Future Northern Rivers*, demographer Bernard Salt encouraged the communities of the Northern Rivers to pursue a big and outrageously ambitious agenda for the future of our region.

A collaborative partnership of regional businesses, industry bodies and government representatives took up the challenge and this week the **Northern Rivers NSW** Brand has been unveiled at the Ballina BP Travel Centre, arguably a gateway to the region.

"We all know that the Northern Rivers is a region gifted with beautiful, world-renowned natural assets, an amazing climate, delicious fresh produce, entrepreneurial and creative flair and a history of strong community connectivity. Now its time to share our secret with the world," said Tim Williamson, Director Regional Development Australia-Northern Rivers.

"The sense of place begins 20,000 years ago with the Bundjalung people's stories. For more than a century the coastal hamlets, small villages and historical river towns of the Northern Rivers have blazed their own trails. But as the regional population clicks over 250,000 it has reached a critical mass that demands a singular voice," said Southern Cross University's Dean Gould. "Now, more than ever, we need to move forward together."

The new **Northern Rivers NSW** Brand reflects the connected unified identity of our communities, and provides a basis for our shared vision to foster sustainable and innovative economic growth. It is the symbol of a new economic and cultural era for one of New South Wales' oldest, most diverse and alluring regions.

“The **Northern Rivers NSW** Brand is an invitation to the world – to visit, to invest, to share. It brings together seven local councils, offering scale they could only dream of standing alone. A demonstration of collaboration between Industry and Government, the Brand represents the 12th largest region by population in Australia. The new **Northern Rivers NSW** Brand means things can really happen – limited only by our imagination,” said Simon Stahl, CEO of the Northern Cooperative Meat Company (NCMC).

"The Northern Rivers is home to an extensive network of entrepreneurs, creative artisans and innovative business start-ups. This new **Northern Rivers NSW** Brand will help us collectively drive jobs growth while building on the strong foundations underpinning our health, construction, professional, agriculture, technical and education sectors,” said Councillor Danielle Mulholland, Chair of the Northern Rivers Joint Organisation.

“The new **Northern Rivers NSW** Brand will enhance our collective capacity to compete with larger regions. The collaboration driving the Brand will boost our ability to be more strategic and competitive, helping to drive investment and grant ready opportunities from the Federal and State Governments,” said Jane Lavery, Regional Manager of Business NSW, Northern Rivers.

“The Northern Rivers NSW Brand will add regional strength to local operators and create opportunities for local businesses to talk to existing markets in a new way, while also opening up access to new markets”, said Michel Thurston, General Manager of Destination North Coast.

A Steering Group – ‘Northern Rivers Together’ – comprising regional businesses, local industry bodies and government representatives at all levels has developed the **Northern Rivers NSW** Brand, based on extensive consultation across the region.

Underpinning the new **Northern Rivers NSW** Brand is a strategy based on four key pillars: Visitation, Provenance, Liveability and Investment.

While a full launch of the **Northern Rivers NSW** Brand has been put on hold with the current COVID-19 pandemic, a new website – www.northernriversnsw.com.au – has been established and the ‘Northern Rivers Together’ Steering Committee is speaking with dozens of businesses and community groups keen to get involved and adopt the new **Northern Rivers NSW** Brand.

For further information:

Dean Gould, Chief Marketing Officer | Southern Cross University – 0411 657 381

Background

The 'Northern Rivers Together' Steering Committee includes representatives from:

- Northern Cooperative Meat Company
- NORCO
- Northern Rivers Food
- Destination North Coast
- Southern Cross University
- Business NSW, Northern Rivers
- Regional Development Australia, Northern Rivers
- Regional NSW
- Northern Rivers Joint Organisation, the peak body for local government in the Northern Rivers

In developing the **Northern Rivers NSW** Brand the 'Northern Rivers Together' Steering Committee tested the market for the need of a brand at a forum of 60 representatives; engaged a branding team to complete focus groups, define the brand essence and define the values of the Northern Rivers; and then commissioned the team to undertake the creative design.



MEDIA RELEASE – 13 AUGUST 2020

Growing support for new Northern Rivers NSW brand

Northern Rivers Together, the regional Steering Committee behind the **Northern Rivers NSW** Brand, has been encouraged by widespread support for the new initiative.

“We’ve had more than 100 Northern Rivers businesses and community groups sign up to promote and use the new the brand in its first few months,” said Simon Stahl, CEO of the Northern Cooperative Meat Company (NCMC) and interim Chair of Northern Rivers Together.

“This has included some of the region’s largest entities – such as NCMC, Southern Cross University (SCU) and Stone & Wood – alongside some of our emerging success stories,” added Mr Stahl.

Mr Stahl said that NCMC intended to “use the brand to anchor our products to the region, famous for natural beauty and loving, caring, innovative people.”

Dean Gould, Chief Marketing Officer at SCU, highlighted the value of the brand to the region’s university: “The **Northern Rivers NSW** brand will assist Southern Cross University promote its Lismore campus nationally and internationally. Harnessing the diverse and wonderful assets and benefits the region offers as part of our messaging to prospective students and academic staff will make the university’s proposition even more powerful.”

Jamie Cook, Co-Founder of Stone & Wood brewery, said that “In today’s world consumers want to know more about where their food and drinks come from. It’s not just about the people or the business behind them but it’s also about the provenance – that sense of place, and the source or origin of the products that is

important. The **Northern Rivers NSW** brand brings a sense of quality and soulfulness to the Stone & Wood brand.”

Georgina Inwood, owner of the award winning food tourism business Table Under a Tree, said that they had adopted the brand and started displaying it on their website as a terrific place brand for where they operate. “To me, the things that make the Northern Rivers special resonate strongly with the brand. It shows our sense of nature and place and people, and really speaks to the love of locally made food and drinks. And there is a genuine collective voice. As a small family business, we love that we can stand alongside a diverse range of businesses, including the big guys, and all sing the praises of the local region together.”

Northern Rivers Together – a collaborative partnership of regional businesses, industry bodies and government representatives – is driving the new **Northern Rivers NSW** Brand. Northern Rivers Together’s goal is to harness the power of the region’s 250,000+ population to promote the new brand, both within and beyond the region.

The surge in registrations follows the release in June of two new videos promoting the Northern Rivers region.

The one minute **Northern Rivers NSW** video can be viewed here: <https://youtu.be/-WF7uOQmiWo>

The six minute **Northern Rivers NSW** video can be viewed here: https://youtu.be/TVE_0BmK6wk

Northern Rivers Together encourages all businesses, not-for-profit and sporting organisations, community groups and individuals in the Northern Rivers to sign up and be part of this new venture on our website: www.northernriversnsw.com.au

Businesses and community groups who have already registered for the brand can be viewed at <https://northernriversnsw.com.au/members-directory/>

For further information:

**Simon Stahl, CEO | Northern Cooperative Meat Company (NCMC) and interim Chair
| Northern Rivers Together – 0408 457 531**

Dean Gould, Chief Marketing Officer | Southern Cross University – 0411 657 381

About Northern Rivers Together and the Northern Rivers NSW Brand

A collaborative partnership of regional businesses, industry bodies and government representatives, the 'Northern Rivers Together' Steering Group developed the **Northern Rivers NSW** Brand, based on extensive consultation across the region. The Steering Committee includes representatives from:

- Northern Cooperative Meat Company
- NORCO
- Northern Rivers Food
- Destination North Coast
- Southern Cross University
- Business NSW, Northern Rivers
- Regional Development Australia, Northern Rivers
- Regional NSW
- Northern Rivers Joint Organisation, the peak body for local government in the Northern Rivers

Underpinning the new **Northern Rivers NSW** Brand is a strategy and implementation plan based on four key pillars: Visitation, Provenance, Liveability and Investment.



MEDIA RELEASE – 19 JUNE 2020

Harnessing our collective voice to showcase the Northern Rivers

The release of a new video promoting the Northern Rivers will help the region emerge from the COVID-19 crisis.

Northern Rivers Together, the regional Steering Committee behind the new **Northern Rivers NSW** Brand, has released two stunning new videos showcasing the region.

“These videos really highlight everything the Northern Rivers has to offer: our spectacular hinterland and beaches, subtropical climate, delicious food and beverages, and unique tourism offerings – sitting alongside the vibrancy of our communities, and the talent of our entrepreneurs, creative artisans and innovative business start-ups,” said Simon Stahl, CEO of the Northern Cooperative Meat Company (NCMC) and interim Chair of Northern Rivers Together.

“As we all emerge from COVID-19 restrictions we’re encouraging our local community to look towards the opportunities the new **Northern Rivers NSW** Brand offers for our collective future”, Mr Stahl said.

Northern Rivers Together’s goal is to harness the power of the region’s 250,000+ people’s networks to promote this singular and coherent representation of the Northern Rivers, both within and beyond the region.

“We are urging everyone – businesses, not-for-profit and sporting organisations, community groups and individuals – to get behind the new **Northern Rivers NSW**

Brand and post the video on their website or use it in their social media,” said Allison Henry, Executive Officer.

“There is a beautifully simple one-minute video perfect for social media and on home pages of websites. It would be great to play before events and gatherings, even in Zoom,” said Ms Henry.

“And a longer six-minute video explains the whole brand journey and how we arrived at the place we have. That version sits more effectively within a website or perhaps in a more formal setting.”

“The new **Northern Rivers NSW** Brand reflects the connected unified identity of our communities, and is a shared vision for sustainable and innovative economic growth. It is the symbol of a new economic and cultural era for one of New South Wales’ oldest, most diverse and alluring regions,” said Mr Stahl.

Since the soft launch of the brand in April, dozens of local businesses and community groups – led by our local councils – have signed up to promote and use the new **Northern Rivers NSW** Brand.

Northern Rivers Together encourages all businesses, not-for-profit and sporting organisations, community groups and individuals in the Northern Rivers to sign up and be part of this new venture on our website: www.northernriversnsw.com.au

The one minute video can be viewed here: <https://youtu.be/-WF7uOQmiWo>

The six minute video can be viewed here: https://youtu.be/TVE_0BmK6wk

For further information:

Simon Stahl, CEO | Northern Cooperative Meat Company (NCMC) and interim Chair | Northern Rivers Together – 0408 457 531

Dean Gould, Chief Marketing Officer | Southern Cross University – 0411 657 381

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- Regional Development Australia, Northern Rivers
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- Northern Rivers Joint Organisation, the peak body for local government in the Northern Rivers

Underpinning the new **Northern Rivers NSW** Brand is a strategy and implementation plan based on four key pillars: Visitation, Provenance, Liveability and Investment.



Northern Rivers NSW
CONNECT WITH NATURE

Brand Governance

Northern Rivers Together

10 August 2020

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Executive Summary	2
Background	3
Governance and Steering Committee.....	4
Brand Management	5
Brand Administration.....	6

Document Management	Date on cover	Updated by
V1	4 February 2020	Jane Lavery
V2	17 February 2020	Jane Lavery
V3	21 February 2020	Jane Lavery
V4	30 April 2020	Jane Lavery
V5	2 June 2020	Jane Lavery
V6	22 June 2020	Jane Lavery
V7	10 August 2020	Allison Henry



Executive Summary

Northern Rivers NSW, as a brand, represents a region endowed with significant and well-known natural assets and a history of strong community connectivity with its land, culture and people.

We have a brand story that is ambitious in its goal to represent a large region, from Tweed in the North to Grafton in the South, Casino and Kyogle in the west and east to the coast through Lismore to Ballina and Byron. We have taken this challenge as our opportunity to position Northern Rivers NSW for its diversity and breadth of experiences and attributes.

The brand story and its purpose have two distinct parts.

The brand story is the essence of the Northern Rivers, encapsulated in two key areas at its core;

1. Connecting Community
2. Nature

The brand purpose, to create and promote opportunities for the attraction of people and enterprise, has a four-pillar commercial strategy to carry the brand and achieve significant economic development outcomes.

1. Visitor attraction
2. Investment attraction
3. Provenance (place of origin)
4. Liveability (population migration and skills)

The Governance model is based on a Memorandum of Understanding (MOU) between the region's community, business and industry stakeholders (Government and Non-Government) with an auspice body appointed to hold and maintain the brand design assets.

The MOU is based on a distributed leadership model with an ongoing stakeholder committee charged with the role of business and industry engagement, funding strategies and campaign management.

The Steering Committee has agreed on a short, medium- and long-term approach whilst operational funds are sought for resources and campaigns. There is an acceptance that fundamental tasks associated with guiding a regional branding program will require an administrative component and this will be shared by resourced stakeholders.

Branding Steering Committee

▪ Lenna Klintworth, Regional NSW	▪ Simon Stahl, Northern Cooperative Meat Company
▪ Michael Thurston, Destination North Coast	▪ Tanya Crowther, NORCO
▪ Dean Gould, Southern Cross University	▪ Tim Williamson, RDA Northern Rivers
▪ Allison Henry, Northern Rivers Food	▪ Jane Laverty, Business NSW, Northern Rivers
▪ Isabel Perdriau, Joint Organisation (NR Councils)	

Northern Rivers NSW branding is an exciting opportunity to unite and share the values of the region, its place and its people and a way to tell a regional story.

Maintaining brand integrity, in terms of use, will be facilitated through an application process. Stakeholders will apply to be a licenced user and all users will be provided with a visual identity kit including guidelines and artwork files.



Background

In July 2019 the NSW State Government's Regional NSW Office (Northern Rivers), initiated the Northern Rivers brand development project and, for the purposes of guiding this work, formed a Project Steering Committee represented by all levels of government, business and industry stakeholders.

The Steering Committee determined a methodology and scope of work to move forward with the project. Of critical importance to the Steering Committee was ensuring that key stakeholders from across the region were aware of the project, engaged in development and informed on progress throughout the process.

The Creative

Through a tendering process, The Ad Agency based in Lismore was engaged to undertake a Stage 1 set of work incorporating an engagement forum and focus groups to inform the development of a creative brief. With the Stage 2 component, based on the creative brief, to complete the brand design, visual identity guidelines and provision of files.

The Northern Rivers Brand Forum was held on 30 May 2019 with approximately 60 people representing government, business and community stakeholders to introduce the project and engage in early levels of understanding around place brand and an overarching regional brand vision and value set.

From here The Ad Agency consulted further with stakeholders, by way of focus groups and interviews, to develop a creative brief by determining the essence of the Northern Rivers, enthusiasm for a regional brand, the values that connect and drive us, and how the brand could be best utilised.

In August 2019 The Ad Agency presented the Steering Committee with a final report and the creative brief. With feedback from the Steering Committee and a refined Stage 2 brief The Ad Agency was engaged to develop creative options for the Northern Rivers NSW brand and engage the stakeholders from the previous session along with other stakeholders to road test options for final presentation to the Steering Committee.

In November 2019 the Steering Committee, in consultation with members' relevant governing bodies, reviewed the final 3 options developed by The Ad Agency and based on stakeholder feedback determined the creative for the Northern Rivers NSW Brand.

Brand outcomes and pillars

In conjunction with the creative development, the Steering Committee undertook a series of meetings to determine the frameworks for a Brand Business Plan and Implementation Strategy that would enable the brand to be supported by a collaborative, robust and trusted governance model.

The Business Plan centres around 4 key outcomes/brand pillars:

- **Investment attraction:** using the brand values and brand story to promote the region's investment opportunities for new enterprise, government infrastructure and/or investment in business expansion.
- **Visitor attraction:** using the brand values and brand story to promote the region's experiences, attractions and unique natural assets to local, regional, national and international visitors.
- **Provenance:** using the brand values and brand story to promote the region's origin qualities (such as climate, soil health, creativity) for products and services for export markets and deliver on the brand essence.
- **Liveability/migration and skills:** using the brand values and brand story to promote the region's options for living, working, entrepreneurship and education and both retain and attract sought after skills to the region, particularly young talent that might otherwise leave the region.

The Governance Model assures confidence amongst users that the Northern Rivers NSW brand integrity is protected, that it is well managed in its use and that brand awareness strategies are maximised.



Governance and Steering Committee

Establishing a Steering Committee made up of Government, business and industry stakeholders was an integral part of securing funding for the initial brand development project. Lenna Klintworth, Business Development Manager, with Regional NSW (NSW State Government) led the project and convened the Project Steering Committee members.

The Steering Committee will have an ongoing role in the governance aspects of the brand development, brand strategy development and brand strategy implementation along with Founding Partners.

The Steering Committee stakeholders as detailed below have entered into a Memorandum of Understanding (MOU) to continue with business and industry engagement, funding strategies and campaign management for the branding project.

Regional Development Australia (Northern Rivers) has agreed to be the auspice body for the Northern Rivers Together Committee and in this role will hold the Northern Rivers NSW brand creative assets, be the applicant for funding if appropriate and administer operational requirements. Additional administrative support will be provided by Business NSW Chamber as required, and specialist project coordination resources may also be sought.

Organisation	Stakeholder representative	Representing
1. Regional NSW	Lenna Klintworth	State Government, regional development and investment and skills attraction to the region
2. Destination North Coast	Michael Thurston	Tourism industry, in partnership with Destination NSW. Visitor economy and strategy for regional development
3. Southern Cross University	Dean Gould	Education and research, regional capacity building, innovation and sustainability
4. Regional Development Australia Northern Rivers	Tim Williamson	Australian Government, regional development, investment attraction and capacity building
5. Northern Rivers Food	Jamie Cook	Food industry network, new and emerging market growth and business support
6. Northern Rivers Joint Organisation	TBA	Local Government, community development and regional advocacy
7. Northern Cooperative Meat Company	Simon Stahl	Food industry, export and new market development
8. NORCO	Michael Hampson	Food industry, export and new market development
9. Business NSW	Jane Laverty	Peak body for business, policy and advocacy, regional development, investment and skills attraction
10. TBA		



Brand Management

The Steering Committee determined that the governance of the brand, including the management and strategic use of the brand creative and messaging, is a critical element to its success.

The purpose of a governance model is to assure users of its intent and value in use. We have created the model to ensure the following:

Brand protection

We all value our own business, product and service brand/s and work hard to ensure brand integrity is maintained through the way we do business. Likewise, scrutiny of who and what the brand is associated with will serve to protect the Northern Rivers NSW brand. For this reason, the model requires all users of the brand to sign a licence agreement confirming that they have read, and will support, the Northern Rivers NSW brand values in the way they use it in association with their own brand. The Committee will encourage membership-based organisations to heavily promote the brand to their members which adds a level of due diligence to the end user.

Compliance is often difficult and costly but necessary to ensure brand integrity and authenticity. The Steering Committee will establish guidelines for usage and protect the brand using its collective resources.

Brand Confidence

The Northern Rivers NSW brand governance has been developed to provide confidence to brand users, their customers and the community. The work undertaken to confirm the brand values and develop brand stories to underpin the values will continue to gain momentum by association with best practice businesses, products and services in the region. It is a goal of the brand (in its association with investment attraction, visitor attraction, provenance and liveability) to elevate the Northern Rivers as a place for this purpose and provide economic, social and environmental opportunity to those who use the brand.

Brand Leverage

A united voice, under a single brand, can demonstrate a well networked and collaborative region. A well-developed regional brand has the capacity to strengthen our positioning within a wide range of situations for community benefit including (but not limited to) investment and funding attraction, the establishment or relocation of Government offices or projects and whole of region competitiveness. The Northern Rivers NSW brand can elevate the region's strengths and drive sustainable economic development, environmental stewardship and social capacity building opportunities.

Brand Strategy

A Governance model ensures that the life of the brand extends beyond any one person or any one organisation that has contributed to the development of the project to date. The intent of a governance model is to future proof the brand and its management beyond the steering group and ensures users of a process that builds the integrity of the brand and its use.

Given the Northern Rivers NSW brand is in 'refresh' and effectively being launched as a new brand in 2020, the brand strategy has a short, medium- and long-term view. In the short to medium term the objective is to gain regional acceptance/use and create a strong regional positioning with funding bodies to deliver brand initiatives across the 4 brand pillars.

Brand Partners

To implement the Northern Rivers NSW brand, in addition to seeking government funding, the steering committee has called for business founding brand partners to invest in the establishment of the management model, early implementation of brand awareness strategies and key initiatives to demonstrate our strong and united regional positioning.



Brand Administration

Licencing Arrangement

It is intended that a licence to use the brand will be at no cost in the short/medium term. This is to encourage wide adoption and usage across the region in the first stages of implementation and brand building which will be supplemented by investment from founding partners.

Community, business and industry stakeholders are invited to apply to use the Northern Rivers NSW Brand through the licencing agreement which can be accessed through the Northern Rivers NSW brand website.

Application requirements

The application form is a simple provision of contact details, how you intend to use the brand and an agreement to use the visual identity guide. The application and agreement also include a commitment to reflect the brand values and where appropriate contribute data/information on brand effectiveness.

Cost

Approved applications will be provided with a complimentary 2-year licence.

Financial governance

Budgets will be approved by the Steering Committee annually. Under the auspice arrangement RDA-NR will administer the financial activities. The Brand will be treated as a separate project with its own cost centre and relevant financial reports will be provided to Steering Committee meetings as directed.

All expenditure will be reported to monthly committee meetings and provided to stakeholders in an annual report.

Business Planning

A business plan will be developed and approved by the Steering Committee which will establish a long-term and sustainable future for the brand. The Committee seeks to secure funding for a two-year business plan and implementation strategy including regional engagement, business uplift and initiatives aligned with the brand pillars.

Intellectual Property and Trademark

RDA Northern Rivers, as the nominated auspice organisation, will be the initial owner and guardian of intellectual property granted by IP Australia.

Founding Brand Partners

The Steering Committee agrees and is committed to working closely with the Founding Brand Partners particularly in relation to further development of the brand strategy and its implementation. The Steering Committee will keep the Founding Brand Partners well informed on progress and acknowledge their support on the brand website and other opportunities as they present.

Media and PR

The Steering Committee will nominate a member or members of the group to promote the brand and brand development initiative as required and as most appropriate with media and other stakeholders.

Date applied/approved

[insert signature panel of Steering Committee]





Northern Rivers NSW

CONNECT WITH NATURE

Northern Rivers Together

Memorandum of Understanding

10 AUGUST 2020

Northern Rivers Together MOU

This Memorandum of Understanding (MoU) establishes an agreement and arrangement for cooperation and collaboration between the Participants to strengthen the position of the Northern Rivers NSW brand and formalise the collaborative relationship between one another for the benefit of the Northern Rivers community.

1 MISSION

- a) To realise regional development outcomes by elevating the Northern Rivers NSW brand
- b) To develop and maintain the brand and brand stories in alignment with the values of the region
- c) To harness the power of a well networked region to advance opportunities across the brand pillars for the Northern Rivers community

2 PURPOSE and SCOPE

- 2.1 The respective representatives of each of the Participants recognises that there are synergies and common goals between them all and have agreed to enter into this MoU as an important step in developing closer ties and greater cooperation between the respective organisations.

This is done with the mutual objective of fostering success across the Northern Rivers Region and seeking to ensure a unified approach to strengthening our regional brand positioning across the identified pillars; visitor attraction, investment attraction, provenance (place of origin) and liveability/population migration and skills.

- 2.2 This MoU is a mutual agreement between the Participants indicating an intended and common line of objectives and actions with all parties agreeing to work with each other, and other relevant stakeholders from time to time, to achieve the mission by undertaking a range of activities, which include:

- Establishing a governance model including a business sustainability plan for brand management and implementation
- Maintaining regular communication and engagement with community, business and industry stakeholders on brand achievements
- Developing and implementing a sustainable implementation model centred on regional uplift of the brand and delivery across 4 key outcomes/brand pillars:
 - I. **Visitor attraction:** using the brand values and brand story to promote the region's experiences, attractions and unique natural assets to local, regional, national and international visitors.
 - II. **Investment attraction:** using the brand values and brand story to promote the region's investment opportunities for new enterprise, government infrastructure and/or investment in business expansion.
 - III. **Provenance:** using the brand values and brand story to promote the region's origin qualities (such as climate and soil health) for products and services for export markets and deliver on the brand essence.
 - IV. **Liveability/migration of skills:** using the brand values and brand story to promote the region's options for living, working, entrepreneurship and education and attract sought after skills to the region.



3 PARTICIPANTS

Each party will appoint a representative to serve as the official contact and coordinate the activities of each organisation in carrying out this MoU.

The signing of this MoU is not a formal undertaking. It implies that the signatories will strive to reach, to the best of their ability, the objectives stated in the MoU.

The organisations entering the MoU are:

Organisation: Regional NSW	
Signed by: Print name & title:	Email: Mobile:

Organisation: Destination North Coast	
Signed by: Print name & title:	Email: Mobile:

Organisation: Regional Development Australia Northern Rivers	
Signed by: Print name & title:	Email: Mobile:

Organisation: Northern Rivers Food	
Signed by: Print name & title:	Email: Mobile:

Organisation: Southern Cross University	
Signed by: Print name & title:	Email: Mobile:

Organisation: Northern Cooperative Meat Company	
Signed by: Print name & title:	Email: Mobile:

Organisation: NORCO	
Signed by: Print name & title:	Email: Mobile:

Organisation: Business NSW	
Signed by: Print name & title:	Email: Mobile:



Organisation: Northern Rivers Joint Organisation	
Signed by: Print name & title:	Email: Mobile:

Endorsing the JO participation, this MOU is jointly signed by the 7 Northern Rivers Councils:

Tweed Shire Council	Signed by: Print name & title
Byron Shire Council	Signed by: Print name & title
Ballina Shire Council	Signed by: Print name & title
Kyogle Council	Signed by: Print name & title
Lismore City Council	Signed by: Print name & title
Richmond Valley Council	Signed by: Print name & title
Clarence Valley Council	Signed by: Print name & title

- 3.1 Any change in the appointed representative of a Participant should be notified in writing within 14 days of the change of that appointment to the Committee Chair.
- 3.2 It is not the intention of this MoU to prescribe or in any way limit the work and objectives of the Participants. However, the Participants acknowledge that it is the Northern Rivers Together Committee, and its agreed spokespersons, unless agreed otherwise by the Committee, who will have the responsibility and authority to pursue initiatives agreed by the Committee from time to time. The Participants may continue to develop and pursue independent initiatives outside of those agreed by the Committee from time to time and may seek the support of the Northern Rivers Together Committee for those initiatives
- 3.3 Participants will individually and collectively look for and enhance opportunities to gain brand reach and utilisation by stakeholders in the region.

4 MEETINGS

- 4.1 The appointed representatives of the Participants should meet as often as may be required to conduct its business but not more than monthly.
- 4.2 Notice of meetings shall be given with 14 days written notice unless otherwise agreed by the appointed representatives.



- 4.3 Any appointed representative may appoint an alternate representative for any meeting of the Participants provided that they have first provided written notice of the appointment of that alternate for the meeting at which they are to attend as an alternate representative.
- 4.4 A quorum for any meeting of the appointed representatives shall be that number which equals one half of the total number of appointed representatives plus one.
- 4.5 The appointed representatives shall agree on the appointment of a Chair for such period as may be agreed. The Chair may be one of the appointed representatives or an independent Chair as agreed by the appointed representatives.
- 4.6 Each appointed representative shall have one vote.
- 4.7 Minutes are to be recorded of each meeting of the Participants and distributed to each of the appointed representatives within 21 days of a meeting.
- 4.8 By prior agreement with the chairperson of a meeting of the Participants, any person may be invited to attend and speak on any agenda item or other matter of interest to the Participants.

5 APPOINTMENT OF WORKING GROUPS

- 5.1 The appointed representatives may appoint working groups comprising one or more of their number and or other appropriate persons to consider specific issues and opportunities.
- 5.2 The reference for working groups should include specific terms of reference, objectives, reporting requirements and timeframes.
- 5.3 A working group may co-opt any appropriate person with the relevant expertise, interest and experience in the subject matter being considered by that working group.
- 5.4 Minutes of the deliberations of any such working group shall be recorded and tabled for discussion and ratification at the next following meeting of the Participants.
- 5.5 The Participants will appoint one of its appointed representatives as chair of any working group.
- 5.6 Any working group established in accordance with this clause 5 will be disbanded on completion of its terms of reference unless otherwise agreed by the Participants.

6 ADDITIONAL PARTICIPANTS

- 6.1 The Participants who are the initial signatories to this MoU may agree from time to time to the inclusion of additional peak bodies or other stakeholders as participants to this MoU on the signing by such additional party of an Accession Agreement in a form as agreed by the Participants and such additional party.

7 DEVELOPMENT OF FORMAL CHARTER

- 7.1 During the initial 12 months of the operation of this MoU the Participants will seek to develop and agree on the terms of a formal Charter and any other necessary related documents formalising the governance of its operations.

8 TERM OF MEMORANDUM OF UNDERSTANDING

- 8.1 Subject to the terms of any formal Charter referred to in clause 7.1, the term of this MoU is for a period of 12 months from the effective date of this agreement and will continue for successive



periods of 12 months unless any party has first given written notice at least 3 months prior to the expiration of that term of its intention to withdraw from the Committee.

- 8.2 The withdrawal of any individual participant will not affect the ongoing agreement between the remaining Participants in accordance with this MoU.
- 8.3 At least once during each year of the term of this MoU the parties will review the operation of the agreement to ensure that it is fulfilling its purpose and to make any necessary revisions.





North Coast LLS bushfire and drought recovery stimulus funding for weed and pest management

A discussion paper to assist
development of regional weed and
pest animal funding priorities

Published by the Local Land Services

North Coast LLS Drought and Fire Recovery Stimulus Funding for Weed and Pest Management.

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Disclaimer: The information contained in this publication is based on knowledge and understanding at the time of writing August 2020. However, because of advances in knowledge, users are reminded of the need to ensure that information upon which they rely is up to date and to check currency of the information with the appropriate officer of Local Land Services or the user's independent adviser.

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1.0 Background

1.1 Bushfire recovery stimulus funding context

North Coast LLS has received considerable Bushfire recovery stimulus funding from the NSW Government. This is a one-off investment to deliver pest animal, weed management and animal health activities in the current 2020-2021 financial year. Funds are to be expended by 30 June 2021. This discussion paper is specifically focused on the weed and pest animal components of the funding.

The exact level of investment is still being confirmed. Indications are that there will be approximately \$2.2M for pest animal management and a similar amount for weed management; an expected total of around \$4.4M.

The funding should:

- Provide stimulus to local North Coast economies
- Manage weed and pest animal issues on public and private land impacted by fire and drought, or lands adjacent to those impacts
- Deliver outcomes for landholders, regional industries, such as primary production, tourism, conservation, and/or contribute to improving assets in natural landscapes
- Support or add value to the activities of landholders and communities where possible.

The regions' main weed and pest animal stakeholders have recently completed regional plans that include the priority pest and weed species in the region and identified priority actions and locations for actions. Where possible, it is recommended that the funding helps to deliver outcomes identified in the:

- North Coast Regional Strategic Pest Animal Management Plan (RSPAMP) 2018-2023, and
- North Coast Regional Strategic Weed Management Plan (RSWMP) 2017-2022.

1.2 Role of the Pest and Weed Advisory Committees

The North Coast Pest Advisory Committee (PAC) and the North Coast Weed Advisory Committee (WAC) comprise senior and experienced representatives of the main land managers in the region. These committees are well placed to provide strategic regional oversight and guidance on coordinated management programs, stakeholder roles and responsibilities, resource allocation and appropriate delivery mechanisms.

North Coast LLS has called this 'special' meeting of both committees to seek their input into a regional fire and drought recovery stimulus program for weed and pest animal management, particularly to assist with prioritisation on the components of the stimulus programs for investment and to provide advice on appropriate delivery mechanisms.

2.0 Developing the regional recovery stimulus program

2.1 Summary of fire and drought impacts

The North Coast region experienced a severe and extended period of bushfires over the spring/summer of 2019-2020. The impacts of fire and the capacity to recover were compounded by the prolonged pre-existing drought conditions experienced in 2018 and 2019.

Drought conditions placed some practical constraints on management e.g. making it difficult to control many weeds, plus widespread bushfires followed by drought breaking rainfall in many areas promoted the emergence of both weed and pest animal threats.

For more information on the extent of bushfire impacts refer to Attachment 3 (page 11).

2.2 Initial funding proposal

North Coast LLS has prepared a proposed stimulus program that is included in this paper as:

- Attachment 1. NCLLS - Proposed Regional Fire and Drought Recovery Stimulus Program – Weed Management, and
- Attachment 2. NCLLS - Proposed Regional Fire and Drought Recovery Stimulus Program – Pest Animal Management.

The activities/projects within each proposed stimulus have been suggested based on consideration of the stimulus funding context (outlined in section 1.1) and the guidance provided by the priorities within the North Coast RSPAMP and RSWMP. Due to the need to commence the actions quickly and the one-off nature of the investment consideration has been given to “shovel ready” projects and existing or recent projects that meet the conditions and will deliver good outcomes if extended.

North Coast LLS will speak to the proposals at the meeting.

2.3 Opportunity for WAC and PAC to refine the recovery stimulus projects

The WAC and PAC members are asked to consider the activities and projects proposed by NCLLS and outlined in this paper prior to the meeting. During the meeting feedback from the WAC and PAC members will be sought during two discussion sessions.

Discussion session 1

The first discussion session of the meeting will focus on ensuring appropriate activities/projects are included. As a guideline, the following questions could be considered:

- Will the proposed activities/projects deliver a customer/industry/landscape outcome for pests/weeds?
- Are there other activities we should put in place?
- Is there something critical that we are missing?
- Can the proposed activities be improved on?
- Have we included activities that are not a high priority and could be replaced by others?
- Is it possible to maintain or build on the benefits delivered by the 1-year investment for a given activity?
- Are there any outstanding risks associated with a given proposal, e.g. focus is too narrow, over-investment in a specific species, unlikely to garner community interest or involvement, will not foster or support future economic activity or gains?
- Any other relevant matters that the PAC / WAC members identify.

Discussion session 2

The second discussion session will focus on the best delivery mechanism for each pest animal / weed activity. As a guideline, the following questions could be considered:

- What is the most effective delivery mechanism (or combination of mechanisms) for the proposed activities?
- Who has appropriate governance capability, systems, responsibilities, skills and resources to deliver the activity/project?
- Which activities/projects can be delivered together?
- What are the best ways to manage risks associated with different approaches to delivery?
- Any other relevant matters that the PAC / WAC members identify.

Subsequent member input and collaboration

The meeting will also discuss if and how any additional information and detail, or proposal amendments, should be incorporated by NCLLS and other partners. This will have to fit within the tight timeframes already imposed on program development.

3.0 Steps to finalise the investment program

The North Coast LLS Business Development Team will take the outcomes from this meeting and develop a stimulus delivery program. This will involve incorporating any additional information and evidence required by the NSW Government.

Formal endorsement of the stimulus delivery program by all delivery partners will be sought.

Attachment 1. NCLLS - Proposed Regional Fire and Drought Recovery Stimulus Program – Weed Management

Proposals

Table 1 below outlines the activity/project proposals for consideration and approval.

Table 1: Bushfire stimulus funding proposed weed management projects

Priority	Project title	Proposed funding
1	WAP sub-program: Tropical Soda Apple landholder engagement project (supplement).	\$216,700 (up to \$1,180,168)
2	North Coast Regional Strategic Weed Management Plan Priority Weed control projects.	\$1,050,000
3	Stakeholder partnerships in the delivery of the North Coast Regional Strategic Weed Management Plan project.	\$520,000
4	Identification and protection of Aboriginal Cultural Heritage sites in the North Coast region.	\$413,300
5	Post-fire recovery of Threatened Ecological Communities in the North Coast region.	\$200,000
Total		\$2,400,000 (up to \$3,380,168)

1. WAP sub-program - Tropical Soda Apple landholder engagement project

Description of the project

Local Control Authorities (LCAs) in the region have an extremely high workload due to the number of property inspections and landholder engagements required to manage Tropical Soda Apple (TSA). The workload for LCAs with TSA infestations is far higher than those where the weed is absent, with each infested property requiring a re-inspection at least four times a year to achieve compliance and work towards eradication.

This already high workload has been exacerbated by the recent bushfires experienced in the region. Since the bushfires, LCAs have observed mass germinations of TSA in burnt areas and new infestations resulting from the movement of cattle, vehicles and machinery as landholders and fire fighters moved around in search of safe refuges.

The Department of Primary Industries (DPI) recognised the issues faced by LCAs and invited them to apply for funding to employ additional Weed Officers (or get assistance from contractors). Unfortunately, due to the high demand for more Weed Officers, the regional application exceeded the expected Weeds Action Program state-priority weed budget. Based on the advice provided by the DPI, there is expected be a shortfall of around \$240K this year, and in future.

It is proposed that LLS invest some of the bushfire stimulus funding to supplement the North Coast component of the WAP state-priority weed project so that LCAs can employ more staff and/or contractors to assist with the increased workload.

Project partners

- Rous County Council - \$39,000
- Clarence Valley Council - \$79,000
- Coffs Harbour City Council - \$51,000
- Bellingen Shire Council - \$3,200
- Kempsey Shire Council - \$44,500

The funding amounts listed address the shortfall for the 1-year of stimulus funding. The funding required to address expected shortfalls over 5 years of TSA management plus CPI increase for the listed LGAs are \$209,000, \$419,000, \$278,490, \$20,200 and \$253,478, respectively, or a total of \$1,180,168 over 5 years.

Delivery mechanism

LLS prepare a Funding Deed to grant the above listed LCAs funding to employ staff

Budget

\$216,700 for year 1 of the application (or \$1,180,168 over 5 years).

2. North Coast Regional Strategic Weed Management Plan - Priority Weed control projects

Description of the project

The North Coast region has experienced drought, fires and minor flooding over the past year. These natural disasters have created windows of opportunities for weeds to invade new locations and germinate in areas where they were not previously known to occur. For many in the community, still trying to recover from drought and fires, one of the first things that falls off the radar is keeping up with a regular weed control regime.

Weed Officers attending Regional Weed Committee meetings are reporting Priority Weed impacts across the region. These vary from mass germinations of Tropical Soda Apple on burnt country (as discussed above) to new incursions such as Parthenium Weed being introduced to our region and seemingly thriving during drought conditions. Intervention with this additional funding now will not only support landholders to get back on their feet, but it will also significantly reduce the likelihood of these weeds spreading along high-risk pathways and getting worse in future.

It is proposed that a portion of this funding is used for the on-ground control - 'prevent', 'eradicate' and 'containment' - of priority weed species identified in the North Coast Regional Strategic Weed Management Plan (Priority Weeds). Local Control Authorities (LCAs) would be invited to apply for this funding provided it falls within the three categories outlined below:

- Fire affected properties.
- High risk pathways (e.g. waterways).
- Drought impacted properties.

Weed control works in these categories could be implemented by LCA staff and/or weed control contractors.

Project partners

Rous County Council, Clarence Valley Council, Coffs Harbour City Council, Bellingen Shire Council, Nambucca Valley Council, Kempsey Shire Council, Port Macquarie Hastings Council.

Delivery mechanism

The LCAs will be asked to apply for Priority Weed control projects that fit within the specified categories. The applications will be assessed by a panel and suitable LCAs will be granted the funds to deliver the specified outcomes. Contractors or existing staff shall be used to implement on-ground control.

Budget

Approximately \$150,000 per LCA (exc. Lord Howe Island Board) (7), to a total value of \$1,050,000.

3. Stakeholder partnerships in the delivery of the North Coast Regional Strategic Weed Management Plan

Description of the project

Last year, North Coast LLS co-invested with the Weeds Action Program and Rous County Council to develop and deliver a trial Priority Weed control project with the Regional Landcare Network. The project involved strategic weed management and engagement activities in line with the North Coast Regional Strategic Weed Management Plan.

The project partners met last week to discuss the trial project and found that, while there were some aspects of the project that could be improved, overall, it was a success. Some of the highlights of the project were:

- Landcare Networks developing a better understanding of the *NSW Biosecurity Act 2015*, Priority Weeds and the North Coast Regional Strategic Weed Management Plan
- Landcare Coordinators and Local Control Authority Weed Officers working together on the project and developing lasting relationships
- Strategic on-ground weed control of Priority Weed species across the region
- Enhanced communication and engagement activities resulting from Landcare's membership reach
- Significantly increased in-kind contributions to the project that resulted in better on-ground results
- Positive feedback from the project partners and landholders involved with the project

Due to the success of the project and desired outcomes being met, North Coast LLS has applied for this project to be funded again through the Weeds Action Program (\$10,000 per Local Government Area), however, LLS is yet to make a financial contribution. It is proposed that through this recovery funding a further \$40,000 be granted per Local Government Area to continue and enhance this project.

Project partners

Rous County Council, Clarence Valley Council, Coffs Harbour City Council, Bellinger Shire Council, Nambucca Valley Council, Kempsey Shire Council, Port Macquarie Hastings Council, Lord Howe Island Board, North Coast Regional Landcare, Tweed Landcare, Brunswick Valley Landcare, Richmond Landcare, Border Ranges Richmond Valley Landcare, Clarence Landcare, Coffs Harbour Regional Landcare, Bellinger Landcare, Nambucca Valley Landcare, Macleay Landcare, Hastings Landcare, Friends of Lord Howe Island Board.

Delivery mechanism

Project specifications reviewed and improved by LLS, Rous County Council and the Regional Landcare Coordinator. Landcare Networks encouraged to contact their local Council Weed Officer to develop a Priority Weed control project. Project applications submitted and reviewed by a selection panel. Guidance and support provided by LLS. Successful applicants granted the funding to manage the project and deliver on-ground results over 12 months.

Budget

\$40,000 per Local Government Area (13), to a total value of \$520,000.

4. Identification and protection of Aboriginal Cultural Heritage sites in the North Coast region

Description of the project

During the development of the North Coast Regional Strategic Weed Management Plan Monitoring Evaluation Reporting and Improvement Framework, it became evident that the Regional Weed Committee needs to take more action towards protecting sensitive Aboriginal cultural heritage areas from the impacts of weeds.

Consequently, it is proposed that a project be developed to:

- Identify and prioritise sensitive Aboriginal cultural heritage areas in the North Coast region
- Develop and implement weed control programs to protect priority cultural heritage areas

Along with natural areas valued by Aboriginal people for cultural purposes, value adding could be achieved by working in sensitive cultural heritage sites that occur within Threatened Ecological Communities or Threatened Species habitats.

Project partners

Contractors, Local Aboriginal Land Councils, Traditional Owner Prescribed Body Corporations, National Parks and Wildlife Service, other relevant Regional Weed Committee members.

Delivery mechanism

LLS engage a contractor to develop and manage the project (~3-4 days p/w) with guidance from LLS and the Regional Weed Committee (~\$135,000). Contract project manager to engage bush regeneration/weed control contractors to implement on-ground works (~\$278,300).

Budget

Project management: \$135,000.

On-ground works: \$278,300.

Total: \$413,300.

5. Post-fire recovery of Threatened Ecological Communities in the North Coast region

Description of the project

Regional weed management has focussed largely on the risk-based priority species approach, though it is recognised that the need to focus on asset protection is a priority following impacts such as wildfire. Conservation assets such as Threatened Ecological Communities can recover well from fire, though are at significant risk of long-term impact where weed invasion occurs unchecked. This project will work with experts from the DPIE Biodiversity Conservation Division to identify, assess and prioritise fire impacted TECs for weed control and identification of follow up mechanisms.

Bush regeneration and weed control contractors would then be engaged to undertake weed control in the identified priority areas.

Project partners

Biodiversity Conservation Division of Dept Planning, Industry and Environment.

Delivery mechanism

Work with the Biodiversity Conservation division to identify, assess and priorities works on TECS (~\$15,000).

Engage bush regeneration/weed control contractors to implement on-ground works (~\$170,000).

Budget

Project management: \$15,000 (incorporated with the Cultural Heritage Management project.)

Planning \$15,000

On-ground works: \$170,000.

Total: \$200,000.

Attachment 2. Proposed regional fire and drought recovery stimulus program – Pest Management

Proposals

Table 2 below outlines the project proposals for consideration and approval.

Table 2: Bushfire stimulus funding proposed pest management projects.

Priority	Project title	Proposed funding
1	Feral Pig Control Project	\$122,028
2	Wild Dog Control Project	Approx. \$800,000 (pending trappers available)
3	Wild Deer Control Project	\$300,000 (estimate)
4	Targeting other key pest in North Coast Regional Strategic Pest Management Plan <ul style="list-style-type: none"> Cane Toad New incursions project Cat control project with Local Gov Indian Myna Control project 	Approx. \$900,000 \$200,000 \$500,000 \$200,000 (Could be scaled up)
Total		\$2,122,028

1. Feral Pig Control Project.

Description of the project

Loss of food and habitat due to bushfires across the region has seen an increase in feral pigs moving onto private property.

This project aims to use the new control method for pigs, Hoggone, to control feral pigs across the region. The program will provide landholders across the region with bait boxes and baits to carry out the control.

Hoggone baits have only recently become available as a control method for feral pigs. North Coast LLS has implemented four pilots on the effectiveness of Hoggone as a new control method in the middle and northern parts of the region. The pilots have been an overwhelming success, controlling all pigs captured on cameras in the trial sites.

This project will allow us to extend this pilot program across the entire region.

Project partners

- Local Landholders across the region
- Pig control groups

Delivery mechanism

LLS to coordinate.

Budget

\$122, 028.00 for year 1 of the application (note: Hoggone baits are not allocated any funding in the existing North Coast LLS Invasive Pest program).

2. Wild Dog Control Project.

Description of the project

So far in 2020 there has been an explosion of wild dog sightings and attacks on wildlife across the North Coast region. There has also been an increase in wild dogs coming into peri-urban areas and threatening public safety. This is likely to be linked to the loss of food source from bushfire effected areas across the region.

This project will implement the following key actions to control wild dogs:

- Establish a trapping program across the region to compliment wild dog baiting programs. Contract trappers will be deployed to target dogs in hot spot areas. This will value add to the DNA project LLS has just established, by enabling the region to better understand dog genetics and their dispersion through kinship
- Trapping training program – this project will engage contract trappers to deliver training aimed at upskilling landholders on how to set up wild dog traps on their own properties. A similar small-scale project was delivered in 2016 and was well received
- Spring and Autumn 2020/2021 aerial baiting program – this will complement the aerial baiting program planned and funded by the Australian Government. It will expand the program to focus on additional baiting in State Forests and will include baiting on private properties of sufficient size
- Large wild dog traps will also be made available to landholders, Local Government and other stakeholders. Standard traps that exist are often not large enough to be effective for wild dogs. This project will focus on having these traps available for us in peri-Urban areas where baiting is not always an option.

Project partners

- Forest Corp
- Local Government
- Wild dog groups
- Landholders

Delivery mechanism

A mix of LLS coordination and contracting to project partners

Budget

*\$800,000 for year 1 of the application.

*Estimate only pending on trapping contractor's availability

3. Wild Deer Control Project.

Description of the project

Focussing on wild deer control this project will implement the following strategies:

- Engage contract shooters to continue the existing pilot shooting program at Port Macquarie, which has thus far been very successful. Shooters will also be engaged to operate in the Bowraville area which is a known deer hotspot. There are other areas the project could target based on deer sightings recorded in FARMS. The project could work on a mix of private and public land tenures to control deer
- Large scale permanent deer traps will be made available to use after successful trials of this as a control method for deer. This may ultimately be a more cost-effective way of controlling deer than contract shooters
- The project will also launch an August 2020 and June 2021 thermal deer survey for Port Macquarie Hastings which is a critical action identified in the Port Macquarie Hastings Deer Management plan. This survey will provide baseline information on deer populations and locations within the project area. DPI will assist in the coordination and analysis of the survey. Lessons learned here can be applied to other deer populations across the region.

Project partners

- NSW DPI
- Port Macquarie Hastings Councils
- Forest Corp
- National Parks and Wildlife Services
- Landholders

Delivery mechanism

A mix of LLS coordination and contracting to project partners.

Budget

*Estimate only \$300,000 for year 1 of the application.

4. Other pest project options requiring further scoping and costing.

- Increase funding to pilot Cane Toad project targeting new incursions. Project partners may include Landcare, other community groups or local Government. Two pilot cane toad programs have been launched by North Coast LLS this year and there is scope to expand these. Estimated cost \$200,000.
- Feral Cat Control Program: There is an opportunity to work in partnership with local government areas across the region to increase control of feral cats across the region. This could be particularly effective in pre-urban areas where people are concerned about cat impacts on wildlife. Each council could be allocated funding to increase awareness on the issue, supply traps and train residents on their use. Estimated cost of the project: \$500,000.
- Indian Myna Control Program: Existing Indian Myna control projects in the region could be upscaled and delivered across key areas of Indian Myna infestations. Awareness raising, education campaigns and provision of traps may all form components of the project. Opportunities would exist to partner with Landcare, other community groups or Local Government in the delivery of these projects. Estimate cost of the project: \$200,000.

Attachment 3. Extent of bushfire impacts within the North Coast LLS region

A series of bushfire events impacted on the North Coast LLS region for a prolonged period between September to December 2019. A total of 12,288 km² of land area, equating to 1.2 million ha, was burnt (Figure 1). The larger fires crossed LLS boundaries with Northern Tablelands LLS to the west or Hunter LLS to the south.

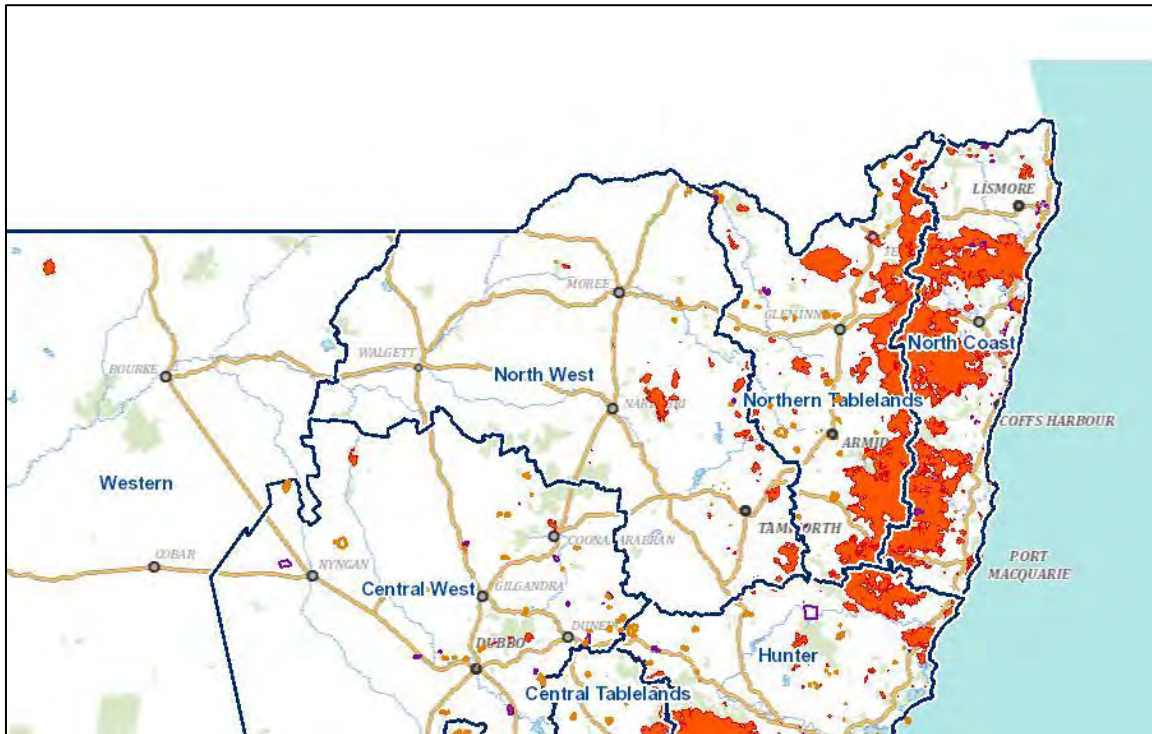


Figure 1. Extent of 2019 bushfire scars in northern NSW.

A basic breakdown of the fires by LGA for the North Coast LLS region is shown in Figure 2. The Clarence Valley LGA was impacted to the greatest extent with around 2,000 km² of burnt area. In terms of landuse impacts overall across the region, forested land was significantly affected with 5,891 km² burnt. Impacts on primarily production lands were also substantial, covering 2,913 km².

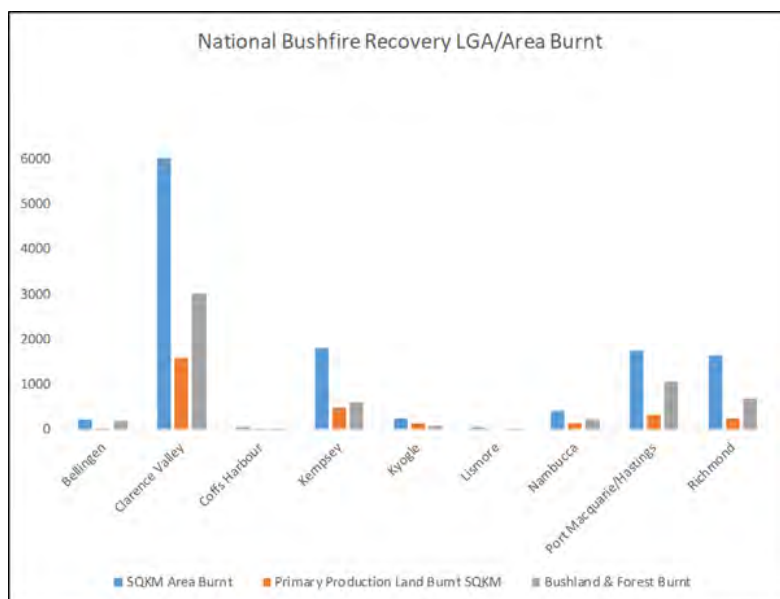


Figure 2. Land area burnt by LGA (source: National Bushfire Recovery Agency).



<back to meeting papers>

NSW JOINT ORGANISATION CHAIRS MEETING AGENDA

THURSDAY 6 AUGUST 2020

2.00pm - 4.30PM

To Join the Zoom Meeting click the link below

<https://us02web.zoom.us/j/3733909656>



Attendees

Canberra Region Joint Organisation	Mayor Rowena Abbey – Chair Ms Kalina Koloff
Central NSW Joint Organisation	Mayor John Medcalf OAM Ms Jenny Bennett
Far North West Joint Organisation	Mayor Lillian Brady Mr Greg Lamont
Far South West Joint Organisation	Mayor Melisa Hederics Mr Mark Forbes
Hunter Joint Organisation of Councils	Mayor Bob Pynsent Mr Joe James
Illawarra Shoalhaven Joint Organisation	Lord Mayor Gordon Bradbery AM Ms Leanne Taylor
Mid North Coast Joint Organisation	Mayor Liz Campbell Ms Liz Jeremy
Namoi Unlimited	Mayor Jamie Chaffey Ms Rebel Thompson
New England Joint Organisation	Mayor Michael Pearce Mr David Aber
Northern Rivers Joint Organisation	Mayor Danielle Mulholland Mr Graham Kennett
Orana Joint Organisation of Councils	Mayor Craig Davies Mr Brad Cam
Riverina and Murray Joint Organisation	Mayor Kevin Mack Ms Bridgett Leopold
Riverina Joint Organisation	Mayor Rick Firman OAM – Deputy Chair Ms Julie Briggs

AGENDA

1. Opening Meeting
2. Acknowledgement of Country
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13. Options for supporting the JO Network48
14. Round robin of JOs on their most profitable services to that also provide value for their members
15. Next Meeting

Please note that the both the Minister for Local Government’s Senior Policy Advisor, Mr Troy Wilkie and the President of Local Government NSW, Cr Linda Scott, have been invited to attend the meeting.

5. Meeting Minutes

MEETING MINUTES NSW JOINT ORGANISATION (JOs) CHAIRS' FORUM 25 JUNE 2020

PRESENT	
Canberra Region Joint Organisation	Mayor Rowena Abbey – Chair Ms Gabrielle Cusack
Central NSW Joint Organisation	Mayor John Medcalf OAM Ms Jenny Bennett
Far North West Joint Organisation	Mr Greg Lamont
Far South West Joint Organisation	Mr Mark Forbes
Hunter Joint Organisation of Councils	Mayor Bob Pynsent Mr Joe James
Illawarra Shoalhaven Joint Organisation	Lord Mayor Gordon Bradbery AM Ms Leanne Taylor
Mid North Coast Joint Organisation	Mayor Liz Campbell Liz Jeremy
Namoi Unlimited	Mayor Jamie Chaffey Ms Rebel Thompson
New England Joint Organisation	Mayor Michael Pearce Mr David Aber
Orana Joint Organisation of Councils	Mayor Craig Davies Mr Brad Cam
Riverina and Murray Joint Organisation	Mayor Kevin Mack Ms Bridgett Leopold
Riverina Joint Organisation	Mayor Rick Firman OAM – Deputy Chair Ms Julie Briggs

1. Opening Meeting

The Chairperson opened the meeting at 10:04am

2. Acknowledgement of Country

The Chairperson acknowledged Aboriginal Elders past, present and emerging of the many council areas the NSW Joint Organisation Chairs' Forum meets upon and the Indigenous heritage across regional NSW acknowledgment of country.

3. Apologies

RESOLVED

That the apologies of Mayor Melisa Hederics, Mayor Lillian Brady, Troy Willkie be accepted.

Moved Cr Michael Pearce NEJO / Cr John Medcalf CNSWJO

Carried

Cr Davies OJO: Belinda Barlow no longer the EO for Orana replaced as acting Brad Cam

Cr Campbell: Craig Swift-McNair no longer with Mid North Coast JO, now have as acting Liz Jeremy

4. Presentations from EO's

Actions:

- Circular Economy
 - Hunter JO to share their TV add on education on recycling
 - CBRJO to share work with ACT done in this space too
 - There is scope for shared activity in this space in a best practice framework – EOS to progress
- Re resilience, Cr L Campbell to share the link to the recent Royal Commission – Chris Presland spoke regarding the JO cross border collaboration

5. Disclosure of Interest

Nil

6. Confirmation of Minutes

RESOLVED

That the meeting minutes from the NSW Joint Organisations Chairs Forum of 28 May 2020 be confirmed.

Moved Cr Michael Pearce NEJO/Cr John Medcalf CNSWJO

Carried

7. Matters in Progress

That the matters in progress be noted and suggested deletions be made.

Moved Cr Bob Pynsent HunterJO/Cr Jamie Chaffey NAMOI

Carried

8. Options for Supporting the JO Network

RECOMMENDATION

That the JO Chair's Forum note the report on Options for Supporting the JO Network and seeks endorsement from all JOs for:

- 1. The focus of the JO Chairs' forum for the next twelve months to be the sustainability challenge;*
- 2. Provide operational support to the Executive Officers of \$1500 per JO for 6 months through the OLG JO review period*
- 3. Seek a secondment from the Office of Local Government to lead and support the intergovernmental collaboration arrangements between JOs and the State Government;*
- 4. Seek advice from JOs if they would like to take on this role at this rate; and*
- 5. If not, develop a position description informed by the report below and seek quotations on an hourly rate on a 'do and charge' basis to deliver this service.*

Moved Kevin Mack RAMJO /Liz Campbell MNCJO

Procedural motion

Lay this the item on the table awaiting JO's feedback following their internal consultations

Moved Cr Gordon Bradbery ISJO/Cr Michael Pearce NEJO

Carried

The following JOs were recorded against

Cr Bob Pynsent - HunterJO

Cr Rowena Abbey – CBRJO

Cr Kevin Mack - RAMJO

8.1 Supplementary

RESOLVED

Extraordinary meeting be called for 1 month's time for all JOs to re- convene on the above matter with feedback from JO Boards on the Options for Supporting the JO Network

Moved Cr Kevin Mack RAMJO /Cr Liz Campbell MNCJO

Carried

9. Office of Local Government (OLG) Update Options in Relation to Funding and Recommended Agencies to Approach Report

RESOLVED

That the JO Chairs' Forum note the report on Options in relation to Funding and Recommended Agencies to Approach and

- 1. Note that this is a work in progress which will have varying time frames for advocacy action;*
- 2. Seek to provide the ongoing findings of the work being undertaken by the Executive Officers to the JO review to be conducted by the Office of Local Government;*
- 3. Develop a case for funding of the broader value proposition of the JOs;*
- 4. Through the Chair, develop an approach to advocate for changes in the funding framework.*

Moved Cr Gordon Bradbery ISJO/Cr John Medcalf CNSWJO

Carried

9a. A proposal by the NSW Joint Organisation Network to Collaborate of Circular Economy Opportunities

RESOLVED

That the JO Chairs' Forum note the report on Opportunities to Collaborate on the Circular Economy.

Moved Cr Liz Campbell MNJO /Cr Michael Pearce NEJO

Carried

9b. Collaboration between NSW Government and Joint Organisations – Water Strategic Planning and Prioritisation

RESOLVED

- 1. Joint Organisations could be paid for coordination, negotiation, collaboration and aligning requirements across these water plans and strategies, with the community.*
- 2. This potential role and collaboration could to be a focus for a meeting between the Minister for Local Government, Minister for Water and Joint Organisations to commence negotiating these arrangements with DPIE – Water.*

Moved Cr John Medcalf CNSWJO /Cr Jamie Chaffey NAMOI

Carried

9c. A regional and collaborative approach to Local Water Utility IWCM's and Regional Town Water Strategy that is funded at 100%

RESOLVED

That the JO Chairs' Forum note that opportunities for income streams to assist with JO sustainability from the Safe and Secure Program and advocate for a regional and collaborative approach to Local Water Utility IWCM's and Regional Town Water Strategy that is funded at 100%.

Moved Cr Michael Pearce NEJO /Cr Liz Campbell MNCJO

Carried

9d. Progressing Opportunities with Resilience NSW

RESOLVED

That the JO Chairs' Forum note Progressing Opportunities with Resilience NSW Report and have further discussions with Mr C Presland on a regular basis with a view to locating a position with administrative overheads included in JOs to support Resilience NSW and other opportunities.

Moved Cr Medcalf CNSWJO/ Rick Firman RIVJO

Carried

10. JO recent wins across the State

RESOLVED

That the JO Chairs' Forum note the JO recent wins across the State.

Moved Cr Liz Campbell MNCJO/ Cr Michael Pearce NEJO

Carried

11. Next Meeting

The next meeting of the JO Chairs' Forum will be held Thursday 30 July 10:00am – 12:00pm via zoom.

12. Close

The Chairperson closed the meeting at 11.50 am

Page 5 is the last page of the Minutes of the meeting 25 June of the JO Chairs' Forum

6. Matters in Progress

DATE	ITEM	STATUS
25.06.2020	<u>4 PRESENTATION FROM EOS</u> <ul style="list-style-type: none"> Hunter JO to share their TV add on education on recycling CBRJO to share ACT work done in this space too There is scope for shared activity in this space in a best practice framework – EOS to progress Cr L Campbell to share the link to the recent Royal Commission – Chris Presland spoke regarding the JO cross boarder collaboration 	<p>Follow-up has been provided to remind folk of their commitments.</p> <p>EOs are focussing in the waste space in a best practice framework – see report to this meeting.</p> <p>Suggest deletion</p>
25.06.2020	<u>8. OPTIONS FOR SUPPORTING THE JO NETWORK</u> <ol style="list-style-type: none"> The focus of the JO Chairs' forum for the next twelve months to be the sustainability challenge; Provide operational support to the Executive Officers of \$1500 per JO for 6 months through the OLG JO review period; Seek a secondment from the Office of Local Government to lead and support the intergovernmental collaboration arrangements between JOs and the State Government; Seek advice from JOs if they would like to take on this role at this rate; and If not, develop a position description informed by the report below and seek quotations on an hourly rate on a 'do and charge' basis to deliver this service. 	<p>Please see report to this meeting – suggest deletion</p>
25.06.2020	<u>8. SUPPLEMENTARY</u> An Extraordinary meeting be called for 1 month's time for all JOs to re-convene on the above matter with feedback from JO Boards on the Options for Supporting the JO Network	<p>See report to this meeting – suggest deletion</p>
25.06.2020	<u>9.OFFICE OF LOCAL GOVERNMENT (OLG) UPDATE OPTIONS IN RELATION TO FUNDING AND RECOMMENDED AGENCIES TO APPROACH REPORT</u> <ol style="list-style-type: none"> Note that this is a work in progress which will have varying time frames for advocacy action; Seek to provide the ongoing findings of the work being undertaken by the Executive Officers to the JO review to be conducted by the Office of Local Government; Develop a case for funding of the broader value proposition of the JOs; and Through the Chair, develop an approach to advocate for changes in the funding framework. 	<p>CNSWJO has commenced drafting various documents for JOEO input. Links to appear in Matter In Progress and calendar invites.</p>
25.06.2020	<u>9B.COLLABORATION BETWEEN NSW GOVERNMENT AND JOINT ORGANISATIONS – WATER STRATEGIC PLANNING AND PRIORITISATION</u> <ol style="list-style-type: none"> Joint Organisations could be paid for coordination, negotiation, collaboration and aligning requirements across these water plans and strategies, with the community. This potential role and collaboration could to be a focus for a meeting between the Minister for Local Government, Minister for Water and Joint Organisations to commence negotiating these arrangements with DPIE – Water. 	<p>CNSWJO, Namoi and RAMJO have provided a report to this meeting.</p> <p>Suggest deletion</p>
25.06.2020	<u>9C. A REGIONAL AND COLLABORATIVE APPROACH TO LOCAL WATER UTILITY IWCM'S AND REGIONAL TOWN WATER STRATEGY THAT IS FUNDED AT 100%</u> That the JO Chairs' Forum note that opportunities for income streams to	<p>CNSWJO, Namoi and RAMJO have provided a report to this meeting.</p>

DATE	ITEM	STATUS
	assist with JO sustainability from the Safe and Secure Program and advocate for a regional and collaborative approach to Local Water Utility IWCM's and Regional Town Water Strategy that is funded at 100%.	Suggest deletion
25.06.2020	<p>9D. PROGRESSING OPPORTUNITIES WITH RESILIENCE NSW</p> <p>Have further discussions with Mr C Presland on a regular basis with a view to locating a position with administrative overheads included in JOs to support Resilience NSW and other opportunities.</p>	<p>CNSWJO and Namoi JO have been approached about being a control group for some evaluation in this space with a view to making the case for the program in Hunter, Northern Rivers and Canberra being rolled out more broadly. CNSWJO GMAC have commended providing this support to members.</p>
05.03.2020	<p>7.4 NSW JOINT ORGANISATION STRATEGIC COMMUNICATION PLAN</p> <p><i>2. Each Joint Organisation implements the Strategic Communication Plan.</i></p> <p><i>3. The Executive Officer's network evaluates and monitors the implementation of the Strategic Communications Plan and report to the Chairs Forum as required.</i></p>	Two recent wins to be regularly reported to the Chairs has been implemented.
05.03.2020	<p>9. JOINT ORGANISATION UPDATE</p> <p>The Hon. John Barilaro MP Presentation</p> <p>Financial Assistance Grants (FaGS). Find ALGA and LGNSW resolutions & include in correspondence.</p> <p>Small Business Grants. Write to Federal Minister advocating small business grants funding be fast tracked.</p> <p style="text-align: right;">NRJO</p>	<p>This has not been completed. Given it is now months since his resolve and it does not align with the JO sustainability priority.</p> <p>Suggest deletion</p>
05.03.2020	<p>9. JOINT ORGANISATION UPDATE</p> <p>The Hon. Andrew Constance MP The Hon. Paul Toole MP Presentation</p> <p>Write to State & Federal Ministers for Environment to pause legislation for two years in relation to Biodiversity Acts, Endangered Ecological Communities (EECs), LEP's, for the whole of regional NSW in recognition of natural disasters.</p> <p>Write to Minister Stokes for a stand-alone SEPP for bushfire and other disasters.</p> <p style="text-align: right;">RivJO</p>	<p>This has not been completed. Given it is now months since his resolve and it does not align with the JO sustainability priority.</p> <p>Suggest deletion</p>

DATE	ITEM	STATUS
31.10.19	<u>6. LG NSW UPDATE</u> <i>That outputs from the recent LGNSW JO Summit, including who is involved in the subsequent working group, be provided by LGNSW and distributed for Chair review.</i>	Outputs were circulated by LGNSW. Suggest deletion
31.10.19	<u>8. REGIONAL WATER PROGRAM AND NSW GOVERNMENT DROUGHT RESPONSE</u> <i>That this agenda item be carried forward to the next meeting.</i>	Work is being undertaken by the JOEOs in this space which has superseded this resolve. Suggest deletion.

7. JO sustainability toolkit

A report by Rebel Thomson dated 29 July 2020

Recommendation/s
<ol style="list-style-type: none">1. THAT, feedback from the Chair's is tabled at the meeting.2. THAT, Joint Organisations consider developing a written document that outlines the issues, opportunities and activity for financial sustainability.

Reason for the report

The Ministers Advisory Group provided advice to the Minister that Joint Organisations saw value in each organisation developing a Financial Sustainability Plan. To assist Joint Organisations with this task a template has been created and is available as a draft document to this business paper.

Heads of Consideration

Financial sustainability is a key consideration for Joint Organisations, and the Ministerial Advisory Committee has been tasked to provide advice to the Minister on the topic of financial sustainability.

Cost

This draft template has been developed by Namoi Unlimited with feedback provided by Executive Officers. The cost to the network for the network is NIL, as it has used the experience of most Joint Organisations. The template will also be provided free of charge to all Joint Organisations.

Members capacity to pay

N/A

Equity

The template is designed to a guide for all Joint Organisations regardless of size and activity. The sections are included to assist Joint Organisations with discussions between members.

Assumptions

N/A

Options

This is a draft, the experience of the Chair's can contribute to developing this draft template for Joint Organisations.

Attachment/s

NSW Joint Organisation Financial Sustainability Toolkit

NSW JOINT ORGANISATION FINANCIAL SUSTAINABILITY TOOLKIT

INTRODUCTION

A financial sustainability plan is a tool to help NSW Joint Organisations.

It includes the types of income and expenses, resources, functions and governance to achieve financial sustainability.

Joint Organisations across NSW have adopted a definition of financial sustainability that says; ***a Joint Organisation will be financially sustainable over the long-term when it is able to generate sufficient funds and deliver on the Strategic Regional Priorities agreed with its members and stakeholders.***

Principles

- Stresses about 'Day to day' or 'Year to Year' survival is not conducive to an organisation achieving their vision, mission or objectives.
- Joint Organisations are a partnership between the NSW Government and Local Government to work better for the regional communities of NSW.
- Provide a plan to the partners about how financial sustainability can be achieved.
- Every Joint Organisation is different, the general context of the work undertaken by a Joint Organisation is complex, planning for financial sustainability is no different, this document is intended to be a guide to assist Joint Organisations address the challenge of financial sustainability.

Objectives

- To create a tool to assist NSW Joint Organisations in developing their own financial sustainability plan.
- To create a plan that diversifies the approach to income for Joint Organisations.
- To provide advice to the Minister about the development of financial sustainability for Joint Organisations.

Benchmarks

REVENUE	[Your Joint Organisation]	NSW Joint Organisations	[Goal for Benchmarks]
Grants & Program Contributions		52.98%	
Members Contributions		17.77%	
Investment/Other Income/Seed Funding		17.38%	
Procurement and Rebates		4.02%	
Contract Administration Management Fees		7.26%	

Interest		0.59%	
	100%	100%	100%
EXPENSES	[Your Joint Organisation]	NSW Joint Organisations	[Goal for Benchmarks]
Project Expenses & Consultancies		69.76%	
Salary, Wages, Recruitment & Training		22.94%	
Administration & Depreciation		7.19%	
Chairpersons Fees		0.07%	
Media & Communications		0.04%	
	100%	100%	100%

Risk

Risk management is a process to identify risk, assess risk, identify mitigations and make decisions on the level of acceptable risk to outcomes and rewards. Risk can be defined into a number of categories;

- Financial/economic risk
- Political/reputational risk
- Organisational risk
- Strategic risk
- Competitive risk
- Compliance risk
- Contract risk
- Health and safety risk
- Innovation risk
- Project/process risk
- Procurement risk
- Legislative/regulatory risk

And there are probably other categories that can be identified.

Identifying the acceptable level of risk in decision making for financial sustainability can help in identifying areas of priority, short term to long-term actions, and identify any flow on risk in the decision making process.

This is not a comprehensive list of risks, Joint Organisations may identify additional or specific risks to their individual operations.

How to use this toolkit?

This is a recommended process, and this reflects the unique nature of every Joint Organisation, its priorities and the community it represents.

There are areas of the toolkit that you may seek to consult with stakeholders in the drafting and decision making process.

You might also determine that your members and stakeholders have a better understanding of the financial sustainability task than others, and therefore you may be able to easily address sections of this toolkit.

To assist with prioritising areas that could contribute to financial sustainability and therefore are recommended to be completed, these areas are highlighted in **BLUE**.

Also, there are sections called '**HERE IS A TIP**', which are intended to provide you with other aspects of the 'thinking' and process in developing your Financial Sustainability Plan that might be useful.

STEP 1: Define Your Financial Sustainability

‘HERE IS A TIP’ - you need to be comfortable that 100% of your stakeholders know what you are trying to achieve by developing a Financial Sustainability plan and that they understand it. Rushing this process will lead to disengagement by your stakeholders and potentially poorer results.

‘HERE IS A TIP’ - Joint Organisations across NSW have adopted a definition of financial sustainability that says; a Joint Organisation will be financially sustainable over the long-term when it is able to generate sufficient funds and deliver on the Strategic Regional Priorities agreed with its members and stakeholders.

Define what financial sustainability means for your organisation and your members.

[The definition for Joint Organisation sustainability is; that over the long-term, the Joint Organisation will generate sufficient funds to deliver on the identified Strategic Regional Priorities, for members and stakeholders. How does this apply to your Joint Organisation?]

What do you want?

[Be more specific; can you define the long-term? How much time is it going to take to deliver on the Strategic Regional Priorities? What does financial sustainability mean? Is it a profit, is it a balanced budget, is it a neutral budget...]

What do you need?

[Can you set a number around the objective to be financially sustainability? Is it \$100,000, \$200,000 or \$500,000? Rationalise why you need that number, what can your members/associate members pay?]

How will you know when financial sustainability is achieved?

[You need to ask your members and stakeholders what will be the indicators of financial sustainability, is financial sustainability achievable, or will it be an ongoing quest...]

Who will develop the financial sustainability plan?

[Who will be the person(s) to work on the plan; is it an individual, is it a group, who are the decision makers on financial sustainability, how are they represented in the plan for financial sustainability.]

Who will be responsible for financial sustainability?

[Describe the governance arrangements, the development of the plan, the reporting of progress and how will it be shared, who is the best person to lead this process?]

How will you let people know what is happening?

[Insert your words here, that answer the questions above]

[Use a table to identify your stakeholders, their role and what you want them to deliver as part of the financial sustainability plan.]

Stakeholder	Role	Request

STEP 2: Conduct a basic Assessment or Audit of Your Operation

Here is a TIP – Conduct an Internal Audit or assessment to identify clearly what resources and expenses that you have now, you can't decide where you are going if you don't know where you are at the start... The financial information is probably already done in your annual budget or annual report. Make sure the people talking about financial sustainability read it and understand it, workshopping the content with stakeholders can help.

2.1 Finance

[How much money do you have?]

How much do you expect to come in? This financial year, next financial year, three years, five years.

Where do you get your funds from?]

[Where does your money go?]

[Do you have any investments or debts?]

[Insert your words here, that answer the questions above]

2.2 Expenses

[What do we spend our finances on? Are we happy with what we are spending our finances on?]

[Insert your words here, that answer the questions above]

2.3 Resources

[Identify the wish list of resources, only those that if you had them at the moment, they would free up existing resources to do more things, do things more efficiently or more effectively.]

[Insert your words here, that answer the questions above]

2.4 Structure

[Outline the things that your structure enables you to do, outline what your structure doesn't enable you to do.]

[Insert your words here, that answer the questions above]

2.5 Governance

[Outline your governance and leadership structures, what they enable you to do, what they don't enable you to do.]

[Insert your words here, that answer the questions above]

What are the things that you should be doing that you can't do?	[Insert your words here]	[Insert your words here]	[Insert your words here]	[Insert your words here]	[Insert your words here]	[Insert your words here]
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3.1 Financial Sustainability Summary

1.	Your essentials...	[Insert]	[Assumptions and Notes]	[Priority/Timeliness]
2	Your core...	[Insert]	[Assumptions and Notes]	[Priority/Timeliness]
3.	Your operational ...	[Insert]	[Assumptions and Notes]	[Priority/Timeliness]
4.	Your administrative ...	[Insert]	[Assumptions and Notes]	[Priority/Timeliness]
5.	What you should be doing but can't...	[Insert]	[Assumptions and Notes]	[Priority/Timeliness]
6.	Your negotiables, what you would like to do if you could ...	[Insert]	[Assumptions and Notes]	[Priority/Timeliness]

STEP 4: Set your Financial Sustainability Objectives

HERE IS A TIP - Pursuit of the vision for your organisation financial sustainability over the next 3 to 5 years, requires projecting what you will need into the future, after you understand fully where you are now.

If you have all of the financial resources that you need, then this part of setting your budget annually.

If you don't have it all, then this part of your sustainability plan needs to be about how you are going to obtain it, and making the choices to obtain it.

4.1 Income Options

HERE IS A TIP – Your income options are only the areas that your JO can control; you can set your own membership fees, fee for service etc.

There will be other areas of "Non-Guaranteed" income options that you may wish to pursue, like grants, specific JO programs, but these areas may not be under your control to set or administer.

Member Contribution

DEFINITION A 'Member Contribution' is the fee to be paid by one organisation to be part of a group or to undertake specific activities for outcomes.

CASE STUDY:

Base Funding

A range of options regarding funding base costs of a JO, including:

- Membership fee formulas
- Population formulas
- Base advocacy amounts
- Other?

Associate Member Contribution

DEFINITION A 'Associate Member Contribution' is the fee to be paid by one organisation to be part of a group or to undertake specific activities for outcomes.

CASE STUDY:

Procurement and Purchasing

DEFINITION 'Procurement' is a collective process requiring negotiation, the sourcing of activities, and the strategic selection of services and goods.

CASE STUDY:

Aggregated Purchasing and Procurement

DEFINITION(s) 'Aggregated purchasing and procurement' is the grouping of demand together to purchase goods and services together. Aggregated procurement assumes greater economies of scale can be achieved by working as a group or on behalf of a group in the market place.

CASE STUDY:

Rebates

DEFINITION(s) A 'rebate' is a sum of money paid back to an organisation conducting the procurement or the purchasing process.

CASE STUDY:

In-kind Contributions

DEFINITION(s) An 'in-kind' contribution is a non-monetary contribution of goods or services offered free.

An 'in-kind' contribution is a non-monetary contribution of goods or services at less than the actual charge.

An 'in-kind' contribution is the payment for any goods or services on behalf of the members.

CASE STUDY:

Fee for Service/Clipping the Ticket/Estimated Costs

DEFINITION(s) A fee for service is the fee defined for specific services provided by the Joint Organisation.

HERE IS A TIP – A fee for service can only be set based on understanding the actual cost incurred, and with consideration of what the end recipient of your service is prepared to pay.

CASE STUDY:

Recovering JO costs for administering grant funds

JOs undertaking tasks or projects on behalf of Member Councils at an agreed price, separate from 'shared services'. For example, facilitating strategic workshops and planning, drafting reports and plans, etc.

JOs undertaking work for other levels of Government or agencies

Grants

DEFINITION(s) A 'grant' is a sum of money given by a government or other organisation for a particular purpose or activity to be undertaken.

CASE STUDY:

Short Term Project / Program Funding

Shared Services

DEFINITION(s) 'Shared services' are when two or more councils jointly managing the delivery of council services or council functions.

'Outsourcing' is obtaining goods or a service by a contract from a supplier outside the Councils and the Joint Organisation.

'Centralisation' is the concentration of control of an activity under a single authority or is the action or process of bringing activities together in one place.

'Council services' are defined as waste collection, water supply services and libraries. Areas that could be considered are; planning, road maintenance, waste management, street lighting, aged care, environmental services and food regulation.

'Council functions' are defined as back-office services like procurement, human resources (HR), information technology (IT).

CASE STUDY:

- Shared resource delivery model (cross JOs / cross Councils)

STEP 5: Decide on your income possibilities and how you will deliver on them

1.	Member Contribution	[Insert]	[Assumptions, Risk and Notes]	[Priority/Timeliness]
2.	Associate Member Contribution	[Insert]	[Assumptions, Risk and Notes]	[Priority/Timeliness]
3.	Procurement and Purchasing	[Insert]	[Assumptions, Risk and Notes]	[Priority/Timeliness]
4.	Aggregated Purchasing and Procurement	[Insert]	[Assumptions, Risk and Notes]	[Priority/Timeliness]
5.	Rebates	[Insert]	[Assumptions, Risk and Notes]	[Priority/Timeliness]
6.	In-kind Contributions	[Insert]	[Assumptions, Risk and Notes]	[Priority/Timeliness]
7.	Fee for Service/Clipping the Ticket/Estimated Costs	[Insert]	[Assumptions, Risk and Notes]	[Priority/Timeliness]
8.	Grants	[Insert]	[Assumptions, Risk and Notes]	[Priority/Timeliness]
9.	Shared Services	[Insert]	[Assumptions, Risk and Notes]	[Priority/Timeliness]
10.	<i>[other]</i>	[Insert]	[Assumptions, Risk and Notes]	[Priority/Timeliness]

STEP 6: Decide on your expenses and resourcing required to deliver your priorities

1.	Member Contribution	Expenses	[Insert]	[Assumptions, Risk and Notes]	[Priority/Timeliness]
		Resources	[Insert]	[Assumptions, Risk and Notes]	[Priority/Timeliness]
2	Associate Member Contribution	Expenses	[Insert]	[Assumptions, Risk and Notes]	[Priority/Timeliness]
		Resources	[Insert]	[Assumptions, Risk and Notes]	[Priority/Timeliness]
3.	Procurement and Purchasing	Expenses	[Insert]	[Assumptions, Risk and Notes]	[Priority/Timeliness]
		Resources	[Insert]	[Assumptions, Risk and Notes]	[Priority/Timeliness]
4.	Aggregated Purchasing and Procurement	Expenses	[Insert]	[Assumptions, Risk and Notes]	[Priority/Timeliness]
		Resources	[Insert]	[Assumptions, Risk and Notes]	[Priority/Timeliness]
5.	Rebates	Expenses	[Insert]	[Assumptions, Risk and Notes]	[Priority/Timeliness]
		Resources	[Insert]	[Assumptions, Risk and Notes]	[Priority/Timeliness]
6.	In-kind Contributions	Expenses	[Insert]	[Assumptions, Risk and Notes]	[Priority/Timeliness]
		Resources	[Insert]	[Assumptions, Risk and Notes]	[Priority/Timeliness]
7.	Fee for Service/Clipping the Ticket/Estimated Costs	Expenses	[Insert]	[Assumptions, Risk and Notes]	[Priority/Timeliness]
		Resources	[Insert]	[Assumptions, Risk and Notes]	[Priority/Timeliness]
8.	Grants	Expenses	[Insert]	[Assumptions, Risk and Notes]	[Priority/Timeliness]

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		Resources	[Insert]	[Assumptions, Risk and Notes]	[Priority/Timeliness]
9.	Shared Services	Expenses	[Insert]	[Assumptions, Risk and Notes]	[Priority/Timeliness]
		Resources	[Insert]	[Assumptions, Risk and Notes]	[Priority/Timeliness]
10.	<i>[other]</i>	Expenses	[Insert]	[Assumptions, Risk and Notes]	[Priority/Timeliness]
		Resources	[Insert]	[Assumptions, Risk and Notes]	[Priority/Timeliness]

STEP 7: Drafting the Financial Sustainability Plan

7.1 Executive Summary

[At the beginning of your document, add an executive summary.]

7.2 Background

[Describe the current situation, including your annual budget.]

7.3 Financial Goals

[Describe your short, medium and long-term financial goals.]

7.4 Financial Sustainability Strategy

[These are the strategies and actions that you are going to put in place. Align it to the timeline.]

HERE IS A TIP - Seek feedback from the Board, General Managers, staff, stakeholders and current funding bodies, feedback 'feeds' engagement and buy-in into the process.

7.5 Articulate Value

[Describe how you will articulate and measure whether the plan is being achieved and building value.]

7.6 Monitoring and Evaluation

[Review and Adapt]

8. Terms of Reference for the JO Review

A report by Jenny Bennett dated 22 July 2020

Recommendation/s
<p>That the JO Chairs' Forum note the report on the Terms of Reference for the Review of Joint Organisations and</p> <ol style="list-style-type: none">1. Support in principle a Terms of Reference as follows<ol style="list-style-type: none">a. What is working including achievements of the various JOs over the past two years and why?b. What is not working and why?c. Specific commentary with regard to the \$150K Capacity Building Program for JOsd. What does JO network success look like?e. What are the barriers to getting results?f. What are the enablers? andg. Recommendations; and2. Seek any further feedback from member JOs; and3. Provide this resolve to the Minister for Local Government.

Reason for report

Various JOs have been making representation to the Minister for Local Government regarding providing input to the review of Joint Organisations. To date the Minister has been very positive about JOs engaging in this process.

Given nothing has been heard to date from the Office of Local Government regarding the review, it is suggested that the Chairs Forum support in principle a Terms of Reference seeking feedback from member JOs and provide this resolve to the Minister for Local Government.

Policy Risk and Legislative Considerations

Specifically addressing the provisions under the Local Government Act constituting Joint Organisations, the review is to consider:

1. What is working including achievements of the various JOs over the past two years and why?
2. What is not working and why?
3. Specific commentary with regard to the \$150K Capacity Building Program for JOs;
4. What does JO network success look like?
5. What are the barriers to getting results?
6. What are the enablers? and
7. Recommendations

It is noteworthy that the Executive Officers have been collecting data and information for some time that could be of use to this review. For example, please find attached a spreadsheet identifying the priorities and activities of JOs been coordinated by RAMJO.

Attachment/s:

RAMJO Excel Spreadsheet - this is a live document and difficult to reproduce legibly on A4. Please ask your EO go to download from [LINK](#) – thanks Bridget Leopold at RAMJO for pulling this together.

9. Advocacy for collaboration in urban water

A report by Bridget Leopold, Rebel Thompson and Jenny Bennett dated 17 July 2020

Recommendation/s
<p>That the Chairs Forum note the report on advocacy for water and</p> <ol style="list-style-type: none"> 1. Ask the NSW Minister for Local Government – The Hon Shelley Hancock MP to convene a meeting to discuss a new and collaborative approach to water planning in regional NSW with key stakeholders including; <ul style="list-style-type: none"> • the Minister for Water – The Hon Melinda Pavey MP • Mr Tim Reardon – Secretary NSW Department of Premier and Cabinet • Mr Jim Bentley - Chief Executive Officer (Deputy Secretary) Water • Canberra Joint Organisation • Central NSW Joint Organisation • Namoi Unlimited • Riverina Murray Joint Organisation

Reason for the Report

Joint Organisations and the ROCs before them have been advocating about water for decades. The missing piece is effective collaboration at the regional level. This is being recognised by a growing number of key State influencers most recently at the LGNSW teleconference 16 July 2020.

The advent of Regional Water Strategies is the ideal time to seek to have governance arrangements in place for both the implementation of these plans, but to deliver a range significant benefits afforded by intergovernmental collaboration. This report seeks to progress a new collaborative approach leveraging the Joint Organisations.

James McTavish, NSW Regional Town Water Supply Coordinator recently said *‘the strategic regional water policy framework requires collaboration between multiple government agencies, Councils and Joint Organisations, Local Water Utilities and local and regional stakeholders, including in water reliant industries.’*

Policy Risk and Legislative Considerations

Key messages

1. Joint Organisations in NSW are a network of 13 organisations established to strengthen collaboration and engagement between State and Local governments; and improve infrastructure and service delivery to regional communities.
2. Collaboration between the NSW Government and Joint Organisations means;
 - Active and engaged inter-agency collaboration,
 - A regional approach to dealing with a number of Local Government entities,
 - Support from Local Government when machinery of government changes are being implemented to maintain continuity, knowledge sharing and capacity building,
 - Financial savings by avoiding duplication, partnerships and facilitated aggregated procurement,
 - Better application and implementation of solutions, better relationships and corollary, and

- The ability to assess and analyse potential solutions beyond traditional boundaries, systems and regions.
- 3. Joint Organisations identify government partners and key stakeholders to work with members Councils to deliver outcomes for towns and regional communities throughout NSW.
- 4. Each Joint Organisation has a Statement of Strategic Regional Priorities containing the programs, projects and initiatives that the Joint Organisation is to focus on.
- 5. There are examples of where Joint Organisations have transformed the way the NSW Government and local councils collaborate, plan, set priorities and deliver important projects in the regions.
- 6. Joint Organisations are intended to be a key mechanism through which the NSW Government delivers funding and programs to regional NSW. This intent is critical to delivering the collaborative function of Joint Organisations and the financial sustainability of Joint Organisations.
- 7. One such opportunity is the strategic planning and policy framework for the administration and delivery of urban water for regional communities in NSW.
- 8. The NSW Government's Safe and Secure Water Program offers funding to Councils and Joint Organisations for the development of Regional Town Water and Integrated Water Cycle Management strategies, and with the introduction of Regional Water Strategies and their impending implementation, there is an opportunity to collaborate to make confident and informed investment decisions regarding the State's water resources.

Areas identified for potential collaboration

- A regional approach to dealing with a number of Local Government entities and a multiple water sources;
- Continuity across regional NSW in knowledge sharing about the resource, capacity building around the operation of water utilities and access to resource sources in regional NSW;
- Financial savings by identifying potential duplication and enhancements in the data collection, assessment and analysis;
- Facilitated aggregated procurement to create savings for the NSW Government,
- Better application of solutions in implementation; and
- The ability to assess and analyse solutions across traditional boundaries, systems and regions.

10. Waste and Joint Organisation sustainability

A Report by Bridgett Leopold dated 29 July 2020

Recommendation/s
<p>That the Chairs' Forum note the Waste and Joint Organisation Sustainability Report and:</p> <ol style="list-style-type: none"> 1. Note that there is an established network of Voluntary Regional Waste Groups (VRWGs) that have been operating effectively for 15 years; 2. Note that the 20 Year Waste Strategy will include how and where the NSW Environment Protection Authority (EPA) will spend its money in the future, potentially altering the previous VRWG funding model; 3. Note that there is a potential to align the strategic outcomes of the Joint Organisations with operational & strategic outcomes of the VRWGs, where this arrangement would be mutually beneficial. This partnership would also create a role where Joint Organisations are delivering value to both the State and member Councils with waste strategy and services; 4. Seek feedback from those Joint Organisations who are not Voluntary Regional Waste Groups and their policy position with regard to providing support to the EPA and other entities responsible for waste; and 5. Receive a further report in due course.

Reason for Report

At the Chairs Forum Meeting 26 June there was strong discussion on the potential of waste as an area for JOs to explore from a sustainability perspective. This report provides an update and direction for further action.

Policy Risk and Legislative Considerations

1. Only a percentage of the Waste Levy is returned to Councils, the rest goes to consolidated revenue. This is both an area for advocacy for JOs and an opportunity to work at the regional level with an identified funding stream. It should be noted that most of the Councils in rural and regional NSW do not pay the Levy;
2. There is a significant and growing opportunity to serve Councils and their communities where JOs give consideration to waste as a priority;
3. The JO roles of advocacy, intergovernmental collaboration, regional strategy and supporting Council operations are a good fit with administering regional waste programming;
4. The JOs of Illawarra, Riverina and Murray, Hunter and Canberra are all Voluntary Regional Waste Groups of Councils (VRWGs), REROC is also a VRWG;
5. Other VRWGs take different shapes and forms and are not administered by JOs but in other structures through Councils;
6. Non VRWG JOs are typically not involved in the waste space;
7. There is value to the State and to member Councils of a strong JO network leveraging their legislated role to administer outcomes of a regional waste strategy;
8. To enable the Forum to advocate on behalf of all members, non-VWCG JOs will need to provide feedback with regard to the interest or otherwise in providing these services;
9. The existing VRWG arrangement has been in place for 15 years and is well established; and
10. The existing VRWGs are represented under the banner of RENEW NSW and are currently strongly advocating with the support of their member councils for continuing funding.

11. Advocacy for JO financial sustainability update

A report by Joe James informed by EO discussion dated 28 July 2020

Recommendation/s
<p>That the Chairs' Forum:</p> <ol style="list-style-type: none"> Note the Advocacy for JO financial sustainability update report; Commend the key messages (noted in the report), on the case for collaborative funding models of JOs by State and Local Government, to JO's and their members for their use in advocacy for JO sustainability; Update the Communication Plan for the JO Forum to include this key messaging; Advocate to the Deputy Premier, the Hon John Barilaro, and others for the Regional Development portfolio to have a formal policy role in the oversight and engagement of Joint Organisations; Lodge a submission, under the hand of the JO Forum Chair', to the inquiry into the <i>Integrity, efficacy and value for money of NSW Government grant programs</i> and provide a copy of the submission to the Deputy Premier and other portfolio Minister's that have grant programs with local government. Such a submission to: (1) include recognition: (a) of the importance of codesign between state and local government to outcomes; (b) that regions, and the JO's that represent them, do have shared priorities but also have unique priorities and that both should be considered in the design of grant programs; and (2) be circulated for JO network member feedback prior to lodgement; Encourage member JOs to also lodge submissions u; Seek feedback from LGNSW on revisiting closer working relationships in the interest of value to members; and Commend to member JOs that they cc all correspondence to LGNSW.

Reason for Report

At the meeting of 25 June 2020 a report was provided as directed by the Chairs forum on options in relation to funding and recommended agencies to approach. The report resolved to:

- Note that this is a work in progress which will have varying time frames for advocacy action;
- Seek to provide the ongoing findings of the work being undertaken by the Executive Officers to the JO review to be conducted by the Office of Local Government;
- Develop a case for funding of the broader value proposition of the JOs; and
- Through the Chair, develop an approach to advocate for changes in the funding framework.

Please find elsewhere in this agenda report seeking action regarding advocacy with regard to water and waste.

This report provides an update on the case for funding of the broader value proposition of JOs. It is recommended that the advice in this report inform a submission to the Inquiry into the integrity, efficacy and value for money of NSW Government grant program and working with LGNSW under the hand of the Chair.

Further, discussion among the JO EOs at a meeting 22 July suggested that the role of JOs has a better fit with Regional NSW as the OLG consistently provides feedback that it is primarily a regulatory entity.

Key messages for the case for funding of the broader value proposition of JO's

Set out below are key messages for the case for collaborative funding models of JOs by State and Local Government. These are supported by some background information to contextualise the messages for members.

It is recommended that these messages be commended to JO's and their members for their use in advocacy for JO sustainability.

Further, great work has been done by the JO network with an adopted Communication Plan and it is recommended that this be updated to include these key messages. Please request the Communication Plan for further information.

Key messages

- *JO's were established to provide a systematic approach to:*
 - *local government collaboration at a regional scale;*
 - *intergovernmental collaboration between state and local government at a regional scale*
- *The benefits of JO's are shared between state and local government*
- *Currently, JO's are funded by local government only*
- *JO's are not financially sustainable on local government funding alone*
- *The State can and should contribute to funding of JO's through:*
 - *Base funding – in recognition of the shared systemic benefit derived by state and local government through the existence of JO's*
 - *Systemic and systematic state agency funding – specifically in recognition of the experience key portfolio's where there has been an enhanced return on state funding for regional outcomes when working with JO's (as compared with alternative delivery options).*

Background and supporting information for the messages

1. Joint Organisations were regularised under the Local Government Act in May 2018. In accordance with the Act, the principal functions of the Organisation are:
 - a. to establish strategic regional priorities for the joint organisation area and to establish strategies and plans for delivering those priorities;
 - b. to provide regional leadership for the joint organisation area and to be an advocate for strategic regional priorities; and
 - c. to identify and take up opportunities for inter-governmental cooperation on matters relating to the joint organisation area.
2. 13 Joint Organisations represent a vast majority of Councils across regional NSW. They seek to work with the NSW Government to deliver on its commitments in their regard to regional Councils and their communities. For example:

NSW boasts a network of 13 joint organisations to strengthen collaboration and engagement between State and local governments and improve infrastructure and service delivery to regional communities...Joint organisations have transformed the way the NSW Government and local councils collaborate, plan, set priorities and deliver important projects on a regional scale... The regional bodies are a key mechanism through which the Government delivers funding and programs to regional NSW.¹

3. All stakeholders recognise that Joint Organisations provide an opportunity for the State to work with recognised and regulated entities that offer confidence for their funding, strategic and collaborative frameworks at the regional level.
4. While not all JOs are at the same level of maturity, there is an equality of opportunity offered by all JOs to the State from a sustainable network of these entities. There is a greater value to the State of one functional network of JOs than a patchwork of capability and capacity.
5. There is a significant opportunity for State and Local Governments to work through Joint Organisations on a variety of standardised approaches to data, strategy and regional governance to deliver better outcomes for regional communities.
6. The overwhelming advantage of Joint Organisations is their stability as prescribed under the Local Government Act. Like Councils, Joint Organisations will always be there where State Departments, Regional Leadership Executives and entities like Regional Development Australia experience machinery of government change to greater or lesser degrees.
7. For these opportunities to be realised, serious thought around the nexus between the value to the State and the funding framework needs to be undertaken to ensure the sustainability of the Joint Organisation network.
8. State agencies are increasingly realising the value of working with JOs. This includes:
 - a. Providing advice on regional priority;
 - b. Coordinating Councils as State agencies seek to consult in region;
 - c. Providing a forum to reach regional leaders (Mayors and General Managers) or other Council personnel eg planning;
 - d. Providing support in navigation of Councils and their communities eg stakeholder support for Regional Water Strategies;
 - e. Providing a mechanism to deliver better value from State programs through aggregation eg Bridge Assessments;
 - f. Providing representation from a Local Government Perspective at the Regional Leadership Executive;
 - g. Offering consistent touch points to State agencies as they go through machinery of government changes; for example TfNSW;

¹ <https://www.olg.nsw.gov.au/programs-and-initiatives/joint-organisations/>

- h. Enabling efficient monitoring and implementation of State regional plans, for example planning, transport and water; and
 - i. Providing sound governance and structural arrangements for hosting staff to support State programs at the regional level eg Contaminated Lands, Biodiversity, Disaster Preparedness.
- 9. There is a need for the State to support the value of Joint Organisations in two ways:
 - a. **Base funding** – recognize, through contributing to base funding in collaboration with local government, the growing role JOs are taking in supporting State priorities and programming and in building alignment between state and local government priorities at the regional level; and
 - b. **Systemic and systematic portfolio funding:** Through recognition in the funding framework across all state agencies of the potential the JOs have to:
 - i. **Deliver state agency functions in a regional context:** There is an opportunity for JO's to be funded to house regional staff, in relevant state agency portfolios, which would support delivery of state agency functions and enable JO sustainability; and
 - ii. **Deliver grant funded regional programming:** Deliver programming on behalf of the State that is better value, more efficient and effective through changes to various funding programs.

Submission to the Inquiry into the integrity, efficacy and value for money of NSW Government grant programs

There is an opportunity to make the case to the Public Accountability Committee of the NSW Parliament regarding funding for JOs. For more detail on the timelines, TOR hearings etc please go to:

<https://www.parliament.nsw.gov.au/committees/inquiries/Pages/inquiry-details.aspx?pk=2606>

As noted above in the discussion of key messages, the delivery of grant funded regional programs is a part of a strategic funding approach to deliver JO sustainability and recognize the increasing ways JO's deliver value to the State (quite aside from representing local government's interests in regional outcomes).

A submission from the JO network would include recognition: (a) of the importance of codesign between state and local government to outcomes; (b) that regions, and the JO's that represent them, do have shared priorities but also have unique priorities and that both should be considered in the design of grant programs.

The submission would also pick up many of the points raised in report above including:

- That JO's fulfill a unique niche when it comes to scaling programs to regional outcomes and which consistently offer a more effective and efficient return on State funding of State spend. For example, generally speaking it is unlikely that annual funding for a regional scale technical expert, such as a regional contaminated lands officer, could be split between JO member councils to deliver a consistent outcome of the same quality and quantity across

the region. This is because JOs have a deep a deep knowledge of Local Government and through Councils², a deep and abiding knowledge of place.

- That systemic and systematic grant funding of JO's aligns with the prescribed statutory function of JO's to drive *intergovernmental collaboration between state and local government* and, in turn, aligns the efforts of state and local government 'machinery' at the regional scale. The experience of and opportunities for JO's spans multiple portfolios (eg enabling regional adaption, water, energy, biodiversity, economic strategies, human service programs, strategic land use planning etc)

The submission may or may not be picked up for appearance at a hearing but can still be leveraged to provide a consolidated voice from JO's, on behalf of all regions, as to how grant programs can be better designed for regional strategic outcomes. This would be achieved by providing a copy of the submission to the Deputy Premier and other portfolio Minister's that have regionally focused grant programs.

It is recommended that this opportunity be pursued. The submission would be circulated to JO network members for feedback prior to lodgement.

Working with LGNSW

Chairs may recall that LGNSW held a forum towards the end of 2019 seeking to leverage value for Councils from working more closely together.

Given the new CEO of LGNSW, Mr Scott Phillips has recently been appointed, it is a good time to revisit this opportunity.

Both the JO Network and LGNSW are champions for the local government, with clear alignment in a number of the strategic priorities that they are each advocating for and delivering on. It may be useful to develop an understanding of how the two organisations to work together to build a unified voice for the regional local governments in shared areas of interest and to actively collaborate in the delivery of advocacy.

As a starting point for engagement with LGNSW, and as an initial gesture by the JO Network, it would be powerful to advise LGNSW that the JO Network has recommended to members they cc advocacy correspondence to LGNSW.

² It is important to note that IP and R is still poorly understood by State agencies outside the OLG and yet offers so much potential for place-based optimisation of outcomes through a regional lens

12. JO recent wins across the State

Canberra Region Joint Organisation

To the meeting 25 June

- **Regional Workforce Strategy**
A key strategic priority of the CRJO is the development of a Regional Workforce Strategy. As part of the OLG Capacity Building funds, the CRJO commissioned KPMG to develop the strategy. The draft strategy will be tabled at the General Managers Advisory Group meeting next week. The draft recommendations note that the findings of this report indicate that there are a number of opportunities for the councils of the CRJO to manage the drivers, and subsequent pressures and impacts, present in the region and affecting their workforces and outlines how to capitalise and embrace these opportunities.
Following the presentations to GMAG, the Regional Workforce Strategy will be tabled at the CRJO Board meeting in August 2020.
- **Resource Recovery and Waste Management**
The CRJO was recently received funding from EPA for two programs that will be delivered over the next two years. These programs include funding for a Bin Trim program looking at construction and demolition waste (\$240K) and Food Donation program (\$100K). The CRJO has also received additional funding for the Community Recycling Centres across the region.
- **Resilience NSW (RNSW) Disaster Preparedness Program**
The CRJO is a pilot for the Resilience NSW program. The Disaster Preparedness Officer in consultation with RNSW is finalising development and use of a web-based Operations System for Councils to use internally in preparing for, responding to and recovering from emergencies. It is proposed the “Local Government Emergency Information” website will be operational late 2020
In consultation with the Councils, development of a number of further Resilience Projects in and for emergency management across the Canberra region is underway.

To the meeting 6 August

- **New Executive Officer**
Ms Kalina Koloff has been engaged as the new Executive Officer for Canberra JO. Her email contact is kalina.koloff@crjo.nsw.gov.au

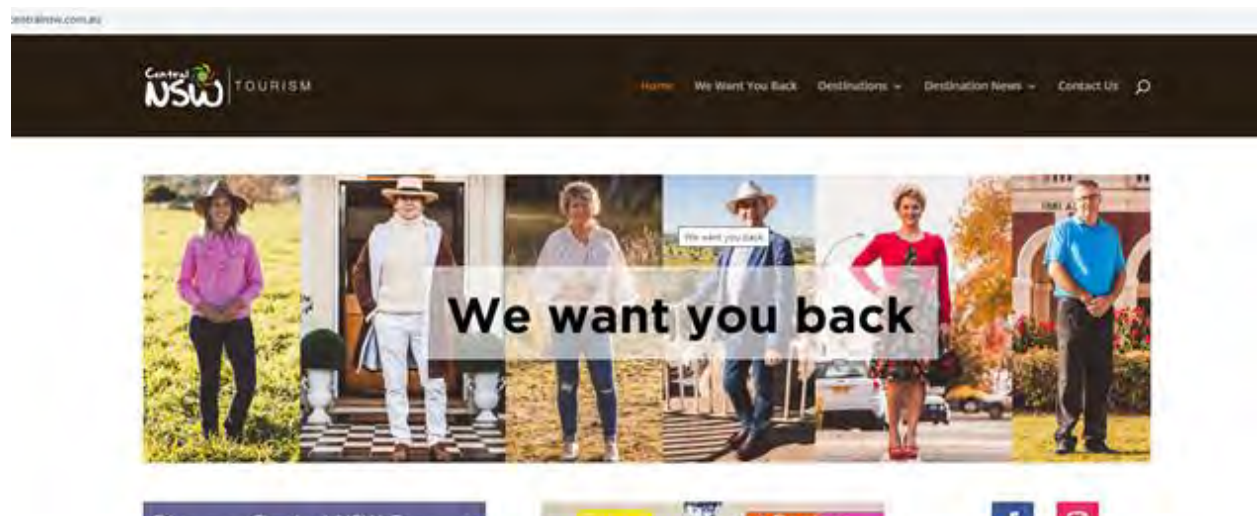
CNSWJO

To the meeting 25 June

- **A champagne moment.** James McTavish forms “SteerCo” for the Lachlan Valley to progress intergovernmental collaboration on water projects. Will this lead to ongoing intergovernmental collaboration on water on a per valley basis? Ongoing collaboration in water is a significant missing link in the assurance of quality secure water for urban water supplies in regional NSW.
- All legal advice on Best Practice in Aggregated Procurement has been received. While the 4 JOs involved in this project (CNSWJO, RivJO, RAMJO and CRJO) will not be able to share this advice, given its innovation it will help inform a toolkit that can be shared with the network. The EOI for the balance of the project has been released with good response.

To the meeting 6 August

- **The Electric Vehicle Toolkit website** is launched to support members and their communities for an EV future. It’s actually pretty cool - check it out- www.evtoolkit.centralnswjo.com
- **The “We Want Your Back” emerging from Covid 19 Tourism Campaign** is launched. Gorgeous, fresh video and still collateral for every member Council. Social Media, PR and TV campaign with great support from our Mayors. <https://www.visitcentralnsw.com.au/>
Or follow us on facebook at <https://www.facebook.com/CentralNswTourism> - it’s a bit more active.



FNWJO

To the meeting 25 June

Implemented the Western Airline Services in September and November 2019, have had to vary the initial contracts to meet Covid and changing demand.

A bigger challenge has been increasing the load factors for the flights into Bourke /Dubbo/Bourke and Walgett/Lightning Ridge Tag/Dubbo/ Walgett twice a week. Have introduced an extra Friday service to Bourke and working with government agencies on an annual “book of tickets” and operator has provided vehicles at Bourke, Walgett & Lightning Ridge airports for passengers to hire. Constantly looking at fares and load factors. Covid meant some Federal subsidisation for the operator which ended 30th June 2020 and the introduction of a hibernation charge if no passengers, the operator doesn’t charge the JO. Once the Opal Centre is built at Lightning Ridge this will assist load factors and getting the bureaucrats and service providers to use the airlines is essential.

To the meeting 6 August

With State Government assistance, from the start to assist with the airline services, the LGA’s have upgraded tourism infrastructure in Cobar, Walgett and Bourke to complement the airlines and provide attractions for inland visitation. The JO is going to use the OLG Capability and Capacity Grant to develop a Far North West Tourism Marketing Strategy building on what exists in the region as devised by the Tourism staff in the 3 LGA’s. They are presenting their plans to the Board 29 July 2020.

Discussions with Cross Border Commissioner staff 30 July 2020 to link Far North West to South West Qld post Covid to stimulate the Far Western economy.

EPA Contaminated Lands Management project commenced on 6th July 2020.

FSWJO

To the meeting 25 June

- Tonkin Consulting engaged to deliver the 2050 Regional Transport Strategy – Tourism, Freight/commercial and Social / community.
- NSW Public Works engaged to deliver the - 2050 Regional Waste Strategy – Focus as above, (Tourism, Freight/commercial and social / community) – working with NSW Circulate, NSW Industrial Ecology Program – using Circular Economy principles and aligning to the ‘Waste Less, Recycle More’ programs.
- Capacity Building Fund - \$150k – Tourism - Formulation of a Destination Management Plan – Brand and Marketing Strategy, and connecting that cohesion to each Council’s Specific Tourism Project, and aligning the North and South elements of the region under one tourism plan.

Hunter JO

To the meeting 25 June

- **Hunter 2050 Foundation:** Hunter JO has led the development of a place-based approach to regional economic development, particularly in the context of structural industrial change. The Hunter JO developed funding partnerships with and received endorsement from a range of different industry, government, and community organisations. At the core of the Foundation's unique approach is to combine the best approaches from other similar regions and combine it with commercially focused impact investment fund and redevelopment capability. The proposal has now been submitted to the Minister for Local Government for Section 358 consent. Engagement with the Deputy Premier and Treasurer has also commenced.
- **Advocacy on role of RMS / TfNSW in delivering development outcomes:** In collaboration with the Property Council of NSW and the Urban Development Institute of Australia has been working on driving better integration of the role of TfNSW in delivering development in the Hunter region. A briefing was provided to Ministers Paul Toole and Andrew Constance. On Thursday 21st May 2020 the Hunter Joint Organisation held a meeting with Minister for Regional Roads and Transport, the Hon. Paul Toole MP. A key outcome from the meeting was the establishment of a reference group between TfNSW, industry partners, and local government, with the oversight of Minister Toole, to maintain connectivity and accountability around reform of the issues beyond the meeting with the Minister.
- **State and Local Government sign MoU on implementation of Greater Newcastle Metropolitan Plan:** On Thursday 18th June the five councils of Greater Newcastle and the NSW Planning and Public Spaces Minister signed a MoU cementing a shared commitment to collaboratively drive the delivery of the Greater Newcastle Metropolitan Plan 2036. This commitment came on the back of local government's leadership in establishing a steering committee for the implementation of the Plan and inviting state agencies to attend. The MoU formalises the mutual commitment of the parties to build governance around the multi-decade process of guiding to development of Greater Newcastle.

To the meeting 6 August

- **Hunter Circular Eco-System Website Launch** – The new website, which will evoke change in the way we perceive and manage waste, was launched on Thursday 30 July 2020. The intent of the Hunter Central Coast (HCC) Eco-system website is help to accelerate the Hunter (and Central Coast as a program partner) region toward a circular economy, offering a database and engagement platform for circular economy participants in the region, and fostering change in how our region processes and repurposes waste as a resource.
- **Hunter 2050 Foundation:** Since the last meeting of the Chairs, the Hunter JO directly engaged with the Deputy Premier and received has positive feedback that it is the sort of strategic initiative that JO's were created for. A communications strategy has been developed to support further engagement and profile raising of the initiative with stakeholders, particularly state and federal government.

ISJO

To the meeting 25 June

- ISJO and Regional NSW led the development of the Western Sydney Illawarra Shoalhaven Roadmap to Collaboration strategy, using a cross regional collaborative approach during 2019, which was launched at Parliament House late last year. The purpose of the Roadmap is to further unlock the capabilities of both regions by working collaboratively with a united voice. One of the six pillars of the Roadmap is Transport and the need to have a cross regional perspective. As a result, ISJO is hosting the Western Sydney Illawarra Shoalhaven Cross Regional Transport Forum on Thursday 9 July 2020 from 10 – 1pm. The Forum will be held online and will comprise a mix of Ministers, Senior Bureaucrats as well as thought leaders and business leaders to highlight the issues, solutions and discuss the opportunities that come about through both regions coming together to work collaboratively with key transport and freight decision makers. For more information and to register see: www.isjo.org.au
- ISJO and its member councils have completed stage 1 of the Illawarra Shoalhaven Smart Water Project. This project has also included project partners Lend Lease and the University of Wollongong. Stage 1 has comprised the distribution of smart sensors in key stormwater locations, including new subdivisions, as well as gross pollutant traps. The data from these sensors is now being transmitted to the UOW's Internet of Things where a regional dashboard displays waterflows, gross water pollutant trap efficiency etc in order to provide data for real time decision making.

To the meeting 6 August

- ISJO hosted the Western Sydney Illawarra Shoalhaven Cross Regional Transport Forum on 9 July 2020. The online Forum attracted over 120 participants representing a good mix of organisations drawn from both Western Sydney as well as the Illawarra Shoalhaven. Presentations and panel discussions represented transport connectivity needs that if secured, would enable both regions to unlock economic potential. Of particular note is the level of interest shown by Minister Stuart Ayres and Minister Andrew Constance who both participated in the Forum – both of who are keen to engage with an ISJO led Cross Regional Advisory Group on a quarterly basis. This has elevated ISJO's ability to lead advocacy on transport connectivity to a new level!



- ISJO has become an Innovation Partner of a new Smarter Regions Cooperative Research Centre led by the University of Adelaide. This partnership will enable further implementation of the Illawarra Shoalhaven Smart Regions strategy and provide a platform to showcase the innovation being implemented across the region.

Namoi Unlimited

To the meeting 25 June

- Namoi Unlimited commenced implementation of its procurement agenda, with the extension of VendorPanel being implemented across five Councils. In addition to delivering a transparent and compliant purchasing function for Councils, the campaign to attract local and regional suppliers to Councils through the platform commences early July. The program will assist Councils in facilitating economic stimulus through to local and regional businesses.
- Namoi Unlimited endorsed a Share Services Guideline which provides the members with the framework to discuss, debate and develop its shared services agenda. Areas currently under Preliminary Assessment are; the Internal Audit and Risk framework and new contractual requirements in the 2019 Roads Maintenance Council Contracts.

To the meeting 6 August

- Namoi Unlimited successfully advocated for its protein supply chain project to be included as a priority on the Statement of Intent for the New England North West Regional Leadership Executive. Regional Leadership Executive's or RLE's are the key network for State Government agencies operating in the regions of NSW and are the point of contact for inter-governmental relationships for Joint Organisations. The protein supply chain project recognises the naturally occurring supply chains for beef, lamb and poultry production, and creates a focus on the planning framework, economic development and transport connectivity needed to address an identified market failure and create jobs for the region.
- Namoi Unlimited's Increasing Resilience to Climate Change project is being profiled in a video case study and three part podcast this month. The project looks at the use of recycled water in NSW and the potential to use recycled water on gravel road maintenance and construction. Currently, the project is in the Section 60 approval processes, and the community survey indicated a greater appreciation about water availability and management at home.

NEJO

To the meeting 25 June

Regional Transport Study

Currently finalizing the development of the New England Northwest Regional Transport Study. The aim is to identify the key pinch points for the transport of freight across the region and strengthen the links into the Inland Rail ports at Narrabri and Moree.

The study will provide key projects for development of the road network throughout the area and aims to strengthen east west freight movements between the centres. The study will provide the framework for collaboration with the State and Federal government to encourage economic development through transport efficiency gains.

To the meeting 6 August

New England High Country Marketing Program, (Budget \$98,900)

This marketing program is about to commence as a joint venture between 5 of the Councils in the highlands and NEJO using seed funding from the State Government. The NEHC Marketing program will look to grow upon the foundations of current marketing programs and successes over the past 2-3 years. The campaign will focus on five key categories:

- **Motorcycling**

This part of the program will provide a range of recommendations and rates for Third Party Advertising, specifically to service the Motorcycling market in the lead up to the content trip, as well as the distribution of the existing NEHC Motorcycle touring Map.

- **RV Market**

Working with the region to showcase the various vistas and areas that make the NEHC a desirable location for caravanners and campers to visit and stay. The campaign will highlight the array of experiences and trips RV travellers to the region can enjoy.

- **Club Strategy (Auto, Classic Cars, Motor Groups, RV Groups etc.)**

Our aim is to create ready-made communication resources to help engage clubs in bringing their members to New England High Country region. This tool kit will be targeted at the motoring, motorcycling and nature touring sectors. The strategy will involve three key elements; the Plan, the Assets and the Rollout.

The program will leverage the work already done for the motorcycle campaign and to develop further relationships with each town to highlight their features suited to the market.

- **PR Programs**

- **Unique Visitor Guide for the region**

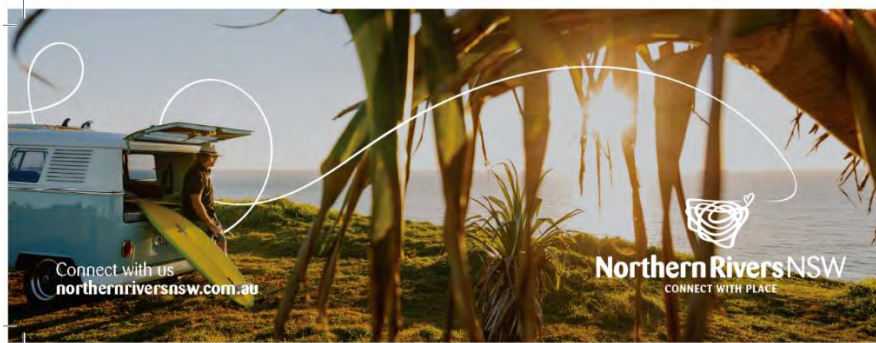
The concept for the New England High Country Visitor Information Guide (VIG) is to create a hero print asset with a clear focus on the key pillars of New England High Country as a region. The inclusion of the best available regional map of the area highlighting key routes and points of interest will its cornerstone supported by rich content on the reverse of the map showcasing the best of region.

The project will include updated Custom Map for the New England Region, Design and Publishing of the content elements of the guide and print and digital outputs of the product. The campaign will leverage the local community resources to scale the program while driving traffic to the new www.newenglandhighcountry.com.au website.

NRJO Northern Rivers

To the meeting 25 June

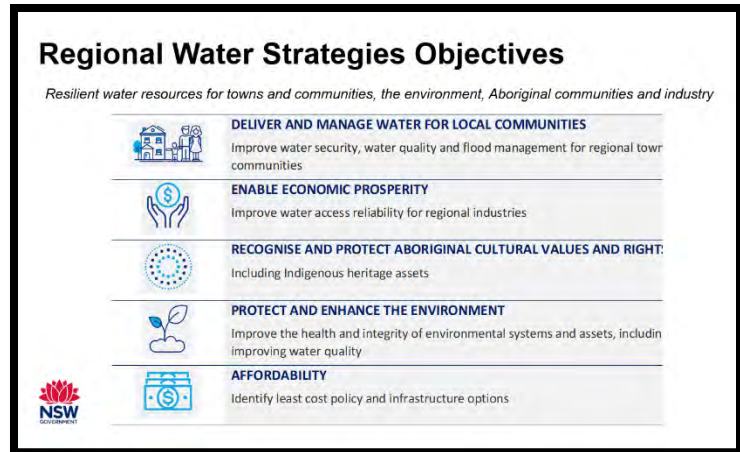
- **Waste Micro Industries Facility** The \$150,000 provided through the LG Minister's JO Capacity Building Funding has enabled the development of a Waste Micro Industries Facility Business Case, which is in perfect alignment with the clean green ethos of the regional communities of Northern Rivers NSW. The project will improve waste management while creating new, value add industries. The project provides an essential step in realising a Centre of Excellence, which will continue to deliver essential services to the region. Once established the Centre of Excellence will add to the sustainability of the region through value adding, minimising transportation of waste, creating jobs, providing advice on leading practice in innovation and establishing a local market for product. This project is modelled on the UNSW Smart Centre and will build on the successful collaboration partnership between NRJO and North East Waste.
- **Brand Northern Rivers NSW** NRJO is a Founding Partner and steering committee member of the Northern Rivers NSW branding project. The Brand has been born through a highly successful collaboration of a range of partners, providing a single brand that reflects the connected unified identity of our region's communities and provides a basis for our shared vision to foster sustainable and innovative economic growth. There was a 'soft launch' in April 2020 with the release of the Northern Rivers NSW website where local businesses can register for free to access the brand and have their business displayed in the members directory. There's also an opportunity for businesses to contribute to become Founding Partners. There are currently 74 local businesses registered for the brand and the level of uptake and interest has been very positive: <https://northernriversnsw.com.au/>



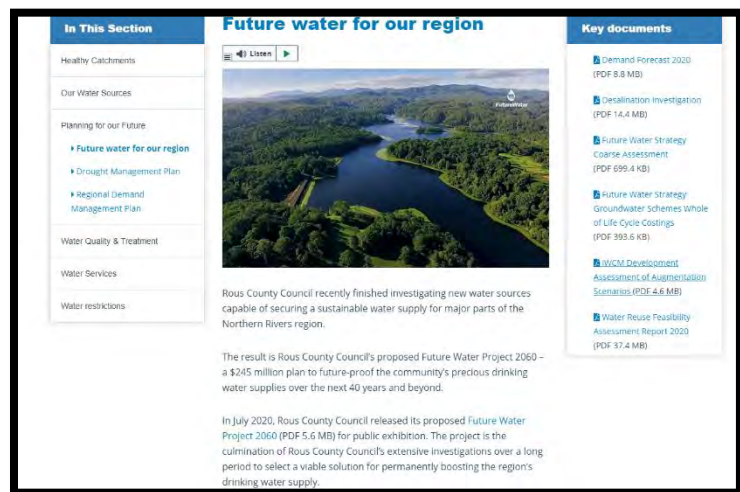
To the meeting 6 August

- **Far North Coast Regional Water Strategy** – The NRJO and its constituent Councils have been working with the Regional Water Strategies team from DPIE on the development of the Far North Coast Regional Water Strategy. This process aligns with the Regional Priority of *Innovative, sustainable energy, water and waste management* identified in the NRJO statement of strategic regional priorities and Goal 9. *A secure and sustainable water supply to meet the current and future needs of residents, businesses and visitors.* In the last couple of months DPIE has held workshops with the GMAC and targeted meetings with each of the member councils to present and discuss the feedback they have heard in recent engagements and how this is to be included in the draft Far North Coast RWS. This included draft climate risk / hydrological

modelling results and preliminary findings, discussion of the long-list of options for the region and the options assessment framework, the structure of the Regional Water Strategy documents, a recap of what we've heard to date, and next steps. The Final Draft Far North Coast Regional Water Strategy is expected to be released for public consultation in August 2020, and be finalised by June 2021.



- Rous County Council Future Water Project 2060 IWCM Plan** - The Northern Rivers Joint Organisation recognised the proposed Future Water Project 2060 Integrated Water Cycle Management Plan as a regionally significant initiative critical to the delivery of the Regional Priority of *Innovative, sustainable energy, water and waste management* identified in the NRJO statement of strategic regional priorities and Goal 9. A *secure and sustainable water*



supply to meet the current and future needs of residents, businesses and visitors. The Northern Rivers Joint Organisation endorsed the strategic direction Rous County Council is pursuing to secure its bulk water supply for at least the next 40 years. Rous County Council is the water supply authority responsible for delivering bulk water to four local government areas (Ballina Shire, Byron Shire, Lismore City and Richmond Valley) in the Northern Rivers region. Rous County Council recently endorsed its proposed Future Water Project 2060 Integrated Water Cycle Management Plan for public exhibition, and the Plan has the potential to be a once-in-a-generation initiative of lasting regional significance. Moreover, given the recent impact of the worst drought conditions in living memory, and the development of the Far North Coast Regional Water Strategy, this could not come at a more crucial time for the region's precious water resources. Water security is an issue of utmost importance for the region's communities. The Northern Rivers Joint Organisation's recognition of the proposed project as a regionally significant initiative is seen as vital to ensuring it is well-positioned to gain critical State and Federal Government funding assistance. The Northern Rivers Joint Organisation will also play a valuable role in helping Rous County Council and its constituent councils to build community support for the project's preferred option.

ORANO JO

To the meeting 25 June

- All six Councils have reiterated their support for the JO.
- 217 businesses received \$10k to help with Covid-19.

To the meeting 6 August

- Work has been done through the JO with Narromine, Warren, Gilgandra and Warrumbungle's Shires on a Roads of Significant project. This looking at roads that need upgrade that feed into the Newell Highway. They have been informed that funding will be made available to do some of the roads that have been suggested by these councils.

Mid North Coast JO

To the meeting 6 August

- **Regenesis**
Mid North Coast JO is about to enter into discussions with Blacktown City Council staff about replicating a successful carbon emissions program set up in Blacktown some years ago. The program focus is on carbon emissions and on the way in which local communities and businesses can work together to plant local native trees, shrubs and grasses to enhance biodiversity, sequester carbon and enable the trading of carbon offset certificates through carbon emissions trading schemes.
- **Community Leadership and Resilience Scholarship Network Program**
The Community Leadership and Resilience Scholarship Network Project is being conducted as a partnership between Charles Stuart University and the MNC JO and is a key enabler to responding to what our communities have told us about the importance of council and community capacity in the areas of leadership and resilience. The program is a scholarship program valued at \$1,200 per scholarship and will provide participants with recognition of success as part of an on-going commitment to a Graduate Certificate in Community Leadership and Resilience (should participants wish to pursue further study in this area). Each micro-subject will run for a period of 8 weeks and will represent a total commitment of between 35 and 40 hours. Take up across the MNC has been very positive.

RAMJO

To the meeting 25 June

- **Water:** RAMJO Water Sub-Committee has completed their Water Position Paper as identified as a critical piece of work via the Strategic Statement of Regional Priorities. The intent of this paper is to create a Local Government platform for engagement and advocacy, based on evidence and local knowledge. The paper is due to be publicly released week commencing 29th June 2020.
- **Energy:** RAMJO Energy Sub-Committee have formed a partnership with DPIE's Sustainable Councils and Communities team to assist Councils in developing individual energy plans or building on existing work already undertaken by individual Councils. This work is being supported via the OLG Capacity Building funding RAMJO received for strategic priorities, energy being identified as the main project. Ultimately, the individual energy mapping for each Council will rolled up into a "RAMJO Regional View" of energy use, energy and emissions savings commitments, and some potential future targets which are better tackled regionally as opposed to individually. RAMJO is also networking with the DPIE Climate and Sustainability Team undertaking the Zero Net Emissions policy and project work in NSW Government.
- **Procurement:** Also made possible via the OLG Capacity Building funding and identified by RAMJO as a 'capacity building opportunity', the Riverina and Murray JO continues to work in partnership with Central NSW JO (project leader), Riverina JO and Canberra JO on developing a framework, guidelines and documentation as part of a collaborative effort to create a "Best Practice Aggregated Procurement" (BPAP) toolkit for JOs. The project is on track and the outcomes are anticipated to be able to be used by all JOs (or indeed, Councils) across NSW.

To the meeting 6 August

- **Water Position Paper:** RAMJO has publicly released its regional Water Position Paper, working across 11 Member Councils and 2 different river systems. The paper has been met with positive review, and RAMJO has met/is meeting with various key stakeholders including regional industry, MDBA, Commonwealth Environmental Water Holder and Commonwealth and State Ministers. RAMJO has also joined the 'One Basin' CRC bid led by University of Melbourne.
- **Infrastructure Mapping:** RAMJO has completed a range of 'shovel ready' and 'strategically significant' infrastructure mapping as a region. The aim of this piece of work is to prepare a living list of projects which can be sorted by type for information or grant application purposes.

RiverinaJO

To the meeting 25 June

- Lodged a comprehensive response to the NSW Government's discussion papers addressing changes Development Contributions. RiverinaJO is pushing for s7.12(1) of the EP&A Act to be changed from "may impose" to "must impose" for State Significant Developments, a change that the Minister has indicated he supports as it provides certainty for developers.
- Southern Lights (SL) project has now reached the Best and Final Offer (BAFO) Stage for the Smart Technology that will link the LED streetlights. The tender process has been running since last November, so this step is significant in the finalising the procurement process. While SL covers half of the Essential Energy footprint, every council serviced by Essential Energy benefits from the work that SL does because it is shaping and influencing every decision EE makes in relation to street lighting.
- Establishment of a Drought Sub-committee late last year which brings together staff from each of the Member Councils and representatives from DPIE, Rural Financial Counselling Service, Murrumbidgee PHN and the Murrumbidgee Local Health District. The committee meets monthly to work on projects like promoting the uptake of the Farm Household Allowance (FHA) across the Region. We have worked collaboratively to write and produce promotional materials for the FHA which councils have distributed across their LGAs. We have worked closely with the health providers to distribute and promote mental health materials as well. The committee has extended its work to incorporate bushfire recovery.

To the meeting 6 August

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- Involvement in the Cross-Border Commissioner's COVID briefings. These occur every morning of the week at the moment and have allowed us to provide input into planning the response for the Murray Border crossings. They have also ensured that we have been able to distribute information and resourced gained first hand to our Member Councils and relay questions and concerns.



13. Options for supporting the JO Network

Report by Jenny Bennett CNSWJO and Bridget Leopold RAMJO dated 28 July 2020

Recommendation/s
<p>That the JO Chair's Forum note the report on Options for Supporting the JO Network and seeks endorsement from all JOs for:</p> <ol style="list-style-type: none"> 1. The focus of the JO Chairs' forum for the next twelve months to be the sustainability challenge; and 2. Seeking a secondment from the Office of Local Government to lead and support the intergovernmental collaboration arrangements between JOs and the State Government.

Background

At the meeting 25 June it was resolved:

An Extraordinary meeting be called for 1 month's time for all JOs to re- convene on the above matter with feedback from JO Boards on the Options for Supporting the JO Network

Please find following the report provided to the Chairs' meeting 25 June for resubmission regarding this matter.

The recommendation above takes into account feedback from members in the interim which indicates that a significant number of JOs are of a view that any resourcing of the JO network should be provided by the State.

Report to 25 June:

Recommendation/s
<p><i>That the JO Chair's Forum note the report on Options for Supporting the JO Network and seeks endorsement from all JOs for:</i></p> <ol style="list-style-type: none"> 1. <i>The focus of the JO Chairs' forum for the next twelve months to be the sustainability challenge;</i> 2. <i>Seek a secondment from the Office of Local Government to lead and support the intergovernmental collaboration arrangements between JOs and the State Government;</i> 3. <i>Provide \$3000 per JO for a sinking fund for Chair's support to be paid on a 'do and charge basis' and administered by the EO Network with reports to the Board;</i> 4. <i>This to be invoiced over two financial years so at \$1500 per year the first invoice being before June 30 2020;</i> 5. <i>Seek advice from JOs if they would like to take on this role at this rate; and</i> 6. <i>If not, develop a position description informed by the report below and seek quotations on an hourly rate on a 'do and charge' basis to deliver this service.</i>

Reason for the report

At their 28 May 2020 meeting, the Chairs of JOs have requested a report be provided for a paid secretariat for the JO network including both the Executive Officer and the JO Chairs Forums. The JO

network is at a critical time as it addresses future sustainability concerns. A dedicated resource at this time will optimise outcomes for ongoing sustainability. However, most JOs have deficit or very tight budgets going forward and have provided feedback that while supportive, may struggle to find any funds.

The Executive Officers discussed this matter 29 May 2020. This report is informed by that discussion.

Heads of Consideration

The work that is required

The JO network is comprised of both the Chairs Forum and the EO's Network. The current focus of both of these groups is the sustainability of the broader network. Please find attached a draft document outlining policy and procedure with regard to governance arrangements that the EOs have been working on.

Both groups require:

- 1. Agendas including coordination with Ministers and government departments with respective briefings;*
- 2. Reports and other collateral for informed decision making or project progression;*
- 3. Minutes and notes;*
- 4. Follow-up including correspondence, meetings and workgroups;*
- 5. Collateral to help make the case for sustainability; and*
- 6. Coordination of intergovernmental collaboration and the value proposition to the State where it is suggested that this will take up the lion's share of the resource.*

EOs are currently meeting fortnightly. The Chairs are meeting more frequently than quarterly to help address the sustainability challenge.

It is noteworthy that feedback from the Minister's Office is that one source of truth around matters sustainability would be welcomed.

It is estimated that 15 hours per week should see effective coordination of both the Chairs' Forum and the EOs' Network.

At this it is estimated that supporting the EOs forum would take up 10 hours per week of this time.

Cost

To keep costs down the EOs have suggested the following

- 1. Giving consideration to a secondment from The Office of Local Government to work with the Executive Officers in establishing a framework for engagement state government agencies;*
- 2. \$100/hour X 5 for the Chairs' Forum, \$100/hour x 10 for the EOs' Network = \$1500/week*

For 40 weeks of the year - \$60,000. Divided as a flat fee by the JOs is \$4700. It is suggested this number be rounded up to \$5000 per JO per annum;

- 3. Invoicing over two years could be more achievable in JO budgets, this is recommended;*
- 4. The network could commit to meeting via Zoom for the next twelve months to reduce costs; and*
- 5. JOs who are more flush with funds offering to subsidise those who are not.*

Members capacity to pay

There is variability in JOs capacity to pay where some JOs have 2-3 members, some have reserves, some have been well funded by the State and some have nothing.

Equity

Considerations around equity could include

- 1. population size of the JO;*
- 2. resourcing already offered up by some JOs, for example Central NSW JO leading the Best Practice in Aggregated Procurement Project or Riverina JO leading the Southern Lights Project; and*
- 3. numbers of Council members per JO.*

Assumptions

The following assumptions inform the options below

- 1. The only focus for both the Chairs and EOs is sustainability. This assumption means that agenda items to meetings will progress matters to do with JO sustainability.*
- 2. The support for the EO Network will be the seconded position from the OLG.*
- 3. The OLG would be amenable to this approach.*
- 4. All JOs can find \$3000 in their budgets to support the Chair's network. \$1500 to be invoiced this year and \$1500 to be invoiced next year.*
- 5. CNSWJO is prepared to coordinate invoicing.*
- 6. A suitable resource can be found.*
- 7. JO EOs are willing and able to fill the breach in Option 3.*

Options

Option 1 – all support fully funded by JOs

This option will deliver cost all JOs \$5000 which could be invoiced as \$2500 this financial year and the same again next financial year. This will fund 40 weeks of support.

This option could be delivered by a JO as an income stream or outsourced.

It is the option most likely to be able to deliver support in the short term.

Option 2 – secondment from the OLG and JOs fund the advocacy support to the Chair's forum

This Option will take longer to deliver but sees a cost saving to members, delivers a collaborative and codesigned approach and has a State agency staff members working with the JOs from "inside the tent."

The primary purpose of this role is to coordinate the work between the JOs and State agencies to make the case to Treasury and various agencies for funding streams that recognise the value of the JO to the State.

All members would be aware that the OLG has seconded positions to support a multi-agency response to bushfire and Covid19. It is suggested that a secondment to the JO network could leverage those relationships.

Given the amount of work currently required to support the sustainability program it may be worthwhile having the support for the entire program funded by the JO network until such times as the secondment is finalised. Should this be preferred, it is suggested that the invoices raised to the JO Chairs be \$1500 for this financial year and for the next so totalling \$3K.

This is the recommended option above.

Option 3 – JO EOs share the burden

A number of JOs are experiencing EO turnover or are in abeyance. Both Central NSW JO and Riverina JO are already expending significant amounts of time coordinating the Best Practice in Aggregated Procurement Program and Southern Lights which benefit the entire network.

The JOs could however share the various roles of minute taking, agenda preparation and follow-up between them and use online platforms to support this work. Please find attached the draft governance policy and procedure to inform this activity.

The sharing of the role has not worked well to date, mostly due to an absence of a governance framework between the JOs. This is currently under development by the EOs (see attachment).

Attachment/s

1. Draft Joint Organisation Governance Policy and Procedure Guidance

ATTACHMENT 1 - Draft Joint Organisation Governance Policy and Procedure Guidance

Introduction

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

To facilitate to efficient, effective and appropriate administration of this collaboration, the following policy and procedure is provided as a guide.

Policy Objectives

- 1. To provide guidance for efficient, effective and appropriate collaboration between Joint Organisations*
- 2. To enable sound decision making and the voice of the Joint Organisation Forum*
- 3. To provide advice to all Joint Organisations on the administrative framework to enable sound governance of both the Chairs Forum and the Executive Officer's Network*

Policy values, principles and approaches

Joint Organisations have three defined functions under the Local Government Act. These are to

- establish strategic regional priorities for the joint organisation area and to establish strategies and plans for delivering those priorities*
- provide regional leadership for the joint organisation area and to be an advocate for strategic regional priorities;*
- identify and take up opportunities for inter-governmental cooperation on matters relating to the joint organisation area.*

In achieving these functions, Joint Organisations have unique attributes to offer value to all levels of government. They

- are embedded in their members and through them, regional communities;*
- seek advice through Councils from community;*
- recognise they are well positioned for interfacing between Councils, their communities and other levels of government;*
- recognise a need in the nation for a more detailed understanding of regional communities, their assets and aspirations; and*
- seek to work in collaboration with other levels of government to optimise the JOs' ability to develop and share their deep knowledge of the regions.*

Joint Organisations collaborate in regional NSW from the following values and principles:

- 1. mutual respect*
- 2. thoughtful contribution*
- 3. acting in the public interest*
- 4. timely and appropriate responsiveness*
- 5. willingness and commitment*
- 6. accountability and transparency*
- 7. sharing and positive intent*

8. *adding value*
9. *subsidiarity*
10. *a deep and abiding respect for local government elected representatives and the role of local government in Regional NSW*

The following approaches are encouraged:

1. *Ensuring fit for purpose processes;*
2. *Codesign;*
3. *Using incentives in place of disincentives where possible;*
4. *Being respectful of Council elected representative, governance arrangements and timelines;*
5. *Placing a greater reliance on risk management than on risk avoidance;*
6. *Emphasising being performance and outcomes based rather than process and compliance focused in accountability and oversight;*
7. *Recognising that working with the Joint Organisation is not an alternative to working directly with Councils, but an opportunity to optimise and codesign consultation in the interest of Joint Organisation members.*

Procedures

1. Supporting decision making for the JO network

- a. *Notice of any meeting should be at least 6 weeks.*
- b. *Regular meetings should be scheduled on an annual basis.*
- c. *Ordinary meetings should not go over 2 hours.*
- d. *Meetings should be scheduled to allow for travel.*
- e. *Seating arrangements for a JO Chair's meeting, should enable the Chair to consult with their Executive Officer during the meeting*
- f. *Meetings should be fit for purpose.*
 - a. *Appropriate time should be allowed for decision making.*
 - b. *Presentations are at the Chair's discretion.*
 - c. *A strategic session requires a different format and schedule from an ordinary meeting.*
 - d. *This is a forum for Chairs, and unless requested by their Chair, Executive Officers are observers and their to support their Chair.*
- g. *The Agenda and any background reading will be provided by email at least 5 working days before meeting.*
- h. *All agendas will include Apologies, Minutes, Matters in Progress, Matters for Determination and dates for the next meeting.*
- i. *Advice will be sought on inclusions for the agenda one month before the meeting. JOs seeking to have Matters for Determination included in the agenda will provide a report for their Chair to present. These are to be provided to the secretariat a fortnight before the meeting.*
- j. *Reports will include recommendations and/or for determination as directed by the Chair. There will be sufficient information in the body of the report to inform a decision on the recommendation/ for determination. Ideally options for alternative recommendations are included in the report.*
- k. *It should be noted that "recommendations" are preferred to "for determinations" as is it easy for the Chair to overlook directing a "for determination" motion. Options MUST be provided in a "for determination" report.*

- l. Reports for information are provided as attachments and are not included in the agenda.*
- m. Minutes from meetings including actions with JOs nominated to complete these actions will be circulated within 2 days of a meeting. Any dispute with the contents is managed by the Chair between meetings.*
- n. Ideally, Minutes are written at the meeting as decisions are made. Chairing of the meeting should allow for this process.*
- o. All correspondence is issued under the hand of the Chair within a week of the draft minutes being circulated.*
- p. The Chair may delegate any correspondence to another Chair to draft, however any correspondence is to be approved and distributed by the Chair of Chairs.*

2. Efficient, effective and appropriate collaboration

- 1. Minimise “reply all” on emails to material information to a thread or to be shared.*
- 2. Chairs talk to Chairs.*
- 3. EOs talk to EOs.*
- 4. Chairs focus on strategic objectives, advocacy and leadership.*
- 5. EOs focus on operational actions, and any item endorsed by the Chairs.*

MEETING MINUTES NSW JOINT ORGANISATION (JOs) CHAIRS' FORUM 6 AUGUST 2020

PRESENT	
Canberra Region Joint Organisation	Mayor Rowena Abbey – Chair Ms Kalina Koloff
Central NSW Joint Organisation	Mayor John Medcalf OAM Ms Jenny Bennett
Far North West Joint Organisation	Mr Greg Lamont
Hunter Joint Organisation of Councils	Mayor Bob Pynsent Mr Joe James Mr Steve Wilson
Illawarra Shoalhaven Joint Organisation	Deputy - Cr Marianne Saliba Ms Leanne Taylor
Mid North Coast Joint Organisation	Mayor Liz Campbell Liz Jeremy
Namoi Unlimited	Mayor Jamie Chaffey Ms Rebel Thompson
New England Joint Organisation	Mayor Michael Pearce Mr David Aber
Northern Rivers Joint Organisation	Mayor Danielle Mulholland Mr Graham Kennett
Orana Joint Organisation of Councils	Mayor Craig Davies Mr Brad Cam
Riverina and Murray Joint Organisation	Mayor Kevin Mack Ms Bridgett Leopold
Riverina Joint Organisation	Mayor Rick Firman OAM – Deputy Chair Ms Julie Briggs
Minister for Local Government	Senior Policy Advisor, Mr Troy Wilkie
Office of Local Government	Manager Council Engagement, Karen Purser
Office of Local Government	Director Policy and Sector Development, Melissa Gibbs
Local Government NSW	President, Cr Linda Scott Chief Executive Mr Scott Phillips

1. Opening Meeting

The Chairperson opened the meeting at 2.07pm

2. Acknowledgement of Country

The Chairperson acknowledged Aboriginal Elders past, present and emerging of the many council areas the NSW Joint Organisation Chairs' Forum meets upon and the Indigenous heritage across regional NSW acknowledgment of country.

3. Apologies

RESOLVED

That the apologies of Mayor Melisa Hederics, Lord Mayor Gordon Bradbery AM Lillian Brady be accepted.

Moved Cr John Medcalf, CNSWJO

Carried Cr Danielle Mulholland, NRJO

4. Disclosure of Interest

Nil

5. Confirmation of Minutes

RESOLVED

That the meeting minutes from the NSW Joint Organisations Chairs Forum of 25 June 2020 be confirmed.

Moved Cr John Medcalf, CNSWJO

Carried Cr Bob Pynsent, HunterJO

6. Matters in Progress

That the matters in progress be noted and suggested deletions be made.

Moved Cr Jamie Chaffey, Namoi

Carried Cr John Medcalf, CNSWJO

7. JO Sustainability Toolkit

RESOLVED

1. *That feedback from the Chairs regarding the JO Sustainability Toolkit was positive and each of the JOs will look at populating the document with their own information;*
2. *That Joint Organisations consider developing a written document that outlines the issues, opportunities and activity for financial sustainability and*
3. *Acknowledge and congratulate Rebel Thompson, EO for Namoi, on her work on this document.*

Moved Cr Jamie Chaffey, Namoi

Carried Cr Danielle Mulholland, NRJO

8. Terms of Reference for the JO Review

RESOLVED

That the JO Chairs' Forum note the report on the Terms of Reference for the Review of Joint Organisations and

1. *Support in principle a terms of reference as follows*
 - A. *What is working including achievements of the various JOs over the past two years and why?*
 - B. *What is not working and why?*
 - C. *Specific commentary with regard to the \$150k capacity building program for jos*
 - D. *What does jo network success look like?*
 - E. *What are the barriers to getting results?*
 - F. *What are the enablers? and*
 - G. *Recommendations; and*
2. *Seek and further feedback from member JOs;*
3. *Provide this resolve to the Minister for Local Government;*
4. *Along with Local Members and President of LGNSW; and*
5. *Note the extensive work by Jenny Bennett for this individual report and the wider forum papers.*

Moved Cr Danielle Mulholland, NRJO
Carried Cr Michael Pearce, NEJO

9. Advocacy for collaboration in urban water

RESOLVED

That the Chairs Forum note the report on advocacy for water and

1. *Ask the NSW Minister for Local Government – The Hon Shelley Hancock MP to convene a meeting to discuss a new and collaborative approach to water planning in regional NSW with key stakeholders including;*
 - *the Minister for Water – The Hon Melinda Pavey MP*
 - *Mr Tim Reardon – Secretary NSW Department of Premier and Cabinet*
 - *Mr Jim Bentley - Chief Executive Officer (Deputy Secretary) Water*
 - *Canberra Joint Organisation*
 - *Central NSW Joint Organisation*
 - *Namoi Unlimited*
 - *Riverina Murray Joint Organisation*
2. *Seek a one page summary from any other JO's who have had challenges in the Water Department.*

Moved Cr John Medcalf, CNSWJO
Carried Cr Liz Campbell, MNCJO

10. Waste and Joint Organisation sustainability

RESOLVED

That the Chairs' Forum note the Waste and Joint Organisation Sustainability Report and:

1. *Note that there is an established network of Voluntary Regional Waste Groups (VRWGs) that have been operating effectively for 15 years;*
2. *Note that the 20 Year Waste Strategy will include how and where the NSW Environment Protection Authority (EPA) will spend its money in the future, potentially altering the previous VRWG funding model;*
3. *Note that there is a potential to align the strategic outcomes of the Joint Organisations with operational & strategic outcomes of the VRWGs, where this arrangement would be mutually beneficial. This partnership would also create a role where Joint Organisations are delivering value to both the State and member Councils with waste strategy and services;*
4. *Seek feedback from those Joint Organisations who are not Voluntary Regional Waste Groups and their policy position with regard to providing support to the EPA and other entities responsible for waste;*
5. *Note that any key messaging acknowledge that most inland Councils do not pay the Waste Levy while most coastal councils do; and*
6. *Receive a further report in due course.*

Moved Cr Michael Pearce, NEJO
Carried Cr Danielle Mulholland, NRJO

11. Advocacy for JO financial sustainability update

RESOLVED

That the Chairs' Forum:

- 1. Note the Advocacy for JO financial sustainability update report;*
- 2. Commend the key messages (noted in the report), on the case for collaborative funding models of JOs by State and Local Government, to JO's and their members for their use in advocacy for JO sustainability;*
- 3. Update the Communication Plan for the JO Forum to include this key messaging;*
- 4. Advocate to the Deputy Premier, the Hon John Barilaro, and others for the Regional Development portfolio to have a formal policy role in the oversight and engagement of Joint Organisations;*
- 5. Lodge a submission, under the hand of the JO Forum Chair, to the inquiry into the Integrity, efficacy and value for money of NSW Government grant programs and provide a copy of the submission to the Deputy Premier and other portfolio Minister's that have grant programs with local government. Such a submission to: (1) include recognition: (a) of the importance of codesign between state and local government to outcomes; (b) that regions, and the JO's that represent them, do have shared priorities but also have unique priorities and that both should be considered in the design of grant programs; and (2) be circulated for JO network member feedback prior to lodgement;*
- 6. Encourage member JOs to also lodge submissions;*
- 7. Seek feedback from LGNSW on revisiting closer working relationships in the interest of value to members; and*
- 8. Commend to member JOs that they cc all correspondence to LGNSW and State Members.*

Moved Liz Campbell, MNCJO

Carried John Medcalf, CNSWJO

12. JO recent wins across the State

RESOLVED

That the JO Chairs' Forum note the JO recent wins across the State.

Moved Cr Danielle Mulholland, NRJO

Carried Cr Rick Firman, RivJO

13. Options for supporting the JO Network

RESOLVED

That the JO Chair's Forum note the report on Options for Supporting the JO Network and seeks endorsement from all JOs for:

- 1. The focus of the JO Chairs' forum for the next twelve months to be the sustainability challenge; and*
- 2. Seeking a secondment from the Office of Local Government to lead and support the intergovernmental collaboration arrangements between JOs and the State Government.*
- 3. Roster for EO basis to prepare meeting and Agenda etc for JO Chair Forum meetings.*

Moved Cr Dannielle Mulholland, NRJO

Carried Cr Marianne Saliba, ISJO

14. Round robin of JOs on their most profitable services to that also provide value for their members

15. LGNSW – President Linda Scott spoke to her tabled report

16. Next Meeting

The next meeting of the JO Chairs' Forum will be proposed for 2 months to be coordinated by the EOs.

17. Close

The Chairperson closed the meeting at 3.55pm

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