



Agenda for the Northern Rivers

Joint Organisation

Ordinary Board Meeting

Date: 4 February 2022

Location: Ballina Shire Council

Time: 9.30am

AGENDA

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1 NRJO OVERVIEW

For the benefit of new Board members, a brief overview of the Northern Rivers JO including history of formation, funding and staffing will be provided by Executive Officer, Nicole Reeve.

A copy of the presentation will be included in the meeting minutes.

2 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 Kylie Thomas | Mayor Kyogle Council |
| • Cr Robert Mustow | Mayor Richmond Valley Council |
| • Cr Steve Krieg | Mayor Lismore City Council |
| • Cr Michael Lyon | Mayor Byron Shire Council |
| • Cr Sharon Cadwallader | Mayor Ballina Shire Council |
| • Cr Chris Cherry | Mayor Tweed Shire Council |

The Returning Officer is Nicole Reeve, 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 28 January 2022 and included with the business papers of the 4 February 2022 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:

Attachment 1: Nomination of Chairperson

Attachment 2: 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 Nicole Reeve, 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 Nicole Reeve (email execofficer@northernriversjo.nsw.gov.au) or Donna McIntyre (email admin@northernriversjo.nsw.gov.au) by 9.00am on Friday 4 February 2022

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.

<div style="border: 1px solid black; width: 90px; height: 55px; margin-bottom: 10px;"></div>	<hr style="border: 0; border-top: 1px solid black; margin-top: 10px;"/>
<div style="border: 1px solid black; width: 90px; height: 55px; margin-bottom: 10px;"></div>	<hr style="border: 0; border-top: 1px solid black; margin-top: 10px;"/>
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Ballot papers must be returned to Nicole Reeve 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 Nicole Reeve 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 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 Kylie Thomas | Mayor Kyogle Council |
| • Cr Robert Mustow | Mayor Richmond Valley Council |
| • Cr Steve Krieg | Mayor Lismore City Council |
| • Cr Michael Lyon | Mayor Byron Shire Council |
| • Cr Sharon Cadwallader | Mayor Ballina Shire Council |
| • Cr Chris Cherry | Mayor Tweed Shire Council |

The Returning Officer is Nicole Reeve, 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 28 January 2022 and included with the business papers of the 4 February 2022 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 Deputy 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:

Attachment 3: Nomination of Deputy Chairperson

Attachment 4: 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 Nicole Reeve, 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 Nicole Reeve (email execofficer@northernriversjo.nsw.gov.au) or Donna McIntyre (email admin@northernriversjo.nsw.gov.au) by 9.00am on Friday 4 February 2022

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 Nicole Reeve 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.

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Ballot papers must be returned to Nicole Reeve 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).*

The newly elected Chair will take over conduct of the meeting

4 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.

5 APOLOGIES

6 DECLARATIONS OF INTEREST

6.1 DECLARATION OF PENCUNIARY AND NON PENCUNIARY OF INTEREST

- 1 Councillors are under an obligation to disclose any interest they may have in any matter before the Council and to refrain from being involved in any consideration or to vote on any such matter.
- 2 Councillors must disclose any interest in any matter listed in the Business Paper fully and in writing prior to or at the opening of the meeting.
- 3 The nature of interest shall be included in the disclosure.
- 4 All declarations of interests shall be recorded by the General Manager.
- 5 Councillors shall immediately and during the meeting disclose any interest in respect of any matter arising during the meeting which is not referred to in the Business Paper.
- 6 Any Councillor having an interest shall leave the meeting room and be out of sight of the meeting and not participate in discussions or voting on the matter.
- 7 Senior staff are required to declare interests in a similar manner to Council.

DISCLOSURE OF INTEREST AT MEETINGS

Name of Meeting:

Meeting Date:

Item/Report Number:

Item/Report Title:

I _____ (name) declare the following interest:

☐

Pecuniary – must leave meeting, take no part in discussion and voting.

☐

Non Pecuniary – Significant Conflict – Recommended that Board Member leaves chamber, takes no part in discussion or voting.

☐

Non-Pecuniary – Less Significant Conflict – Board Member may choose to remain in Chamber and participate in discussion and voting.

*(Definitions are provided on the next page). For the reason that -

Signed

Date

DEFINITIONS

(Local Government Act and Code of Conduct)

Pecuniary – An interest that a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person or another person with whom the person is associated.

(Local Government Act, 1993 section 442 and 443)

A Councillor or other member of a Council Committee who is present at a meeting and has a pecuniary interest in any matter which is being considered must disclose the nature of that interest to the meeting as soon as practicable.

The Council or other member must not take part in the consideration or discussion on the matter and must not vote on any question relating to that matter. *(Section 451)*.

Non-pecuniary – A private or personal interest the council official has that does not amount to a pecuniary interest as defined in the Act (for example; a friendship, membership of an association, society or trade union or involvement or interest in an activity and may include an interest of a financial nature).

If you have declared a non-pecuniary conflict of interest, you have a broad range of options for managing the conflict. The option you choose will depend on an assessment of the circumstances of the matter, the nature of your interest and the significance of the issue being dealt with. You must deal with a non-pecuniary conflict of interest in at least one of these ways.

- It may be appropriate that no action is taken where the potential for conflict is minimal. However, council officials should consider providing an explanation of why they consider a conflict does not exist.
- Limit involvement if practical (for example, participate in discussion but not in decision making or vice-versa). Care needs to be taken when exercising this option.
- Remove the source of the conflict (for example, relinquishing or divesting the personal interest that creates the conflict or reallocating the conflicting duties to another officer).
- Have no involvement by absenting yourself from and not taking part in any debate or voting on the issue as if the provisions in section 451(2) of the Act apply (particularly if you have a significant non-pecuniary conflict of interest).

7 MOTIONS

8 ADDRESS BY OFFICIAL VISITOR(S)

No official visitors

9 CONFIRMATION OF MINUTES AND BUSINESS ARISING FROM THE MINUTES

9.1 CONFIRMATION OF MINUTES OF THE ORDINARY MEETING OF THE NORTHERN RIVERS JOINT ORGANISATION HELD 12 NOVEMBER 2021

MINUTES OF THE ORDINARY MEETING OF THE NORTHERN RIVERS JOINT ORGANISATION HELD VIA ZOOM FRIDAY 12 November 2021

ATTENDANCE

Crs Danielle Mulholland (Chair), Chris Cherry (Deputy Chair), Vanessa Ekins, David Wright, Michael Lyon, Robert Mustow

General Managers Graham Kennett, Mark Arnold, Troy Green, Michael Donnelly

Anita Gambhir (OLG), Michael Thurston (DNC), Cr Jim Simmons and Ashley Lindsay (CVC), Tim Williamson (RDA NR), Cr Jeff McConnell (SRRC)

Nicole Reeve, Donna McIntyre (minute taker)

1. ACKNOWLEDGEMENT OF COUNTRY

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

2. APOLOGIES

Apologies have been received from Vaughan Macdonald

12112021/01 RESOLVED

MOVED: R Mustow/C Cherry

THAT the apologies for the 12 November 2021 Board meeting be noted

CARRIED

FOR VOTE – All Councillors voted unanimously.

3. DECLARATIONS OF INTEREST

Tim Williamson noted a declaration of interest for item 7.5 – Adoption of Financial Reports

4. ADDRESS BY OFFICIAL VISITORS

A brief representation was made by Jo Immig, Coordinator, National Toxics Network. A copy of a presentation will be circulated.

Anita Gambhir from OLG advised the Board that she is taking up a new role with Regional NSW for six months and thanked the Board for their support.

5. CONFIRMATION OF MINUTES and BUSINESS ARISING

5.1 CONFIRMATION OF MINUTES OF THE ORDINARY MEETING OF THE NORTHERN RIVERS JOINT ORGANISATION HELD 30 JULY 2021

12112021/2 RESOLVED MOVED: C Cherry/ R Mustow

THAT the Minutes of the Ordinary Meeting of the Northern Rivers Joint Organisation held Friday 30 July 2021 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

12112021/3 RESOLVED

MOVED: R Mustow/ C Cherry

THAT the report from Destination North Coast be received and noted.

CARRIED

FOR VOTE – All Councillors voted unanimously.

7.2 ASSOCIATE MEMBER REPORT – RDA NORTHERN RIVERS

12112021/4 RESOLVED

MOVED: D Mullholland/ C Cherry

THAT the report from RDA Northern Rivers be received and noted.

CARRIED

FOR VOTE – All Councillors voted unanimously

7.3 ASSOCIATE MEMBER REPORT – SCENIC RIM REGIONAL COUNCIL

12112021/5 RESOLVED

MOVED: R Mustow/ C Cherry

THAT the report from Scenic Rim Regional Council be received and noted.

CARRIED

FOR VOTE – All Councillors voted unanimously

Cr Mulholland and Executive Officer agreed to meet with SRRC to discuss how border councils can work together once borders are opened.

7.4 EXECUTIVE OFFICER REPORT

12112021/6 RESOLVED

MOVED: D Mulholland/ C Cherry

THAT the Executive Officer report be received and noted.

CARRIED

FOR VOTE - All Councillors voted unanimously.

Cr Cherry thanked the EO for the submissions made on behalf of the JO

7.5 ADOPTION OF FINANCIAL REPORTS

Richard Watkinson from TNR joined the meeting to discuss the documentation. Tim Williamson left the meeting for these discussions after declaring an interest.

12112021/7

MOVED: C Cherry/ D Mulholland

THAT the 2020-21 general purpose financial statements presented to members be accepted and the Chair and nominated voting representative sign the statement as attached

CARRIED

FOR VOTE - All Councillors voted unanimously.

7.6 FINANCIAL REPORTS

12112021/8 RESOLVED

MOVED: C Cherry/R Mustow

THAT the financial statements for period ending 30 September 2021 be accepted

CARRIED

FOR VOTE - All Councillors voted unanimously

7.7 CHAIR POSITION POST-ELECTION DELEGATIONS

Cr Mulholland declared an interest and stepped out of the meeting. Cr Cherry, as Deputy Chair assumed the Chair

12112021/9 RESOLVED

1. MOVED: R Mustow/ M Lyon

THAT The Board resolves, as per s377(1) of the Local Government Act, to delegate the role of Chair of the Joint Organisation to the current Chair, Cr Danielle Mulholland from 5 December 2021 until the election of a Chair takes place at the January 2022 Board meeting or such other time as deemed appropriate by the Board. The delegation encompasses all the Chair's roles and responsibilities as per the Northern Rivers JO Charter.

Cr Mulholland returned to the meeting and resumed the Chair

8. URGENT BUSINESS

Cr Ekins raised an item of urgent business

12112021/10 RESOLVED

MOVED: V Ekins/ D Mulholland

THAT the NRJO discuss the issue of a DPIE report regarding Council responsibility for RFS equipment as a matter of urgent business

CARRIED

FOR VOTE - All Councillors voted unanimously.

12112021/11 RESOLVED

MOVED: V Ekins/M Lyon

THAT the NRJO seek more information for its member councils to provide a collective response in relation to the DPIE report that regional fire fighting equipment is not the responsibility of the RFS but of councils.

CARRIED

FOR VOTE - All Councillors voted unanimously.

9. CONFIDENTIAL REPORTS

12112021/12 RESOLVED

MOVED: M Lyon/ C Cherry

THAT the Board move into confidential session at 12.05

CARRIED

FOR VOTE - All Councillors voted unanimously.

Clarence Valley Council were moved into the meeting waiting room

12112021/13 RESOLVED

MOVED: R Mustow/ C Cherry

THAT the Board agree to publish the Disclosure of Pecuniary Interest Forms

CARRIED

FOR VOTE - All Councillors voted unanimously.

12112021/14 RESOLVED

MOVED: M Lyon/ R Mustow

THAT the Board move out of confidential session at 12.08

CARRIED

FOR VOTE - All Councillors voted unanimously.

10. CORRESPONDENCE

12112021/15 RESOLVED

MOVED: C Cherry/ M Lyon

THAT the correspondence report be received and noted

CARRIED

FOR VOTE - All Councillors voted unanimously.

The Chair acknowledged the service provided by Cr David Wright over many years including the transition from NOROC to the formation of the NRJO. A letter and small gift will be provided.

Cr Ekins thanked Cr Mulholland for the role she has provided as Chair of the NRJO.

MEETING CLOSED 12.10pm

Next meeting - TBA

MINUTES APPROVED

Cr Danielle Mulholland

Chair

RECOMMENDATION

THAT the minutes of the NRJO Board meeting held 12 November 2021 be accepted as a true and accurate record of proceedings of the meeting

10. REPORTS



DNC, Business Health Survey results

DNC conducted a Business Health Survey across North Coast tourism stakeholders from the 11-17 January. Unsurprisingly the survey highlighted a variety of issues and demonstrated that the industry is highly stressed and fatigued. Below is a summary of key results.

- Bookings Dec-Jan compared to 'normal years' – 9% stated bookings were better, 26% stated the same, 28% stated worse and 37% stated they were much worse than 'normal years'
- Bookings Dec-Jan compared to last year - 14% stated that bookings were better, 32% stated the same, 27% stated worse and 28% stated they were much worse than 'last year'
- Respondents advised the greatest impacts to their business were due to 'booking cancellations' and 'reduced trade' (both 25% of respondents), 'availability of staff due to exposure to Covid or illness' (19%), 'lack of available staff' (14%), 'supply chain issues' (9%) and 'other or a combination of the above' (7%)
- The measures that businesses took to cope with Covid impacts were 'reducing services' (25% of respondents), 'reduced hours and/or days of operation' & 'temporary closures' (both 15%) and 'temporary closure' (14%). Some businesses found the trading conditions positive with 18% stating they made 'no changes' and 7% 'increased hours of operation'
- Unsurprisingly businesses remain concerned about the ongoing impacts of Covid to their business over coming months with 52% of respondents being 'extremely concerned', 34% 'somewhat concerned', whilst 7% selected 'other' and cited aspects such as border restrictions and consumer confidence.
- The most sort after support from government was 'tourism specific funding/support' and 'more one-off disaster payments' (both 25% of respondents), 'tax relief' (16%) and 'skilled staffing support' (15%)
- In regard to what stakeholders were seeking from DNC the overwhelming favourite answer was 'advice on available funding' (45% of respondents), 'mentoring and other programs' (23%), followed by 'business resilience and other operational training' (14%) and 'wellness and mental health support' (8%).

Taking on board the above results, DNC will continue to monitor existing and potential new government funding opportunities and if more become available will look to conduct a webinar breaking the support down. For those businesses seeking 'mentoring and other programs' or 'business resilience and other operational training' the [DNC, Business Accelerator and Mentoring Program](#) sounds tailor made for you and we have one final round to conduct so click through for more information.

DNC North Coast, Destination Management Plan Renewal

The [DNC, North Coast Destination Management Plan](#) will be refreshed and relaunched in June 2022. To support the development of this project stakeholder engagement sessions and key stakeholder interviews are likely to be undertaken in March and April. The refresh of this document provides a great chance for North Coast LGA's to communicate to us and the consultancy collated the plan your key

aspirations, needs and challenges for your region. Additionally, the document will align with the statewide Visitor Economy Strategy 2030 and will be viewed by state government as a key reference for our region and alignment with future funding.

Recovery for Regional Tourism Funds

Aboriginal Product Development Mentoring program – DNC and the NSW Aboriginal Tourism Operators Council (NATOC) who we have engaged to conduct this program are currently in the process of engaging prospective operators to participate. There is an opportunity for 6-8 existing or emerging Northern Rivers businesses to partake in the program.

Business Accelerator & Mentoring Program – DNC and the Sparrowly Group will be conducting a workshop in Ballina on the 14th of February that covers the various stages of the tourism journey, an outline of the tourism ecosystem, unpack distribution channels and provide a fantastic opportunity for operators to network. Additionally, twenty places are still available for Northern Rivers tourism businesses to participate in the program.

Northern Rivers Rail Trail Product Development Program

DNC and Wrey Consulting will be conducting our final LGA specific industry engagement session in Byron Bay on Wednesday 2nd February. The session will cover core details of the rail trail, potential product development opportunities and case studies on what has been developed for other successful rail trail product. Following this we will be conducting a region wide workshop that will focus on cooperative marketing opportunities and how interested businesses and local governments can best work together to package and market products and experiences across the Northern Rivers Rail Trail. The workshop will explore participant ideas to co-create a vision and directions to guide cooperation for activating the Rail Trail as a hero experience in the Northern Rivers. The workshop will be held at the Eltham Hotel on the 22nd of February.

North Coast Festival of Flavour Open Weekend

DNC through the Recovery for Regional Tourism fund have secured funding for the promotion of a tailored event that will essentially be an open weekend for visitors to come and explore and sample food, beverage and agri-tourism related businesses across the North Coast titled the 'North Coast Festival of Flavours Open Weekend' being held 26-27 March. The concept will see operators running events through their venues supported by a 6-week umbrella marketing campaign conducted through DNC and Destination NSW. The aim of the event is to help stimulate incremental business for operators who have often been disproportionately impacted throughout Covid. Additional activations are being sort so please encourage any relevant businesses to participate.

RECOMMENDATION

THAT the report from Destination North Coast be noted



Northern Rivers Stage and Screen Industry Economic Impact Study: RDANR collaborated with NORPA and Screenworks to research the combined economic impact of the performing arts and film sectors across the Northern Rivers. While the two sectors are relatively small employers directly, together accounting for 1,625 jobs in 2019-20 they have an important economic role bringing \$179.7 million into the Northern Rivers economy.

For every \$1 million of output that is added to the stage and screen sector, an addition of 8 jobs in the Northern Rivers economy (5 direct and 3 indirect) are created. \$1 million of output in the stage and screen sector leads to \$864,000 of additional output in the economy (the output multiplier is 1.864). In addition, \$1 million in additional output in the stage and screen adds \$804,000 to Northern Rivers GRP.

Impact of \$1 million Spent on Stage and Screen, Northern Rivers Impact Summary

	Direct Effect	Supply-Chain Effect	Consumption Effect	Total Effect	Type 1 Multiplier	Type 2 Multiplier
Output (\$M)	1	0.559	0.305	1.864	1.559	1.864
Employment (Jobs)	5	2	1	8	1.4	1.6
Wages and Salaries (\$M)	0.196	0.15	0.069	0.414	1.762	2.112
Value-added (\$M)	0.393	0.244	0.167	0.804	1.622	2.046

Over the past 5 years, average expenditure in the screen industry in the Northern Rivers has been \$16.3 million. The 2020-21 Production Exit Survey showed a total of \$42 million in screen productions took place in the Northern Rivers.

Local Jobs Program Employment Taskforce: The taskforce has held discussions with Employment Service Providers (ESPs) and other stakeholders to better understand the key issues faced by the jobseeker cohort:

1. The 'General' unemployed are now serviced digitally with the long term and other jobseekers managed by ESPs
2. There appears to be a wide variety of programs which fund ESPs to assist their clients to training and work. Questionably, some ESPs run their own Training Organisations which attract funding to train their own clients.
3. Jobseekers lack of confidence is now a key hurdle, apart from a wide variety of personal issues including addiction, physical and mental health, homelessness, domestic violence etc
4. Cultural issues also play an important part in preventing sustainable ongoing employment for indigenous and other cultures.

5. Given the tight labour market, employers are becoming more innovative in their recruitment and retention effort. However it can be still difficult to fill certain positions with one large employer recounting how they recruited for 10 entry level positions with just four people taking up their offers and only one person staying on.
6. The caseload of unemployed has now plateaued at 13000 with 10000 having been unemployed for 12 months or more. The numbers have moved up the time curve during covid with the largest increase being found in the 12 to 23month unemployed.

The above data and anecdotal evidence will guide the Taskforce in determining and prioritising activities.

Skills and Training: RDANR's My Future Workforce Platform continues to support the NSW Government Summer Skills free short course training program for youth. The local program adds an additional aspect encouraging employers to take up these recently trained young employees via the "Summer of Jobs" campaign.

REGIONAL PLANNING

The NR Regional Strategic Plan 2025 is released in hard copy and a live version can be accessed on line with regional data updated 'on the fly' from the RDANR website. RDANR wishes to thank the contribution from all councils.

COMMITTEES

Committee	Comment
LJP Employment Taskforce	DESE initiative to lead employment projects
COVID Health Business Committee	Provide advice and assistance to Dept of Health unit which undertakes promotion and compliance activities for local businesses
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.
NRJO GM Advisory Committee	Operational NRJO matters, projects and issues are raised in this forum prior to NRJO meeting.
RDACC	Meeting of NSW RDA Chairs and DRDs
Tweed SC	Growth Management Housing Project Ref Group

FORUMS and EVENTS

Presented at hospitality and tourism industry employment event to promote SummerSkills/ Summer of Jobs campaign.

Presented at Northern Rivers NSW (Brand) event held in Lismore to provide an update to councils and founding members.

Panel member (online) for RDAMNC's annual Ignite event. The session discussed regional workforce development issues.

Attended Tweed Artisan Food Weekend Launch

Attended a number key industry and stakeholder end of year events providing rare but valuable opportunities to network with key personnel

MINISTERIAL and MP MEETINGS

Attended Lismore MP Janelle Saffin's forum with Landcom CEO John Brogden which explored regional issues and solutions for potential housing projects in high-growth areas of the Northern Rivers region. The forum was co-hosted by Tweed MP Geoff Provest.

RDANR continues to attend teleconference meetings with Assistant Minister Nola Marino, MP. AM Marino also organises "Town Hall" meetings with regionally focused Ministers. Mayors and GMs are reminded that this is an excellent channel to raise any local hot spot issues, particularly those that are relevant to Australian Government policy.

RECOMMENDATION

THAT the report from RDA Northern Rivers be noted

10.3 ASSOCIATE MEMBER REPORT – CLARENCE VALLEY COUNCIL



A comprehensive report covering the period 2020-2022 has been received from Clarence Valley Council and has been included as an attachment to the meeting papers

Attachment 5: Report from Clarence Valley Council

RECOMMENDATION:

THAT the report from Clarence Valley Council be received and noted.

10.4 EXECUTIVE OFFICER REPORT

1. STRATEGIC DIRECTIONS

CAPACITY BUILDING FUND I

In March 2021 the NRJO applied to the OLG to redirect resources from the Capacity Building Fund to focus on two new studies: The Assessment of a UNESCO Biosphere Application; and the development of a Renewable Energy Prospectus which are strategic priorities for the NRJO.

(I) RENEWABLE ENERGY PROSPECTUS

Goal #8.3: *To strengthen our region's emerging position as a NSW leader in renewable energy generation, storage and use, in accordance with widespread community support for reduced emissions and action on climate change.* Attachment 6: Advocacy Brief – Renewable Energy Prospectus

Consultants **100% Renewables** were appointed to the project and a steering committee comprising representatives from Kyogle, Richmond Valley and Byron Councils have overseen the process with regular project meetings. The project is now completed and includes a master report, prospectus / blueprint, PDF flyer and guideline for possible future projects.

A copy of the prospectus and PDF flyer were sent in advance of the meeting to the Board Members.

RECOMMENDATION:

THAT the Board agree the prospectus now be publicly distributed and the information contained there-in form the basis of the Northern Rivers Joint Organisation's ongoing policy on renewable energy.

(II) ASSESSMENT OF UNESCO BIOSPHERE APPLICATION

Goal #13: *Increased contribution to the regional economy from tourism and dispersal of tourists across the region, while protecting the Northern Rivers' unique character, environment and quality of life*
Attachment 7: Advocacy Brief – UNESCO Biosphere

It was proposed that a UNESCO Biosphere offered the potential to grow tourism sustainably in ways that minimise impact and maximise benefit to our region as a whole.

A study to understand all implications of both preparing an application for a UNESCO BIOSPHERE and the subsequent implementation process and ongoing governance, maintenance and management was commissioned to be undertaken in advance of a preparation of a nomination.

Consultants **NGH** were appointed in August 2021 to undertake this project and a steering committee comprising of representatives from Ballina, Richmond Valley and Tweed Heads Councils over saw the progress of the project.

The study found that although the region embodies the necessary attributes to establish a Biosphere Reserve, it is a complex process requiring significant organisational and stakeholder investment throughout the planning, nomination and operational phases.

The analysis suggested that it may take up to seven years to achieve a Biosphere designation, with a substantial investment of time and resources, both people and financial.

The important and valuable aspects of a Biosphere Reserve also require a high level of ongoing management and coordination. All stages of the process require dedicated resources to drive the process and extensive consultation and cross-sectoral engagement.

Indicative costs associated with planning and nomination for a Biosphere Reserve are \$150,000 - \$450,000 per year, plus additional costs for the preparation of management plans which vary depending on the size of the Biosphere Reserve and existing relevant documentation.

The complete study was sent in advance of the meeting to the NRJO Board Meeting

RECOMMENDATION:

THAT the Board agree to not progress an application for a UNESCO Biosphere for the Northern Rivers and look at alternate mechanisms for the dispersal of tourists across the region.

CAPACITY BUILDING FUND II

On June 24 2021 NRJO Chair, Cr Mulholland, received a letter from the Minister for the Office of Local Government outlining that Round II of the Capacity Building Fund for JOs with each organisation receiving an additional \$150,000 in funding.

The outcome of the funding is to assist JO's to further build capacity and demonstrate capability to work with State agencies, while delivering their strategic plans and improve each JOs sustainability. Four projects were proposed and approved for this funding:

- **Business Case into Shared Services**
- **Audit of available industrial and employment land (Goal 12, Strategic Action 12.2)**
- **Energy and Waste Related Projects (Goal 10)**
- **Mobile Phone Black spots (Goal 7)**

(I) BUSINESS CASE – ESTABLISHMENT AND OPERATION OF SPECIALIST EMPLOYEE POOL WITHIN THE NORTHERN RIVERS COUNCILS.

Councils in regional NSW are regularly impacted by skill-shortages in key positions. Many councils have had vacant roles for which they've advertised, but have been unsuccessful in finding candidates with the appropriate qualifications who are based in regional NSW or willing to relocate to Regional NSW

The body of work the subject of this study, is to determine whether the proposal for the NRJO to operate an employee pool of specialist staff to assist member councils is achievable, what structure would be most viable, profitable and practical for the NRJO, as a potential solution to address the regional NSW skills shortage in the short-and long-term.

The vision for the program is to address the fluctuating workloads of member councils. It is also acknowledged that smaller councils may not need full time equivalent roles, and this body of work will determine potential models whereby the NRJO could bring on staff, which member councils can access as needed.

The study will also determine whether this concept will positively impact on professional service delivery and provide a potential long-term stream of income for the Joint Organisation.

A scope for the study has been finalised and sent to the market for quotes the week of 30 November 2021 . A steering committee of representatives from NRJO member councils has now been formed to oversee the project and include representatives from Tweed, Ballina, Richmond Valley and Lismore Councils. Assistance has been received from the Dept Planning, Industry and Environment and Office of Local Government who will also sit on the Steering Committee.

(II) AUDIT OF AVAILABLE INDUSTRIAL AND EMPLOYMENT LAND

Goal # 12: A strong, diverse regional economy which provides local employment by attracting new enterprises, enabling existing enterprises to innovate and expand, and offering the conditions required for emerging industries to flourish

Strategic actions 12.2 Partner with the Department of Industry as it delivers key actions in the Making it Happen in the Regions: Regional Development Framework including working with local bodies to develop and publish Regional Investment Prospectuses

The development of a database of available industrial and employment land in the region for prospective businesses and industry looking to move to the area, as well as detailed forward projections of industrial or employment zoned but not yet developed, including infrastructure or other constraints stifling the land being developed and brought to market, and an analysis of suitable land for consideration of employment lands in the Future North Coast Regional Plan, detailing its strategic merits.

The NRJO and Regional Development Australia – Northern Rivers will partner on this project which will also involve Clarence Valley Council. A Steering Committee has been formed including Richmond Valley, Lismore, Byron and Tweed Councils, a brief is currently being drafted and will be sent to market in February 2022.

2. REGIONAL PRIORITIES

(i) COMPLIANCE LEVY AND FUNDING REVIEW

The NRJO continues to work closely with the NRJO Planners Group and actively advocate for our local councils on this matter. Following is a timeline of actions to date:

April 2021: The EO sent a brief to all other Joint Organisations

May 2021: The NRJO Chair wrote to local parliamentarians on the issue

May 2021: The EO and Chair met with Alexis Yates, Senior Policy Advisor to the Minister of Planning and Public Spaces to discuss concerns.

June 2021: Continued correspondence with Alexis Yates, Senior Policy Advisor to the Minister of Planning and Public Spaces

August 2021: Changes to the Compliance Levy were listed as a priority action at the JO Chair's Forum.

September 2021: The NRJO drafted a letter to the Minister on the issue which reviewed by all JOs and signed and sent by the Chair of the JO Chair's. The NRJO will now distribute this letter to all parliamentarians in the Northern Rivers.

October 2021: Member for Clarence, Mr Chris Gulaptis MP, sent through correspondence from Minister Stokes office. Letter Attached

November 2021: The EO invited to join the Namoi Joint Organisation at a meeting with Alexis Yates, Senior Policy Advisor to Minister Stokes to discuss the issue again.

The EO is now working with Namoi JO on an alternate proposal to take to the State Government.

(ii) NORTH COAST REGIONAL LEADERSHIP EXECUTIVE - COVID

In August 2021 the Regional NSW began convening weekly meetings in-order to implement a regular forum for Agency updates that may need cross government collaboration and to raise issues for escalation.

The forum involves Resilience NSW, NSW Education, Cross Border Commissioner, Mid North Coast Local Health District, Northern NSW Local Health District, Aboriginal Affairs, the NRJO and Police NSW.

The EO has drafted a weekly update following each meeting and distributed it to all Mayors and GMs.

The EO has successfully had eleven issues identified by Northern Rivers Councils elevated to the Minister.

(iii) NORTHERN RIVERS BRAND

The **Northern Rivers NSW** Brand has been developed through a collaboration of regional partners, including key business, industry and government representatives. The ambition is to represent the whole of the Northern Rivers region, from Tweed in the north to Grafton in the south, Casino and Kyogle in the west and east to the coast through Lismore to Ballina and Byron.

The **Northern Rivers NSW** brand as an exciting opportunity to unite and share the values of the region, its place and its people, and a way to tell our regional story. The Brand is developing genuine momentum with over 18,000 followers on Facebook and 2,300 on Instagram.

The NRJO has been involved in this project since its inception and sits on both the Steering and Finance Committees.

(iv) DISASTER DASHBOARDS

The NRJO successfully applied for a grant through the Bushfire Community Resilience and Recovery Fund Stream II for the implementation of Disaster Dashboards for two years for four of six Councils in the region. Through a change in pricing structures, funding from the grant has been freed for additional services. After extensive consultation with the Councils involved, a grant variation has been submitted to Resilience NSW which would fund an additional year of service for the dashboard as well as the implementation of a community education program.

RECOMMENDATION:

THAT the Executive Officer report be received and noted.

10.5 FINANCIAL REPORTS

Statement of Comprehensive Income and Statement of Financial Position for NoRJO

as at 31 December 2021

DRAFT ONLY

	2021/22 Budget	2021/22 Actual	2020/21 Actual
<u>Operating Revenues</u>			
Membership Fees	201,000	201,100	160,800
Myroadinfo Fees	33,725	33,725	33,725
LG Procurement Rebate	30,000	47,182	37,386
Power Infrastructure Upgrade Project	-	-	-
Capacity Building	-	-	150,000
State Gov't Contribution	-	57,600	-
Sundry Income / Recharge Workshops	-	-	-
Interest	2,000	916	2,235
Total	266,725	340,523	384,146
<u>Operating Expenses</u>			
Bank Charges	-	-	40
Conferences, Events, Travel	12,250	244	2,089
Consultants (Economic Report)	-	-	500
Professional Development	-	-	-
Prof Dev - Member Council Training	14,250	-	-
Exec Officer - Salary/Oncosts/Recruit	93,318	45,701	83,823
Exec Officer - Computer	-	-	-
Exec Officer - Vehicle Allowance	8,580	4,290	7,508
Exec Officer - Support (RDA)	54,000	27,000	54,000
Chair Stipend	10,000	5,000	10,000
Committee Support	5,400	-	-
MyRoadInfo	29,300	-	24,072
Professional Fees – Audit	10,400	-	10,560
Media and Communications	5,200	-	-
Regional Projects - Capacity Building	250,200	80,054	49,800
Regional Projects - Other	476,537	242,688	32,349
Vendor Panel Access	63,250	-	58,363
Sundry Expenses	3,950	1,850	3,335
Total	1,036,635	406,827	336,439
Net Cash Movement	-769,910	- 66,303	47,707
Retained Earnings - 1 July	1,043,966	1,043,966	996,259
Retained Earnings - 30 June	274,056	977,663	1,043,966

Balance Sheet

As of December 2021

Assets			
Cash			
Summerland Community First		\$5,888.46	
Summerland Saver		\$1,039,447.85	
Debit Card - Chair		\$1,405.33	
Debit Card - Exec Officer		\$1,842.64	
Total Cash			\$1,048,584.28
Debtors			
Trade Debtors		\$41,736.75	
Total Debtors			\$41,736.75
Total Assets			\$1,090,321.03
Liabilities			
Current Liabilities			
Creditors			
Trade Creditors	\$114,950.00		
Total Creditors		\$114,950.00	
GST Liability			
GST Collected	\$6,404.42		
GST paid	-\$18,201.93		
Total GST Liability		-\$11,797.51	
Payroll Liabilities			
PAYG	\$2,456.00		
Superannuation Payable	\$865.38		
Provision - Staff entitlements	\$6,184.18		
Total Payroll Liabilities		\$9,505.56	
Total Liabilities			\$112,658.05
Net Assets			\$977,662.98
Equity			
Retained Earnings		\$1,043,966.18	
Current Year Earnings		-\$66,303.34	
Historical Balancing		\$0.14	
Total Equity			\$977,662.98

This report includes Year-End Adjustments.

Job Profit & Loss StatementPO Box 146
LISMORE NSW 2480

December 2021

ABN: 68 587 813 167

Email: admin@northernriversjo.nsw.gov.au

Account Name	Selected Period	Year To Date
A100	Operational expenses	
Income		
Membership	\$0.00	\$201,100.00
LG Procurement Rebate	\$0.00	\$47,182.11
Interest Received	\$132.41	\$916.18
Total Income	\$132.41	\$249,198.29
Expense		
Computer Maint/Support	\$31.82	\$63.64
Computer ISP and Registrations	\$130.08	\$1,023.75
Phone charges	\$62.72	\$762.23
Support services - Admin contr	\$4,500.00	\$27,000.00
Wages	\$8,653.84	\$38,942.25
Allowances	\$2,145.00	\$4,290.00
Superannuation	\$865.38	\$3,894.21
Provision for Staff Entitlemen	\$209.56	\$2,864.62
Meeting Catering	\$243.80	\$243.80
Total Expense	\$16,842.20	\$79,084.50
Net Profit/(Loss)	-\$16,709.79	\$170,113.79
A102	Chair costs	
Expense		
Allowance-Chair Stipend	\$833.33	\$4,999.98
Total Expense	\$833.33	\$4,999.98
Net Profit/(Loss)	-\$833.33	-\$4,999.98
B104	Regional Business Power Infrs	
Expense		
Project Contributions	\$100,000.00	\$237,988.15
Total Expense	\$100,000.00	\$237,988.15
Net Profit/(Loss)	-\$100,000.00	-\$237,988.15
B105b	Cap Bldg1 Renewable Energy	
Expense		
Printing & Design	\$0.00	\$2,040.00
Project Contributions	\$0.00	\$63,100.00
Total Expense	\$0.00	\$65,140.00
Net Profit/(Loss)	\$0.00	-\$65,140.00
B105c	Cap Bldg 1 Biosphere	

This report includes Year-End Adjustments.

Job Profit & Loss Statement

December 2021

Account Name	Selected Period	Year To Date
Expense		
Project Contributions	\$0.00	\$14,914.00
Total Expense	\$0.00	\$14,914.00
Net Profit/(Loss)	\$0.00	-\$14,914.00
B106 Disaster Dashboards		
Income		
State Govt Funding	\$0.00	\$57,600.00
Total Income	\$0.00	\$57,600.00
Expense		
Project Consultants	\$0.00	\$4,700.00
Total Expense	\$0.00	\$4,700.00
Net Profit/(Loss)	\$0.00	\$52,900.00
C101 Myroadinfo		
Income		
Myroadinfo	\$16,862.50	\$33,725.00
Total Income	\$16,862.50	\$33,725.00
Net Profit/(Loss)	\$16,862.50	\$33,725.00

RECOMMENDATION:..¶***THAT the financial reports for period ending 31 December 2021 be accepted. ¶***

This report includes Year-End Adjustments.

10.6 BANKING CHANGES

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

These changes are to take effect from 4 February 2022.

RECOMMENDATION:

That two of following three signatories be required to sign and approve payments: The Chair, the Executive Officer and the General Manager of the Council to which the Chair belongs

That the Board nominates the new Chair and respective General Manager as a “Beneficial Owner” of the Joint Organisation bank accounts.

That the Board approve a Visa debit card to be issued to the new Chair. This card will be attached to an individual Everyday account under the Northern Rivers Joint Organisation main account. This account will be ‘one to sign’ only. A limit of \$2000 will apply to this card.

10.7 PROPOSED MEETING DATES 2022

The proposed 2022 meeting schedule is outlined below

	Board	Location
4 February	4	Ballina
20 May	20	Lismore
19 August	19	Kyogle
18 November	18	RVC

RECOMMENDATION:

THAT the proposed Board meeting dates for 2022 be accepted

10 URGENT BUSINESS

11 CONFIDENTIAL REPORTS

12 CORRESPONDENCE

Correspondence of significance - Incoming

Correspondence of significance - Outgoing

- Letter from GMAC to LG NSW regarding proposed removal of references to Senior Staff in LG Act
- Letter of Support – Kyogle Council Fixing Country Bridges program
- Letter of Support – Kyogle Council – Preparing Australian Communities program
- Letter of thanks – Cr David Wright
- Letter of thanks – Cr Danielle Mulholland
- Letter of thanks – Cr Vanessa Ekins

13 ATTACHMENTS

1. Chair nomination form
2. Chair voting forms
3. Deputy Chair nomination form
4. Deputy Chair voting forms
5. Associate Member report - Clarence Valley Council
6. Advocacy Brief – Renewable Energy Prospectus
7. Advocacy Brief – UNESCO Biosphere

Clarence Valley Council Northern Rivers JO Report 2020/2022

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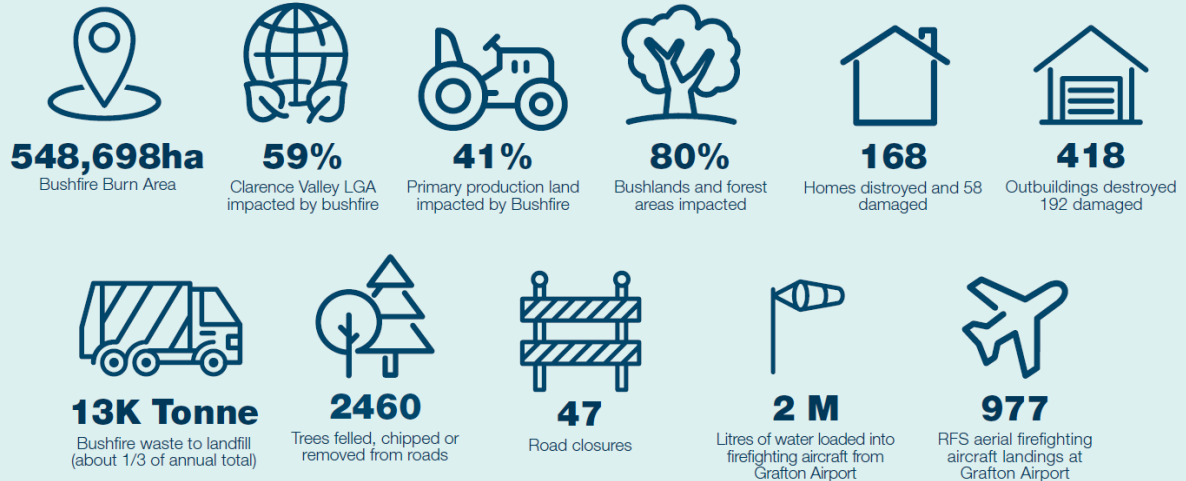
SOCIETY

Natural disasters

From 2016 to 2021, the Clarence Valley has experienced significant natural disasters. From the drought, a catastrophe that plays out slowly, to the bushfires that swept through our lives at an unimaginable pace. And of course, there's always our beautiful river systems – our fickle friends that provide bounteous economic, social and environment benefits but can also take that away at a whim. Add to all this a few major storms and COVID, and Clarence Valley Council has been consumed by reacting and recovering from emergency situations continuously for the last two years.

Following on from the bushfires, Clarence Valley Council was ranked the second most-impacted local government area on the multi-disaster index for 2020.

Land mass structures & environment impacts



The additional workload and pressure on resources has been on a scale never seen by Clarence Valley Council, and yet the staff managed to continue with business-as-usual and continue to serve our community and meet demanding needs.

PCYC

After 14 years of advocacy, the Clarence Valley has a new PCYC. The establishment has included a \$4 million upgrade to the Council owned Grafton Sports Centre.

Young people in the Clarence have access to new sporting opportunities and support services. PCYC is focused on improving social outcomes for the community.

One of the complexities of the transfer of the asset to PCYC, has been an encroachment on the adjoining sports Field, which is Crown Lands. After exhausting all avenues of having the portion of land vested to Council, to then be transferred to PCYC, Council was required to pay market value to Crown Lands.

Clarence Care and Support

Changes to the community care sector, in particular the NDIS, meant managing this service became more difficult for Council. The service needed to be more responsive to demands than was possible under local government.

In 2020, Council decided to transition the service to a specialist provider in Wesley Mission to ensure the service was maintained and essential community services were not lost.

While the transition became effective 1 July 2020, Council continued to act as a funded provider sub-contracting service provision to Wesley, while accreditation issues were resolved.

Cultural mapping

In late 2020, Council commenced a cultural mapping project with the , the major component of the Yaegl Cultural Heritage Mapping Project, has been completed. The project's working group included representatives of the local Yaegl Aboriginal community, National Parks and Wildlife Service (NPWS), Clarence Valley Council and its consultants.

A change of management of Aboriginal cultural heritage in NSW government agencies has resulted in the overall carriage of responsibility to be transferred from NPWS to Heritage NSW.

While project handover to Heritage NSW has been delayed due to COVID, it will be progressed once the working group can meet again to sign off on final maps and coordinate data management and CVC staff training



INFRASTRUCTURE

Playground Strategy

Council is in its final years of implementing the Playgrounds Replacement Plan (2015-2024), which is an integral component of the Playgrounds Asset Management Plan (AMP). The Plan has provided for a greater play space experience across a hierarchy of playgrounds enabling Council to maximise its resourcing for both new builds and maintenance.

The Playgrounds Replacement Plan identified a total 55 actions to be completed during the 10-year planning period and included staged asset disposal, relocation, renewal and upgrade works. The implementation of the plan is on schedule, by the end of 2020/21 planning period 71% of the actions were implemented.

IN recent years, Clarence Valley Council has been successful in building on its capacity to deliver playground projects by securing \$806,041 in grant funding.

Federation Park playground, Copmanhurst was renewed in July 2021. The playground is set between the existing skate park, BBQ and public amenities being framed by sandstone blocks and concrete footpaths. When visiting you will find a swing, slide and climbing tower, spinner and see-saw. There is also a footpath link between the road, public amenities and skate park.



Before and after – Jacaranda Park

Significant recreation improvements have been made to the Townsend Inclusive Playspace, with the provision of a multiuse half-court, inclusive and accessible playground, picnic shelter and facilities, footpath connections along Scullin St, shade structures and plantings.

The project cost is \$572,430 being funded and supported by the Australian Government, NSW Government, Lions Club of Maclean, and Council.

The Playgrounds AMP anticipates and plans for future organisation needs by transforming the playground network into a financially sustainable asset. Not only can Council now afford to manage the network of playgrounds across the large local government area, but the community is benefitting from a plan to upgrade all playgrounds across the network. The plan is ensuring the Clarence Valley community has safe, inclusive and exciting play experiences now and into the future.

The award-winning (Highly Commended Award - 2020 NSW Local Government Excellence Awards - Asset Management and Infrastructure Initiatives) Jacaranda Park is one of the largest inclusive play spaces in Australia and is a great example of focusing resources for maximum outcome.

Yamba Road roundabouts

A Traffic Impact Assessment commissioned by Council in 2015 showed Yamba Rd intersections were set to fail (Yamba Rd/Treelands Dr 2021). Action needed to be taken to manage traffic flow and reduce trip times so that economic opportunities rapidly opening for Yamba and the broader region could be achieved.

The initial proposal was for traffic lights, which would be lower cost, with quicker installation and less disruption. Community sentiment felt traffic lights would change the character of this coastal town. This resulted in Council deciding to install three roundabouts at major Yamba Rd intersections. This project has been completed before construction deadlines and under budget. Successful grant funding applications meant this project was completed in this Council term, which is far beyond council's business-as-usual capacity.

Water

Ultraviolet treatment (UV) of water at Rushforth Rd and the villages of Wooli, Minnie Water, Glenreagh and Coutts Crossing has been installed and commissioned. The UV treatment of water provides an additional treatment barrier with a subsequent reduction in drinking water quality risks.

Council's main water supply is dosed with fluoride. NSW Health funded a project to fully upgrade the fluoride dosing plant located at Rushforth to ensure the dosing system is compliant with NSW Fluoridation Code. The new dosing system ensures the safety of the treatment plant operators and minimises waste, a big improvement on the old system.

Remote water meter reading has been introduced in some rural and sparsely populated areas. This has resulted in increased efficiencies in meter reading.

Funding for water main renewals in River St, Maclean and Coldstream St, Yamba was approved by Council to be brought forward so work could be completed at the same time as other upgrades in these areas.

The ongoing ClearSCADA upgrade has now been completed for lower river sewer pump stations (SPS) and sewage treatment plants (STP), Clarenza STP and all water sites including water treatment, water pump stations, reservoirs and Shannon Creek Dam. This enables Council employees to remotely monitor water and sewer sites and act quickly should an alarm be raised.

The new Greaves St flood pump station and refurbished Heber St flood pump station have also been added to the ClearSCADA network, allowing for remote monitoring of these sites during flood events.

Aboriginal Communities Water and Sewerage

The Aboriginal Communities Water and Sewerage Program engages Clarence Valley Council to provide water and sewer services to three discrete Aboriginal Communities, two in our local government area and one in Tenterfield Shire due to proximity. Council continues to work with the program, plus DPIE and NSW Health, to identify the water quality risks to the communities and to determine appropriate mitigation measures to ensure delivery of safe water. Subsequently, ultra-filtration water treatment plants have been installed in the communities of Malabugilmah and Jubullum. The water treatment plants ensure the communities always receive safe drinking water. The upgrades were fully funded by the Aboriginal Communities Water and Sewerage Program and have provided an excellent outcome for the people living in these communities.

Grafton Regional Saleyards

The Grafton Regional Saleyards is an important hub for Clarence Valley agriculture, with regular livestock selling held weekly on Tuesdays and store sales monthly, usually on Thursdays.

The facility provides an important gathering space that brings local farmers and buyers together to share and support the economic and social wellbeing of the agricultural sector. The saleyards usually see a throughput of between 35-45,000 head annually and in 2021 there have been significant increases in some sales.

With funding from the NSW Government Truck Wash Program, upgrades to the truck wash to widen and provide access to B-Doubles were completed in 2020. With funding assistance of \$1 million from the Federal Government Drought Communities Program, further improvements to the saleyards are proposed with improved drafting, yards, scanning and catwalks proposed to be completed in December 2021.

Fixing Country Bridges

Council was successful in its bid for funding to replace 31 timber bridges over the coming two years. Our bridge crews have recently completed construction of McPhillips Road, Bridge 3 – Jackybulbin Tullymorgan Rd, Bridge 4 – Jackybulbin Tullymorgan Rd and Mangrove Bridge No 2 Tullymorgan Rd.

We will start construction of Rhodes Bridge in February 2022 and Dignans Bridge in March 2022, followed by Sweeneys, Minnie Waters Bridge 1 and 2 and McIntosh Bridge. It is envisaged that the remaining group 1 bridges will be completed by external contractors. The concept and detailed design of those bridges has been awarded to a consultant.

Preliminary investigations including environmental assessments (REF), Hydrology/Flood Assessments, Geotechnical Investigations and Survey for all bridges are underway, despite a 3–4-week delay due to COVID lockdown restrictions.

Nine larger bridges in the Fixing Country Bridges program were recently put out for a joint EOI tender process with Kyogle Council, to be broken up into 3 x Design & Construct contracts. At this stage, the aim is for construction to commence in April/May 2022.

Assets

Council's current assets stand at:



4
MUSEUMS

4
LIBRARIES
+1 MOBILE
LIBRARY

1
ART
GALLERY

23
COMMUNITY
HALLS



36
SPORTING
GROUNDS

5
SWIMMING
POOLS



5
HOLIDAY
PARKS

415 HA
OF PARKS &
RESERVES

16
CEMETERIES

1
SALEYARD



84
BUS
SHELTERS

22
CARPARKS

44
BOAT RAMPS

28
WHARVES &
JETTIES



1497km
OF SEALED
ROADS

942km
OF UNSEALED
ROADS

122km
OF FOOTPATHS
& CYCLEWAYS



123
TIMBER
BRIDGES

156
CONCRETE
BRIDGES

46
FLOODPLAIN
CROSSINGS

121km
OF FLOOD
BLOCKS
& LEVIES



11
WASTE &
RECYCLING
CENTRES

3
DEPOTS

2
ADMINISTRATION
CENTRES



11
SEWER
TREATMENT
PLANTS

93
SEWER
PUMP
STATIONS

412km
OF SEWER MAINS



1222km
OF WATER
MAINS

28
RESERVOIRS

22,082
WATER METERS
& CONNECTIONS

175km
OF STORM
WATER PIPES



ECONOMY

Clarence River Way Masterplan

Clarence River Way Masterplan's aim was to position the Clarence River as one of the nation's great river experiences. It was not conceived as one single thing, but the combination of many interrelated actions spread over a large geographical area and time frame.

CRW has been used to generate funding and guide strategic development initiatives along the Clarence River and in its towns and villages. It has enabled Council to achieve many infrastructure projects beyond its financial capacity as well as focus the whole organisation on achieving these actions. Taking this strategic approach has meant Council has been able to capitalise on opportunities to leverage Australian and NSW Government funding.

CRW has successfully secured over \$17.6 million in grant funding, with a matching contribution from Council of just \$1.9 million. That is a significant return on investment for Council.

The Clarence River Way Masterplan has proven that proactive planning, backed by plenty of community input and consultation, is a winning combination



Easy To Do Business and Vibrant Places

Looking for ways to reduce the burden on business by cutting red tape and stimulating economic activity, Council successfully applied to join the Easy To Do Business Program, and became a Small Business Friendly Council in partnership with the Small Business Commissioner's Department and Service NSW.

As a result of the Pacific Highway bypassing several communities in the Clarence Valley, Council considered ways to help businesses attract more trade. The replacement of footpath permit and licencing rules with a more common-sense approach to make streetscapes more vibrant was initiated. Vibrant Places is a fee and regulation-free program which allows business to be innovative in their use of public space to attract customers and make our CBDs more attractive.

Clarence Canoe and Kayak Trail

The development of the Clarence Canoe and Kayak Trail map kit engaged several stakeholders. With nature-based tourism growing more popular, the kit would be used to promote the Grafton hinterland to a much broader tourism audience.

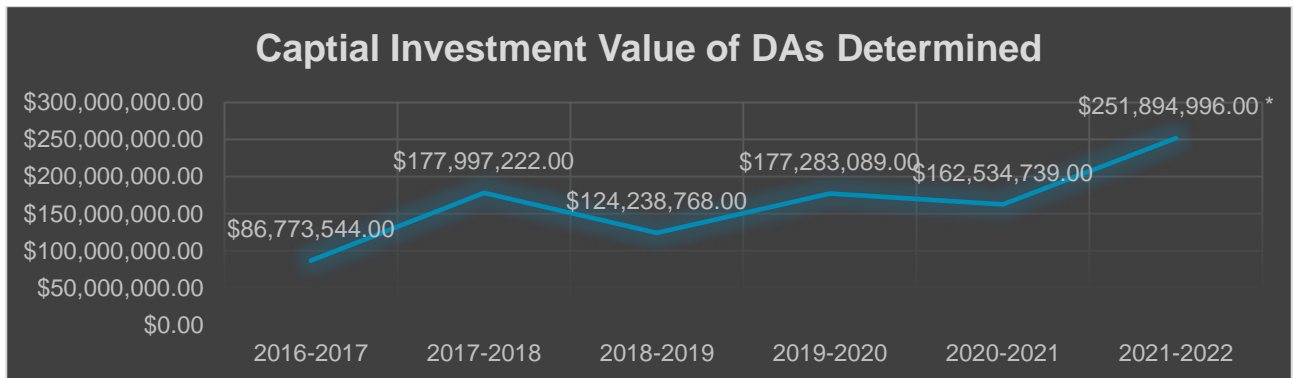
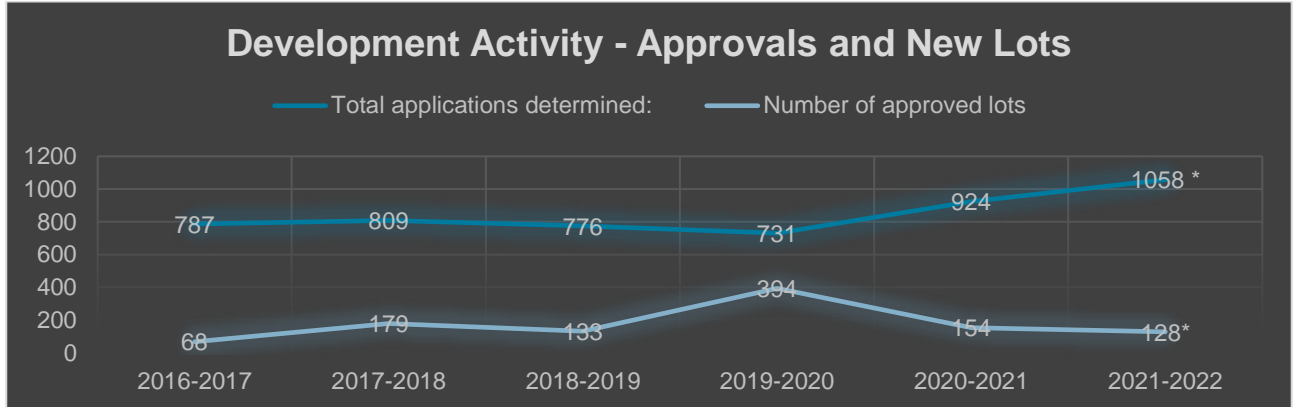
Increasing knowledge and safety on the river and encouraging use of a professional guide was a key driver for the kit's development.

The project was also used to launch an industry development program, the Clarence Canoeing and Kayaking Cluster. River tourism operators assisted with local river knowledge and collaborated to develop support networks.



Development applications

We've seen a significant increase in development activity in recent years.





ENVIRONMENT

Biodiversity actions

Protecting our environment is a high priority for our community. This includes projects ranging from the protection of brush-tailed rock wallabies at Shannon Creek Dam, to improving management and local information on the endangered coastal emu and our local koala populations.

In partnership with DPIE, we support the conservation of the endangered coastal emu by managing the emu registers for recording sightings, providing invaluable data for the conservation of this species. We support the Clarence Valley Koala Working Group to engage landholders in the koala areas of Ashby, Lawrence and Waterview Heights to plant koala food trees.

We have been working with the Yaegl community to carry out bush regeneration works on Country (\$98,000 NSW Environmental Trust).

The rehabilitation of flying fox colonies and mitigating impacts on local residents has also been a focus.

Successful grant funding allowed Council to conduct on-ground actions to help with flying fox management in areas where the community is most affected.

Moratorium on mining

At its meetings of 26 November 2020 and 27 April 2021, Clarence Valley Council adopted a position to oppose future mining in the Clarence River Catchment following a petition signed by 10,000 local residents in opposition to mining activity in the Clarence. This was tabled in the NSW Parliament in October. Council sought the support of adjoining councils that have responsibility for areas draining into the Clarence River Catchment to ask them to pass resolutions to oppose mining in areas affecting the Clarence River Catchment.

Council is seeking a moratorium on mining and mining exploration in the Clarence River Catchment on behalf of the community, who are concerned that mining will not only have detrimental environmental effects but also put at risk the drinking water for the Clarence and Coffs Harbour Council areas and significant industries like the fishing industry.

Waste services

Domestic waste collection service continues to provide a comprehensive and cost-effective collection and processing service, which achieves over 60% diversion from landfill. There are approximately 2.2 million kerbside bin empties each year. Two new landfill cells were developed on time and within budget. The new cells constructed by a local contractor were constructed to the highest environmental standard, providing over 388,000 cubic metres of landfill space or approximately nine years of landfill.



Water efficiency

In 2020, Clarence Valley Council and Coffs Harbour City Council developed and adopted a new Regional Water Efficiency Strategic Plan which will help ensure our precious water supply resources are used as efficiently as possible.

In late 2021, this partnership saw the purchase of the Nymboida Hydro Power Scheme and associated water licences from Essential Energy to ensure water security for the region.



LEADERSHIP

Leadership in crisis conditions

Strong leadership was required when the onslaught of bushfires in mid 2019 took hold and devastated our community.

Key to leadership in a time of crisis is communications. We understood that communications in recovery should go beyond merely sending information to actually forming a dialogue with the community. Effective communications provide a basis for important social processes such as bonding between individuals, groups and communities. Council used a range of face-to-face communication channels, hosting community workshops and setting up a Disaster Recovery Access Point in our Customer Service Centre in Grafton. This, along with multiple other communications, helped reach those devastated by bushfire directly, or indirectly through family and friends. Council acknowledged the General Manager showed exceptional leadership at this time.

Council was awarded a first prize for Communications In Recovery at the NSW Local Government RH Dougherty Awards.



Sale of surplus property

A depot and office rationalisation program was undertaken as part of Council's strategy to reduce surplus property assets. Surplus sites included former depots located at Bruce St, Grafton and Schwinghammer St, Lilypool Rd and Brickworks Lane in South Grafton and also former office sites in Pound St and Victoria St, Grafton, Spring St, South Grafton and MacNaughton Place, Maclean. In line with this program and commitment to a service review, various parcels of vacant land and commercial properties such as the McDonalds South Grafton site and a former playgroup building in Kelly St, South Grafton, were disposed of, as they were not required for strategic purposes.

The program was completed with the refurbishment of the Grafton Administration Centre in 2021. The building is now DDA and current building standard compliant and all work health safety related aspects have been addressed.

This rationalisation program helped Council reduce its long term financial and operational liabilities.

Blackspot repeaters

When fire storms tore through Ewingar and Nymboida, it left the communities devastated. It also left them with no communications, which inhibited capacity to connect; to tell family they were OK, to seek support, to plan an emergency response. Council responded quickly and within days, council staff had installed blackspot repeaters in Ewingar and Nymboida community recovery spaces.

Working Group on Campers

At its April 2020 meeting, Council resolved to fund three additional permanent full-time rangers for the regulatory services team. The new positions, for a Ranger, an Aboriginal Identified Range and a Parking Officer have now been recruited.

These additional resources enable us to be more proactive in the surveillance of illegal camping at the key holiday destinations of Yamba, Iluka and Angourie. Wooli and Minnie Waters have also been an area of focus to the south. The inclusion of a dedicated Parking Officer has also seen an increase in patrols in the CBD areas of Grafton, Maclean and Yamba. Increasing resourcing for a more proactive approach to patrolling illegal camping was a key suggestion of the Working Group in Campers.

The final Working Group on Campers meeting was held in June 2021. The group, comprised of community and business representatives, government agencies and council representatives, was a resounding success.

Elected Council and Induction Program

Only three of the four returning Councillors standing were elected in late December 2021, resulting a largely new contingent. Of the new Council, four have had no local government experience. The gender split of the elected body is three females and six males.

Throughout January and February, we have embarked on a thorough induction program with the following activities covered:

Workshop with the Executive team to identify challenges, goals and commitments – half day

Code of Conduct training – half day

Code of Meeting Practice training – half day

Elected life (LGNSW) – full day

Effective Use of Social Media – half day

And introduction to CVC via Managers presentations – full day.

Still to be delivered:

Local Government Financials for Councillors (LGNSW)

Introduction to Planning (LGNSW)

The Council held its Extraordinary Meeting to elect Dr Ian Tiley as Mayor and Greg Clancy as Deputy Mayor on Tuesday 11 January 2022.

The councillors will participate in a full day workshop in early February to document their Delivery Program.



Innovative, sustainable energy, water and waste management

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



Develop a Northern Rivers Renewable Energy Prospectus

Goal #8.3: To strengthen our region's emerging position as a NSW leader in renewable energy generation, storage and use, in accordance with widespread community support for reduced emissions and action on climate change.

Background:

Along with the rest of the world, our community is in the midst of a major energy sector transition. NRJO is committed to the development of a Northern Rivers Renewable Energy Investment Prospectus that identifies opportunities for public, private and community investment in renewable energy projects.

Success in this area has been identified through NRJO strategic planning exercise as having the following characteristics:

- Increased energy supply from renewable sources, including waste to energy
- Reduced emissions
- All council buildings and infrastructure powered by renewable energy
- Renewable energy considered as part of new developments
- Power purchase agreements and tariffs in place to enable greater use of renewable energy
- Lower energy costs for residents

Policy Context:

In September 2013, the NSW Government released the NSW Renewable Energy Action Plan.

NSW Government aims to attain 20% renewable energy by 2020 and this proposal aligns with key goals of the Renewable Energy Action Plan:

- Attract renewable energy investment
- Build community support
- Attract and grow renewable energy expertise

The Plan has 24 actions under 3 goals that detail the Government's intention to work closely with NSW communities and the renewable energy industry to increase renewable energy generation in the state at the least cost to the consumer. It would be the related NRJO goal to have interested businesses encouraged and supported by the government's renewable energy and energy efficiency policies and programs.

Achievements:

The region is philosophically well aligned with renewable energy initiatives, leading examples include:

- In January 2018, Lismore City Council and Farming the Sun officially launched the Lismore Community Solar initiative – the first Council/community owned solar farm in the country including Australia's largest floating solar farm. A solar farm is also installed and generating energy on the roof of the Goonellabah Sports and Aquatic Centre. After several years of hard work between Farming the Sun, Lismore City Council, and a community committed to renewable energy, it is incredibly exciting to see these projects coming to fruition.
- Lismore Community Solar is at the forefront of Australia's nascent community energy movement and sector. It has created Australia's first ever Council operated and community funded solar farms. The purpose of Lismore Community Solar was to create two 99kW solar farms through a partnership between local community members and Lismore City Council ~ with funding provided by local community 'impact' investors and operation of the solar farms by Lismore City Council. The two solar farms are flagship projects for Lismore City Council's 2023 Renewable Energy Master Plan addressing objectives outlined in the Imagine Lismore 10 Year Plan 2013-2023.

Problem:

Providing renewable energy solutions across the Northern Rivers region has become a priority focus for communities, local governments and State and Federal Governments. Regional commitment in the NR has been demonstrated through the establishment of Australia's First Community Owned Electricity Retailer – ENOVA Energy, a leadership working group Sustain Energy Northern Rivers, and community groups such as Zero-Emission Byron Bay and Mullumbimby's COREM, among others.

There is a high degree of interest across the region to invest in renewable energies or partner with relevant investors/stakeholders to bring forward renewable energy projects. However, a number of barriers exist, including the inadequate servicing by the network distributor Essential Energy, as well as issues working with the Environmental Protection Agency (NSW).

The ability to develop projects can require a lot of patience and have taken years to establish. However, as new operating models for Community Energy (CE) projects develop and toolkits/resources are produced, it will aid in the efficiency of the development of these projects. This will assist CE project



developers, especially in terms of enhancing financial literacy and reducing the volunteer load of organisations.

Support and Partnerships

The development of the renewable energy prospectus will deliver sustainable energy, high value jobs in key employment areas, new research and innovation opportunities and capital raising connections where none currently exist. The project is supported by Regional Development Australia NR.

The region has a strong community affinity with establishing a renewable energy industry; energy drives our lifestyle, our industries, cultural activities and economy. It's important to the community to seek appropriate solutions to energy needs and maintain Northern Rivers as an exemplar region for New South Wales and Australia.

Innovation capacity

Created Australia's first community owned energy retailer

- A community focussed University, TAFE and Community College sector
- Highly successful creative and innovative industries
- Creative and Innovative individual human resources

Partnerships

Sustain Energy Northern Rivers provides a ready-made reference group comprising Government Agencies, LG's, community groups, business and industry focussed on renewable energy solutions for the region

Within the NSW JO network and specifically the NRJO, there is significant interest in *The Southern Lights Project* – proposing to deliver over 80,000 smart, connected LED street lights and a low to medium bandwidth Internet-of-Things communications network to communities encompassing over 1.1 million people living in country NSW. This enabling infrastructure will provide better, safer, cheaper lighting and connectivity that will act as a catalyst for participating councils and others to invest in smart community technologies that will increase efficiencies and improve service delivery. (REROC, RAMJO, Central NSW JO, CBRJO, Far West JO make up this group of councils involved in progressing this key project)

Solution and Actions sought:

To realise the benefits and positive impact on the region and our residents, **NRJO is seeking \$15,000 co-contribution for the development of a professional Renewable Energy Prospectus.**





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A diversified, prosperous and sustainable regional economy

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



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

Goal #13:

Increased contribution to the regional economy from tourism and dispersal of tourists across the region, while protecting the Northern Rivers' unique character, environment and quality of life.

Policy Context:

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

Strategic Context:

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

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

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

- Tourism planning and development
- Regional branding and promotion

Problem:

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

Solution and Actions sought:

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

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

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

