



Agenda for the Northern Rivers

Joint Organisation

Ordinary Board Meeting

Date: 26 June 2020

Location: via Zoom

<https://zoom.us/j/92535800281>

Time: 11.00am

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1 ELECTION OF CHAIR

ELECTION OF CHAIRPERSON

This report provides notice of the vacancy of the role of Chairperson of the Northern Rivers Joint Organisation and is accompanied by a description of the nomination process and nomination forms. Nominations will be received up until and including consideration of this item at the meeting at which the election of the Chairperson occurs. Appropriate nomination forms for the position of Chairperson are included in the attachments to this report.

If there is more than one nominee, voting will be required to determine the Chairperson. Voting for the position of Chairperson is to be carried out by open voting (i.e. show of hands).

Voting representatives for the election of Chairperson are the Mayors of the member councils as listed in the Charter. 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 Katie Milne | Mayor Tweed Shire Council |

The Returning Officer is Isabel Perdriau, Executive Officer of the Northern Rivers Joint Organisation.

REPORT:

The Local Government (General) Regulation 2005 provides that the election of the Chairperson is to be held at the first meeting of the board after the joint organisation's establishment. This report outlines the procedures and the resolutions required as part of the election process in accordance with Part 1, 1(b) below of Schedule 7A.

Schedule 7A of the (General) Regulation sets out the procedure to be followed for the conduct of the election of the Chairperson, under the ordinary ballot system. Schedule 7A of the Regulation is reproduced for the joint organisations information:

LOCAL GOVERNMENT (GENERAL) REGULATION 2005 - SCHEDULE 7A

SCHEDULE 7A – Election of Chairperson

(Clause 397D)

Part 1 – Preliminary

1 When election to be held

An election for chairperson of a joint organisation is to be held:

- (a) at the first meeting of the board after the joint organisation is established, and*
- (b) at the first meeting of the board after the term of the chairperson expires, and*
- (c) if the office of chairperson becomes vacant for any other reason.*

2 Returning Officer

The Returning Officer is to be:

- (a) the Executive Officer of the joint organisation, or*
- (b) if there is no Executive Officer, the Departmental Chief Executive or a person appointed by the Departmental Chief Executive.*

3 Notification of vacancy

- (1) The Returning Officer must give notice of the occurrence of a vacancy in the office of chairperson of the joint organisation to the Departmental Chief Executive (unless the Returning Officer is the Departmental Chief Executive) and to the general managers of the member councils of the joint organisation.*
- (2) The Returning Officer is to do that within 7 days of the occurrence of the vacancy.*
- (3) The notice is to set out the manner in which a person may be nominated as a candidate for election as chairperson.*

Notification of the vacancy and calls for nominations were distributed Friday 19 June 2020 and included with the business papers of the 26 June 2020 meeting.

4 Nomination

- (1) A voting representative who is the mayor of a member council may be nominated without notice for election as chairperson of the joint organisation.*
- (2) The nomination is to be made in writing by two or more mayors of member councils of the joint organisation (one of whom may be the nominee). The nomination is not valid unless the nominee has indicated consent to the nomination in writing.*
- (3) The Returning Officer is to announce the names of the nominees at the board meeting at which the election is to be held.*

At this point in the meeting the names of the nominees will be read out by the Returning Officer and confirmation sought from each nominee that they consent to the nomination.

5 Election

- (1) If only one eligible voting representative of the joint organisation is nominated, that representative is elected.*

If only one nomination for the position of Chairperson has been received, the Returning Officer will declare the nominee is elected Chairperson.

If more than one nomination is received, it is necessary for the joint organisation to resolve the way in which an election for the position of Chairperson is to proceed whether by preferential ballot, ordinary ballot, or open voting. Preferential ballot and ordinary ballot are to be secret ballots. Open voting means voting by a show of hands or similar means.

- (1) If more than one eligible voting representative is nominated, the board is to resolve whether the election is to proceed by preferential ballot, by ordinary ballot or by open voting.*
- (2) The election is to be held at the board meeting at which the joint organisation resolves on the method of voting.*

- (3) In this clause: "**ballot**" has its normal meaning of secret ballot. "**open voting**" means voting by a show of hands or similar means.

RECOMMENDATION.

That the Joint Organisation determines the election of the Chairperson proceed by open voting.

Procedures for the conduct of elections are outlined as follows:

Part 2 – Ordinary ballot or open voting

Application of Part

This Part applies if the election proceeds by ordinary ballot or by open voting.

Marking of ballot-papers

- (1) If the election proceeds by ordinary ballot, the Returning Officer is to decide the manner in which votes are to be marked on the ballot-papers.*
- (2) The formality of a ballot-paper under this Part must be determined in accordance with clause 345 (1) (b) and (c) and (5) of this Regulation as if it were a ballot-paper referred to in that clause.*
- (3) An informal ballot-paper must be rejected at the count.*

Count--2 candidates

- (1) If there are only two candidates, the candidate with the higher number of votes is elected.*
- (2) If there are only two candidates and they are tied, the one elected is to be chosen by lot.*

Count--3 or more candidates

- (1) If there are three or more candidates, the one with the lowest number of votes is to be excluded.*
- (2) If three or more candidates then remain, a further vote is to be taken of those candidates and the one with the lowest number of votes from that further vote is to be excluded.*
- (3) If, after that, three or more candidates still remain, the procedure set out in subclause (2) is to be repeated until only two candidates remain.*
- (4) A further vote is to be taken of the two remaining candidates.*
- (5) Clause 8 of this Schedule then applies to the determination of the election as if the two remaining candidates had been the only candidates.*
- (6) If at any stage during a count under subclause (1) or (2), two or more candidates are tied on the lowest number of votes, the one excluded is to be chosen by lot.*

Part 3 – Preferential ballot Application of Part

This Part applies if the election proceeds by preferential ballot.

Ballot-papers and voting

- (1) *The ballot-papers are to contain the names of all the candidates. The voting representatives on the board are to mark their votes by placing the numbers "1", "2" and so on against the various names so as to indicate the order of their preference for all the candidates.*
- (2) *The formality of a ballot-paper under this Part is to be determined in accordance with clause 345 (1) (b) and (c) and (5) of this Regulation as if it were a ballot-paper referred to in that clause.*
- (3) *An informal ballot-paper must be rejected at the count.*

Count

- (1) *If a candidate has an absolute majority of first preference votes, that candidate is elected.*
- (2) *If not, the candidate with the lowest number of first preference votes is excluded and the votes on the unexhausted ballot-papers counted to him or her are transferred to the candidates with second preferences on those ballot-papers.*
- (3) *A candidate who then has an absolute majority of votes is elected, but, if no candidate then has an absolute majority of votes, the process of excluding the candidate who has the lowest number of votes and counting each of his or her unexhausted ballot-papers to the candidates remaining in the election next in order of the voter's preference is repeated until one candidate has received an absolute majority of votes. That candidate is elected.*
- (4) *In this clause, "**absolute majority**", in relation to votes, means a number that is more than one-half of the number of unexhausted formal ballot-papers.*

Tied candidates

- (1) *If, on any count of votes, there are two candidates in, or remaining in, the election and the numbers of votes cast for the two candidates are equal--the candidate whose name is first chosen by lot is taken to have received an absolute majority of votes and is therefore taken to be elected.*
- (2) *If, on any count of votes, there are three or more candidates in, or remaining in, the election and the numbers of votes cast for two or more candidates are equal and those candidates are the ones with the lowest number of votes on the count of the votes--the candidate whose name is first chosen by lot is taken to have the lowest number of votes and is therefore excluded.*

Part 4 – General Choosing by Lot

To choose a candidate by lot, the names of the candidates who have equal numbers of votes are written on similar slips of paper by the Returning Officer, the slips are folded by the Returning Officer so as to prevent the names being seen, the slips are mixed and one is drawn at random by the Returning Officer and the candidate whose name is on the drawn slip is chosen.

Result

The result of the election (including the name of the candidate elected as chairperson of the joint organisation) is:

- (a) *to be declared to the representatives on the board at the board meeting at which the election is held by the Returning Officer, and*

(b) to be delivered or sent to the Departmental Chief Executive.

By-elections

(1) Subject to subclause (2), a by-election to fill a vacancy in the office of chairperson of a joint organisation is to be held at the next meeting of the board of the joint organisation occurring after the vacancy occurs.

(2) No such by-election is to be held if the vacancy occurs after an ordinary election of councillors under Chapter 10 of the Act and before an election of chairperson of the joint organisation in accordance with clause 1 (a) of this Schedule.

ATTACHMENTS:

Nomination of Chairperson

Ordinary ballot paper

Preferential ballot paper

NOMINATION FOR THE POSITION OF CHAIRPERSON, NORTHERN RIVERS JOINT ORGANISATION

In accordance with Part 1 Schedule 7A of the Local Government (General) Regulation 2005:

1 Returning officer

Ms Isabel Perdriau, Executive Officer is the Returning Officer.

2 Nomination

- (1) A voting representative who is the mayor of a member council may be nominated without notice for election as chairperson of the joint organisation.*
- (2) The nomination is to be made in writing by two or more mayors of member councils of the joint organisation (one of whom may be the nominee). The nomination is not valid unless the nominee has indicated consent to the nomination in writing.*
- (3) The returning officer is to announce the names of the nominees at the board meeting at which the election is to be held.*

3 Election

- (1) If only one eligible voting representative of the joint organisation is nominated, that representative is elected.*
- (2) If more than one eligible voting representative is nominated, the board is to resolve whether the election is to proceed by preferential ballot, by ordinary ballot or by open voting.*
- (3) The election is to be held at the board meeting at which the joint organisation resolves on the method of voting.*
- (4) In this clause: "ballot" has its normal meaning of secret ballot. "open voting" means voting by a show of hands or similar means.*

We hereby nominate Mayor

Mayor's Name:.....

Signature:.....

Mayor's Name:.....

Signature:.....

I hereby accept nomination for the position of Chairperson

Signature:.....

Please deliver or email to Ms Isabel Perdriau (email execofficer@northernriversjo.nsw.gov.au) or Donna McIntyre (email admin@northernriversjo.nsw.gov.au) by 11am on Friday 26 June 2020.

ORDINARY BALLOT PAPER
FOR THE ELECTION OF CHAIRPERSON

FOR ORDINARY BALLOT

Mayors, mark your vote by placing the numbers "1", "2" and so on to indicate the order of preference for all the candidates.

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Ballot papers must be returned to Isabel Perdriau as Returning Officer

PREFERENTIAL BALLOT PAPER
FOR THE ELECTION OF CHAIRPERSON

FOR PREFERENTIAL BALLOT

Councillors, mark your vote by placing the numbers "1", "2" and so on to indicate the order of preference for all the candidates.

Ballot papers must be returned to Isabel Perdriau as Returning Officer

LOCAL GOVERNMENT (GENERAL) REGULATION 2005 - SCHEDULE 7A
SCHEDULE 7A – Election of Chairperson

Part 2 – Ordinary ballot or open voting

6 Application of Part

This Part applies if the election proceeds by ordinary ballot or by open voting.

7 Marking of ballot-papers

- (1) If the election proceeds by ordinary ballot, the returning officer is to decide the manner in which votes are to be marked on the ballot-papers.*
- (2) The formality of a ballot-paper under this Part must be determined in accordance with clause 345 (1) (b) and (c) and (5) of this Regulation as if it were a ballot-paper referred to in that clause.*
- (3) An informal ballot-paper must be rejected at the count.*

8 Count--2 candidates

- (1) If there are only 2 candidates, the candidate with the higher number of votes is elected.*
- (2) If there are only 2 candidates and they are tied, the one elected is to be chosen by lot.*

9 Count--3 or more candidates

- (1) If there are 3 or more candidates, the one with the lowest number of votes is to be excluded.*
 - (2) If 3 or more candidates then remain, a further vote is to be taken of those candidates and the one with the lowest number of votes from that further vote is to be excluded.*
 - (3) If, after that, 3 or more candidates still remain, the procedure set out in subclause (2) is to be repeated until only 2 candidates remain.*
 - (4) A further vote is to be taken of the 2 remaining candidates.*
 - (5) Clause 8 of this Schedule then applies to the determination of the election as if the 2 remaining candidates had been the only candidates.*
 - (6) If at any stage during a count under subclause (1) or (2), 2 or more candidates are tied on the lowest number of votes, the one excluded is to be chosen by lot.*
-

LOCAL GOVERNMENT (GENERAL) REGULATION 2005 - REG 345

Informal ballot-papers

345 Informal ballot-papers

- (1) A ballot-paper of an elector at an election is informal if:*
 - (b) it has not been initialled on the front by an election official, or*
 - (c) it contains a mark or writing that, in the returning officer's opinion, would enable the elector to be identified.*
- (5) Despite subclause (1), a ballot-paper of an elector at an election is not informal merely because it has not been initialled on the front by an election official, so long as it bears the mark referred to in clause 305 (2).*

2 ELECTION OF DEPUTY CHAIR

This report provides notice of the vacancy of the role of Deputy Chairperson of the Northern Rivers Joint Organisation and is accompanied by a description of the nomination process and nomination forms. Nominations will be received up until and including consideration of this item at the meeting at which the election of the Deputy Chairperson occurs. Appropriate nomination forms for the position of Deputy Chairperson are included in the attachments to this report.

If there is more than one nominee, voting will be required to determine the Deputy Chairperson. Voting for the position of Deputy Chairperson is to be carried out by open voting (i.e. show of hands).

Voting representatives for the election of Deputy Chairperson are the Mayors of the member councils as listed in the Charter. 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 Katie Milne | Mayor Tweed Shire Council |

The Returning Officer is Isabel Perdriau, Executive Officer of the Northern Rivers Joint Organisation.

REPORT:

The Local Government (General) Regulation 2005 provides that the election of the Deputy Chairperson is to be held at the first meeting of the board after the joint organisation's establishment. This report outlines the procedures and the resolutions required as part of the election process in accordance with Part 1, 1(b) below of Schedule 7A.

Schedule 7A of the (General) Regulation sets out the procedure to be followed for the conduct of the election of the Deputy Chairperson, under the ordinary ballot system. Schedule 7A of the Regulation is reproduced for the joint organisations information:

LOCAL GOVERNMENT (GENERAL) REGULATION 2005 - SCHEDULE 7A

SCHEDULE 7A – Election of Deputy Chairperson

(Clause 397D)

Part 1 – Preliminary

1 When election to be held

An election for Deputy Chairperson of a joint organisation is to be held:

- (d) at the first meeting of the board after the joint organisation is established, and*
- (e) at the first meeting of the board after the term of the chairperson expires, and*
- (f) if the office of Deputy Chairperson becomes vacant for any other reason.*

2 Returning Officer

The Returning Officer is to be:

- (c) the Executive Officer of the joint organisation, or*
- (d) if there is no Executive Officer, the Departmental Chief Executive or a person appointed by the Departmental Chief Executive.*

3 Notification of vacancy

- (1) The Returning Officer must give notice of the occurrence of a vacancy in the office of Deputy Chairperson of the joint organisation to the Departmental Chief Executive (unless the Returning Officer is the Departmental Chief Executive) and to the general managers of the member councils of the joint organisation.*
- (2) The Returning Officer is to do that within 7 days of the occurrence of the vacancy.*
- (3) The notice is to set out the manner in which a person may be nominated as a candidate for election as Deputy Chairperson.*

Notification of the vacancy and calls for nominations were distributed Friday 19 June 2020 and included with the business papers of the 26 June 2020 meeting.

4 Nomination

- (1) A voting representative who is the mayor of a member council may be nominated without notice for election as Deputy Chairperson of the joint organisation.*
- (2) The nomination is to be made in writing by two or more mayors of member councils of the joint organisation (one of whom may be the nominee). The nomination is not valid unless the nominee has indicated consent to the nomination in writing.*
- (3) The Returning Officer is to announce the names of the nominees at the board meeting at which the election is to be held.*

At this point in the meeting the names of the nominees will be read out by the Returning Officer and confirmation sought from each nominee that they consent to the nomination.

5 Election

- (1) If only one eligible voting representative of the joint organisation is nominated, that representative is elected.*

If only one nomination for the position of Deputy Chairperson has been received, the Returning Officer will declare the nominee is elected Deputy Chairperson.

If more than one nomination is received, it is necessary for the joint organisation to resolve the way in which an election for the position of Deputy Chairperson is to proceed whether by preferential ballot, ordinary ballot, or open voting. Preferential ballot and ordinary ballot are to be secret ballots. Open voting means voting by a show of hands or similar means.

- (1) If more than one eligible voting representative is nominated, the board is to resolve whether the election is to proceed by preferential ballot, by ordinary ballot or by open voting.*
- (2) The election is to be held at the board meeting at which the joint organisation resolves on the method of voting.*

- (3) In this clause: "**ballot**" has its normal meaning of secret ballot. "**open voting**" means voting by a show of hands or similar means.

RECOMMENDATION.

That the Joint Organisation determines the election of the Chairperson proceed by open voting.

Procedures for the conduct of elections are outlined as follows:

Part 2 – Ordinary ballot or open voting Application of Part

This Part applies if the election proceeds by ordinary ballot or by open voting.

(b) Marking of ballot-papers

- (1) *If the election proceeds by ordinary ballot, the Returning Officer is to decide the manner in which votes are to be marked on the ballot-papers.*
- (2) *The formality of a ballot-paper under this Part must be determined in accordance with clause 345 (1) (b) and (c) and (5) of this Regulation as if it were a ballot-paper referred to in that clause.*
- (3) *An informal ballot-paper must be rejected at the count.*

Count--2 candidates

- (3) *If there are only two candidates, the candidate with the higher number of votes is elected.*
- (4) *If there are only two candidates and they are tied, the one elected is to be chosen by lot.*

Count--3 or more candidates

- (7) *If there are three or more candidates, the one with the lowest number of votes is to be excluded.*
- (8) *If three or more candidates then remain, a further vote is to be taken of those candidates and the one with the lowest number of votes from that further vote is to be excluded.*
- (9) *If, after that, three or more candidates still remain, the procedure set out in subclause (2) is to be repeated until only two candidates remain.*
- (10) *A further vote is to be taken of the two remaining candidates.*
- (11) *Clause 8 of this Schedule then applies to the determination of the election as if the two remaining candidates had been the only candidates.*
- (12) *If at any stage during a count under subclause (1) or (2), two or more candidates are tied on the lowest number of votes, the one excluded is to be chosen by lot.*

Part 3 – Preferential ballot Application of Part

This Part applies if the election proceeds by preferential ballot.

Ballot-papers and voting

- (1) The ballot-papers are to contain the names of all the candidates. The voting representatives on the board are to mark their votes by placing the numbers "1", "2" and so on against the various names so as to indicate the order of their preference for all the candidates.*
- (2) The formality of a ballot-paper under this Part is to be determined in accordance with clause 345 (1) (b) and (c) and (5) of this Regulation as if it were a ballot-paper referred to in that clause.*
- (3) An informal ballot-paper must be rejected at the count.*

Count

- (1) If a candidate has an absolute majority of first preference votes, that candidate is elected.*
- (2) If not, the candidate with the lowest number of first preference votes is excluded and the votes on the unexhausted ballot-papers counted to him or her are transferred to the candidates with second preferences on those ballot-papers.*
- (3) A candidate who then has an absolute majority of votes is elected, but, if no candidate then has an absolute majority of votes, the process of excluding the candidate who has the lowest number of votes and counting each of his or her unexhausted ballot-papers to the candidates remaining in the election next in order of the voter's preference is repeated until one candidate has received an absolute majority of votes. That candidate is elected.*
- (4) In this clause, "**absolute majority**", in relation to votes, means a number that is more than one-half of the number of unexhausted formal ballot-papers.*

Tied candidates

- (1) If, on any count of votes, there are two candidates in, or remaining in, the election and the numbers of votes cast for the two candidates are equal--the candidate whose name is first chosen by lot is taken to have received an absolute majority of votes and is therefore taken to be elected.*
- (2) If, on any count of votes, there are three or more candidates in, or remaining in, the election and the numbers of votes cast for two or more candidates are equal and those candidates are the ones with the lowest number of votes on the count of the votes--the candidate whose name is first chosen by lot is taken to have the lowest number of votes and is therefore excluded.*

Part 4 – General Choosing by lot

To choose a candidate by lot, the names of the candidates who have equal numbers of votes are written on similar slips of paper by the Returning Officer, the slips are folded by the Returning Officer so as to prevent the names being seen, the slips are mixed and one is drawn at random by the Returning Officer and the candidate whose name is on the drawn slip is chosen.

Result

The result of the election (including the name of the candidate elected as Deputy Chairperson of the joint organisation) is:

(a) to be declared to the representatives on the board at the board meeting at which the election is held by the Returning Officer, and

(b) to be delivered or sent to the Departmental Chief Executive.

By-elections

(1) Subject to subclause (2), a by-election to fill a vacancy in the office of Deputy Chairperson of a joint organisation is to be held at the next meeting of the board of the joint organisation occurring after the vacancy occurs.

(2) No such by-election is to be held if the vacancy occurs after an ordinary election of councillors under Chapter 10 of the Act and before an election of Deputy Chairperson of the joint organisation in accordance with clause 1 (a) of this Schedule.

ATTACHMENTS:

Nomination of Deputy Chairperson

Ordinary ballot paper

Preferential ballot paper

NOMINATION FOR THE POSITION OF DEPUTY CHAIRPERSON, NORTHERN RIVERS JOINT ORGANISATION

In accordance with Part 1 Schedule 7A of the Local Government (General) Regulation 2005:

1 Returning officer

Ms Isabel Perdriau, Executive Officer is the Returning Officer.

2 Nomination

- (1) A voting representative who is the mayor of a member council may be nominated without notice for election as Deputy Chairperson of the joint organisation.*
- (2) The nomination is to be made in writing by two or more mayors of member councils of the joint organisation (one of whom may be the nominee). The nomination is not valid unless the nominee has indicated consent to the nomination in writing.*
- (3) The returning officer is to announce the names of the nominees at the board meeting at which the election is to be held.*

3 Election

- (1) If only one eligible voting representative of the joint organisation is nominated, that representative is elected.*
- (2) If more than one eligible voting representative is nominated, the board is to resolve whether the election is to proceed by preferential ballot, by ordinary ballot or by open voting.*
- (3) The election is to be held at the board meeting at which the joint organisation resolves on the method of voting.*
- (4) In this clause: "**ballot**" has its normal meaning of secret ballot. "**open voting**" means voting by a show of hands or similar means.*

We hereby nominate Mayor

Mayor's Name:.....

Signature:.....

Mayor's Name:.....

Signature:.....

I hereby accept nomination for the position of Deputy
Chairperson

Signature:.....

Please deliver or email to Ms Isabel Perdriau (email execofficer@northernriversjo.nsw.gov.au) or Donna McIntyre (email admin@northernriversjo.nsw.gov.au) by 11am on Friday 26 June 2020.

ORDINARY BALLOT PAPER

FOR THE ELECTION OF DEPUTY CHAIRPERSON

FOR ORDINARY BALLOT

Mayors, mark your vote by placing the numbers "1", "2" and so on to indicate the order of preference for all the candidates.

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Ballot papers must be returned to Isabel Perdriau as Returning Officer

PREFERENTIAL BALLOT PAPER
FOR THE ELECTION OF DEPUTY CHAIRPERSON

FOR PREFERENTIAL BALLOT

Councillors, mark your vote by placing the numbers "1", "2" and so on to indicate the order of preference for all the candidates.

Ballot papers must be returned to Isabel Perdriau as Returning Officer

LOCAL GOVERNMENT (GENERAL) REGULATION 2005 - SCHEDULE 7A
SCHEDULE 7A – Election of Chairperson

Part 2 – Ordinary ballot or open voting

6 Application of Part

This Part applies if the election proceeds by ordinary ballot or by open voting.

7 Marking of ballot-papers

- (1) If the election proceeds by ordinary ballot, the returning officer is to decide the manner in which votes are to be marked on the ballot-papers.*
- (2) The formality of a ballot-paper under this Part must be determined in accordance with clause 345 (1) (b) and (c) and (5) of this Regulation as if it were a ballot-paper referred to in that clause.*
- (3) An informal ballot-paper must be rejected at the count.*

8 Count--2 candidates

- (1) If there are only 2 candidates, the candidate with the higher number of votes is elected.*
- (2) If there are only 2 candidates and they are tied, the one elected is to be chosen by lot.*

9 Count--3 or more candidates

- (1) If there are 3 or more candidates, the one with the lowest number of votes is to be excluded.*
 - (2) If 3 or more candidates then remain, a further vote is to be taken of those candidates and the one with the lowest number of votes from that further vote is to be excluded.*
 - (3) If, after that, 3 or more candidates still remain, the procedure set out in subclause (2) is to be repeated until only 2 candidates remain.*
 - (4) A further vote is to be taken of the 2 remaining candidates.*
 - (5) Clause 8 of this Schedule then applies to the determination of the election as if the 2 remaining candidates had been the only candidates.*
 - (6) If at any stage during a count under subclause (1) or (2), 2 or more candidates are tied on the lowest number of votes, the one excluded is to be chosen by lot.*
-

LOCAL GOVERNMENT (GENERAL) REGULATION 2005 - REG 345

Informal ballot-papers

345 Informal ballot-papers

- (1) A ballot-paper of an elector at an election is informal if:*
 - (b) it has not been initialled on the front by an election official, or*
 - (c) it contains a mark or writing that, in the returning officer's opinion, would enable the elector to be identified.*
- (5) Despite subclause (1), a ballot-paper of an elector at an election is not informal merely because it has not been initialled on the front by an election official, so long as it bears the mark referred to in clause 305 (2).*

3 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.

4 APOLOGIES

5 DECLARATIONS OF INTEREST

6 ADDRESS BY OFFICIAL VISITOR(S)

No official visitors

7 CONFIRMATION OF MINUTES AND BUSINESS ARISING FROM THE MINUTES

7.1 CONFIRMATION OF MINUTES OF THE ORDINARY MEETING OF THE NORTHERN RIVERS JOINT ORGANISATION HELD 7 FEBRUARY 2020

**MINUTES OF THE ORDINARY MEETING OF
THE NORTHERN RIVERS JOINT ORGANISATION
HELD IN THE BALLINA SHIRE COUNCIL CHAMBERS
CHERRY ST, BALLINA
ON FRIDAY 7 FEBRUARY 2020**

ATTENDANCE

Crs Danielle Mulholland (Chair), Isaac Smith, Katie Milne; David Wright, Simon Richardson
Anita Gambhir (Office of Local Government); Louise McMeeking (Regional NSW)
General Managers Troy Green, Vaughan MacDonald, Graham Kennett, Mark Arnold, Paul Hickey,
Michael Thurston (Destination North Coast), Tim Williamson (RDA Northern Rivers)
Cr Jim Simmons, Ashley Lindsay (Clarence Valley Council)

1. ACKNOWLEDGEMENT OF COUNTRY

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

2. APOLOGIES

Cr Robert Mustow (Richmond Valley Council), Cr Virginia West (Scenic Rim Council), Isabel Perdriau (NRJO Executive Officer); Shelley Oldham (Lismore City Council)

3. DECLARATIONS OF INTEREST

Chair Danielle Mulholland declared an interest in item 7.8 – Blue Gas Technologies proposal

4. ADDRESS BY OFFICIAL VISITORS

A presentation on the Biodiversity Legislation Reforms Project draft report was provided by Scott Hetherington, Tweed Shire Council

Mayor Jim Simmons and Ashley Lindsay, General Manager of Clarence Valley Council provided an update of CVC activities.

5. CONFIRMATION OF MINUTES and BUSINESS ARISING

5.1 Confirmation of Minutes – NRJO Meeting 8 November 2019

07022020/1 RESOLVED

Moved: Cr Smith/ Cr Milne

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

CARRIED

FOR VOTE - All Councillors voted unanimously.

6. NOTICES OF MOTION

NIL received

7. REPORTS

7.1 ASSOCIATE MEMBER REPORT - DESTINATION NORTH COAST

07022020/2 RESOLVED

Moved: Cr Smith/ Cr Mulholland

THAT the report be received and noted.

CARRIED

FOR VOTE – All Councillors voted unanimously.

7.2 ASSOCIATE MEMBER REPORT – RDA NORTHERN RIVERS

07022020/3 RESOLVED

Moved: Cr Mulholland/ Cr Richardson

THAT the report be received and noted.

CARRIED

FOR VOTE – All Councillors voted unanimously.

7.3 ASSOCIATE MEMBER REPORT – SCENIC RIM REGIONAL COUNCIL

07022020/4 RESOLVED

Moved: Cr Milne/ Cr Smith

THAT the report be received and noted.

CARRIED

FOR VOTE - All Councillors voted unanimously.

7.4 ASSOCIATE MEMBER REPORT – CLARENCE VALLEY COUNCIL

07022020/5 RESOLVED

Moved: Cr Mulholland/ Cr Milne

THAT the report be received and noted.

CARRIED

FOR VOTE - All Councillors voted unanimously.

7.5 NEW ENGLAND JO – MINUTES OF MEETING 25 NOVEMBER 2019

07022020/6 RESOLVED

Moved: Cr Milne/ Cr Wright

THAT the report be received and noted.

CARRIED

FOR VOTE - All Councillors voted unanimously

7.6 CHAIR'S REPORT

07022020/7 RESOLVED

Moved: Cr Mulholland/ Cr Milne

THAT the following recommendations be accepted.

RECOMMENDATION

THAT the JOAC Agreed Definition of Financial Sustainability be received and noted:

Agreed Definition of Financial Sustainability

A definition of financial sustainability was agreed by all Joint Organisations and has been endorsed.

'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.'

RECOMMENDATION:

THAT the Board receive and note the documents provided in the meeting papers relating to the Joint Organisation Advisory Committee (JOAC).

RECOMMENDATION

THAT The NSW JO Chairs' Forum Terms of Reference be endorsed for annual rotation of the Chair position and inclusion of the role of Deputy Chair.

RECOMMENDATION

THAT the Chair's report be received and noted:

CARRIED

FOR VOTE - All Councillors voted unanimously

7.7 EXECUTIVE OFFICERS REPORT

07022020/8 RESOLVED

Moved: Cr Smith/ Cr Wright

THAT the following recommendations be accepted.

RECOMMENDATION

THAT the Board approve an amendment to the NRJO Charter to incorporate the position of Deputy Chair.

RECOMMENNDATION

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

CARRIED

FOR VOTE - All Councillors voted unanimously

The Chair then called for nominations for the role of Interim Deputy Chair. Cr Smith was the only nominee

07022020/9 RESOLVED

Moved: Cr Mulholland/ Cr Milne

THAT Cr Smith be appointed as interim Deputy Chair

CARRIED

FOR VOTE - All Councillors voted unanimously

7.8 BLUE GAS TECHNOLOGIES – PROPOSAL FOR CONSIDERATION

Cr Mulholland left the room at 11.59 due to a conflict of interest. Cr Smith took the Chair.

07022020/10 RESOLVED

Moved: Cr Richardson/ Cr Wright

THAT the report be received and noted.

Cr Richardson moved an amendment:

Amendment:

THAT the NRJO acknowledge receipt of the proposal from Blue Gas technologies but decline to progress further

THAT the Board request the Executive Officer present further unsolicited proposals to GMAC for consideration prior to presentation to the Board

07022020/11

Moved: Cr Richardson/ Cr Milne

CARRIED

FOR VOTE - All Councillors voted unanimously.

Cr Mulholland returned to the room at 12.08 and resumed the Chair

7.9 LGNSW CLIMATE RESILIENCE WORKSHOPS

RECOMMENDATION:

THAT the Board determine the appropriate target audience for a Climate Change workshop

07022020/12 RESOLVED

Cr Mulholland moved an amendment

Amendment:

THAT NRJO request a full day workshop for relevant council staff with a report on the workshop to be presented to the Board when completed

Moved: Cr Mulholland/ Cr Smith

CARRIED

FOR VOTE - All Councillors voted unanimously.

7.10 FINANCIAL REPORT

07022020/13 RESOLVED

Moved: Cr Mulholland/ Cr Wright

THAT the financial statements for the period ending 31 December 2019 be accepted

CARRIED

FOR VOTE - All Councillors voted unanimously.

7.11 STRATEGIC REGIONAL PRIORITIES

07022020/14 RESOLVED

Moved: Cr Mulholland/ Cr Smith

THAT the NRJO re-endorse the existing regional priorities as amended;

- *Row 1 Project Outcome: Replace “forestation” with “plantation and reforestation”*

- *Row 3 Project Outcome: Add additional dot point “reinstatement of rail corridors for transport purposes “*

CARRIED

FOR VOTE - All Councillors voted unanimously.

8. URGENT BUSINESS

07022020/15

MOVED: Cr Mulholland/ K Milne

THAT items of urgent business be considered

CARRIED

FOR VOTE - All Councillors voted unanimously.

07022020/16 RESOLVED

MOVED: Cr Mulholland/ Cr Smith

THAT NRJO lobby the State government to have the waste levy redirected by member councils to the JOs to pursue innovative waste projects within their regional footprint and to address local waste issues

CARRIED

FOR VOTE - All Councillors voted unanimously.

07022020/17 RESOLVED

MOVED: Cr Milne/ Cr Richardson

THAT the Board receive and note the documentation around the Regional Road Transfer and NSW Road Classification Review - Independent Panel draft Terms of reference and request for feedback

CARRIED

FOR VOTE - All Councillors voted unanimously.

07022020/18 RESOLVED

MOVED: Cr Smith/ Cr Milne

THAT the Board meet every two months with workshops to be conducted around specific issues

CARRIED

FOR VOTE - All Councillors voted unanimously.

9. CONFIDENTIAL REPORTS

10. CORRESPONDENCE

The correspondence report was noted.

MEETING CLOSED 12.45pm

Next meeting

Joint meeting with Mid North Coast JO

25 March 2020

SYDNEY

RECOMMENDATION:

THAT the Minutes of the Ordinary Meeting of the Northern Rivers Joint Organisation held Friday 3 February 2020 be adopted as a true and accurate record of proceedings of that meeting.

8 NOTICES OF MOTION

None received

9 REPORTS



Crisis Management

The focus for stakeholders has shifted significantly over the last month from crisis management to recovery, with the majority increasing their operational capacity in reaction to the reopening of regional travel. Due to the unexpected speed in which the restrictions have been lifted many operators have been caught off guard and unable to reopen in time to capitalise due to having commenced renovation work or restructuring operations.

The Queen's Birthday long weekend marked the start of the most significant easing of travel restrictions for NSW and most other states. Anecdotal feedback received, indicates that visitor numbers increased significantly over this weekend with caravan and camping operators in particular, experiencing high occupancy rates.

Business Events

We are delighted to announce two pieces of positive news for the DNC Business Events program. Firstly, we have had a great result in these trying times with the Business Event team securing the Consulting Surveyors NSW Annual Conference to be held in the Tweed from the 8th-10th October 2020. The event will host up to 100 delegates delivering over \$60k in economic impact to the region.

The DNC Business Events program was the winner of both the state and national awards, for Regional Destination Marketing Organisation or Bureau, at the Meeting and Events Australia annual national awards. Our application focused on the achievements of the program over its first year of operation and is a tremendous recognition of the value of the program, the economic impact it has had thus far and its ability to unite stakeholders throughout our region.

A funding application was submitted through the Business Events Australia's Advance Program. The funding if successful would be used to launch the North Coast program into the New Zealand market which will be a key market for this sector for the next 12-24 months and one which our region has natural appeal to. The application was for \$25k of matched funding.

Future Demand and Accommodation Reinvestment Projects

The first phase of this research that focused on projected future demand and our regions capacity to accommodate it is nearing completion. The report contains a product audit and gap analysis of accommodation and experiences across the region, projected changes in market mix and proposed developments to capitalise on these opportunities.

The research outlined above has been key in informing the second phase of the research focused on Accommodation Reinvestment Best Practices. The final report will outline the current mix of accommodation against projected demand for both style and quantities of accommodation required. In addition, it identifies opportunities per LGA for accommodation development and best practice in securing such investment.

The third phase of the research will see the compilation of an investment prospectus highlighting the opportunities identified throughout the region. All three reports have been compiled firstly at an LGA level then at a regional level. A meeting will be established with each LGA to discuss the findings and opportunities identified across the three reports.

RECOMMENDATION

THAT the report from Destination North Coast be noted



COMMERCIAL IN CONFIDENCE

RDA NR key projects and activities.

STRATEGIC PLANNING

The RDA network has been advised that the usual business planning templates may change due to the work being undertaken across the network on COVID-19 related issues. A Business Plan more focussed on regional recovery than Charter outcomes will be submitted to Dept of Infrastructure (C'th) by Aug 31 2020. RDA is seeking close alignment with LG recovery plans to ensure a comprehensive and focussed response.

INDUSTRY DEVELOPMENT

Working with a number of project proponents who have seen projects stalled because project finance has been withdrawn due to COVID-19. In order to provide support and stimulus to investors, at the request of the Assistant Minister for Regional Development, Nola Marino, RDA-NR submitted a Regional Investment Fund concept for consideration.

PROJECT HIGHLIGHTS

A matrix has been developed in-house which identifies the effect of the pandemic on the regional economy at the local government level. The matrix examines by LG x Industry x size of business to identify impacts at the (almost) individual business level to determine areas of prioritised need. When explored through this conceptual framework, the matrix has shown some interesting results.

Northern Rivers, NSW Branding Initiative

The Northern Rivers Together Committee welcomed three Councils who have come on board as founding Council partners and are hopeful that all Councils will show some level of support for this important regional initiative. RDA-NR has an active management and operational role as a Committee member, managing the finances, developing and maintaining the website, managing memberships, and has auspiced the engagement of a contractor, Ms Allison Henry (formerly Northern Rivers Food EO).

My Future Workforce Platform

A key tool for RDA Northern Rivers, this platform will provide a pathway for employers to directly reach job seekers (and vice versa) as well as a purpose built function that focuses on assisting students to access training, School Based Apprenticeship and Training (SBAT) and jobs. The platform is a collaboration between RDA NR and Training NSW, with development undertaken by RDA Mid North Coast. We plan to soft launch soon with a public launch in August. COVID restrictions will dictate the size and type of hard launch.

North Coast Youth Employment Strategy

RDA MNC and RDA NR are combining to develop a North Coast NSW Youth Employment Strategy. A discussion paper is being drafted with consultation process proposed for mid-2020. This strategy will set the direction for policymakers, local service providers, other stakeholders underpinned by the Future Workforce Platform. An online survey closed 15 May, workshops and or feedback to a brief discussion paper will be held prior to mid-June with finalisation of the draft end of June. Regional Institute of Australia has agreed to review and edit.

Stem Industry Schools Partnership Program (SISP)

The Stem Industry Schools Partnership Program (SISP) has now been rolled out and RDA-NR has engaged Ms Jill McCall in the position of Industry Liaison Officer. This program facilitates industry engagement with students and schools who focus on STEM subjects. Our regional program is based on the Lismore School Cluster. Due to the COVID-19 enforced changes to school teaching methods ILO Officers were diverted to assist the DoEd develop of online platforms. The local Dept of Education Officer and Jill McCall have now finalised an action plan which will account for the current difficult circumstances of engaging with industry.

Future Agro-Challenge

RDA NR will be hosting the fifth annual Australian Future Agro Challenge. This is a pitch event for early stage businesses that have developed innovative processes or technologies to overcome global food production challenges. The event culminates in an international final with previous Australian winners placing first and third from the last three events. Australia may be asked to host the international event next year if it goes ahead.

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 Committee	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.
NRJO Committee	Assoc Membership
NRJO GM Advisory Committee	Projects and issues can get raised here prior to NRJO meeting

COMMITTEE HIGHLIGHTS

Bushfire Business and Tourism Industry Recovery Committee/ Regional Leadership Executive Economic Sub- Committee

The Bushfire Committee is now defunct and, the Dept Regional NSW has directed the Regional Leadership Executive Economic Sub-Committee take on this role.

Cross Border Tourism Working Group (CBTWG)

CBTWG (formerly Green Cauldron) meetings will continue in 2020 and previous meetings resolved that three key areas will be the focus for the group for 2020: Skills and training workshops, a regional networking event, taking more of a lead advocacy role.

General Managers Advisory Committee

I presented the My Future Workforce Platform as an option to overcome identified job sharing issues across councils and to engage councils in encouraging school based placements.

MINISTERIAL MEETINGS

The Chair and I met with the Hon Kevin Hogan, MP to discuss RDA NR key projects and issues. A commitment was made to increase the regularity of these meetings.

Weekly or bi-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.

Joint RDA NR and MNC meeting with A/M Nola Marino, MP to discuss the range of regional employment initiatives we are undertaking.

REGIONAL CERTIFYING BODY: VISA PROCESSING

Deputy Premier Barilaro approved the Regional Certifying Body request by NSW RDAs to continue to process state-sponsored Visas. This important news will allow our visa processing operation to regain some of the revenue lost since the decision was made in 2019 to discontinue this service. COVID travel restrictions may limit our ability to attract quality applicants in the medium term.

RECOMMENDATION

THAT the report from RDA Northern Rivers be noted

9.3 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: COVID-19 Update

- Council adopted its First Economic Stimulus Package: COVID-19 on 26 March, which complemented the Australian and Queensland Governments financial support packages and is aimed at trying to minimise the economic impacts of the COVID-19 pandemic on our region.
- The range of actions implemented by Council to assist in the survival of local businesses and maintain employers include, but has not been limited to:
 - Existing financial hardship arrangements for rates were extended to all ratepayers.
 - Expedited payment of all invoices from local suppliers.
 - Increased local spend by ensuring all of Council's request for quotes include at least two local businesses.
 - Reviewed payment process for disposal fees of waste at Council's Landfill and Transfer Stations by local businesses.
 - Provided rent relief for tenants of Council owned venues, on a case-by-case basis.
 - Suspended the recovery of Infrastructure Charges.
 - Provided a support team to respond to emerging needs of business community.
 - Provided access to counselling service for those business owners and operators in need of support.
 - Developed a 'Scenic Rim Providore' sales, logistics and delivery solution for the region's agri-food producers to help impact cancellation of Eat Local Week - Scenic Rim Farm Box - in four weeks has resulted in 1500 sales/deliveries at an average of \$140 a box and involving more than 30 local suppliers.
 - Go Local and Grow Local Campaign (One Scenic Rim campaign (#onescenicrim) launched.
 - Provided support to Community Groups and Organisations.
- 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 and is current as per 7 May 2020.
 - Gross Regional Product is forecast to fall by -8.4% in the June Quarter 2020. This fall was lower than the state average.
 - Local Jobs are forecast to fall by -6.5% in the June Quarter 2020. This equates to a fall of 1,003 local jobs.
 - If JobKeeper recipients' impacts are included then the employment fall is estimated at -11.9% (1,853 jobs).
 - The impact on employed residents (-6.9%) was higher than the local job impact.
 - Sector Impacts:
 - Accommodation and Food Services (-395 local jobs)
 - Education and Training (-190 local jobs)
 - Professional, Scientific and Technical Services (-118 local jobs).

Beaudesert Enterprise Precinct

- · \$10.7m project to expand the 30-year-old Beaudesert Business Park industrial estate with Federal grant funding contributing up to \$5m of eligible project costs.
- · Development of 32 lots to complement the existing sites on a light industrial precinct on Council owned land.
- · Work has commenced on a service road and upgrade to the intersection which includes traffic light signals with pedestrian crossing, street lighting and CCTV.
- · Design of the subdivision is complete, with construction to commence once negotiations with traditional owner group for management of cultural heritage is complete.
- · Once the above negotiation is complete, construction is anticipated to take six months. In this time, Council will appoint a real estate panel, develop a branding strategy and work on marketing and promoting the precinct to potential new operators or existing operators looking to expand.

Building Better Regions Fund – Round 4

- · Announced 8 June, Council was successful with applications for two projects under Round 4 of the Building Better Regions Fund.
- · Community Stream – \$38,500 towards developing a Scenic Rim Smart Region Strategy. The project will deliver a strategic plan to improve digital competitiveness, develop innovation hubs, grow efficiency and create job opportunities in the region. Total project cost of \$77,000.
- · Infrastructure Stream - \$4.2m towards Beaudesert Town Centre Revitalisation. The project will construct a visually appealing town square in Beaudesert incorporating events space, staging and seating. It will also increase pedestrian safety via street upgrades and traffic calming devices. Total project cost of \$8.4m.

Building our Regions

- · Beaudesert's Town Centre also received funding under this State program.
- · Additionally, funds were received to enable planning for an upgrade to Tamborine Mountain's Gallery Walk pedestrian boulevard project.

RECOMMENDATION:

THAT the report from Scenic Rim Regional Council be noted

9.4 ASSOCIATE MEMBER REPORT – ROUS COUNTY COUNCIL

FUTURE WATER PROJECT 2060 INTEGRATED WATER CYCLE MANAGEMENT PLAN



Purpose

The purpose of this report is to inform the Northern Rivers Joint Organisation of the strategic direction Rous County Council is pursuing to secure its bulk water supply for at least the next 40 years through the proposed *Future Water Project 2060 Integrated Water Cycle Management Plan*. Rous County Council is also seeking the Northern Rivers Joint Organisation's recognition of the proposal as a regionally significant initiative in order to support efforts to secure State and Federal Government funding assistance.

Background

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.

The proposed project sets out the most viable option for augmenting Rous County Council's bulk water supply to ensure forecast demand can be met in the face of changing climate conditions and sustained population growth. It will also make sure Rous County Council does not need to impose excessive water restrictions, which can unduly impact the region's economic prosperity.

The project's preferred option involves two key actions to secure Rous County Council's medium-to-long-term bulk water supply:

- a. Utilising the Marom Creek Water Treatment Plant and sourcing groundwater from the Alstonville/Wollongbar area's underground aquifer; and
- b. Construction of a new 50 gigalitre Dunoon Dam

The *Future Water Project 2060 Integrated Water Cycle Management Plan* is the culmination of all the new water source investigations completed by Rous County Council since its Future Water Strategy was adopted in 2014.

Rous County Council resolution

At its ordinary meeting on 17 June 2020, Rous County Council resolved as follows:

That Council:

1. Receive and note this report and the attached *draft Future Water Project 2060 Integrated Water Cycle Management Plan*.
2. Approve the public exhibition of the *draft Future Water Project 2060 Integrated Water Cycle Management Plan* from 1 July 2020 for a period of six weeks.
3. Receive a further written report on the adoption of the *Future Water Project 2060 Integrated Water Cycle Management Plan* at its October 2020 meeting, including feedback received during the exhibition period.
4. Authorise the General Manager, as the first key action, to progress discussions with Ballina Shire Council, in relation to the Marom Creek Water Treatment Plant and associated groundwater infrastructure, including the approval of the associated budget as outlined in the report.

-
5. Authorise the General Manager to commence the development of the Woodburn coastal sands groundwater scheme as an alternative to Recommendation 4, if Council is unable to secure the Marom Creek Water Treatment Plant and associated groundwater infrastructure before 31 December 2020.
 6. Authorise the General Manager, concurrent with Recommendation 4, to progress preliminary investigations in relation to the Dunoon Dam, including the approval for the allocation of a \$100,000 operating budget.
 7. Authorise the General Manager to progress discussions with the NSW Government and Southern Cross University in relation to the pilot recycled water supply scheme for Perradenya estate.
 8. Amend Council's adopted 2020/21 Delivery Program / Operational Plan to reflect the specific actions identified in this report.
 9. That ongoing water demand management and education programs remain an integral part of this strategy.

The full report provided to Rous County Council is included as Attachment 1.

Regional significance and support

Developed in consultation with Rous County Council's four constituent councils, the proposed *Future Water Project 2060 Integrated Water Cycle Management 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, this proposal 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.

Public exhibition

Rous County Council will place the proposed *Future Water Project 2060 Integrated Water Cycle Management Plan* on public exhibition for a six-week period commencing on 1 July 2020.

The purpose of this public exhibition period is threefold:

- Update the community on the outcome of new water source investigations undertaken since the Future Water Strategy was adopted;
- Advise the community of the proposed project and its preferred option for augmenting Rous County Council's bulk water supply; and
- Invite written submissions in relation to the proposed project

A range of public engagement, communication and other information resources will be developed and deployed as part of the public exhibition period.

Conclusion

The proposed *Future Water Project 2060* sets out the most viable option for augmenting Rous County Council's bulk water supply. The project's preferred option involves two key actions to secure the medium-to- long-term water supply:

-
- Utilisation of the Marom Creek Water Treatment Plant; and
 - Construction of the new 50 gigalitre Dunoon Dam

RECOMMENDATION

That the Northern Rivers Joint Organisation:

1. Receive and note this 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.

Attachment

1. Adoption of the draft *Future Water Project 2060 Integrated Water Cycle Management Plan* for public exhibition

9.5 CHAIR AND EXECUTIVE OFFICER REPORT

1 Joint Organisation Network Matters

There have been discussions at the JO Chairs forum that each JO could make a financial contribution to support a secretariat for the JO Chairs network. At present, we have agreed to elect a “Chair” for twelve months and that Chair’s Executive Officer will provide the necessary administrative support in collating the agendas, workshops, presentations by Ministers etc. There will be no further financial support coming from the state government, and some JOs are currently operating a deficit budget. If the JO Chairs forum requires a secretariat, I would suggest that the state government fund such a position to minimise any cost shifting to the JOs.

RECOMMENDATION

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.

Joint Organisation Advisory Committee

The Joint Organisation Advisory Committee’s (JOAC), which is advisory to the LG Minister, met on 11 May. The issues raised and discussed have been considered by the full meeting of the Joint Organisation Chairs forum on 28 May (*[See minutes of both meetings attached.](#)*)

When the EOs finalise all content and conclude the following tasks that the Minister has identified, the JOAC will re-convene at an appropriate time:

The Minister endorsed the next steps for the Committee being to:

- consult with Joint Organisations on the potential revenue streams, and investigate governance and business structures required;
- review expense streams of Joint Organisations;
- identify duplication in compliance and reporting requirements for Joint Organisations;
- seek, collate and analyse procurement models;
- consult on the potential for cross regional and boundary collaboration;
- provide advice on the role of a NSW State Agency group including its role, function and membership; and
- draft a toolkit for financial sustainability.

Joint Organisation Executive Officer Network

The JO Executive Officers from around the state have been linking up via Zoom on a fortnightly basis. There are potential changes occurring within a number of the JOs due to their member councils' situations as well as staffing changes/movement within the EO group.

The development of the NSW Joint Organisation Financial Sustainability Toolkit is an important initiative for the network and will also be of assistance for the incoming Executive Officer. *(See attached.)*

EOs prepared an agenda for the abovementioned JO Chairs' Forum on 28 May and provided a number of questions on notice as part of the following presentations with a summary of these presentation points reflected in the minutes of that forum

Presentations

1. Mr Shane Fitzsimmons AFSM – Commissioner Resilience NSW
2. The Hon. Melinda Pavey MP – Minister for Water, Minister for Housing and Property
3. Dr Suzanne Pierce - Director Policy Science & Research: Office of the NSW Chief Scientist & Engineer
4. The Hon. Shelley Hancock MP – Minister for Local Government

2 Office of Local Government – COVID-19 Response and Support

As Board members will be aware, the Office of Local Government (OLG) has been working closely with the State Emergency Operations Centre and other relevant government agencies to assist local councils to manage COVID-19 in their local communities. There has been regular contact with councils to identify needs and issues and provide information and resources via our Council Engagement Manager. The EO and/or Chair have participated in most of the webinars as have a number of the GMs and Mayors.

3 Department of Regional New South Wales

Regional Leadership Executive and Sub Committees

Regional Leadership Executive met on 11 June and the meeting was introduced to Fiona Dewar, the newly appointed Executive director for the standalone Department of Regional New South Wales agency. The newly formed department has 85% of its team based in regional NSW and more staff are being encouraged to move to the regions. The RLE continues to provide a direct conduit to key decision makers on COVID-19 responses. *Information is attached.*

For the information of the Board, the RLE Chair has provided the attached summary of key issues

The North Coast Drought Task Group was convened on 21 April as a subgroup of the North Coast Regional Leadership Executive of agencies to facilitate cross agency integration of services, identify any gaps, develop local solutions to issues and escalate issues as necessary. Drought conditions have weakened in the region and recovery has commenced though mental health, business continuity planning and the compounding impacts of drought, bushfires and COVID-19 have been identified as some of the key challenges and issues.

COVID-19 Vulnerable Communities Interagency As Board members will be aware, the NSW Government has developed state-wide COVID-19 response governance arrangements. To ensure that the North Coast can feed into these arrangements, Regional NSW took steps to repurpose the RLE Communities and Service Delivery Subcommittee (CSD) for a finite period as required during the height of the pandemic.

The COVID-19 Vulnerable Communities Interagency (RLE CSD Sub-Committee) was established to:

- focus on ensuring continuity of service and support to vulnerable populations; and
- identify emerging issues for escalation to the full RLE and government.

The EO was able to provide input from the Byron Social and Cultural Planning team and the Tweed Community Development team. These teams have been gathering data, concerns and community COVID-19 impacts from local service providers regarding food security/affordability for vulnerable groups, the increase in demand is placing strain on support services responding to vulnerable community members.

COVID-19 Interagency Environment and Economy Sub-Committee

This committee renewed its focus on economic recovery through employment and skills development reflecting the new Regional Leadership Executive Statement of Intent for 2020-2022.

4 Regional/Local Issues

Executive Officer Support and Accommodation Arrangements

The existing service agreement between NRJO and RDA NR is due for renewal. Board members will see a recommendation that the agreement be renewed through to 31 December 2020, in alignment with RDA NR funding timeframe. The monthly costs of \$4,500 + GST for the provision of 25 hours/week of Administrative and Financial Services support have been included in the budget. A continuation of this arrangement is considered prudent to assist the incoming Executive Officer with familiarisation of the organisational management and governance aspects of the role. *(See attached Service Agreement).*

RECOMMENDATION

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

Northern Rivers NSW Branding

The Steering Committee has been meeting weekly/fortnightly and has engaged Allison Henry from Millwood Consulting to conduct the tasks needed for project administration around the brand.

Levels of interest in the brand have been very positive and most recently a total of 75 registrations was reached. Southern Cross University has made a significant in-kind contribution through the engagement of the Ad Agency to develop two promotional videos. Due to COVID-19, the project launch strategy and print media agreements have needed to be modified. As part of the communications strategy, a media release to launch the videos and the associated advertising is occurring in this last week in June. *(See attached.)*

For those member councils unable to contribute financially, a letter of support has been requested via the General Managers endorsing the value of this initiative in boosting the region's recovery from COVID-19.

School Industry Reference Group

Late last year the North Coast was successful as a pilot region under the Educational Pathways Pilot Program (EPPP). The EPPP is about delivering quality career education, job readiness and increasing school-based apprenticeships and traineeships opportunities for students in public schools.

As part of the EPPP, an Industry Reference Group has been formed to link Industry with pilot schools. The aim of this group is to:

- Inform schools of the skill needs of local industry
- Opportunities for Industry to engage and support a range of activities around career advice, work readiness and project-based learning
- Industry to mentor or support project-based learning in schools around Science, Technology, Engineering and Maths (STEM)
- Increase the number of school-based apprenticeships and traineeships
- School-VET-University pathways

Attachments

- [Minutes of JO Advisory Committee meeting 11 May 2020](#)
- [Minutes of JO Advisory Committee meeting 28 May 2020](#)
- [JO Toolkit for Financial Sustainability](#)
- [Agenda for JO Advisory Committee 25 June 2020](#)
- [Minutes of RLE Meeting](#)
- [Department of Regional NSW summary](#)
- [Service Agreement – RDA Northern Rivers](#)
- [Northern Rivers Brand – Press Release and advertisement](#)

9.6 NORTH COAST WASTE PROJECT

A verbal report will be provided to the meeting by Richmond Valley Council

9.7 JO CAPACITY BUILDING FUND

Waste Microindustries Facility Business Case Development

Board members will find a recommendation on the attached report prepared by Lismore City Council, following agreement at the March meeting of GMAC, that LCC GM, Shelley Oldham would be the appropriate lead GM on this project. The EO has had discussions with LCC and also with NE Waste. LCC is in regular contact with the UNSW SMART Centre, and the project will be informed by the UNSW experience and expertise as highlighted during last November's Board meeting presentation.

The EO has had advice from our OLG Engagement Manager in regard to the project milestones submitted as part of the application and under the circumstances, with the impacts of COVID-19 on the sector and EO recruitment occurring, a progress report submission during July has been accepted.

Executive Summary:

The Northern Rivers Joint Organisation (NRJO) has been approved \$150,000 from the NSW Government's JO Capacity Building Fund for the 'Establish NR NSW as a Centre of Excellence for Waste Microindustries' project.

A specific element of this project is the development of a business case on converting waste materials into value-added recycling and upcycling materials; minimising the energy-intensive transportation of waste; promoting and supporting viable local economies and jobs; and developing a facility that embodies distributed manufacturing.

An appropriate site for a microfactory facility will be identified to process materials using waste materials as a resource, through innovative thinking and practices, which will enhance sustainability and produce value-added green and market-competitive materials and products.

The Project Steering Committee has requested that Lismore City Council on behalf of the NRJO, prepare the procurement documentation for a consultant to develop the business case.

Background:

Based on the application for funding from the JO Capacity Building Fund, the project budget comprised three elements: -

1	Project Management	\$ 20,000
2	In-kind Support – General Managers	\$ 20,000
3	Consultant	<u>\$112,500</u>
1. Total		\$152,500

As the element for consultants is less than \$250,000, the recommended method of procurement is through a Request for Quotation (RFQ) process.

The RFQ process and associated contract will be prepared with regard to meeting the Project Plan's Objectives, Outcomes and Outputs, and Milestones.

Key Steps and Timeline:

Friday, 26 June: Draft RFQ reported to General Managers Advisory Group

Friday, 3 July: RFQ advertised on VendorPanel for 14 days
Friday, 31 July: Program Steering Committee assesses responses and makes appointment

From this point, the consultant will be managed by the Executive Officer in accordance with the Project Plan.

Recommendation:

The report be received and noted.

9.8 FINANCIAL REPORT

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

DRAFT ONLY

	2019/20 Budget	2019/20 Actual	2018/19 Actual
<u>Operating Revenues</u>			
Membership Fees	128,600	128,600	102,893
Myroadinfo Fees	33,600	33,725	33,725
LG Procurement Rebate	10,300	37,388	36,602
Power Infrastructure Upgrade Project	-	25,000	500,000
Capacity Building	-	150,000	-
State Gov't Contribution	-	-	300,000
Sundry Income / Recharge Workshops		6,276	
Interest	8,000	4,878	7,061
Total	180,500	385,868	980,282
<u>Operating Expenses</u>			
Bank Charges	100	-	76
Conferences, Events, Travel	10,300	22,702	7,967
Professional Development	5,100	-	-
Exec Officer - Salary/Oncosts/Recruit	92,300	73,713	41,031
Exec Officer - Computer		-	2,130
Exec Officer - Vehicle Allowance	8,200	6,435	4,290
Exec Officer - Support (RDA)	57,600	50,100	76,800
Exec Officer - Office (Rous)	25,600	-	-
Chair Stipend	-	8,333	
MyRoadInfo	28,600	28,031	17,350
Professional Fees – Audit	5,100	-	6,500
Media and Communications	5,100	-	620
Record Storage	500	-	
Regional Projects	650,000	214,895	128,158
Vendor Panel Access	-	54,425	
Sundry Expenses	2,000	3,175	2,497
Total	890,500	461,809	287,419
Net Cash Movement	- 710,000	- 75,942	692,863
Retained Earnings - 1 July	1,133,755	1,133,755	440,893
Retained Earnings - 30 June	423,755	1,057,814	1,133,756

Balance Sheet

As of May 2020

Assets			
Cash			
Summerland Community First		\$2,657.10	
Summerland Saver		\$1,033,588.91	
Debit Card - Chair		\$453.18	
Debit Card - Exec Officer		\$1,181.74	
Total Cash			\$1,037,880.93
Debtors			
Trade Debtors		\$27,500.00	
Total Debtors			\$27,500.00
Total Assets			\$1,065,380.93
Liabilities			
Current Liabilities			
Creditors			
Trade Creditors	\$4,950.00		
Total Creditors		\$4,950.00	
GST Liability			
GST Collected	\$2,502.66		
GST paid	-\$4,996.03		
Total GST Liability		-\$2,493.37	
Payroll Liabilities			
Provision - Staff entitlements	\$5,110.30		
Total Payroll Liabilities		\$5,110.30	
Total Liabilities			\$7,566.93
Net Assets			\$1,057,814.00
Equity			
Retained Earnings		\$1,133,755.43	
Current Year Earnings		-\$75,941.57	
Historical Balancing		\$0.14	
Total Equity			\$1,057,814.00

This report includes Year-End Adjustments.

Profit & Loss Statement

July 2019 To May 2020

Income		
Grants		
Office of Local Government	\$150,000.00	
Projects		
Membership	\$128,600.00	
Myroadinfo	\$33,725.00	
LG Procurement Rebate	\$37,388.48	
Premier & Cabinet Projects	\$25,000.00	
Other Income		
Interest Received	\$4,878.44	
Sundry Income	\$6,275.81	
Total Income		\$385,867.73
Gross Profit		\$385,867.73
Expenses		
Operational Expenses		
Computer ISP and Registrations	\$1,730.44	
Myroadinfo costs	\$28,030.68	
Vendor Panel Licence Costs	\$54,425.00	
Phone charges	\$1,267.22	
Postage	\$11.09	
Stationery	\$83.05	
Support services - Admin contr	\$50,100.00	
Payroll and Staff Expenses		
Direct Staff Expenses		
Wages	\$63,224.39	
Allowances	\$6,435.00	
Allowance-Chair Stipend	\$8,333.31	
Superannuation	\$6,006.35	
Provision for Staff Entitlementen	\$2,514.44	
Other Staff Expenses		
Mileage	\$76.56	
Travel expenses (non payroll)	\$10,981.49	
Travel - Meals	\$857.29	
Training/Prof Devt/Workshops	\$6,885.00	
Conference & Forums (Staff)	\$1,699.00	
Workers Comp Insurance	\$1,891.22	
Financial, Legal, Professional		
Suspense - Debit Card	-\$52.39	
Marketing, Promotional, Events		
Printing	\$136.00	
Event Catering	\$1,159.09	
Sponsorships	\$454.55	
Other Event Costs	-\$905.56	
Regional Projects		
Project Contributions	\$214,462.85	
Board and Committee Expenses		
Meeting Catering	\$2,003.23	
Total Expenses		\$461,809.30
Operating Profit		-\$75,941.57
Net Profit/(Loss)		-\$75,941.57

RECOMMENDATION

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

10 URGENT BUSINESS

11 CONFIDENTIAL REPORTS

12 CORRESPONDENCE

Correspondence of significance - Incoming

- Rous Future Water Project

Correspondence of significance - Outgoing

- Letter of support for Kyogle Council Bridges Renewal Program
- Letter to Blue Gas Technology – acknowledging receipt of proposal presented at February meeting

13 ATTACHMENTS

- [Minutes of JO Advisory Committee meeting 11 May 2020](#)
- [Minutes of JO Advisory Committee meeting 28 May 2020](#)
- [JO Toolkit for Financial Sustainability](#)
- [Minutes of JO Executive Officer meeting 28 May 2020](#)
- [Minutes of RLE Meeting](#)
- [Department of Regional NSW Summary](#)
- [Service Agreement – RDA Northern Rivers](#)
- [Northern Rivers Brand – Press Release and advertisement](#)

Joint Organisation Advisory Committee

Action items



Details

Meeting: Joint Organisation Advisory Committee

Location: Zoom meeting

Date/time: 10:00am-12:00pm
Monday, 11 May 2020

Chairperson: Cllr Rowena Abbey
Chair of Canberra Region
Joint Organisation

Next meeting

Time: TBA

Chairperson: Cllr Gordon Bradbery AM,
Chair of Illawarra/Shoalhaven
Joint Organisation

People present

1. Cllr Rowena Abbey, Chair of Canberra Region Joint Organisation
2. Cllr Danielle Mulholland, Chair of Northern Rivers Joint Organisation
3. Cllr Gordon Bradbery AM, Chair of Illawarra/Shoalhaven Joint Organisation
4. Cllr Jamie Chaffey, Chair of Namoi Unlimited
5. Rebel Thomson, Executive Office Namoi Unlimited
6. Gabrielle Cusack, Acting Executive Officer, Canberra Region Joint Organisation
7. Leanne Taylor, Executive Officer Illawarra/Shoalhaven Joint Organisation
8. Troy Wilkie, Policy Advisor, Minister's Office
9. Melissa Gibbs, Director Policy and Sector Development, Office of Local Government
10. Karen Purser, Manager Council Engagement, Office of Local Government
11. Anita Gambhir, Council Engagement Manager, Office of Local Government

Apologies

1. Isabel Perdriau

Previous meeting

Action	Responsible	Status
Templates and exemplar policies completed. To be shared on JO portal when available on new OLG website (carried over from 31/10/19 and 17/12/19).	OLG and Executive Officers	Leanne will send list of policies and brief from consultant to all EOs for Friday 15 May meeting. EOs will finalise and provide templates to OLG for review and put on OLG website.
The revised definition of sustainability be referred to the Chairs Network meeting for discussion and endorsement (carried over from 31/10/19).	Clr Bradbury	Resolved at last meeting
Write to each Executive Officer to remind them to bring the definition of sustainability and the role of the Chair and Deputy Chair of the JO Network to the attention of their board prior to the Chairs' Network meeting of 5 March 2020.	Gabrielle	Resolved at last meeting
Information on procurement options collated and included in agenda for next EOs meeting.	Gabrielle	Work with EOs offline
JO Chairs meeting is not currently reflected in the Minister's diary	Gabrielle	Gabrielle to advise MO about Chair's and Country Mayors' meeting
The four Advisory Committee Chairs to bring JO message to other agencies.	Chairs Advisory Group	Advisory Committee to finalise agencies to be contacted based on JOs regional priorities. Gabrielle to organise meetings with Secretaries of these agencies.
Members noted the letter from the Minister advising that funding has been approved for capacity building projects. The next step is for OLG to issue funding agreements as soon as possible to enable the transfer to funds.	OLG	Noted that JOs have received funding and commenced projects. OLG will send copies of signed funding agreements to JOs
The timing of the OLG portal	OLG	This can commence now that the OLG website has been launched
General Business		No action

This meeting

No.	Issue	Action	Responsible
1.	Advisory Committee considers and adopts minutes of 14 Feb2020 meeting	Minutes adopted.	All
2	Discussion on the Minister's response to the JOAC Briefing Paper and the way forward	Advisory Committee to consider Minister's response and determine the best way forward, considering post-COVID impact on member councils and JOs	All
3	Support for joint organisations and Regional NSW	Discussed as part of the Minister's letter under issue 2	
4	Support for collaborative projects	Namoi JO sought OLG assistance to work through an apparent roadblock with their proposal for the development of a Regional Town Water Strategy OLG will follow up with DPIE Water to see if the issues can be resolved. Committee noted that Transport NSW had made regional funding available to JOs but not all councils were supportive, preferring to apply for individual funding at a council level.	OLG
5	Discussion on CRJO's proposal	EOs will discuss the proposal at their meeting on Friday 15 May and send the proposal to Chairs for further discussion	Gabrielle
6	Resilience NSW and joint organisations partnership	Invite Mr Shane Fitzsimmons, Commissioner Resilience NSW and Regional NSW to the next Chairs' board meeting on 28 May 2020.	Gabrielle
7	Proposal by ISJO that joint organisations to be the recognised repository of regional data	ISJO will keep exploring opportunities with regional data Other JOs have systems in place	

MEETING MINUTES

NSW JOINT ORGANISATION (JOs) CHAIRS' FORUM

28 MAY 2020

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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	Mayor Lillane Brady OAM Mr Greg Lamont
Far South West Joint Organisation	Mayor Melisa Hederics Mr Mark Forbes
Hunter Joint Organisation of Councils	Mayor Bob Pynsent Mr Steve Wilson
Illawarra Shoalhaven Joint Organisation	Lord Mayor Gordon Bradbery AM Ms Leanne Taylor
Mid North Coast Joint Organisation	Mayor Liz Campbell Craig McNair-Swift
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 Ms Isabel Perdriau
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
INVITED GUESTS	
Office of The Hon. Shelley Hancock MP	Mr Troy Wilkie
NSW Office of Local Government	Ms Melissa Gibbs Director Policy Sector Development Ms Karen Purser

	Manager Council Engagement Ms Anita Gambir – Council Engagement Officer
Local Government NSW	Ms Kelly Kwan

1. Opening Meeting

The Chairperson opened the meeting at 10:00am

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 Lillane Brady OAM, Lord Mayor Gordon Bradbery AM (Forum only), Ms Belinda Barlow, Mr Joe James, Cr Linda Scott, Ms Kelly Kwan and Mr Tim Hurst be accepted.

The Chair of Northern Rivers Joint Organisation (NRJO) informed the Forum that Ms Isabel Perdriau will be leaving NRJO. The Chair recognised the contribution and wished Ms Perdriau well for the future.

Moved MDJO/NEJO

Carried

4. Presentations

4.1 Resilience NSW Commissioner Shane Fitzsimmons

NOTE

That the Chair of the NSW Joint Organisations Chairs' Forum write to the Commissioner for Resilience NSW, providing each JO contact details.

Noted that bushfire mitigation programs are run through your local Rural Fire Service (RFS). If the JO's have any problems, contact Fire Commissioner Rob Rogers.

Chris Presland is the contact person for the Executive Officers Network. His details are

E: chris.presland@justice.nsw.gov.au

M: 0413 274 882

4.2 The Hon. Melinda Pavey MP. Minister for Water, Housing and Property

NOTE

That the Chair of the NSW Joint Organisations Chairs' Forum note the presentation by the Minister for Water, Housing and Property – no further action.

4.3 NSW Government Office of the Chief Scientist and Engineer

NOTE

That the Chair of the NSW Joint Organisations Chairs' Forum note the presentation by the NSW Government Office of the Chief Scientist and Engineer and Circular Economy.

Hunter Joint Organisation provided the link to the launch of their Regional Circular Economy Network and Hunter Circular <https://www.hunterjo.com.au/projects/hunter-circular/>

That each Joint Organisation contact the Chief Scientist and Engineer

Contact details below

NSW Government - Office of Chief Scientist & Engineer

Dr Suzanne Pierce

Director Policy Science & Research

E: suzanne.pierce@chiefscientist.nsw.gov.au

M: 0428 091 861

NSW Circular Economy Innovation Network

Lisa McLean – CEO

E: lisa@nswcircular.org

M: 0488 068 777

5. Disclosure of Interest

Nil

Moved RAMJO/Hunter JO

Carried

6. Urgent / Additional Business

The Chairperson will call for any urgent or additional business to be actioned prior to the close of the meeting.

Moved NEJO/CNSWJO

Carried

7. Confirmation of Minutes & Actions

RESOLVED

That the meeting minutes from the NSW Joint Organisations Chairs Forum of 5 March 2020 and the Actions 2019-2020 be confirmed.

Moved RAMJO/Namoi Unlimited

Carried

8. Draft Minutes – NSW Ministerial Advisory Committee

resolved

That the draft minutes of the NSW Ministerial Advisory Committee be noted.

Moved Namoi Unlimited/Hunter JO

Carried

9. Office of Local Government (OLG) Update

RESOLVED

That the verbal update from the OLG be noted.

That the OLG Circular regarding enforced interest free period on rates being enforced upon Councils, OLG have confirmed

The \$112.5M stimulus package – Job retention allowance

- *Presentation by OLG to be circulated with minutes.*

Moved CNSWJO/FNJO

Carried

10. Local Government NSW (LGNSW) Update

RESOLVED

That the NSW Joint Organisation (JOs) Chairs' Forum note the report from LGNSW.

Moved CNSWJO/FNJO

Carried

11. Financial Sustainability – Ministerial Correspondence

RESOLVED

1. *That the NSW Joint Organisation (JOs) Chairs' Forum note the Ministerial Correspondence.*

2. That the Executive Officers Network provide options in relation to funding and recommended agencies to approach. The options paper will be presented at the next Joint Organisation Chairs' Forum of 25 June.

Moved CNSWJO/RiVJO

Carried

- 12. Joint Organisation Update

DEFER

Updates to be provided at the next meeting in October 2020.

JOINT ORGANISATION	UPDATE / ACTION
Canberra Region Joint Organisation	
Central NSW Joint Organisation	
Far North West Joint Organisation	
Far South West Joint Organisation	
Hunter Joint Organisation of Councils	
Illawarra Shoalhaven Joint Organisation	
Mid North Coast Joint Organisation	
Namoi Unlimited	
New England Joint Organisation	
Northern Rivers Joint Organisation	
Orana Joint Organisation of Councils	
Riverina and Murray Joint Organisation	
Riverina Joint Organisation	

- 13. General Business

Mayor Danielle Mulholland left the meeting @ 12.35pm.

Note the correspondence from Riverina and Murray Joint Organisation (RAMJO) regarding ongoing secretariat support be noted.

Moved RAMJO/HJO

Carried

▪ **14. Next Meeting**

The next meeting of the JO Chairs' Forum will be held Thursday 25 June 2020 10:00am – 12:00pm via zoom.

▪ **15. Close**

The Chairperson closed the meeting at 12.45pm

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NSW JOINT ORGANISATION FINANCIAL SUSTAINABILITY TOOLKIT

1 Contents

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1 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 financial 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, each Joint Organisation is difficult, 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.

Benchmarks

REVENUE	[Your Joint Organisation]	NSW Joint Organisations
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%
EXPENSES	[Your Joint Organisation]	NSW Joint Organisations
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%

How to use this toolkit?

This is a recommended process, there are sections that require Joint Organisations to complete to assist in the process. These areas are highlighted in **RED**, not all areas will be relevant to you as each Joint Organisation is different.

You might also determined 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.

REMEMBER: if you are going to skip parts of this toolkit, you need to be comfortable that 100% of your stakeholders know what you know, they understand it – rushing this process will lead to lesser results.

2 STEP 1: Define Your Financial Sustainability

Defining financial sustainability will be different for each Joint Organisation, its important that this process to define financial sustainability is conducted with members of your Joint Organisation.

What does financial sustainability mean to your Joint Organisation?

[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?

Stakeholder	Role	Request

How will you let people know what is happening?

[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?]

3 STEP 2: Conduct and Internal Audit

This part of the plan is to identify what resources and expense that the JO has now, you can't decide where you are going if you don't know where you are at the start.

[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? This is probably all in your annual budgets or annual reports. Do the people responsible for financial sustainability understand it?]

4 STEP 3: Building Financial Sustainability

Joint Organisation's recognise that there are a number of areas that need to be considered when developing a financial sustainability plan. Critical to this is developing what you might need into the future, and how are you going to achieve your vision.

What are you currently doing?

1.	What are you doing that is essential to your mission?	[Insert]	[Is it essential to your mission? And how?]	[Is it valued by the membership? If yes, what is its financial value?]
2	What are you doing that is essential to the core responsibilities of a Joint Organisation?	[Insert]	[Is it essential to your mission? And how?]	[Is it valued by the membership? If yes, what is its financial value?]
3.	What are you doing for Councils that is operational for Councils?	[Insert]	[Is it essential to your mission? And how?]	[Is it valued by the membership? If yes, what is its financial value?]

4.	What are the things that you should be doing that you can't do?	[Insert]	[Is it essential to your mission? And how?]	[Is it valued by the membership? If yes, what is its value?]
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How much will this cost into the future/How much money do you need/want into the future?

1.	Your essentials...	[Insert]	[Assumptions and Notes]
2	Your core...	[Insert]	[Assumptions and Notes]
3.	Your operational ...	[Insert]	[Assumptions and Notes]
4.	What you should be doing but can't...	[Insert]	[Assumptions and Notes]

5 STEP 4: Set your Financial Sustainability Objectives

Pursuit of the vision for your organisation over the next 3 to 5 years, requires projecting what you will need into the future. If you have all of the financial resources that you need, then it is setting your budget annually.

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

4.1 Income Options

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

DEFINITION(s)

CASE STUDY:

- Recovering JO costs for administering grant funds

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

- Formulas for 'clipping the ticket'

Park money then administer through JOs –Stronger Country Communities for example drop the full amount of allocation to the member councils of the JO in the JO bank account at the beginning of the financial year to allow JOs to earn interest, then as the state announces project the funding this is then distributed to the member councils.

Offer a dedicated funding program for JOs to apply to under the NSW Government's suite of Regional Growth Funds. . Link the Regional Growth Funding Program Applications to the JOs statement of strategic regional priorities

What about the remaining funds from the Local Government reform process? There were millions dedicated to amalgamations? I know only a portion of it went to JOs?

Former contributions of the state to the administration of RDAs? About \$160,000 where is this money?

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)

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

Determine your income priorities

[Consider what's easiest to the most difficult? You will want to start your strategy on areas that are easy to obtain. Consider what skills you have to deliver. And also what is going to help you achieve your mission, deliver value and your core objectives.]

Build the strategy around the prioritised income streams

[What do you need to deliver on the income priorities, who do you need to help you deliver on them.]

Develop the Timetable for development

7 STEP 6: Drafting the Financial Sustainability Plan

6.1 Executive Summary

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

6.2 Background

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

6.3 Financial Goals

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

6.4 Financial Sustainability Strategy

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

Seek Feedback

[Seek feedback from the Board, General Managers, staff, stakeholders and current funding bodies.]

8 STEP 7: Implement your Plan

Monitor and Evaluate Progress

Review and Adapt

[<return to meeting papers>](#)

NSW JOINT ORGANISATION CHAIRS MEETING

AGENDA

THURSDAY 25 JUNE 2020

1. Opening Meeting
2. Acknowledgement of Country
3. Apologies
4. Presentations – JO EOs will present during the course of the meeting
5. Disclosure of interest
6. **Meeting Minutes**Error! Bookmark not defined.
7. **Matters in Progress**Error! Bookmark not defined.
8. **Options for supporting the JO Network**Error! Bookmark not defined.
9. **Options in Relation to funding and recommended Agencies to approach Report**
Error! Bookmark not defined.
- 9a. **A proposal by the NSW Joint Organisation Network to Collaborate of Circular Economy Opportunities**Error! Bookmark not defined.
- 9b. **Collaboration between NSW Government and Joint Organisations – Water Strategic Planning and Prioritisation**Error! Bookmark not defined.
- 9c. **A regional and collaborative approach to Local Water Utility IWCM's and Regional Town Water Strategy that is funded at 100%**Error! Bookmark not defined.
- 9d. **Progressing Opportunities with Resilience NSW** ...Error! Bookmark not defined.
10. **JO recent wins across the State**Error! Bookmark not defined.
11. Next Meeting

[<return to meeting papers>](#)

- RLE Meeting Agenda



Agenda

Meeting: North Coast Regional Leadership Executive			Date: Thursday 11 June 2020	
Location: Via WEBEX - details in calendar invite			Time: 9.30 – 12.30	
Chairperson: Louise McMeeking, Director North Coast				
Purpose:				
<ul style="list-style-type: none">• To agree the 2020 - 2022 Statement of Intent				
Time	Item	Description	Responsible	Attach
9.30	1.	Welcome and Apologies	Louise McMeeking	-
9.35	2.	Outcomes from meeting held 12 March 2020 and actions arising	Louise McMeeking	Minutes + Actions
9.45	3.	Sub Committee Reports		
		3.1 Environment & Economy Subcommittee	Craig Jenkins	BP
		3.2 Communities & Service Delivery Subcommittee	Tanya Latanville	BP + Attach(s)
10.15	4.	Statement of Intent and Statement of Outcomes	Louise McMeeking	
		4.1 Statement of Outcomes (2019-2020)		Statement of Outcomes
		4.2 Statement of Intent (2020-2022)		BP + Attach (s)
11:25	5.	Update on NSW Government 2021 Graduate Program	Donna Bristow Public Service Commission	
11:45	6.	North Coast Female Leadership Forum		
		6.1 Leadership Forum 2021 Delivery Options	Tanya Latanville	BP + Attach
11:55	7.	General Business	All	
		<ul style="list-style-type: none">• Agency updates regarding use of Commonwealth bushfire and COVID funding		
12:30		Close		

Meeting: North Coast Regional Leadership Executive

Date: Thursday 11 June 2020

Title: Statement of Outcomes (2019-20)

Agenda item: 4.1

RLE Priority area: Regional Strategy & Governance

Recommendation

That the RLE:

- **Approve** the 2019-2020 Statement of Outcomes

Current Issues

The RLE is required to prepare a Statement of Outcomes by 30 June 2020, for the 2019-20 period. Regional NSW has prepared a draft Statement of Outcomes (Attachment 1) based on activities completed as at 30 May 2020.

A number of planned initiatives are behind schedule, due to competing priorities (bushfire response and recovery), and face to face delivery being placed on hold due to COVID 19 restrictions. The majority of these are proposed to carry forward to the 2020-22 Statement of Intent. To that end the draft Statement of Outcomes also reflects the significant work undertaken by the RLE to support Bushfire and COVID response and recovery.

Background

In 2017 DPC commissioned work to examine how RLEs could improve their operation and add greater value to their regions. The result of this work is in the form of a Continuous Improvement Guide which aims to improve how RLEs operate as well as their strategic focus. The strategic cycle within the guide focuses on evidence-based priority setting to determine three-four key priorities for the RLE within their region over a two year planning cycle, with the first cycle commencing from 1 July 2018.

The first output from the planning cycle was a Regional Statement of Intent in the form of a plan on a page outlining the priorities of the RLE; why they are a priority, what governance arrangements will act on the priorities and how the priorities connect to the NSW Government's agenda across the state. The Regional Statement of Intent is intended to be reviewed annually to ensure that it remains relevant to the needs of the region. The second output is an annual Statement of Outcomes that will communicate what outcomes the RLE has been able to achieve in their region.

Attachments

Number	Title
--------	-------

- | | |
|----|---|
| 1. | Draft North Coast Regional Leadership Executive Statement of Outcomes 2019-20 |
|----|---|

Submitted by

Name: Louise McMeeking

Position: Director, North Coast

Organisation: Regional NSW

Date: 11 June 2020

Cluster: Department of Regional NSW

Email: louise.mcmeeking@dpc.nsw.gov.au

Government Priority	<ul style="list-style-type: none"> Creation of Office of Regional Youth Delivery of Regional Youth Strategy 	<ul style="list-style-type: none"> Premier's Priority – World Class Public Service Regional Development Framework MNC JO goal – diverse and robust economy NR JO goal – diversified prosperous and sustainable regional economy 	<ul style="list-style-type: none"> Premier's Priority – Better Environment NR JO goal - thriving healthy and biodiverse natural environments MNC JO goals – Enhance natural and cultural heritage; and an active healthy, resilient and safe community 	<ul style="list-style-type: none"> Premier's Memorandum: Local Decision Making M2015-01. Premier's Priority – Breaking the cycle: reducing domestic violence reoffending; and reducing street homelessness NR JO goal – improved community wellbeing now and into the future
Regional Priority	Improving outcomes for Regional Youth	Local leadership, employment and skills development	Strengthening the Region's adaptability and sustainability for the future.	Place based and local solutions to strengthen communities
	Regional NSW Youth Strategy <ul style="list-style-type: none"> Government strategy to support regional youth approved by Cabinet, setting framework for work with youth on the north coast. 	Aboriginal and female leadership <ul style="list-style-type: none"> Opportunities for regionally based leadership development created and accessed by emerging female leaders 	Regional Adaptation <ul style="list-style-type: none"> Key activities to achieve the transitional pathways identified through the North Coast Enabling Regional Adaptation have commenced Disaster Recovery <ul style="list-style-type: none"> Properties impacted by the 2019/20 bushfires have been cleaned up, and owners supported. Businesses supported to return to normal operations as soon as possible. 	Local Decision Making <ul style="list-style-type: none"> Relationships built with Tribal Wave to support negotiation of a service delivery accord based on the priorities identified in their Statement of Claim. Domestic and Family Violence <ul style="list-style-type: none"> Program developed to support young people to prevent Domestic and family violence. Program developed to support front line workers to recognise and respond to domestic and family violence.
Outcomes	My Skills Program <ul style="list-style-type: none"> Second year of program delivered in Nambucca Valley. Expansion to reach young people in Coffs Harbour area scheduled for 2020. 	Growth of regional skills <ul style="list-style-type: none"> Understanding of regional skills gaps and common areas of focus to grow regional skills 		
Key initiatives delivered	Regional NSW Youth Strategy <ul style="list-style-type: none"> Regional Youth Framework and Action Plan developed. My Skills Program <ul style="list-style-type: none"> Leveraging Local Employability skills training program delivered for the second year in two high schools and with two cohorts of year six, nine and eleven year students in the Nambucca Valley 	Aboriginal and female leadership <ul style="list-style-type: none"> Second Annual female leadership forum delivered Growth of regional skills <ul style="list-style-type: none"> Audit of skills gaps in local government completed, identifying key skill shortages in the region, to be discussed and validated with state government and local industries to identify common areas of need/opportunity. 	Regional Adaptation <ul style="list-style-type: none"> Seven of ten priority activities from the North Coast Enabling Regional Adaptation report are well underway. Disaster Recovery <ul style="list-style-type: none"> Provision of community welfare services; including, health and welfare and financial support to impacted persons and communities. Safe remediation and disposal of debris and waste materials. Timely completion of impact assessments to inform future strategies and actions. COVID-19 Recovery coordination by supporting Business and vulnerable communities. 	Local Decision Making <ul style="list-style-type: none"> Lead Negotiator Appointed for negotiations with Tribal Wave Statement of Claim lodged by Tribal Wave Domestic and Family Violence <ul style="list-style-type: none"> Multi-agency education program to work with young people in the Coffs/Clarence police district to reduce domestic and family violence designed and ready to implement Short course to recognise and respond to domestic and family violence designed and ready to implement.
Outputs	Regional NSW Youth Strategy <ul style="list-style-type: none"> NSW Regional Youth Framework and Action Plan 120 Youth initiatives announced and funded via SCCFR3 My Skills Program <ul style="list-style-type: none"> Students from Macksville High School and Nambucca Heads High School attended the Year 9 employability skills program. 	Aboriginal and female leadership <ul style="list-style-type: none"> Leadership Forum held in Coffs Harbour on 9 March 2020 with over 175 female emerging leaders in attendance Growth of regional skills <ul style="list-style-type: none"> 9 responses of 12 Councils received. Preliminary analysis shows some of the following roles / competencies are in the demand: Engineers, Communications & Community Engagement, Water & Sewer Operators, Project Management, Leadership and Resilience 	Regional Adaptation <ul style="list-style-type: none"> Six of nine priority projects under the North Coast Enabling Regional Adaptation program underway and lead agency assigned. Disaster Recovery <p>Of the 3,146 Houses, Facilities & Outbuildings destroyed or damaged – 100% assessments completed. At 24 May 2020:</p> <ul style="list-style-type: none"> 308 of 585 Houses cleaned up. On track for 100% by 30 June. <p>Data to be inserted on bushfire and COVID grants</p>	Local Decision Making <ul style="list-style-type: none"> Statement of Claim received by Aboriginal Affairs and NSW Government negotiator appointed. Domestic and Family Violence <ul style="list-style-type: none"> Training package for school aged students to prevent domestic and family violence designed and agreed to by participating schools. Training package for front line workers to recognise and respond to domestic and family violence finalised and included in state-wide policy considerations



Formation of Department of Regional NSW

On 2 April 2020 the NSW Government announced the new Department of Regional NSW (DRNSW) to better coordinate support for communities, businesses and farmers in the bush that have endured drought, bushfires and floods and who now face the impact of the COVID-19 pandemic.

The NSW Deputy Premier and Minister for Regional NSW John Barilaro highlighted the Department will bring together Primary Industries, Local Land Services, Resources and Geoscience to form a coordinated, central agency dedicated to regional issues, challenges and opportunities. Gary Barnes has been appointed as the Secretary of the new Department.

As a central agency, the Department of Regional NSW will lead cross-government responses to issues that are impacting regional communities and businesses. The Department will also drive regional development and regional investment to stimulate jobs and business confidence.

The Department of Regional NSW comprises:

- Department of Primary Industries
- Local Land Services
- Mining, Exploration & Geoscience
- Public Works Advisory & Regional Development
- Resources Regulator

The Cross-Border Commissioner, Forestry Corporation and Regional Growth NSW Development Corporation are also linked but form separate arms of the new Department of Regional NSW.

The Department of Regional NSW supports three Ministers, namely:

- Hon John Barilaro MP: Deputy Premier, Minister for Regional New South Wales, Minister for Industry and Trade.
- Hon Adam Marshall MP: Minister for Agriculture and Minister for Western New South Wales
- Hon Bronnie Taylor MLC: Minister for Mental Health, Regional Youth and Women

DRNSW convenes and leads the Regional Leadership Executive (RLE) of agencies which meets quarterly to progress regional priorities across government and to discuss major issues and opportunities in the region. Focus areas of the RLE include regional youth, employment and skills, regional adaptability and sustainability, place-based local solutions and developing female leaders. The Department also has close links with Joint Organisations of Council and is an appointed member of the Joint Organisations.

Supporting the COVID-19 response

The Department of Regional NSW is working with key regional stakeholders on the response to the COVID-19 situation, job losses and economic disruptions. The Department coordinating efforts of key agencies in the region to strengthen and promote services and Regional Leadership Executive subcommittees in the short term to focus on COVID-19 issues and impacts. These committees meet fortnightly and will ensure services are sustained in (continue to reach?) vulnerable communities

(Communities and Service Delivery Subcommittee) and they will focus on business and economic recovery (Environment and Economy Subcommittee). The Department is also working with the Cross-Border Commissioner on essential travel-related disruptions caused by the Queensland border closure.

The NSW Government continually updates its COVID-19 business support information to keep people and businesses informed and ensure they are aware of and can access assistance. Workers and businesses can source advice and support on non-health related COVID-19 enquiries via the Service NSW website www.service.nsw.gov.au or on 13 77 88.

DRNSW team of Business Development Managers (BDM's) are helping regional businesses to find relevant information on support programs. DRNSW staff are working closely with councils, RDA and Business Chambers to ensure information on assistance is disseminated to local businesses. This includes current initiatives such as the NSW Buy Regional campaign where consumers can buy direct from producer and small business owners, making sure regional towns and villages benefit directly from online purchases. Council Economic Development Managers and officers provided critical support helping local businesses to register for this campaign. Details of the Buy Regional campaign can be found at www.nsw.gov.au/regional-nsw/buy-regional.

Supporting bushfire recovery

The Department of Regional NSW convenes the Mid North Coast and North Coast/Northern Tablelands Business and Tourism Bushfire Recovery Subcommittees established under the Regional Recovery Committees in response to the fires of 2019/20. The Subcommittees provide specialised support and advice to the Regional Recovery Committees in relation to business and tourism impacts and recovery issues. The Subcommittees meet once a month.

DRNSW also chairs of the Mid North Coast Bushfire Recovery Committee and the General Managers forum. The Department is working closely with stakeholders to identify issues and provide guidance for program funding. Boston Consulting Group has been engaged to review the current Regional Economic Development Strategies. This has involved direct engagement with local council General Managers and staff to:

- test/refine our understanding of bushfire impact in each Functional Economic Region,
- understand short, medium and long term priorities they may have.

The NSW Government is utilising the experience and expertise of Service NSW to help people with bushfire related enquires and assistance measures including registering for clean-up and navigating available assistance. The Service NSW weblink for bushfires is.

<https://www.service.nsw.gov.au/campaign/bushfire-customer-care-service> or the Service NSW Bushfire Customer Care line is 13 77 88.

Drought response

The Department of Regional NSW leads the North Coast Drought Task Group established under the NSW Government Regional Leadership Executive. State Government agencies from across the North Coast participate in this Task Group which is part of the State-wide coordinated response to the drought headed up by the NSW Office of Drought, a group within DRNSW.

The North Coast Drought Task Group has a role in escalating issues experienced by local communities as a result of drought, improving the awareness of support services and promoting assistance measures, facilitating the integration of support services and cross-agency referral, and providing recommendations for the scale-up of services and alternative delivery mechanisms to farmers, businesses and the broader community.

The NSW Drought Hub is the coordinated point for information on drought related assistance: <https://www.dpi.nsw.gov.au/climate-and-emergencies/droughthub>. Additional information on the Government's drought policies, water management strategies and relief packages is available here <https://www.nsw.gov.au/drought-nsw/what-nsw-government-doing>.

Program delivery

DRNSW is responsible for the delivery of a wide range of regional support programs on behalf of the NSW Government. Delivery involves working closely with key organisations and agencies in the region and identifying solutions to issues and opportunities to support regional development and regional communities.

Programs administered by the Department include:

- Stronger Country Community Fund
- Regional Sports Infrastructure Fund
- Connecting Country Communities Fund
- Growing Local Economies Fund
- Resources for Regions Fund
- Snowy Hydro Legacy Fund

Details of Programs supporting regional NSW can be accessed through Regional NSW local offices or at: <https://www.nsw.gov.au/regional-nsw>.

Place-based programs

As part of its core role, the Department of Regional NSW works closely with local communities and local stakeholders to identify and implement place-based solutions to local issues and opportunities.

Five pilot projects were rolled out across the state in 2018/19, including a project that aimed to improve youth engagement in the Nambucca Valley. Learnings from these projects will inform the development of a place-based program of work into the future.

The Regional Leadership Executive's Statement of Intent currently includes a number of place-based activities, such as:

- Local Decision Making – placing Aboriginal people at the centre of service design and delivery. There are two local decision-making alliances on the North Coast: Tribal Wave (covering the area from Coffs Harbour to Karuah), and Regional Aboriginal Development Alliance (covering Grafton to Tweed Heads). Under the Local Decision-Making program, Regional NSW will work across Government to negotiate service delivery accords with these two alliances.
- My Skills Program – delivering the second year of the program to the pilot site and expanding it to Coffs Harbour. As part of the 2018/19 Nambucca place-based project, a trial of an employability skills program was delivered across schools in the Nambucca Valley to year 6, 9 and 12 students. Based on the success of the pilot program, it has been delivered again in the Nambucca Valley at the start of 2020 and is planned to roll out to two schools in Coffs Harbour later this year. (amazing!)
- Healthy Communities – healthy eating and active listening for young people in Kyogle. Work is underway with the Health District, TAFE, Kyogle High School, Kyogle Council and local service providers to design and deliver an innovative program for young people in Kyogle to

support healthy eating and active living outcomes, while delivering skills and qualifications that can support casual employment.

- Special Activation Precincts – creating opportunities for industrial and commercial development.
- Regional development and investment – opening up regional opportunities for jobs and innovation.

Regional youth

The Office of Regional Youth (ORY) has been established within DRNSW. ORY delivers the Regional Youth Portfolio to support the first Minister for Regional Youth, the Hon. Bronnie Taylor MLC. This includes supporting the Regional Youth Taskforce (an advisory committee of 18 young people ages 12-24 from across regional NSW), and developing the Regional Youth Framework and associated Action Plan. These two documents have been developed based on input from the Regional Youth Taskforce, and the outcomes of a series of consultations across the state.

The key focus areas of the Regional Youth Framework will help to ensure young people:

- Are work ready they are prepared for regional jobs of the future. Young people have the opportunity to learn, work and achieve in regional NSW.
- Have a sense of wellbeing they are mentally and physically healthy. Young people are mentally and physically healthy, safe and thrive in their communities.
- Have access to connectivity - they can connect to services and opportunities easily. Young people have transport and digital connectivity solutions to access training, work, services and recreational activities.
- Are welcomed into community: that they are connected to and valued by their community. Young people are given the opportunities to explore their creativity, collaborate with others in teams, develop a sense of achievement and feel socially and culturally connected to, and included in, their communities and environment.

Further details on the Youth Taskforce refer: www.nsw.gov.au/regional-nsw/regional-youth-taskforce.

Regional NSW – North Coast Contacts

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For further information about Regional NSW visit: www.nsw.gov.au/regional-nsw.

GENERAL SERVICE AGREEMENT

THIS GENERAL SERVICE AGREEMENT (the "Agreement") dated this

_____ day of _____, _____

BETWEEN:

Northern Rivers Joint Organisation A.B.N. 68 587 813 167 ("**NRJO**") (the "Client")

- AND -

Regional Development Australia - Northern Rivers Inc A.B.N. 19 029 547 565
(the "Contractor") ("**RDA -NR**").

BACKGROUND:

- A. The Client is of the opinion that the Contractor has the necessary qualifications, experience and abilities to provide services to the Client.
- B. The Contractor is agreeable to providing such services to the Client on the terms and conditions set out in this Agreement.

IN CONSIDERATION OF the matters described above and of the mutual benefits and obligations set forth in this Agreement, the receipt and sufficiency of which consideration is hereby acknowledged, the Client and the Contractor (individually the "Party" and collectively the "Parties" to this Agreement) agree as follows:

Services Provided

1. The Client hereby agrees to engage the Contractor to provide the Client with the services outlined in Schedule A and Schedule B (the "Services"):
2. The Services will also include any other tasks which the Parties may mutually agree on. The Contractor hereby agrees to provide such Services to the Client.

Term of Agreement.

3. The term of this Agreement (the "Term") will begin on the first day of February, 2020 and will remain in full force until 31 December 2020, subject to earlier termination as provided in this Agreement. The Term of this Agreement may be extended with the written consent of the Parties. The Term of Extension will be six months from the anniversary date of this agreement.
4. In the event that either Party wishes to terminate this Agreement prior to the end date, that Party will be required to provide 30 days' written notice to the other Party.

Performance

5. The Parties agree to do everything necessary to ensure that the terms of this Agreement take effect.

Currency

6. Except as otherwise provided in this Agreement, all monetary amounts referred to in this Agreement are in AUD (Australian Dollars).

Payment

7. The Contractor will charge the Client a fee of \$4,500.00 (plus GST) (the "Payment") per month in advance which includes administrative and financial services.
8. Invoices submitted by the Contractor to the Client are due within 30 days of receipt.

Payment of Client Expenses

9. The Contractor will be authorised to pay all necessary expenses incurred by the client when they fall due on the clients behalf as part of the services provision. Examples of Client expense items are outlined in Schedule A.
10. The Client authorises from time to time for any other reasonable and necessary expenses incurred by the Contractor in connection with providing the Services.
11. All expenses must be pre-approved by the Client and duly authorised.

Confidentiality

12. Confidential information (the "Confidential Information") refers to any data or information relating to the business of the Client which would reasonably be considered to be proprietary to the Client including, but not limited to, accounting records, business processes, and client records and that is not generally known in the industry of the Client and where the release of that Confidential Information could reasonably be expected to cause harm to the Client.
13. The Contractor agrees that they will not disclose, divulge, reveal, report or use, for any purpose, any confidential information which the Contractor has obtained, except as authorised by the Client or as required by law. The obligations of confidentiality will apply during the term of this Agreement and will survive indefinitely upon termination of this Agreement.
14. All written and oral information and material disclosed or provided by the Client to the Contractor under this Agreement is Confidential Information regardless of whether it was provided before or after the date of this Agreement or how it was provided to the Contractor.

Ownership of Intellectual Property

15. All intellectual property and related material, including any trade secrets, moral rights, goodwill, relevant registrations or applications for registration, and rights in any patent, copyright, trademark, trade dress, industrial design and trade name (the "Intellectual Property") that is developed or produced under this Agreement, will be the sole property of the Client. The use of the Intellectual Property by the Client will not be restricted in any manner.
16. The Contractor may not use the Intellectual Property for any purpose other than that contracted for in this Agreement except with the written consent of the Client. The Contractor will be responsible for any and all damages resulting from the unauthorised use of the Intellectual Property.
17. The Client agrees that any Intellectual Property owned or created by the Contractor in the normal course of its own business separate from any services provided to the client, shall be owned by the Contractor and the Client shall have no claim.

Return of Property

18. Upon the expiry or termination of this Agreement, the Contractor will return to the Client any property, documentation, records, or Confidential Information which is the property of the Client.
19. Upon the expiry or termination of this Agreement, the Client will return to the Contractor any property, which is the property of the Contractor.

Capacity/Independent Contractor

20. In providing the Services under this Agreement it is expressly agreed that the Contractor is acting as an independent contractor and not as an employee. The Contractor and the Client acknowledge that this Agreement does not create a partnership or joint venture between them, and is exclusively a contract for service.

Notice

21. All notices, requests, demands or other communications required or permitted by the terms of this Agreement will be given in writing and delivered to the Parties at the following addresses:
 - a. Northern Rivers Joint Organisation
PO Box 146, Lismore, New South Wales, 2480
 - b. Regional Development Australia - Northern Rivers Inc
PO Box 146, Lismore, New South Wales, 2480

or to such other address as either Party may from time to time notify the other.

Australian Business Number (ABN)

22. The Australian Business Numbers (ABN's) for the Parties to this Agreement are as follows:
 - a. Northern Rivers Joint Organisation: ABN: 68 587 813 167
 - b. Regional Development Australia - Northern Rivers Inc: ABN 19 029 547 565

Indemnification

23. Except to the extent paid in settlement from any applicable insurance policies, and to the extent permitted by applicable law, each Party agrees to indemnify and hold harmless the other Party, and its respective directors, shareholders, affiliates,

officers, agents, employees, and permitted successors and assigns against any and all claims, losses, damages, liabilities, penalties, punitive damages, expenses, reasonable legal fees and costs of any kind or amount whatsoever, which result from or arise out of any act or omission of the indemnifying party, its respective directors, shareholders, affiliates, officers, agents, employees, and permitted successors and assigns that occurs in connection with this Agreement. This indemnification will survive the termination of this Agreement.

Insurances

24. The Client will ensure that both Public Liability, Directors and Officers and any other relevant insurance coverage up to an adequate level are in place during the term of this agreement.

Modification of Agreement

25. Any amendment or modification of this Agreement or additional obligation assumed by either Party in connection with this Agreement will only be binding if evidenced in writing signed by each Party or an authorised representative of each Party.

Time of the Essence

26. Time is of the essence in this Agreement. No extension or variation of this Agreement will operate as a waiver of this provision.

Assignment

27. The Contractor will not voluntarily, or by operation of law, assign or otherwise transfer its obligations under this Agreement without the prior written consent of the Client.

Entire Agreement

28. It is agreed that there is no representation, warranty, collateral agreement or condition affecting this Agreement except as expressly provided in this Agreement.

Governing Law

29. This Agreement will be governed by and construed in accordance with the laws of the State of New South Wales.

Severability

30. In the event that any of the provisions of this Agreement are held to be invalid or unenforceable in whole or in part, all other provisions will nevertheless continue to be valid and enforceable with the invalid or unenforceable parts severed from the remainder of this Agreement.

Waiver

31. The waiver by either Party of a breach, default, delay or omission of any of the provisions of this Agreement by the other Party will not be construed as a waiver of any subsequent breach of the same or other provisions.

IN WITNESS WHEREOF the Parties have duly affixed their signatures under hand and seal on this _____ day of _____, _____.

WITNESS: _____
Address: _____
Occupation: _____

Northern Rivers Joint Organisation

Per: _____

WITNESS: _____
Address: _____
Occupation: _____

Regional Development Australia-
Northern Rivers Inc

Per: _____

SCHEDULE A

Scope of Services

A total of **25 hours per week** will be allocated for combined administrative and financial service provision to the NRJO. Payment for these services are \$4,500.00 per month (plus GST) in advance. Administrative services will be allocated at a maximum of 20 hours and the Financial services will be a maximum of five hours and billed in 30-minute increments.

Administrative Services

The contracted Administrative services will be related to general administrative services which allow the NRJO to function effectively as outlined in Schedule B. Specialist legal, human resource and other Corporate advice will be an additional cost or provided by a member council.

Key administrative duties include in the preparation and management of meetings (agendas, minutes and governance) plus event management, issues management, basic media and communication assistance including website content updates and other reasonable administrative duties as required.

Inclusions

RDA -NR will provide office space via a hot desk, computing equipment, printers, office software licencing, and office consumables.

A dedicated mobile phone number will be maintained as primary point of contact for NRJO. Data charges will be included in the monthly service fee.

The costs of travel by RDA NR staff will be included in the monthly service fee for the in-region travel to NRJO Board Meetings only. For travel outside of the NRJO geographic footprint, or for other activities not including NRJO Board meetings the NRJO will be billed at the standard relevant ATO rate.

It is anticipated that additional hours will be required for the preparation of budgets and coordination of annual audit and invoicing. Extra costs involved in the preparation of the Annual Report following receipt of audited financial reports and coordination of regional submissions will be negotiated with the Executive Officer.

Financial Services

Financial services will be provided to the Joint Organisation using an electronic bookkeeping system (MYOB). Services include general bookkeeping, monthly reporting, BAS, payroll and FBT services. Annual MYOB licence fees will be charged to NRJO.

9 Budget

Costs for services as described above are as proposed in Schedule B. The scope of the activities is negotiable.

Schedule B: Scope of Services Breakdown

Service	Breakdown	Inclusions	Additional Cost or Out of Scope	Monthly Total
Admin Services	20 hours per week	General administrative services including secretariat function Basic website content updates and media and communication assistance office space, computer equipment, printers, office consumables, IT data plan. In region travel only for Committee Meetings	Website development design and maintenance Preparation of reports IT platforms as required by State Law or Department	\$3,800.00 plus GST (per month)
Financial Services	Five hours per week	General bookkeeping services including preparation of monthly and annual reports, BAS returns (electronic only) office consumables	Preparation of financial reports other than Monthly and Annual Profit and Loss and Balance Sheet reports. 1x MYOB licence annual subscription	\$700.00 plus GST (per month)
Other		Basic in-house IT help and troubleshooting, provision of hot desk		nil

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Connect with the **Northern Rivers NSW** Brand



Connect with us
northernriversnsw.com.au

Northern Rivers NSW
CONNECT WITH NATURE

A common brand, a single story, a unified vision

The new **Northern Rivers NSW** brand brings together the power of one of Australia's most beautiful, creative and innovative regions, giving it a single point of focus and representation while still celebrating the diversity and differences of the region.

The **Northern Rivers NSW** brand is underpinned by our regional values – from environmental sustainability, to leading the way in collaboration and cooperation, we're a community minded, culturally diverse place that values freedom and authenticity.

Our values are entrenched in the way we live, create, connect and welcome others. Our entrepreneurial spirit across all sectors is underpinned by an impressive network of organisations and educational institutions and importantly, our region celebrates our indigenous cultural heritage.

Together we can make the Northern Rivers NSW brand a terrific success!

Signing up, using and promoting the **Northern Rivers NSW** brand is a fantastic opportunity to be part of this bigger regional story.

Businesses and organisations who register will have access to marketing content and opportunities to showcase their operations within the region, nationally and internationally.

It is free to register – sign up now and be part of this region's future.



Northern Rivers NSW
CONNECT WITH NATURE

The **Northern Rivers NSW** Brand has been developed through a collaboration of regional partners, including key business, industry and government representatives:

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



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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

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.