



Agenda for the Northern Rivers

Joint Organisation

Ordinary Board Meeting

Date: 7 February 2020

Location: Ballina Shire Council Chambers

Time: 11.00am

AGENDA

1	ACKNOWLEDGEMENT OF COUNTRY.....	3
2	APOLOGIES.....	3
3	DECLARATIONS OF INTEREST	3
4	ADDRESS BY OFFICIAL VISITOR(S).....	3
5	CONFIRMATION OF MINUTES AND BUSINESS ARISING FROM THE MINUTES.....	4
5.1	CONFIRMATION OF MINUTES OF THE ORDINARY MEETING OF THE NORTHERN RIVERS JOINT ORGANISATION HELD 8 NOVEMBER 2019	5
6	NOTICES OF MOTION.....	6
7	REPORTS	7
7.1	ASSOCIATE MEMBER REPORT - DESTINATION NORTH COAST	8
7.2	ASSOCIATE MEMBER REPORT – RDA NORTHERN RIVERS	11
7.3	ASSOCIATE MEMBER REPORT – SCENIC RIM REGIONAL COUNCIL.....	13
7.4	ASSOCIATE MEMBER REPORT – CLARENCE VALLEY COUNCIL.....	15
7.5	NEW ENGLAND JO – MINUTES OF MEETING 25 NOVEMBER 2019	17
7.6	CHAIR’S REPORT	25
7.7	EXECUTIVE OFFICER REPORT	28
7.8	BLUE GAS TECHNOLOGIES – PROPOSAL FOR CONSIDERATION.....	32
7.9	LGNSW CLIMATE RESILIENCE WORKSHOPS.....	33
7.10	FINANCIAL REPORT	34
7.11	STRATEGIC REGIONAL PRIORITIES	39
8	URGENT BUSINESS.....	40
9	CONFIDENTIAL REPORTS.....	40
10	CORRESPONDENCE	40
11	ATTACHMENTS.....	41

1 ACKNOWLEDGEMENT OF COUNTRY

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

2 APOLOGIES

3 DECLARATIONS OF INTEREST

4 ADDRESS BY OFFICIAL VISITOR(S)

11.15am

Presentation of Biodiversity Legislation Reforms Project draft report

Scott Hetherington, Tweed Shire Council

Part A of the biodiversity legislation reforms project has been completed. The findings of the report based on consultation with all member councils confirmed common key themes and operational requirements across all councils. Some of the recommendations are being actioned by member councils and relevant state government agencies, however there remains a need for coordination of resource investment, especially since the cessation of the regional local government support officer in July 2019. Part B of the project is currently being finalised. This aspect has been delayed awaiting the release of draft 'plant community type' data by the Department of Industry, Planning and Environment for the region. This data was made available in draft form in December and is now being analysed to determine the extent of potential biodiversity loss and stewardship sites for the current proposed development footprint for the region.

In accordance with the Terms of Reference of the NRJO NRM Managers Group, the role of chair is shared on an annual basis. Ian Gaskell, Environmental Scientist at Ballina Shire was nominated as the chair at the December 2019 meeting. Ian is unavailable to attend the board meeting due to commitments in the Land and Environment Court. The meeting dates of the NRM Managers group for 2020 have not been set but will be scheduled to generally align with the meeting dates of the General Managers group.

ATTACHMENT:

- [NRJO Biodiversity Legislation Report](#)

11.45am

Presentation from Ashley Lindsay, General Manager, Clarence Valley Council <20 mins>

5 CONFIRMATION OF MINUTES AND BUSINESS ARISING FROM THE MINUTES

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

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

RECOMMENDATION:

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

ATTACHMENT:

- [Draft minutes of the Ordinary meeting of the Northern Rivers Joint Organisation held 8 November 2019](#)

6 NOTICES OF MOTION

7 REPORTS

RECOMMENDATION

THAT the report from Destination North Coast be noted



Bush Fire Crisis

The bush fire crisis that has dominated the news cycle and thoughts of residents across our region has inevitably had a large impact on tourism operators and supporting businesses. Anecdotal evidence suggests that many destinations across the region have suffered significant financial losses across late November and December and that the forward booking position looks particularly weak beyond the school holidays.

The duration and severity of the crisis has taken a heavy toll on many operators and supporting industry. As a result, DNC remain committed and available to assist in any recovery planning.

Through our participation in multiple Fire Recovery Committees and at a round table meeting on the 28th January with the Hon. Stuart Ayres MP, Minister for Jobs, Investment, Tourism and Western Sydney, DNC are championing the need for the following:

- An urgent expansion of social media and PR activity harnessing celebrities and consumers desire to assist the regional communities in the recovery process
- A commitment to a multi-year all of state campaign. The campaign structure should also enable destinations to leverage the assets or to partake in the activity
- Dedicated funding to expedite the development of new tourism infrastructure
- Creation and delivery of a seminar or training program providing guidance and training on crisis management and best practices for the recovery process

Business Events

Our Business Events pilot program completed its first year of operation. We believe the program has been a great success. Over the first year we have secured incremental events and visitation for the region, increased awareness of destinations and venues across the North Coast and developed professional marketing collateral for the continued promotion of the sector, whilst increasing collaboration between and the skill levels of operators.

The achievements listed above improve the visitor experience and assist in maximising the visitor economy of the North Coast, two key goals of our organisation and the pilot program.

As a result, DNC will continue to operate the program in 2020. The program in 2020 will incorporate an evolved priority of tasks reflecting the programs growing maturity. Throughout 2019 increasing stakeholder's knowledge of and skills within the sector was a key priority. Due to the strong foundations that this has delivered, moving forward our team will be able to have an increased focus on conversion and securing new business for the region, building on the twelve events secured in 2019 that delivered over 1,200 incremental visitors and an economic impact of \$926k.

Due to the momentum that the program has developed and our desire to ensure the program is sustainable we have kept the partnership contributions at the same level as the inaugural year of the program.

Tourism Research and Accommodation Reinvestment Projects

DNC have engaged Stafford Strategy to conduct two key research projects that will deliver valuable intel to LGA's across the region. The first project will map future demand, review current capacity, identifying future requirements to match projected demand and measuring sentiment towards tourism. All research will be presented for each LGA and then for the entire region.

The future demand and capacity research project outlined above will help inform the second project aimed at improving the quality of existing accommodation stock throughout the region. Through increasing reinvestment in existing stock DNC believe it will make the region more attractive to high value visitors, therefore growing the visitor economy exponentially compared to the growth of visitor numbers. The project will guide owners on best financial and sustainability practices, identify investment opportunities and assist in securing investment.

Stafford Strategy have tentatively planned travel into the region to engage with LGA staff for the first phase of the project in late February. It is aimed that they will meet with the Economic Development and Tourism Managers as a minimum from each LGA to help inform and shape the research.

Short-Term Holiday Letting Study

The study on short-term holiday letting through Southern Cross University that was co-funded by DNC and Destination NSW has completed with the findings disseminated to all LGA's across the region. As anticipated the study demonstrated a diverse range of perceptions of the sector with many championing the positive impact to tourism, the local economy and employment whilst the social impacts were also highlighted.

Key findings from the research for the consolidated results across the twelve LGA's surveyed were;

- 72% of respondents agreed the sector increased revenue for local businesses
- 52% of respondents agreed it increases employment opportunities for locals
- 49% of respondents felt it increased traffic and parking congestion
- 83% felt it increased the number of visitors into their shire

Inclusive Tourism

DNC conducted five inclusive tourism workshops across the Northern Rivers in the last quarter of 2019. The inclusive tourism sector presents a huge opportunity for the region as It is estimated that 20% of Australian adults require some assistance with access and as our population continues to age, this is only expected to grow presenting both a challenge and an opportunity for tourism businesses. The workshops presented case studies for improved visitor access and included the development of Visitor Access Accessibility Guide for North Coast Tourism Stakeholders.

Aboriginal Product Development

DNC are currently in the design phase for a project aimed at enhancing existing and promoting new export ready Aboriginal tourism experiences across the North Coast. The project aims to develop drive and product trails linking indigenous product, develop video and photo content and produce a digital/print guide for a North Coast Aboriginal Tourism Trail.

7.2 ASSOCIATE MEMBER REPORT – RDA NORTHERN RIVERS

RECOMMENDATION

THAT the report from RDA Northern Rivers be noted

RDA NR key projects and activities.

The following is a summary of events and activities by RDA NR Director and staff that will be of interest to NRJO Board members.

North Coast and Tablelands – Bushfire Business and Industry Recovery Group

Director RDA NR participates in the weekly North Coast and Tablelands – Bushfire Business and Industry Recovery Group teleconference which is convened by NSW Deputy Regional Director (A/g) Craig Jenkins.

North Coast Skills Snapshot

The North Coast Skills Snapshot was released to the public in January. RDA NR and RDA MNC combined to survey businesses across the North Coast about local skills and workforce development issues. The survey identified key areas of need including; providing access to Workforce Development planning tools, working with training providers and business owners to deliver relevant training for staff and owners, and developing the *Future Workforce Platform* (below).

Future Workforce Platform:

This platform provides a pathway for employees to directly reach job seekers (and vice versa) as well as a function that focuses on assisting students to access training, SBAT and jobs. It was designed and built by RDA MNC via funding received from NSW Government grant. The Northern Rivers platform is a collaboration between RDA NR and Training NSW, with development undertaken by RDA Mid North Coast.

NR Branding Initiative:

The NR Branding Committee is developing a business plan and implementation plan to ensure sustainability of the project. A teleconference was held with Barossa Brand manager which provided excellent guidance on lessons learnt and perspectives in managing a regional brand promotion and assets. The Committee believes that further socialising the brand strategy is needed with key stakeholders prior to the launch. A date is to be announced in the first quarter 2020.

Future Northern Rivers 2020

Early planning is underway with Northern Star to run the 2020 version of Future Northern Rivers. A similar grouping of key stakeholders will be brought together for the 2020 events.

Primex 2020

The regional lead innovation agencies and organisations comprise a group have come together to collaborate on the Primex event since 2018. The group is considering its event schedule for 2020

but will include a physical presence, workshops and presentations around the theme of innovation for regional businesses.

Dept of Home Affairs Visit:

The Department of Home Affairs will be visiting the region 20-21 Feb and will deliver a series of three workshops (Tweed, Byron Bay, Ballina) to increase understanding of its Regional Visa programs and benefits to regional businesses.

Cross Border Tourism Working Group

The first meeting of the CBTWG for 2020 took place in January and resolved that three key areas will be the focus for the group for 2020: Skills and training workshops, a regional networking event, taking more of a lead advocacy role.

7.3 ASSOCIATE MEMBER REPORT – SCENIC RIM REGIONAL COUNCIL

RECOMMENDATION:

THAT the report from Scenic Rim Regional Council be noted

Scenic Rim Regional Council

- Scenic Rim Regional Council is responsible for the Scenic Rim Local Government Area, south-west of Brisbane and inland from the Gold Coast.
- The region encompasses 4,300 square kilometres, with its southern boundary doubling as the border between Queensland and New South Wales.
- Mainly a rural region, it is also a well-known tourism destination. It is home to a number of renowned national parks, including World Heritage listings, including the Lamington, Mount Barney, Main Range and Moogerah Peaks National Parks.
- The main centres are Beaudesert, Boonah, Tamborine Mountain and Canungra, but there are a number of smaller towns which provide a depth of character and uniqueness to the region
- In 2019, the Scenic Rim was awarded 'Most Outstanding Region' at the prestigious *delicious. Harvey Norman Produce Awards*, the first time this award has gone to a region in Queensland. This award is decided by the country's premier chefs and food influencers
- In 2019 the region was also awarded a National Economic Development Australia Award, for best 'single event or activity', for its acclaimed food festival, Scenic Rim Eat Local Week, which will celebrate its 10th anniversary in 2020

Importance of tourism to the region

- In 2018/19 the Scenic Rim attracted 1.7 million visitors who spent 1 million visitor nights in the region, and spent over \$315 million while visiting
- Tourism accounts for over 2,000 jobs in the region and contributes more than \$200 million (or more than 10%) to the region's GRP. The other main industry sector is agriculture, which contributes over \$260 million and over 2,000 jobs
- The region has a wide variety of tourism assets, including Tamborine Mountain (a well regarded and well established tourism destination), six national parks, World Heritage listed rainforests, a diverse offering of wine, beer, spirits and food as well as a number of emerging tourism attractions and destination. The region is also an emerging adventure tourism destination, with mountain biking, adventure racing, mountain climbing, water sports and a range of other adventure activities on offer
- The region's signature festival, Scenic Rim Eat Local Week, attracted over 37,000 visitors in 2019, and contributed over \$2 million to the regional economy, through more than 90 individual events
- In terms of accommodation, the Scenic Rim offers romantic cottages and cabins, B&Bs, farm stays, camping grounds, glamping and luxurious mountain lodges,

Strategic direction

- The Scenic Rim has an adopted Tourism Strategy (2017-2021) that provides the road map for growing the tourism industry in the region.
- This strategy is being reviewed and refreshed in 2020 to ensure it is on track and optimised

- At the same time, after attracting Federal Government grant funding in 2019, the organisation is finalising an Adventure and Nature-based Tourism Strategy, which will complement the existing tourism strategy and capitalise on the many opportunities in this sector of the industry
- Overarching goals are to increase the value of tourism, increase market share of key segments, disperse seasonal visitors and disperse visitors generally
- Catalyst projects within the strategy include:
 - Increasing funds for marketing to build the destination brand
 - Increase marketing efforts in partnership with Brisbane Marketing and Destination Gold Coast to target the 200km drive market and fly-drive interstate markets
 - Maintain and grow a tourism events fund to support the growth and development of events that attract at least 30% of their attendees from outside the region and contribute to building the region's brand
 - Work towards creating one aligned LTO to create a seamless message pre-trip and en route
 - Invest in ongoing research and analysis to collect and monitor visitor data

Current projects

- Council is about to release its new **Regional Prosperity Strategy 2020-2025**, which is the key roadmap for all of its economic development activity, including tourism. To be launched at a Business Breakfast on 4th February. Summary copies of this strategy available for distribution
- Re-opening of components of the fire ravaged **Binna Burra Lodge**, including the campground teahouse and Groom's Cottage by April 2020; as well as the staging of a 'Gateway to Gondwana Festival' to recreate the iconic venue's original camping weekend. This event will bring together 100% local suppliers providing a showcase of food, beverage and arts & crafts, plus quality health and wellbeing services. It is expected to attract 1500 people a day for 3 days.
- 10th anniversary of **Scenic Rim Eat Local Week** - June/July school holidays 2020 (27 June to 5 July). Special commemorative branding has been developed to reflect this important milestone and this will feature across all collateral and marketing this year. The final program of events is in development but it will include at least one signature, premium quality event, developed and delivered by Council, that recognises and celebrates the milestone. The 10th anniversary will also flow through into all messaging associated with the event, underscoring its longevity and popularity.
- Continued growth of **Lake Wyaralong** as the home of Rowing in Queensland. A number of regattas and events will be staged at the lake during 2020, including boys and girls school events and state and national championships, some of which attract upwards of 3000 people per day
- Continued growth of '**Eat Local Scenic Rim**' our accredited 'locavore' program, which now has over 75 members. These businesses cross a number of categories including producer, retail, accommodation, farm gate, café/restaurant/pub, specialty food/artisan maker, experience and brewer/distiller/winemaker. This program helps Scenic Rim locals and visitors find, taste, buy and connect with local food and drinks all year round, and encourages us to consider our choices and highlight the broad range of produce grown and made on our doorstep.

7.4 ASSOCIATE MEMBER REPORT – CLARENCE VALLEY COUNCIL

With a population of 51,367 dispersed across three towns and 60 villages and outlying areas covering 10,441km², the LGA stretches from mountainous terrain in the west across a floodplain carrying 8 major rivers to 100kms of coastline. Just over 20% of the LGA is National Parks, State Forest and Crown Reserves.

The LGA is serviced by a sealed road network of 1,465km and unsealed road network of 970km, town water from 23 reservoirs through 1,295km of water mains and sewerage through almost 300km of gravity mains and reticulation system to seven STPs.

Per head of population the LGA is reasonably serviced by a Council FTE of 513, however when factoring in the tyranny of distance the, the FTE is lean.

Background

In 2004 Clarence Valley Council was formed of 4 General Purpose Council's and two Water Authorities. Throughout the subsequent years, differences between the former councils, the geographical size of the new council, number of existing workplaces and lack of cohesion of the workforce as a whole were evident and became the mainstay challenge for the elected members and executive teams that followed.

For many years creating one organisation with one culture and delivering consistent services equitably across the LGA has been a key aim, and continues to underpin Council strategy. In more recent years and in particular following the Independent Review of Local Government, achieving financial sustainability has become an increasingly critical focus.

A successful three year SRV application of 8% (incl rate peg) per year (cumulative increase of 26%), announced in 2018 for commencement in 2018/19, has enabled the organisation to concentrate efforts on improving efficiencies, increasingly deliver on plans and provides foresight to a projected financial position in 2021 that meets the State's Fit for the Future criteria for sustainability.

Strategic Direction

Council conducts a biennial community satisfaction survey and not surprisingly, transport infrastructure has been highlighted for improvement. Like any local government authority on the NSW mid/north coast floodplain, Clarence Valley Council has a significant and aged road and bridge infrastructure burden, like many a dispersed community requiring servicing and a comparatively low rate base. Over 60% of the LGAs road network remains unsealed and the current elected body has adopted a strategy of sealing some key connector roads.

In recent years, and aided by the SRV and to a degree additional targeted grant funds, Council's capital road infrastructure investment has increased significantly. Resourcing and achieving on an annual basis however remains a challenge and further work is required in terms of capital works forward planning to ensure projects are designed ready ahead of construction year.

While greater improvements have been made to rectify this issue for Council's recreational and open space facilities, with adoption of a number of significant masterplans, followed by detailed design plans before construction, further work is being done to ensure transparency of the

forward capital works program for these, and other asset classes also through implementation of TechOne Enterprise Asset Management System.

In recent years, Council has taken the view there are significant efficiency gains and customer service improvements to be made through IT system improvements. An IT Strategy has now been prepared detailing the proposed upgrades and improvements to our TechOne Corporate system and also identifying the third party solutions that will improve aspects of our business. A recent example of such an improvement is implementation of Bookable (online booking system) for all passive and leisure recreational spaces and facilities. The introduction of Bookable has seen a significant improvement in management of bookings and the customer experience.

Election of a new Council in September 2020, means it is the ideal time for Council to leverage off the improved financial outlook and confirm its strategies and commitment to the community through a comprehensive review of its Integrated Planning and Reporting Framework, commencing with a Community Strategic Plan (CSP) Review in mid 2019. While it is considered that the overarching goals, demonstrated through themes and high level objectives of the CSP likely remain on target, the recent Bushfire disaster, which affected approximately 50% of the LGA (548,000 hectares burnt), tells us that the community will expect some strategic action toward building resilience. For this reason we are currently developing a strategy in-house that improves connectivity, access and egress, and recovery, which we will discuss with our Council in the coming months.

Key Projects

The following are representative of our key projects across the organisation:

Regional Art Gallery extension – \$6M extension and upgrade to the Regional Art Gallery.

Jacaranda Regional Park Grafton - \$1.2M all accessible playground and park upgrade.

Enterprise Asset Management System – \$1M investment in the TechOne EAM solution, to better manage allocation of works schedules, record asset data, plan for future works, coordinate financial capitalization and create future funding scenarios.

Harwood Marine precinct - \$4M road infrastructure upgrade to support the development of a marine engineering precinct.

Sealing of Gravel Roads – McIntyre Lane Gulmarrad and James Creek Road (2km)

Introducing the CVC Capability Framework – moving from a competency based staff performance framework to a capability talent management framework.

Bailey Park precinct, Ulmarra – a bypass infrastructure rejuvenation project incorporating removal of the public swimming pool (part of our rationalisation project), creation and improvement of passive open space, with master planning completed through community consultation and \$1M now allocated for detailed design and implementation of stage 1.

Grafton Regional Aquatic Centre – with a masterplan adopted, the next stage is detailed designed, identification of funding and tender to construct. The whole project is anticipated to be \$17M in value and fulfills not only our open space facilities strategy, but also our rationalisation strategy, as other nearby facilities are closed.

7.5 NEW ENGLAND JO – MINUTES OF MEETING 25 NOVEMBER 2019

RECOMMENDATION

THAT the minutes of the New England JO meeting be received and noted

MINUTES OF THE NEW ENGLAND JOINT ORGANISATION OF COUNCILS (NEJO) MEETING HELD ON 25 NOVEMBER 2019 IN THE COUNCIL CHAMBERS, ARMIDALE REGIONAL COUNCIL, HEAD OFFICE, 135 RUSDEN STREET, ARMIDALE COMMENCING AT 10.00AM

Present:

Cr Michael Pearce (Chairperson), Cr Peter Petty (Deputy Chairperson), Cr Simon Murray (Armidale Regional Council), Cr Carol Sparks (Glen Innes Severn Council), Cr Paul Harmon (Inverell Shire Council) and Cr Cathy Redding (Narrabri Shire Council).

In attendance:

Ms Susan Law (Armidale Regional Council), Mr David Aber (Uralla Shire Council), Mr Craig Bennet (Glen Innes Severn Council), Mr Terry Dodds (Tenterfield Shire Council), Mr Stewart Todd (Narrabri Shire Council), Mr Craig Jenkins (Director New England & North West, DPC Regional), Mr Darren Keegan (Deputy Director New England & North West, DPC Regional), Ms Jodie Healy (Office Local Government) and Mrs Brooke Southwell (NEJO Executive Officer).

Presenters:

Mr Harris Short (Child Safe Standards Regulation), Mr Andrew Malowiecki (Cardno), Ms Sheridan Hopkins (NSW Treasury: Infrastructure lending) and Mr Paul Cornall (Forsyths).

1. WELCOME

The Chairperson opened the meeting at 10.19am.

2. ACKNOWLEDGEMENT OF COUNTRY

The Chairperson provided an Acknowledgement of Country.

3. APOLOGIES

Apologies were received from Mr Lester Rogers (Moree Plains Shire Council), Katrina Humphries (Moree Plains Shire Council), Mr Angus Witherby (Moree Plains Shire Council), Mr Paul Henry (Inverell Shire Council), Ms Janelle Saffin MP (Member for Lismore), Mr Adam

Marshall MP (Member for Northern Tablelands), Mr Barnaby Joyce MP (Member for New England) and Mr Roy Butler MP (Member for Barwon).

31/19 RESOLUTION:

That the apologies be received and noted.

Moved: Armidale Seconded: Tenterfield

CARRIED

4. DISCLOSURE OF CONFLICT OF INTEREST/PECUNIARY AND NON-PECUNIARY INTERESTS

No disclosures were made by members.

5. MINUTES OF THE PREVIOUS MEETING HELD 26 AUGUST, 2019

32/19 RESOLUTION:

That the minutes of the meeting held on 26 August, 2019 be adopted as a true and accurate record.

Moved: Inverell Seconded: Armidale

6. PRESENTATIONS

Presentations were deferred.

7. REPORTS

7.1 Road Network Strategy – Stage 1 Report and Presentation by Cardno

This item was deferred.

7.2 Audited Financial Statements

This item was deferred.

7.3 YTD Financial Report

33/19 RESOLUTION:

That the Income and Expenditure Statement be received and noted.

Moved: Inverell Seconded: Glen Innes

CARRIED

7.4 NEJO Membership Structure

- The Chairman provided an update on the RAMJO fees which are between \$8,773 – \$51,130.
- Armidale, Glen Innes and Inverell preferred Option A and Tenterfield preferred Option B.
- Board members agreed to discuss the new proposed fee with their fellow Councillors.
- Armidale expressed concerns with Option B because if one Council is providing a higher fee, they may feel like they are entitled to more than one vote.
- Armidale's preference is each board member pays one fee for one vote.
- The Chair noted that it is important that NEJO is financially secure.

34/19 RESOLUTION

- i) *That individual Board members discuss a new proposed fee at their December Council meetings.*
- ii) *That this matter is deferred until the next NEJO Board meeting.*

Moved: Narrabri Seconded: Tenterfield

CARRIED

7.5 Appointment of Deputy Chair

Narrabri nominated Peter Petty as Deputy Chair. This was supported by Armidale.

Peter Petty accepted the nomination.

35/19 RESOLUTION

- i) That the Board approve Peter Petty, Mayor of Tenterfield Shire Council as Deputy Chair of NEJO.

Moved: Narrabri Seconded: Inverell

CARRIED

Presentation: Sheridan Hopkins - NSW Treasury Corp: Infrastructure lending.

- TCORP is one of the largest loan providers to Councils and is currently lending around \$250 Million to 40 Councils.
- TCORP have rates significantly lower than domestic banks.
- TCORP is an arm of Treasury. Every loan is based on the same basis irrespective of tenor or credit quality.

- Overview of the low cost loan initiative where OLG reimburses 50% of the interest rate cost of a maximum 10 year loan for infrastructure projects.

7.1 Road Network Strategy – Stage 1 Report and Presentation by Cardno

- Andrew Malowiecki provided an update on the Stage 1 report, including an overview of the aims, stakeholders and project stages.
- Stage 1 findings to date show the New England has forestry and livestock in the East and Broadacre and cropping in the West. Feed lot areas will be more important in the future.
- There is an under reporting of motor vehicle accidents.
- There is a growth of drive tourism and drivers are inexperienced.
- Uralla asked whether Gwydir are interested in being involved. It was noted that they have been invited to participate.

ACTION: EO to send out Stage 1 Report to Road Network Working Group to seek further input from stakeholders within each Council.

36/19 RESOLUTION

- i) *That the Stage 1 Report on the Road Network Strategy is received and noted.*

Moved: Inverell Seconded: Armidale

CARRIED

7.2 Audited Financial Statements

- Paul Cornall from Forsyths presented the Audited Financial Statements.
- The audited financial statements relate to May 2018 to June 2019.
- The next audit will be for a 12 month period.
- There has been \$272,000 carried forward to 2019-2020 financial year.
- The audit was completed on time.
- The challenge moving forward will be managing a large scale operation and staff.

37/19 RESOLUTION

The NEJO Board receive and note the report and adopt the Audit report for the period ending 30 June 2019.

Moved: Tenterfield Seconded: Narrabri

CARRIED

7.6 JO Chairs meeting overview

- Tenterfield asked about the Chair and Deputy Chair of the JO Chairs meeting.
- It was explained that the reason for the positions is continuity and administration.
- Inverell questioned whether these positions would make decisions on behalf of the group.
- The NEJO Chair stated this is not the intention.
- Tenterfield raised concerns around the large number of local government groups representing the local government industry.

ACTION: NEJO Chair to ask JO Chairs if the NEJO Board can attend as observers.

- Narrabri Shire Council General Manager stated there is a risk that important government representatives will stop attending Country Mayors and that they will attend the JO meetings instead.
- OLG stated that the JO Chairs meeting is run by the JO Chairs and that OLG are invited.
- Tenterfield General Manager raised concerns around the LG Ministerial Advisory Group and asked OLG what is the purpose of the group. OLG stated it is a small group of peak body representatives.

38/19 RESOLUTION

That the JO Chairs meeting report is received and noted.

Moved: Narrabri Seconded: Glen Innes

CARRIED

7.7 NEJO Water Update

39/19 RESOLUTION

That the NEJO Water Update report is received and noted.

Moved: Tenterfield Seconded: Armidale

CARRIED

7.8 NEJO Shared Services Update

40/19 RESOLUTION

- That the NEJO Shared Services report is received and noted.*
- That the report from Central NSW JO on Best Practice in Aggregated procurement project plan is received and noted.*

Moved: Inverell Seconded: Armidale

CARRIED

7.9 Risk Management and Internal Audit Framework

41/19 RESOLUTION

That the Board:

- i) Receive and note the Risk Management and Internal Audit Framework Report;*
- ii) Review the attached letter of response; and*
- iii) Provide any requested changes to the EO by Friday 6 December 2019.*

Moved: Inverell Seconded: Tenterfield

CARRIED

7.10 Northern Inland Regional Waste Group

The Chairman stated that the NIRWG meeting was held last week. The group are funded by EPA. There were no issues with the Draft MOU.

42/19 RESOLUTION

That the Board:

- i) Approve the project sponsor, Inverell Shire Council General Manager to consider and decide on the best course of action for any requested changes to NIRWG to the Draft MOU; and*
- ii) That all Board members sign off on the MOU once finalised.*

Moved: Inverell Seconded: Armidale

CARRIED

7.11 Code of meeting practice

43/19 RESOLUTION

That the Code of meeting practice is approved by the Board and is uploaded to the NEJO website.

Moved: Tenterfield Seconded: Narrabri

CARRIED

7.12 EO Report

Tenterfield thanked the EO for the work she has done with NEJO and for the Quarterly Report on activities.

44/19 RESOLUTION

That the EO Report is received and noted.

Moved: Narrabri Seconded: Armidale

CARRIED

7.13 OLG \$150 Grant submission

45/19 RESOLUTION

That the Board approve NEJO apply for \$75k towards stage 5 of the Road Network Strategy and \$75k towards a NEJO Tourism Promotional Campaign through the OLG Joint Organisation Capacity Building Fund.

Moved: Inverell Seconded: Tenterfield

CARRIED

7.14 NEJO Advocacy

Board members agreed that it would be good to review which Ministers they are going to meet with in Sydney and Canberra.

ACTION: Executive Officer to provide a list for Board to review prior to visits to Sydney and Canberra.

46/19 RESOLUTION

- A. *That the NEJO Advocacy Report is received and noted.*
- B. *That member Council's provide background information from their LGA about areas of advocacy to the EO, to assist with the NEJO advocacy efforts and ministerial briefings.*
- C. *That the Board decide travel dates for the following JO trips:*
 - a. *Sydney NEJO Board meeting and Advocacy trip – between 11-15 May 2020*
 - b. *Canberra NEJO Board meeting and Advocacy trip – between 11-20 August 2020.*

Moved: Inverell Seconded: Armidale

CARRIED

8. NEXT NEJO BOARD MEETING:

Tenterfield agreed to host the next NEJO Board meeting.

9. GENERAL BUSINESS

- Glenn Innes requested NEJO to advocate for disaster areas to have rates waived to lessen the burden on people affected by drought and fires. Board members discussed the positives and negatives of this recommendation.
- Inverell suggested that NEJO could write to state and federal members asking them to freeze payroll tax and freeze company tax instead.
- Tenterfield General Manager suggested the Executive Officer should first speak with David Thompson from RDA who has been doing some work in this area.

ACTION: Tenterfield General Manager to send contact details for David Thompson to Executive Officer.

Presentation from Harris Short: Child Safe Standards Regulation

- NEJO is the first JO to agree to a presentation on the Child Safe Standards.
- The Children's Guardian Bill was approved last week to promote the safety, welfare and wellbeing of children.
- There have been some key findings from the royal commission into sexual abuse.
- An overview of reportable offences and reportable conduct was provided.
- Child safe standards can assist with youth Councils included onboarding and promotion.
- Each Council needs a Child Safe Policy.
- The new audits relate to a Council self-assessment.

ACTION: Harris Short to send the New Child Safe Policy to NEJO EO to distribute to member Council's.

The Chair wished everyone a safe and enjoyable Christmas and gave well wishes to the Executive Officer during her unpaid maternity leave.

As there was no further business, the meeting closed at 12:40pm.

CR MICK PEARCE

CHAIRPERSON

7.6 CHAIR'S REPORT

SUMMARY OF RECOMMENDATIONS MADE:

RECOMMENDATION

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

Agreed Definition of Financial Sustainability

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

'A Joint Organisation will be financially sustainable over the long term when it is able to generate sufficient funds and deliver on the Strategic Regional Priorities agreed with its members and stakeholders.'

RECOMMENDATION:

THAT the Board receive and note the documents (JOAC).

[Minutes of the JOAC Meeting of 17 December 2019](#)

[Minutes of the JOAC Meeting of 20 January 2020](#)

[Briefing Paper of the JOAC to the Minister endorsed at the 20 January 2020 Meeting](#)

RECOMMENDATION

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

RECOMMENDATION

THAT the Chair's report be received and noted:

LGNSW/JO Working Group

The LGNSW/JO Working Group held its first meeting on 20 November 2019. The list of priorities identified through the discussions were circulated by LGNSW and are attached to the Board papers for information. In early December, the outcomes were distributed to working party members for review and feedback. A number of the JOs have put forward feedback and there may be some tweaks to the summary.

Once a close to final list of priorities was developed, a draft response and action plan was to be circulated to members with the aim then to present a paper to the LGNSW Board for endorsement of the action and engagement plan having a clear pathway forward for LGNSW and JOs to work together. Additionally, clear outcomes were to be scoped so there is a tangible and measurable commitment to deliver on agreed priorities. (This was the status before to the overall priorities

were overtaken by the bushfires and staffing changes occurred at the senior level at LGNSW. Kylie Yates is Acting Chief Executive, and Kelly Kwan newly appointed Executive Manager for Advocacy.)

LGNSW is hoping to schedule face to face meetings in 2020 to align with JO Chairs' regular meetings in Sydney.

Joint Organisation Advisory Committee

The Minister for Local Government has expressed positive sentiments around the progress of the Joint Organisation Advisory Committee (JOAC) established in late 2019. Minister Hancock has acknowledged the contribution being made by this group in the provision of advice and strategic direction on the Joint Organisation model.

A key piece of work has been the compilation of a Briefing Paper to the Minister detailing the operational environment, challenges and future scope of the network of Joint Organisations. An important aspect of this work has been to determine an agreed definition of Financial Sustainability, which all JO Boards have been asked to note this endorsement of the JOAC's definition:

RECOMMENDATION

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

Agreed Definition of Financial Sustainability

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

'A Joint Organisation will be financially sustainable over the long term when it is able to generate sufficient funds and deliver on the Strategic Regional Priorities agreed with its members and stakeholders.'

The following documents are provided for information as attachments to the agenda paper:

- Minutes of the JOAC Meeting of 17 December 2019
- Minutes of the JOAC Meeting of 20 January 2019
- Briefing Paper of the JOAC to the Minister endorsed at the 20 January 2020 Meeting

RECOMMENDATION:

THAT the Board receive and note the above documents.

NSW JO Chairs' Forum

JO Chairs have been asked to take the following to their individual Boards, seeking agreement that the JO Chairs' Forum have a Chair and Deputy Chair appointed and that the Terms of Reference as attached to the agenda papers be amended to reflect this (providing the majority of JOs move in favour of the amendment).

RECOMMENDATION

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

JO Chairs' Meetings Terms of Reference

The JO Chairs discussed the need to have consistency in the Chair and Secretariat of the meetings to carry forward the decision making of meetings and in undertaking advocacy.

RESOLVED: That the draft Terms of Reference be adopted, with the exception of Point 6 – Chair to reflect the following:

At the next JO Chairs' meeting, appoint a Chair for a period of up to 12 months; with the role being rotated annually. A decision regarding the Secretariat (i.e. the appointed Chair's EO or a dedicated externally funded Secretariat position) to be determined when the JO funding model is better understood. The current Chair to report back to the next JO Chairs' meeting.

Moved: Cr J Chaffey

Seconded: Cr D Mulholland

Carried Unanimously

RECOMMENDATION

THAT the Chair's report be received and noted

ATTACHMENTS:

- [LG NSW/ JO Working Group – summary and key priorities](#)
- [Minutes of the JOAC Meeting of 17 December 2019](#)
- [Minutes of the JOAC Meeting of 20 January 2020](#)
- [Briefing Paper of the JOAC to the Minister endorsed at the 20 January 2020 Meeting](#)
- [JO Chair's Meeting Terms of Reference](#)

7.7 EXECUTIVE OFFICER REPORT

SUMMARY OF RECOMMENDATIONS MADE:

RECOMMENDATION:

THAT the Board approve an amendment to the NRJO Charter to incorporate the position of Deputy Chair. (Compliance and Governance Issues)

RECOMMENDATION:

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

1 Strategic Directions

Progress with NRJO Strategic Regional Priorities

JO Capacity Building Fund

The following documentation on developing a Business Case for a Centre of Excellence for Waste Microindustries has been included in the Board papers and was approved by the Chair for submission to the Office of Local Government:

- Funding Application
- Budget
- Project Plan

NRJO Strategic Regional Priorities

A detailed report was provided to the November 2019 meeting on the advocacy work and actions to progress forward on the organisation's priorities that were identified at the February 2019 meeting.

See Item 7.10 of the Business Paper

Advocacy and Media

Waste Levy

An inquiry from ABC North Coast was prompted by a media release from Local Government Professionals where they called for 'significant Commonwealth investment in the recycling industry as a potentially disruptive ban on waste exports looms'.

The Chair has provided the following points and commentary to the media on 9 January 2020:

These six pathways have been identified through a variety of NSW state forums and peak body groups (I can't comment on other states). With China's refusal to receive

any more recyclables from Australia but with the Australian position being one of reducing landfill, there are a few associated issues.

- educating people about sorting their waste. Contaminated recyclables can be treated as general waste and end up in landfill*
- introducing waste processing facilities so we can maximise the use of recycling, upcycling etc, reducing landfill*
- the NRJO has identified such a project as its priority project and has been actively pursuing funding for such a facility*
- the reinvestment of the waste levy back into such projects is a state issue. As per our discussion, the principle behind the waste levy was to collect the money from councils and then reinvest this money back into innovative waste projects. However, Labour asked the question in Parliament and only a third of the waste levy goes into such projects with the rest going into consolidated revenue.*

If there is a serious commitment to changing the way we manage waste, Councils are best positioned to deliver such projects and in NSW, the JOs are perfectly positioned to identify the most appropriate projects within their regional footprints.

- Costs to communities of recycling have increased significantly since China's ban on waste imports in recent years, with for-profit contractors charging councils higher prices to collect, sort, reprocess and on-sell materials. We have a great opportunity to manage this process, and in effect, reduce landfill, reuse materials where possible and generate revenue for the Councils or the JOs.*
- If any changes are to be made, ongoing engagement with Councils is an imperative. We are the frontline of government and we know what is happening in our region, what the needs of our constituents are and that the cookie cutter approach doesn't work. Different councils have different needs and this is why engaging with Councils is so important.*

I'm not sure why this particular organisation has become involved but certainly in NSW, this conversation has been going on between Councils, State Government, LGNSW, JO Chairs forum, the JOs, Country Mayors Association etc for quite a while. I'd like to see all three levels of government working together to address this particular issue but at the end of the day, an investment in the strategies is required.

2 Relationships and Networks

Department of Planning, Industry and Environment (DPIE)

Regional NSW – Sub Committees and Working Groups

Sub Committee meetings will re-commence in February. Kyogle GM has agreed to attend where possible during the EO's leave.

Environment and Economy - Wednesday 12 February

Communities and Service Delivery - Thursday 20 February

Transition North Coast Strategic Working Group – Tuesday 18 February

North Coast Female Leadership Forum - March 2020 - Working Group Nominations

The Manager People and Culture at Ballina Shire Council, Tonia Lecke, was nominated to participate in the working group and bring a local government perspective to the event.

Regional NSW via the Regional Leadership Executive group, requested agencies sponsor the event with \$1,000. The Chair has agreed to contribute \$500 from NRJO.

The Forum, this year in Coffs Harbour, will be open to 200 female staff from within State and Local Government from Tweed Heads to Port Macquarie. Last year the Forum was well presented by approximately 47 local government staff, with considerable demand and a waitlist for places. The Minister for Regional Youth, Bronnie Taylor, has been secured for this year's event. There will be several other presenters and the afternoon will feature two interactive workshop sessions covering a range of topics.

General Managers have been provided with a copy of the draft Agenda for the forum and requested to nominate women from their councils to attend.

Joint Meeting of NRJO and MNCJO

As advised to Mayors in Donna's email, the joint meeting being coordinated through Regional NSW is scheduled for: **Wednesday 25 March from 10am to 12.30pm**

Department of Industry – Regional Water Strategies

As highlighted in the November 2019 EO report the Department is comfortable to keep NRJO on the eligibility list for a 2020 application to be made.

Discussions will continue with Rous on the preliminary work that needs to be conducted to inform the regional water strategy. This work is expected to be completed in March 2020.

A number of the JO EO network members are also meeting to discuss collaboration on regional water planning, with the outcomes of recent meetings copied below for information.

Recommendation/s
<p>That the EOJO network:</p> <ol style="list-style-type: none">1. Provide in principle support for working regionally on town water security planning;2. Note the opportunity afforded by the DPIE Water to fund Regional Town Water Strategies at a minimum of 75%;3. Note that there is a potential substantive commitment both financially and politically in the scope of works and eligibility assessment for the overall Regional Town Water Strategy program as described by DPIE;4. Seek to have funding applied to components of the overall program that also support Integrated Water Cycle Management planning for member Councils, for example Secure Yield Analysis; and5. Work cooperatively to negotiate an approach to Regional Town Water Strategies at a minimum of 75% that incentivizes Councils participation while addressing the fit of JOs in the funding framework beyond a simple aggregated procurement model.

Northern Rivers Branding Project

The Northern Rivers Brand Steering Committee has continued to meet in preparation for the target launch date of **Friday 3 April 2020**.

Regional Food Strategy - Northern Rivers Food

Board members will see the letter of support attached to the agenda papers on this initiative.

Healthy Communities Northern Rivers

As previously reported, the Healthy Communities Northern Rivers Action Plan has been finalised and the EO attends meetings when possible.

The minutes of the most recent 5 December 2019 meeting are attached for information.

3 Local Government Issues and Initiatives

Compliance and Governance Issues

NRJO Election Process

The two-year term of the elected Chair will conclude on 22 June 2020.

Reflecting previous discussions in relation to the need for the joint organisation to have a Deputy Chair in place to provide support and backup to the Chair as required to fulfil the range of responsibilities, it is recommended:

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

Environment Protection Authority – Contaminated Land Regional Capacity Building Program

The appointed officer implementing this program has submitted a report to the General Managers and will present to the 2 March meeting of GMAC.

Far North Coast Building and Development Group - Skills Shortages

The EO attended a session at LGNSW's Workforce Summit in Tweed in November and met with Winton Consulting.

Winton Consulting's Nathan Farr gave a presentation to the 2 December 2019 GMAC meeting, and following that was asked to provide a reverse brief for GMAC consideration. This document was circulated to GMAC members on 20 December 2019 and a formal proposal has now been submitted for GMAC to review at the 7 February 2020 meeting.

ATTACHMENTS:

- [Revised capacity building application](#)
- [Healthy Communities Northern Rivers Action Plan – meeting minutes](#)

7.8 BLUE GAS TECHNOLOGIES – PROPOSAL FOR CONSIDERATION

Cr Mulholland has declared a conflict of interest for this agenda item

RECOMMENDATION:

THAT NRJO acknowledge receipt of proposal

Background

In October 2019, a proposal was received from Blue Gas Technologies requesting an opportunity to make a presentation to the Board on their Clean Waste to Energy technology.

For an outlay of \$48,000 per Council, Blue Gas Technologies will deliver a ‘practical and profitable proposal that will not only cater for the region’s immediate needs, but one designed for future proofing the region’s communities and industries with a clean and cost-effective waste management facility’.

ATTACHMENT:

- [Closed Circuit Reformer technology proposal](#)

7.9 LGNSW CLIMATE RESILIENCE WORKSHOPS

RECOMMENDATION:

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

Background

Building Resilience to Climate Change was a partnership program between LGNSW and the NSW Office of Environment and Heritage (OEH) to address identified climate change risks and vulnerabilities facing NSW councils. Two rounds, jointly funded by OEH and the NSW Environmental Trust, were awarded in 2014 and 2015, with Kyogle and Tweed Councils successful.

Similarly, the Increasing Resilience to Climate Change partnership program between LGNSW and the NSW Department of Planning, Industry and Environment (DPIE) provides funding to address identified climate change risks and vulnerabilities facing NSW councils. The Increasing Resilience to Climate Change program was been established to encourage:

- Implementation of actions to address identified climate risks
- Regional consideration of climate change impacts in decision making
- Implementation of climate change adaptation actions beyond business as usual projects and programs
- Enhanced adaptive capacity.

Tweed Shire Council, in partnership with the NRJO member councils and Northern Rivers Public Health Unit was successful in Round 1 and Ballina Shire Council in partnership with Tweed Shire Council had success in Round Two.

LGNSW, in conjunction with the Climate Resilience and Net Zero Emissions team at DPIE are offering to conduct workshops in region which focus on developing resilience to climate change, if the focus is on case studies and tools arising out of the previous BRCC program and current IRCC program. Further information about both programs can be found here ([BRCC](#) and [IRCC](#))

The focus of the workshop would depend on the target audience the Board has in mind, as a workshop for staff would be a more in-depth look at completed and current projects of council to adapt to the climate impacts of the region, with technical input and possibly grant guidelines for the next funding round. Board members may prefer a half-day workshop following an existing meeting.

Once the Board has determined the audience, LG NSW can develop an agenda for consideration.

7.10 FINANCIAL REPORT

RECOMMENDATION:

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

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

DRAFT ONLY

	2019/20 Budget	2019/20 Actual	2018/19 Actual
<u>Operating Revenues</u>			
Membership Fees	128,600	128,600	102,893
Myroadinfo Fees	33,600	33,725	33,725
LG Procurement Rebate	10,300	37,388	36,602
Power Infrastructure Upgrade Project	-	-	500,000
State Gov't Contribution	-	-	300,000
Sundry Income / Recharge Workshops		6,276	
Interest	8,000	3,341	7,061
Total	180,500	209,330	980,282
<u>Operating Expenses</u>			
Bank Charges	100	-	76
Conferences, Events, Travel	10,300	15,689	7,967
Professional Development	5,100	-	-
Exec Officer - Salary/Oncosts/Recruit	92,300	41,592	41,031
Exec Officer - Computer		-	2,130
Exec Officer - Vehicle Allowance	8,200	4,290	4,290
Exec Officer - Support (RDA)	57,600	27,600	76,800
Exec Officer - Office (Rous)	25,600	-	-
Chair Stipend	-	4,167	
MyRoadInfo	28,600	28,031	17,350
Professional Fees – Audit	5,100	-	6,500
Media and Communications	5,100	-	620
Record Storage	500	-	
Regional Projects	650,000	104,977	128,158
Sundry Expenses	2,000	2,109	2,497
Total	890,500	228,454	287,419
		-	
Net Cash Movement	- 710,000	- 19,124	692,863
Retained Earnings - 1 July	1,133,755	1,133,755	440,893
Retained Earnings - 30 June	423,755	1,114,631	1,133,756

Balance Sheet

As of December 2019

Assets			
Cash			
Summerland Community First		\$2,567.08	
Summerland Saver		\$1,100,371.28	
Debit Card - Chair		\$1,351.25	
Debit Card - Exec Officer		\$1,112.37	
Total Cash			\$1,105,401.98
Debtors			
Trade Debtors		\$12,540.00	
Sundry Debtors		\$430.03	
Total Debtors			\$12,970.03
Total Assets			\$1,118,372.01
Liabilities			
Current Liabilities			
Creditors			
Trade Creditors	\$7,413.32		
Sundry Creditors/Accruals	\$909.89		
Total Creditors		\$8,323.21	
GST Liability			
GST Collected	\$3,740.66		
GST paid	-\$15,483.66		
Total GST Liability		-\$11,743.00	
Payroll Liabilities			
PAYG	\$1,588.00		
Superannuation Payable	\$500.53		
Provision - Staff entitlements	\$5,072.03		
Total Payroll Liabilities		\$7,160.56	
Total Liabilities			\$3,740.77
Net Assets			\$1,114,631.24
Equity			
Retained Earnings		\$1,133,755.43	
Current Year Earnings		-\$19,124.33	
Historical Balancing		\$0.14	
Total Equity			\$1,114,631.24

This report includes Year-End Adjustments.

Profit & Loss Statement

July 2019 To December 2019

PO Box 146
LISMORE NSW 2480

ABN: 68 587 813 167

Email: admin@northernriversjo.nsw.gov.au

Income		
Projects		
Membership	\$128,600.00	
Myroadinfo	\$33,725.00	
LG Procurement Rebate	\$37,388.48	
Other Income		
Interest Received	\$3,340.84	
Sundry Income	\$6,275.81	
Total Income		\$209,330.13
Gross Profit		\$209,330.13
Expenses		
Operational Expenses		
Computer ISP and Registrations	\$1,182.18	
Myroadinfo costs	\$28,030.68	
Phone charges	\$696.82	
Postage	\$11.09	
Stationery	\$8.71	
Support services - Admin contr	\$27,600.00	
Payroll and Staff Expenses		
Direct Staff Expenses		
Wages	\$34,246.55	
Allowances	\$4,290.00	
Allowance-Chair Stipend	\$4,166.66	
Superannuation	\$3,253.44	
Provision for Staff Entitlement	\$2,476.17	
Other Staff Expenses		
Mileage	\$76.56	
Travel expenses (non payroll)	\$6,724.87	
Travel - Meals	\$461.53	
Training/Prof Devt/Workshops	\$6,885.00	
Workers Comp Insurance	\$1,539.38	
Financial, Legal, Professional		
Suspense - Debit Card	\$210.07	
Marketing, Promotional, Events		
Event Catering	\$886.36	
Other Event Costs	-\$905.56	
Regional Projects		
Project Contributions	\$105,000.00	
Board and Committee Expenses		
Meeting Catering	\$1,613.95	
Total Expenses		\$228,454.46
Operating Profit		-\$19,124.33
Net Profit/(Loss)		-\$19,124.33

This report includes Year-End Adjustments.

Job Profit & Loss StatementPO Box 146
LISMORE NSW 2480

December 2019

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	\$128,600.00
LG Procurement Rebate	\$0.00	\$37,388.48
Interest Received	\$430.03	\$3,340.84
Sundry Income	\$0.00	\$6,275.81
Total Income	\$430.03	\$175,605.13
Expense		
Computer ISP and Registrations	\$99.09	\$1,182.18
Phone charges	\$114.08	\$696.82
Postage	\$11.09	\$11.09
Stationery	\$0.00	\$8.71
Support services - Admin contr	\$4,500.00	\$27,600.00
Wages	\$5,268.70	\$34,246.55
Allowances	\$2,145.00	\$4,290.00
Superannuation	\$500.53	\$3,253.44
Provision for Staff Entitlemen	\$457.13	\$2,476.17
Mileage	\$76.56	\$76.56
Travel expenses (non payroll)	\$0.00	\$3,622.98
Travel - Meals	\$0.00	\$203.13
Training/Prof Devt/Workshops	\$700.00	\$6,885.00
Workers Comp Insurance	\$1,539.38	\$1,539.38
Suspense - Debit Card	\$210.07	\$210.07
Other Event Costs	\$0.00	\$3.53
Meeting Catering	\$159.38	\$1,613.95
Total Expense	\$15,781.01	\$87,919.56
Net Profit/(Loss)	-\$15,350.98	\$87,685.57
A102	Chair costs	
Expense		
Allowance-Chair Stipend	\$833.33	\$4,166.66
Travel expenses (non payroll)	\$0.00	\$3,101.89
Travel - Meals	\$0.00	\$258.40
Total Expense	\$833.33	\$7,526.95
Net Profit/(Loss)	-\$833.33	-\$7,526.95
B101	Regional Priorities Workshops	
Expense		
Event Catering	\$0.00	\$886.36
Other Event Costs	\$0.00	-\$909.09
Project Contributions	\$0.00	\$5,000.00
Total Expense	\$0.00	\$4,977.27

This report includes Year-End Adjustments.

Job Profit & Loss Statement

December 2019

Account Name	Selected Period	Year To Date
Net Profit/(Loss)	\$0.00	-\$4,977.27
B104 Regional Business Power Infrass		
Expense		
Project Contributions	\$0.00	\$100,000.00
Total Expense	\$0.00	\$100,000.00
Net Profit/(Loss)	\$0.00	-\$100,000.00
C101 Myroadinfo		
Income		
Myroadinfo	\$0.00	\$33,725.00
Total Income	\$0.00	\$33,725.00
Expense		
Myroadinfo costs	\$0.00	\$28,030.68
Total Expense	\$0.00	\$28,030.68
Net Profit/(Loss)	\$0.00	\$5,694.32

This report includes Year-End Adjustments.

7.11 STRATEGIC REGIONAL PRIORITIES

RECOMMENDATION:

THAT the Board consider the identified advocacy and project areas and determine any refinements in direction for 2020

Background

It has now been 12 months since the launch of the Northern Rivers Joint Organisation's Strategic Regional Priorities. Regular reporting against the priorities is included in the Executive Officer report to each Board meeting.

As the implementation of the priorities forms a key part of the Executive Officer's workload, it is timely for the Board to review the report to determine if changes are required.

A one-page summary of the priorities is attached to the meeting papers.

ATTACHMENT:

- [Summary of strategic regional priorities](#)

8 URGENT BUSINESS

9 CONFIDENTIAL REPORTS

10 CORRESPONDENCE

Correspondence of significance - Incoming

- Proposal from Blue Gas Technologies

Correspondence of significance - Outgoing

- Letter of support for Kyogle Council's application to Building Better Roads Fund
- Letter of support for Northern Rivers Food application to Building Better Regions Fund

11 ATTACHMENTS

[Biodiversity Legislation Reforms Project \(Phase 1\)](#)

[Draft minutes of Board meeting held 8 November](#)

[LGNSW/JO Working Group report](#)

[Minutes of the JOAC Meeting of 17 December 2019](#)

[Minutes of the JOAC Meeting of 20 January 2020](#)

[Briefing Paper of the JOAC to the Minister endorsed at the 20 January 2020 Meeting](#)

[JO Chairs Forum Terms of Reference](#)

[Revised capacity building application](#)

[Healthy Communities minutes](#)

[Proposal from Blue Gas Technologies](#)

[Summary of Strategic Regional Priorities](#)

ATTACHMENT 1



DRAFT REPORT

**NRJO Biodiversity Legislation
Reforms Project (Phase 1)**

September 2019

Project Number: 19-370



DOCUMENT VERIFICATION

Project Title:	NRJO Biodiversity Legislation Reforms Project (Phase 1)
Project Number:	19-370
Project File Name:	19-370 NRJO Biodiversity Legislation Report.Draft V1

Revision	Date	Prepared by	Reviewed by	Approved by
Draft V1	23/09/2019	Natalie Sheppard	Beth Kramer	Beth Kramer

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TABLE OF CONTENTS

Executive summary	iii
1. Introduction.....	1
1.1. Project scope.....	1
2. Methods.....	2
2.1. Part A - Streamlining the development assessment process	2
2.2. Part B - Unavoidable biodiversity loss and potential Stewardship investigation	2
3. Results.....	9
3.1. Part A - Streamlining the development assessment process	9
3.1.1. Consultation with NRJO member councils	9
3.1.2. Consultation with Richmond Valley Council	9
3.1.3. Additional comments from Byron Shire Council	10
3.1.1. Common themes.....	11
3.1.2. Recommendations	13
4. References	15
Appendix A Interim Summary Report (Underwood, 2019)	16

TABLES

Table 2-1 Method to determine the extent of unavoidable biodiversity loss and investigate potential stewardship sites	3
Table 3-1 Common operational requirements among NRJO member councils.....	11

ACRONYMS AND ABBREVIATIONS

BAM	Biodiversity Assessment Method
BDAR	Biodiversity assessment method
BOS	Biodiversity Offsets Scheme
CKPoM	Comprehensive Koala Plans of Management
DCP	Development control plan
DPIE	(NSW) Department of Planning, Industry and Environment
IBRA	Interim Biogeographic Regionalisation for Australia
LGA	Local government area
NC	North Coast
NSW	New South Wales
NRJO	Northern Rivers Joint Organisation
OEH	(NSW) Office of Environment and Heritage, now DPIE
PCT	Plant community type
RVC	Richmond Valley Council
SEPP	(NSW) State Environmental Planning Policy

EXECUTIVE SUMMARY

Introduction of new NSW biodiversity legislation under the *Biodiversity Conservation Act 2016* and the State Environmental Planning Policy (Vegetation in Non-Rural Areas) 2017 has required councils to make changes to their operations.

The Northern Rivers Joint Organisation is comprised of five member councils, including Tweed, Byron, Lismore, Kyogle and Richmond Valley, and was established with the express purpose of acting cooperatively on common issues to the region. In response to the new legislation, the Northern Rivers Joint Organisation commissioned the *Biodiversity Legislation Reforms Project*, which is aimed at assisting the member councils to adapt by streamlining the development assessment approach (Part A), and defining areas of biodiversity loss and potential stewardship sites across the region (Part B). This report presents the findings of Part A of the project, which involved a regional assessment of the operational requirements of member councils in order to address the new legislation.

Part A was conducted through consultation with council representatives and was largely undertaken by Reconeco. NGH have assisted to complete Part A by conducting additional consultation and updating (this present) reporting.

The outcomes of this assessment have guided development of a set of recommendations aimed towards addressing the common operational requirements of councils in meeting the new NSW biodiversity legislation. Key recommendations out of Part A include:

- Develop an **information package** which provides written and graphic information for Councils to adopt/amend and use for updating websites and other resources to better inform landholders, developers and consultants of the requirements under the Biodiversity Conservation Act.
- Develop an up-to-date **checklist or flowchart** for Development Applications for use by all member councils.
- Seek funding for a regional **Biodiversity Coordinator** position to facilitate **resource sharing** between north coast Councils. This position could coordinate the delivery of recommendations not funded through this current project and future projects as identified by the NRJO.

Part B of the project is currently underway and involves the spatial analysis of areas highlighted as future growth areas across the NRJO region. This component will provide an estimate of the extent of unavoidable biodiversity loss, and identification of potential stewardship sites across the region. Outcomes will be included in a future iteration of this report.

1. INTRODUCTION

The Northern Rivers Joint Organisation (NRJO) was formed in 2018 with a mandate for cooperative action on regionally significant issues. One such issue is the 2016 land management reforms implemented by the New South Wales state government, including the introduction of the *Biodiversity Conservation Act 2016*, the State Environmental Planning Policy (Vegetation in non-Rural Areas) 2017 and the repeal of multiple acts (*Native Vegetation Act 2003*, *Threatened Species Conservation Act 1995*, *Nature Conservation Trust Act 2001*, and Parts 7 to 9 of the *National Parks and Wildlife Act 1974*). These reforms affect the activities of local governments, including strategic planning, service delivery, the role of councils as consent, approval and regulatory authorities, and as managers of public land.

Changes in the biodiversity legislation require councils to make changes to the way they operate, particularly in regard to their development assessment process and policy settings. In response, the NRJO commissioned the Biodiversity Legislation Reforms Project, aimed at assisting member councils to adapt to the new legislation by streamlining the development assessment approach, and defining areas of biodiversity loss and potential stewardship sites across the region.

The initial stages of the Biodiversity Legislation Reforms Project were undertaken by Reconeco (see Appendix A for the Interim Summary Report [with content relating to Part B removed to avoid a double up of information]; Underwood, 2019). NHG was engaged by Tweed Shire Council on behalf of the NRJO to complete the project. This project will complement the existing support resources currently provided through NSW Department of Planning, Infrastructure and the Environment (formally Office of Environment and Heritage) and Local Government New South Wales.

1.1. PROJECT SCOPE

The NRJO member councils are:

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

The project has two separate parts:

1. Part A - Streamlining the development assessment process

The new biodiversity legislation requires councils to amend and update their processes for development assessment, Part 5 assessment, biodiversity certification and vegetation clearing controls in accordance with the new State Environmental Planning Policy (Vegetation in Non-Rural Areas) 2017. **Part A** of the project involves a regional assessment of the operational requirements of each council for meeting the new legislation, identifying the common operational requirements across councils, identifying existing opportunities for resource sharing, and reporting this assessment with recommendations for specific requirements.

2. Part B - Potential biodiversity stewardship investigation

Under the new legislation, permanent protection and management of biodiversity is provided by the establishment of biodiversity stewardship agreements that create biodiversity credits. Where applicable, these credits may provide an income source for land managers to implement land management actions. Biodiversity credits can be used to offset unavoidable biodiversity loss. **Part B** of the project involves an assessment of the unavoidable biodiversity offset requirements likely to be generated from land already identified for development across the NRJO region, and analysis of potentially available biodiversity stewardship sites on public land in the NRJO region.

2. METHODS

2.1. PART A - STREAMLINING THE DEVELOPMENT ASSESSMENT PROCESS

Consultations were held with the following NRJO member councils in February 2019 (by Reconeco) to identify operational requirements and existing resources:

- Tweed Shire Council.
- Kyogle Shire Council.
- Ballina Shire Council.
- Lismore Shire Council.
- Byron Shire Council.

Consultation with Richmond Valley was conducted in August 2019 (by NGH).

Each council was provided with a background briefing paper prior to consultation, containing a project overview and key discussion topics to guide the consultation in identifying the operational requirements and existing resources. A copy of the background paper is provided in Appendix A within the Interim Summary Report (Underwood, 2019).

Representatives from both natural resource management and planning sections of each given council attended the meetings, including staff responsible for assessing development applications, as well as managers and coordinators responsible for implementing development assessment processes with understanding of overarching resourcing and capacity.

The outcomes of these consultations were used to guide in the development of a set of recommendations aimed at addressing the common operational requirements across NRJO member councils.

2.2. PART B - UNAVOIDABLE BIODIVERSITY LOSS AND POTENTIAL STEWARDSHIP INVESTIGATION

Methods for determining the extent of unavoidable biodiversity loss and investigating potential stewardship sites across the region encompassed by the NRJO are presented in Table 2-1. These were drafted by Reconeco (see Appendix A) and then refined as part of NGH's scope.

Member councils were consulted on this approach in August 2019, with feedback incorporated. The Part B analysis is currently underway and will be reported on separately.

Table 2-1 Method to determine the extent of unavoidable biodiversity loss and investigate potential stewardship sites

Action		Description	Data
1	Identify future development area	<p>The boundary of the future development area is defined by the extent of the North Coast Growth Boundary, Investigation Areas and Future Residential Growth Area and further refined by the planning zones where the following is identified:</p> <ul style="list-style-type: none"> • Undeveloped residential zoned lands • Undeveloped infrastructure zoned lands • Potential urban lands (not zoned urban) • Potential rural residential lands • Potential employment lands • Exclude land within growth zones that has protection. 	<ul style="list-style-type: none"> • North Coast (NC) Growth Boundaries • NC Investigation area urban lands • NC Investigation areas employment lands • NC Future residential growth areas • Planning zones
2	Identify development units	<p>Development units are identified based on the boundary of the LGA and the IBRA subregions, so that unconnected areas (identified in step 1) are treated as one development unit where they lie in the same subregion in each LGA.</p> <p>Development units - IBRA subregions for each LGA</p>	<ul style="list-style-type: none"> • IBRA subregions layer
3	Develop vegetation and ecological data for each development unit.	<p>Identify ecological data for each development unit to inform the BAM calculations.</p> <p>Unpublished Plant Community Type (PCT) mapping (State vegetation mapping), which covers the entire extent of the Development Area, would be sourced from OEH, if possible.</p> <p>If it is not possible to source PCT data, then local vegetation data will be used where available. For councils where this is not available, the VIS_VEG_2005 will be used and assumptions on the likely PCTs present will need to be made.</p> <p>Where local vegetation data is used, vegetation communities will need to be assigned a PCT, if this has not already been completed by Council.</p>	<ul style="list-style-type: none"> • Unpublished PCT data covering the extent of the Development Area • locally mapped vegetation (Council data) • VIS_Veg_2005 • Bionet records • Wetlands • Threatened species habitat

Action	Description	Data
	Other ecological datasets will be used in the assessment and BAM calculations of each development unit.	<ul style="list-style-type: none"> • Areas of high ecological value or high conservation value • Waterways • Areas of connectivity/ corridors
4	<p>Confirm lands subject to BOS.</p> <p>Land within development areas subject to Biodiversity Offset Scheme would be determined based on the <i>Biodiversity Conservation Act 2016</i>, <i>Biodiversity Conservation Regulations 2017</i> and Vegetation SEPP.</p> <p>Lands included would include:</p> <ul style="list-style-type: none"> • Lands that contain orange areas on Biodiversity Map. • Clearing is likely to exceed area thresholds. • Lands which contain threatened species records or development would result in impacts to threatened species. • Land which contains threatened species habitat (not mapped on Biodiversity Values map) or development would result in impacts to threatened species habitat. • Would exclude lands within zoned growth area boundaries that are protected areas • It will be assumed that there will be 100% development in applicable zones <p>Note: a development application will not trigger the biodiversity values map if:</p> <ul style="list-style-type: none"> • the development is being carried out on a lot that was the result of a subdivision carried out before the commencement of the Biodiversity Conservation Act (for council to advise) AND • the subdivided land is zoned R1 to R4, RU5, B1 to B8 or IN1 to IN3 AND • the purpose of the subdivision for which approval was granted has not yet been realised. For council to advise. 	<ul style="list-style-type: none"> • Biodiversity map • Threatened species habitat where available • Planning zones and State Estates • Output – lands subject to further assessment

Action		Description	Data
		<ul style="list-style-type: none">• Clause 7.3(4) of the Biodiversity Conservation Regulation and clause 4(1) of the Vegetation SEPP.• For subdivision Includes all future vegetation clearing that would be required Biodiversity Conservation Regulation C7.1 (3).• Vegetation on rural land that is Category 1 land is not included in the area clearing calculation.	
5	Identify and map vegetation zones	Divide vegetation into zones based on BAM 5.3. Based on vegetation types	<ul style="list-style-type: none">• Input – PCT layer or local vegetation mapping with community to PCT conversions• Output – vegetation zones for each development unit. Name: <i>PCTname_developmentunitname</i>
6	Create 1,500 m buffer around each development unit	In accordance with BAM 4.2.1.2 (ii)	<ul style="list-style-type: none">• Input - Development unit layer – fixed distance buffer.• Output – 1500m buffer layer. Name: <i>Name_develop_unit_buffer</i>
7	Determine native vegetation cover	Percent cover native woody and non-woody vegetation in accordance with BAM 4.3.2.	<ul style="list-style-type: none">• Input – Vegetation zones• Output - Native Vegetation cover (%) (associated with vegetation zone output in item 5)
8	Determine patch size	Patch size for each vegetation zone in accordance with 5.3.2. Used to assess habitat suitability of the subject land for threatened species in BAM Section 6.4	<ul style="list-style-type: none">• Input – vegetation zones• Output – patch size class (<5ha, 5-24ha, 25-100ha or >100ha) for each vegetation zone

Action	Description	Data
		<ul style="list-style-type: none"> (associated with vegetation zone output in item 5)
9	<p>Identify unavoidable offset requirements</p> <p>As the actual extent of clearing associated with future development can only be determined during the development assessment process, this assessment will be 'high-level' requiring the development of a set of parameters to guide how the 'unavoidable offset requirements' will be determined. It will be presumed that 100% development will occur in zoned growth areas (excluding protected areas). This extent could be adjusted pending the provision of additional information from each council:</p> <p>Any relevant strategies, plans and assessments already complete for the site (provided by LGA in suitable spatial format).</p> <p>DPIE land release suitability criteria.</p> <p>Estimation of area and location guided by relevant council policy or standards.</p>	<ul style="list-style-type: none"> Input – vegetation zones Output – areas potential to be cleared. Name: impact_developmentunitname
BAM Calculator		
10	<p>Open BAM calculator and start new assessment for each development unit</p> <p>The assessment will be undertaken for each development unit on land subject to the BOS</p>	<ul style="list-style-type: none"> IBRA region and subregion NSW landscape % native vegetation cover Landscape features Other relevant outputs and analyses from the project
11	<p>Vegetation data in BAM calc</p> <p>Input PCT data into Calculator and identify if TEC etc</p>	<ul style="list-style-type: none"> Relevant PCT and TECs
12	<p>Determine vegetation integrity score for each zone</p> <p>Determine the likelihood of each PCT being present within each zoned growth development area. This will be used to search for potential like for like PCTs within the stewardship sites. Potential biodiversity credits from stewardship sites</p>	<ul style="list-style-type: none"> Vegetation integrity score

Action		Description	Data
		<p>could be presented as an estimated range. This could be done by running calculations based on all available land satisfying:</p> <ul style="list-style-type: none"> • 100% of benchmark condition • 50% of benchmark condition • 25% of benchmark condition <p>BAM calculations will be wholly based on available desktop data and will therefore be estimates only.</p>	
13	Estimate Future Integrity Score	Enter vegetation plot data estimating the change in vegetation following development.	<ul style="list-style-type: none"> • Future integrity score for each zone
14	Generate list of potential Biodiversity Credits required due to unavoidable impacts.	<p>Identify ecosystem credits for all PCTs impacted. Identify and list of around 10 key threatened species likely to be impacted by unavoidable development impacts. This should include species commonly impacted across the entire north coast, or other notable species that warrant further assessment.</p> <p>Determine likelihood of each species occurring on site:</p> <ul style="list-style-type: none"> • Review threatened biodiversity data collection and credit type (species or ecosystem) identify patch size, percent native cover, habitat constraints. • Review BioNet threatened species records. List species within 5 km and evaluate their potential to occur on site (based on known or likely habitats). 	<ul style="list-style-type: none"> • Input - bionet vegetation classification • Threatened biodiversity data collection • Output – identification of potential biodiversity credits.
Stewardship site investigation			
15	Identify Council owned or managed lands	Identify Council owned or managed lands to be considered for potential stewardship site	<ul style="list-style-type: none"> • Input - Council owned land from each Council

Action	Description	Data
		<ul style="list-style-type: none"> Output – Layer named: Public_land
16	Identify Council owned/ managed land eligible for stewardship site.	Based on Biodiversity Conservation Act, Sections 5.7 and 5.9
17	Identify shortlist of potential stewardship sites.	In consultation with each Council. Considerations: <ul style="list-style-type: none"> Size. Known occurrence of threatened species, TEC, HEV Protect, enhance, restoration priority areas - OEH Within wildlife corridor Not identified for future development. Consider condition in terms of suitability of site – VI 25-60. PCTs within potential stewardship sites
18	Create 1500m buffer	In accordance with BAM 4.2.1.2 (ii)
19	Identify native vegetation cover	Percent cover native woody and non-woody vegetation in accordance with BAM 4.3.2
20	Identify patch size	Patch size for each vegetation zone in accordance with 5.3.2. Used to assess habitat suitability of the subject land for threatened species in BAM Section 6.4
21	Generate list of potential Biodiversity Credits generated.	As per 11 above.

3. RESULTS

3.1. PART A - STREAMLINING THE DEVELOPMENT ASSESSMENT PROCESS

3.1.1. Consultation with NRJO member councils

See Appendix A (Reconeco, 2019) for the summary of consultation with Tweed, Kyogle, Ballina and Lismore Shire Councils.

3.1.1. Common themes

There were a number of key themes raised by member councils during consultation. These are summarised in Table 3-1 below, illustrating where particular issues or recommendations were raised by multiple councils.

Table 3-1 Common operational requirements among NRJO member councils.

NRJO member councils	Tweed	Byron	Kyogle	Richmond Valley	Lismore	Ballina
Common Themes						
Development Applications						
Updated DA checklist or flowchart needed						
Development of a BDAR checklist for use in the assessment process needed						
PCTs for the North Coast of NSW are currently incorrect within the BAM calculator, meaning the offsets are also incorrect						
Public Information						
Development of information resource for the general public regarding requirements under the Biodiversity Conservation Act						
Development of council website material needed						
Compliance						
Lack of compliance from the general public						
Council Resources						
Interest in resource sharing between NRJO Councils						
Resource shortages						
Improved ecological data needed						
Incorporate High Use Trees for each of the North Coast's LGAs all North Coast Koala habitat mapping and define core and potential habitat.						
Biodiversity Legislation						
Guidelines for when Test of Significance is required						

NRJO member councils	Tweed	Byron	Kyogle	Richmond Valley	Lismore	Ballina
Biodiversity and Tree Preservation DCP template needed						
Clear policy around "Avoid and Minimise"						
Regional approach to policies to avoid duplication						
Regional training in Biodiversity legislation needed for consultants						
<i>Local Land Services Act 2013</i> checklist needed						
Biodiversity Values Map						
Development of a process for review and refinement of Biodiversity Values Map						
Integration of Biodiversity Values and Native Vegetation Regulatory Maps into Councils' GIS systems.						
Biodiversity Conservation						
Development of Biodiversity Conservation strategy						
Lack of confidence in biodiversity legislation for Biodiversity Conservation, as offsets can be facilitated outside the Shire, meaning a <i>net biodiversity loss</i> within the Shire.						

3.1.2. Recommendations

The following recommendations have been proposed to assist NRJO member councils to adapt to the new biodiversity legislation, and have been based on consultation.

Development applications

1. Develop a BDAR checklist or flowchart that clearly incorporates council policy, to assess development applications against and for use by all member councils.
2. Consider the development of a regional training program or panel of providers who meet specified criteria, to provide information to consultants regarding requirements and standards for development assessment.

Public information

3. Priority action for the LG Support Officer role: Develop an information package which provides written and graphic information for Councils to adopt/amend and use for updating websites and other resources to better inform landholders, developers and consultants of the requirements under the Biodiversity Conservation Act.
4. Once the biodiversity information package has been developed, councils can use the package to update their websites with biodiversity legislation information.

Compliance

5. Priority action for Richmond Valley and Kyogle Shires – Develop a handout/web information for property owners and developers, explaining the importance of maintaining biodiversity in the region terms of tourism and health benefits, and highlighting that there are also enforceable penalties for illegal vegetation clearing.

Council resources

6. Seek funding for a regional Biodiversity Coordinator position to facilitate resource sharing between north coast Councils. This position could coordinate the delivery of recommendations not funded through this current project and future projects as identified by the NRJO.
7. Councils to review state PCT data and refine for each shire. DPIE intend to finalise PCT data in early 2020.

Biodiversity legislation

8. Develop a template Vegetation DCP which complies with the Vegetation SEPP for amendment and adoption by all Councils. The template should:
 - Update references to current legislation;
 - Identify types of vegetation clearing requiring approval/ permit;
 - As a minimum, include the requirement for a permit for clearing high conservation value vegetation, threatened species and endangered ecological communities; and
 - Include details around how avoidance measures of impacts on biodiversity are to be met.
9. Develop a template Biodiversity DCP to specify relevant consideration for protection, enhancement and management of biodiversity during the development process. This could be based on the Tweed Shire Council DCP and each Council can amend and adopt their own to align with local community expectations and environmental issues.
10. Develop a template Offset Policy which specifies offset requirements for development impacts which are not subject to Biodiversity Offset Scheme under the Biodiversity Conservation Act, including Part 5 assessment associated with Council projects.
11. Develop a *Local Land Services Act 2013* checklist to ensure requirements of the act are being met.

12. Council to run information sessions for ecological and planning consultants to provide standardised and accurate information regarding the requirements for addressing relevant Council policy, the Biodiversity Conservation Act and BAM during the development application process.
13. Councils to consider adopting policy which provides incentives for proponents to obtain Biodiversity Credits 'locally' (i.e., within shire, neighbouring shire, within IBRA subregion etc.)

Biodiversity values map

14. Undertake a strategic review of the Biodiversity Values Map to identify any inaccuracies and submit these to DPIE for amendments to the maps.
15. Commit GIS resources to integrating the Biodiversity Values map into Councils' GIS.

Biodiversity conservation strategy

16. Kyogle Council seek funding to undertake ecological surveys and assessment to better inform their spatial data and support the development of a Biodiversity Conservation Strategy.
17. Establish suitable stewardship sites in the region to generate local Biodiversity Credits that can be used to offset local impacts and reduce the 'exporting of Biodiversity values' to other regions.

4. REFERENCES

Underwood, A. 2019, *Interim Summary Report: Northern Rivers Joint Organisation – Biodiversity Legislation Reforms Project*, Reconeco. East Lismore, NSW.

APPENDIX A INTERIM SUMMARY REPORT (UNDERWOOD, 2019)



Northern Rivers Joint Organisation - Biodiversity Legislation Reforms Project

Interim summary report 2019

Prepared for: Northern Rivers Joint Organisation

Prepared by: Angus Underwood

Date: May 2019

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RECONECO

This report has been prepared for the use of the stated client and for the specific purpose described in the Introduction and is not to be used for any other purpose or by any other person or business entity. Reconeco accepts no responsibility for any loss or damage suffered howsoever arising to any person or corporation who may use or rely on this report in contravention of the terms of this disclaimer.

Due consideration has been given to site conditions and to appropriate legislation and documentation available at the time of preparation of the report. As these elements are liable to change over time, the report is to be considered current at the time of preparation only.

The report relies on information supplied by the client and on findings obtained using accepted survey and assessment methodologies. The specific survey methodology utilised is described in the relevant section of the report.

While due care was taken during field survey and subsequent report preparation, Reconeco accepts no responsibility for any omissions that may have occurred due to the nature of the survey methodology.

Document Status	Appendices included	Format	Date Sent to Client	Reviewed By	Date Comments Received
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Contents

1	Introduction	5
1.1	Biodiversity reforms process	5
2	Part A - Streamlining the development assessment process	6
2.1	Consultation	6
2.2	Summary of Consultation with Councils	6
2.2.1	Tweed Shire Council.....	6
2.2.2	Kyogle Shire Council.....	8
2.2.3	Ballina Shire Council.....	9
2.2.4	Lismore City Council.....	10
2.2.5	Byron Shire Council	11
2.3	Preliminary Recommendations.....	12
3	Part B - Potential biodiversity stewardship investigation	14
3.1	Introduction	14
3.2	Proposed Methodology for Biodiversity Stewardship Investigation	15
3.3	Desired reportable outcomes	21
	References	22
	Appendix A – Consultation briefing paper	23

1 Introduction

Reconeco Ecological have been engaged by the Northern Rivers Joint Organisation of Councils (NRJO) to undertake a project to assist Councils in the Northern Rivers to adapt to the *Biodiversity Conservation Act 2016* and related legislation introduced as part of the recent reforms to biodiversity legislation in NSW.

The project commenced at the end of January 2019, however due to significant family health issues associated with the designated/relevantly qualified staff member responsible for the project, the principal consultant Reconeco Pty Ltd are unable to complete the project and have been forced to withdraw from the project.

This report provides a summary of the work completed to date including:

- A summary of discussions of meetings with Councils;
- A list of preliminary recommendations arising from these discussions; and
- A proposed methodology for completion and Part B of the project.

The project has two separate parts:

Part A Streamlining the development assessment process

Complete a regional assessment of the needs of each council to adapt development assessment processes to meet the new legislation, identify any existing opportunities for resource sharing and report this assessment with recommendations for specific requirements.

Part B Potential biodiversity stewardship investigation

Complete an assessment of the unavoidable biodiversity offset requirements likely to be generated from land already identified for development across the NRJO and report this assessment with recommendations for specific further requirements, including whether a second stage analysis of potentially available stewardship sites is required.

1.1 Biodiversity reforms process

A review of NSW legislation protecting biodiversity commenced in June 2014 with the formation of the Independent Biodiversity Legislation Review Panel who were asked to undertake a review of the *Native Vegetation Act 2003*, *Threatened Species Conservation Act 1995* and *Nature Conservation Trust Act 2001*, and parts of the *National Parks and Wildlife Act 1974*.

The aims of the review were to recommend a simpler, streamlined and more effective legislation which improves the conservation of biodiversity and supports sustainable development thereby reducing the compliance and administrative burdens.

On 25 August 2017 the land management biodiversity conservation reforms commenced with the introduction of the *Biodiversity Conservation Act 2016* and the *Local Land Services Act 2013* and the repeal of a range of other legislation. **Table 1** provides a summary of repealed and created legislation.

Table 1 Details of legislative changes following the Biodiversity reforms process.

Repealed	Created
<i>Native Vegetation Act 2003</i>	<i>Biodiversity Conservation Act 2016</i>
<i>Threatened Species Conservation Act 1995</i>	<i>Local Land Services Act 2013</i>
<i>Nature Conservation Trust Act 2001</i>	<i>State Environmental Planning Policy (Vegetation in Non-Rural Areas) 2017</i>
<i>Parts 7-9 National Parks and Wildlife Act 1974</i>	

The changes in legislation require Council's to make changes to the way they operate, particularly in regard to their development assessment process and policy settings.

2 Part A - Streamlining the development assessment process

2.1 Consultation

Consultation was commenced with each north coast Council in February 2019 and included the following:

- Tweed Shire Council.
- Kyogle Shire Council.
- Ballina Shire Council.
- Lismore Shire Council.
- Byron Shire Council.

Prior to each meeting a background briefing paper was distributed to each council providing an overview of the project and key topics for discussion during the consultation meeting. A copy of the background paper is provided in **Appendix A**.

Representatives from both NRM and Planning sections of each given Council attended the meetings including staff responsible for assessing development applications, as well as managers and coordinators responsible for implementing development assessment processes and understand each Council's capacity.

2.2 Summary of Consultation with Councils

Meeting with staff from five north coast Councils were carried out in late February and early March 2019. A summary of the key points from each meeting is provided below, along with a summary of priorities for each Council.

2.3 Preliminary Recommendations

1. Seek funding for a regional **Biodiversity Coordinator** position to facilitate **resource sharing** between north coast Councils. This position could coordinate the delivery of

recommendations not funded through this current project and future projects as identified by the NRJO.

2. Develop a **template Vegetation DCP** which complies with the Vegetation SEPP for amendment and adoption by all Councils. The template should:
 - Updating references to current legislation
 - Identifies types of vegetation clearing requiring approval/ permit.
 - As a minimum includes requirement for permit for clearing high conservation value vegetation, threatened species and endangered ecological communities.
 - Include details around how avoidance measures of impacts on biodiversity are to be met.
3. Develop an **information package** which provides written and graphic information for Councils to adopt/amend and use for updating websites and other resources to better inform landholders, developers and consultants of the requirements under the *Biodiversity Conservation Act*.
4. Council run **information sessions** for ecological and planning consultants to provide standardised and accurate information regarding the requirements for addressing relevant Council policy, the *Biodiversity Conservation Act* and Biodiversity Assessment Method during the development application process.
5. Undertake a **strategic review of the Biodiversity Values Map** to identify any inaccuracies and submit these to Office of Environment and Heritage for amendments to the maps.
6. Develop and **template Biodiversity DCP** to specify relevant consideration for protection, enhancement and management of biodiversity during the development process. This could be based on Tweed Shire Council DCP and each Council can amend and adopt to align with community expectations and local environment and issues.
7. Develop a **template Offset Policy** which specifies offset requirements for development impacts which are not subject to Biodiversity Offset Scheme under the *Biodiversity Conservation Act* including Part 5 assessment associated with Council projects.
8. Councils consider adopting policy which provides **incentives** for proponents to obtain Biodiversity Credits 'locally' (ie with Shire, neighbouring shire, within IBRA subregion etc).
9. Kyogle Council seek funding to undertake ecological surveys and assessment to better inform mapping support the development of a Biodiversity Conservation Strategy.
10. Councils encourage the establishment of suitable **Stewardship sites** in area to generate local Biodiversity Credit that can be used to offset local impact and reduce the 'exporting of Biodiversity values' to other regions.
11. Consider the development of a regional training program/ Panel of providers that meet specified criteria for consultants to provide information regarding requirements and standards for development assessment.

References

DECCW 2010, *Far North Coast Regional Conservation Plan*, Department of Environment, Climate Change and Water, Sydney.

Department of Planning and Infrastructure 2017. *North Coast Regional Plan 2036*. NSW Government.

Office of Environment and Heritage website accessed 14/01/2019

<https://www.environment.nsw.gov.au/biodiversity/index.htm>

Appendix A – Consultation briefing paper

Northern Rivers Joint Organisation - biodiversity legislation reforms project.

Consultation briefing paper

February 2019

Introduction

This document provides an overview of a project being delivered by Reconeco Ecological on behalf of the Northern Rivers Joint Organisation (NRJO) which is aimed at supporting northern rivers councils to adapt to changes to legislation following the NSW governments biodiversity reforms process.

It provides an overview of the project, what is involved and who in Council should participate in consultation.

Please take the time to read this prior to planned consultation activities as it will ensure that consultation is meaningful and productive.

Why is the project being undertaken and what is involved?

Recent changes to NSW environmental legislation, including the introduction of the *Biodiversity Conservation Act 2016* and *State Environmental Planning Policy (Vegetation in non-rural areas) 2017* are complex and have an effect on the way local governments operate in terms of strategic planning, development assessment, approval and regulatory functions.

The changes in legislation require Council's to make changes to the way they operate, particularly in regard to their development assessment process and policy settings.

The NRJO NRM group has developed a project to assist councils in the Northern Rivers to adapt to the *Biodiversity Conservation Act 2016* and related legislation introduced as part of the recent reforms. The project involves collaboration with Local Government Support Officer (Biodiversity Reforms), North Coast, Jane Eales and aims to complement Jane's work to support Councils to implement the reforms.

The project has two separate parts:

Part A Streamlining assessment and approval processes

Part A involves a regional assessment of the needs of each council to adapt assessment and approval processes to meet the new legislation, identify any existing opportunities for resource sharing and report this assessment with recommendations of specific requirements.

Part B Potential biodiversity stewardship investigation

Part B involves an assessment of the unavoidable biodiversity offset requirements likely to be generated from land already identified for development across the NRJO and report this assessment with recommendations, including whether a second stage analysis of potentially available stewardship sites is required.

Figure 1 provides an overview of the project components.

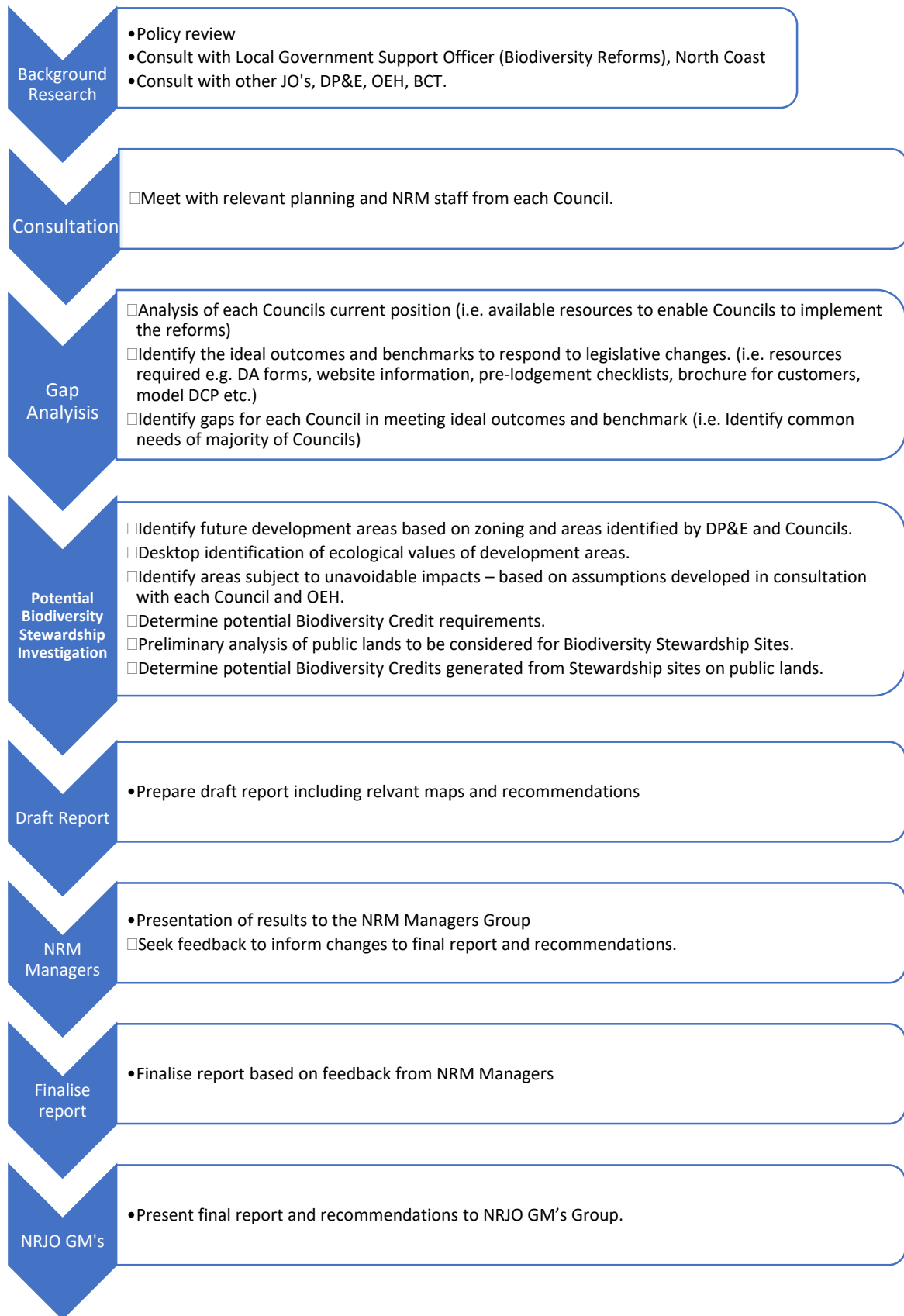


Figure 3 Overview to the steps involved in project

What is the focus of consultation with Councils?

Meetings are being conducted with each Council to discuss the challenges, opportunities and requirements each Council has in implementing the changes to legislation.

Part 1 –assessment and approval processes:

Discussions will focus on changes to assessment and approval processes in relation to the biodiversity legislation. The aim of the discussions will be to determine Councils strengths, weaknesses and opportunities available in relation to:

- Policy – Vegetation DCP, Biodiversity DCP, KPOM, Offset Policy etc
- Data – vegetation mapping, high environmental values mapping, koala habitat data etc
- Resources - approvals flowcharts, DA checklists, brochures, website info, OEH support, Guidelines etc
- Staff - capacity and training needs.

Talking points:

- What strengths in terms of resources/capacity does Council currently have available to implement the changes?
- What are the main barriers or weakness to implementation changes?
- What resources would be beneficial to support Council to implement changes?
- What are the impacts and risks to Council in not implementing changes?
- In an ideal world what would be in place in terms of policy, staffing, resources, information and training.

Part 2 Potential Stewardship Site investigation:

Discussions will focus on the following:

- Confirmation of the location and status of undeveloped urban zoned land and future urban growth areas for inclusion in analysis.
- Confirmation on the location and status of Council managed lands, particularly those with bushland reserves, areas with ecological values or areas suitable for restoration.
- Supply of relevant GIS data available.

Who should attend consultation meeting?

Representatives from both NRM and Planning sections of Council should attend, specifically managers and coordinators who are closely associated with understanding and implementing development assessment processes and understand each Council's capacity.

Need more information?

Contact Angus Underwood on angus@reconeco.com.au or mob. 0437 089 047

ATTACHMENT 2

**MINUTES OF THE ORDINARY MEETING OF
THE NORTHERN RIVERS JOINT ORGANISATION
HELD IN THE LISMORE CITY COUNCIL CHAMBERS
OLIVER AVE, GOONELLABAH
ON FRIDAY 8 NOVEMBER 2019**

ATTENDANCE

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

Karen Purser, Anita Gambhir - Office of Local Government

Isabel Perdriau (NRJO Executive Officer) General Managers Troy Green, Vaughan MacDonald, Graham Kennett, Mark Arnold, Paul Hickey, Shelley Oldham

Michael Thurston (Destination North Coast), Tim Williamson (RDA Northern Rivers)

1. ACKNOWLEDGEMENT OF COUNTRY

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

2. APOLOGIES

Louise McMeeking (Regional NSW), Cr Virginia West (Scenic Rim Council), Phillip Rudd (Rous County Council)

3. DECLARATIONS OF INTEREST

Executive Officer Isabel Perdriau declared an interest for Item 9.1 – Executive Officer Performance Plan.

4. ADDRESS BY OFFICIAL VISITORS

A presentation on the Northern Rivers NSW Brand Development was provided by David Kavanagh and Lisa Love from the Ad Agency.

5. CONFIRMATION OF MINUTES and BUSINESS ARISING

5.1 Confirmation of Minutes – NRJO Meeting 16 August 2019

08112019/1 RESOLVED

Moved: Cr Smith/ Cr Milne

THAT the Minutes of the Ordinary Meeting of the Northern Rivers Joint Organisation held Friday 16 August 2019 be adopted as a true and accurate record of proceedings of that meeting.

CARRIED

FOR VOTE - All Councillors voted unanimously.

An update on the Rail Trail resolution was provided by the Executive Officer. It was agreed that NRJO write to NSW Government to progress the changes required to legislation to activate the length of the Rail Trail.

6. NOTICES OF MOTION

NIL received

7. REPORTS

7.1 ASSOCIATE MEMBER REPORT - DESTINATION NORTH COAST

08112019/2 RESOLVED

Moved: Cr Wright/ Cr Milne

THAT the report be received and noted.

CARRIED

FOR VOTE – All Councillors voted unanimously.

7.2 ASSOCIATE MEMBER REPORT – RDA NORTHERN RIVERS

08112019/3 RESOLVED

Moved: Cr Milne/ Cr Wright

THAT the report be received and noted.

CARRIED

FOR VOTE – All Councillors voted unanimously.

7.3 ADOPTION OF NORTHERN RIVERS JOINT ORGANISATION AMENDED CHARTER

08112019/4 RESOLVED

Moved: Cr Smith/ Cr Wright

That the Northern Rivers Joint Organisation Charter be adopted as amended.

CARRIED

FOR VOTE - All Councillors voted unanimously.

7.4 ADOPTION OF AMENDED EXPENSES AND FACILITIES POLICY

08112019/5 RESOLVED

Moved: Cr Milne/ Cr Smith

That the Northern Rivers Joint Organisation Expenses and Facilities policy be adopted as amended.

CARRIED

FOR VOTE - All Councillors voted unanimously.

7.5 CHAIR'S REPORT

08112019/6 RESOLVED

Moved: Cr Mulholland/ Cr Mustow

THAT the report be received and noted.

CARRIED

FOR VOTE - All Councillors voted unanimously

R Mustow requested NRJO write to NSW Parliament requesting action on the Parliamentary Inquiry into Bushfires and recommendations of the report.

7.6 EXECUTIVE OFFICER REPORT

08112019/7 RESOLVED

Moved: Cr Mulholland/ Cr Wright

THAT the report be received and noted.

CARRIED

FOR VOTE - All Councillors voted unanimously

7.7 LOCAL GOVERNMENT PROCUREMENT MATTERS

7.7.1 Local Government Procurement Pty Ltd (LGP)

08112019/8 RESOLVED

Moved: Cr Wright/ Cr Mustow

THAT NRJO renews the MoU with Local Government Procurement for a 12- month period.

CARRIED

FOR VOTE - All Councillors voted unanimously.

7.7.2 Purchase of VendorPanel licences for all member councils

08112019/9 RESOLVED

Moved: Cr Milne/ Cr Wright

THAT the Board approves payment of \$81,325 for Vendor Panel licences for member councils and gives in principle agreement to cover annual licence fees for the following two years, being \$77,500 per annum. Councils who have already paid their 2019-20 fees will be reimbursed by NRJO in accordance with the table of fees provided.

7.8 RICHMOND VALLEY COUNCIL – North Coast Waste Investment Report update

08112019/10 RESOLVED

Moved: Cr Mustow/ Cr Richardson

THAT the report be received and noted.

CARRIED

FOR VOTE - All Councillors voted unanimously.

7.9 DISCLOSURE OF INTEREST RETURNS

08112019/11 RESOLVED

Moved: Cr Mustow/ Cr Wright

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

CARRIED

FOR VOTE - All Councillors voted unanimously.

7.10 PROPOSED MEETING DATES 2020

08112019/12 RESOLVED

Moved: Cr Mustow/ Cr Wright

THAT the proposed Board meeting dates for 2020 be accepted.

CARRIED

FOR VOTE - All Councillors voted unanimously.

8. URGENT BUSINESS

9. CONFIDENTIAL REPORTS

9.1 Executive Officer Performance Appraisal

08112019/13 RESOLVED

MOVED: Cr Smith/Cr Wright

That the Joint Organisation considers the confidential business of the performance plan of the Executive Officer in a meeting closed to the public in accordance with Section 10A(2)(a) of the Local Government Act 1993.

CARRIED

FOR VOTE – Unanimous vote

The meeting moved into closed session at 1.24pm

The public gallery was cleared

The Executive Officer left the meeting, having declared an interest

08112019/14 RESOLVED

MOVED: Cr Smith/ Richardson

That the Board receive and note the Executive Officer Performance Plan

CARRIED

FOR VOTE – Unanimous vote

08112019/15 RESOLVED

MOVED: Cr Smith/Cr Mustow

THAT the Joint Organisation moves out of closed meeting session and into open meeting session and the Chairperson read the resolutions made during closed meeting session.

CARRIED

FOR VOTE – Unanimous vote

The meeting moved out of closed session at 1.27pm. The resolutions from the closed session were read out loud by the Chair.

10. CORRESPONDENCE

The correspondence report was noted.

MEETING CLOSED 1.28PM

Next meeting

Friday 7 February 2020

Ballina Shire Council

ATTACHMENT 3



LGNSW/Joint Organisation Working Group

DATE

WEDNESDAY 20
NOVEMBER 2019
12PM-1PM

LOCATION

TELECONFERENCE

LGNSW REPRESENTATIVES

Tara McCarthy
Vanessa Bolzan
Mark Hely
Sarah Artist
Jennifer James

JO REPRESENTATIVES

Isabel Perdriau
Craig Davies
Jenny Bennett
Rebel Thomson
Fionnuala Dixon

APOLOGIES

Shaun McBride
Danielle Mulholland
Julie Briggs

Summary/Key priorities

Roads & Transport

- Revisit the 2056 transport plan
- JO's to share transport strategies
- Assistance with access to Minister for Roads

Water management and utilities

- Look into providing media support for local government regarding water utilities management
- Establish and advocate for consistency in water restriction levels and dam storage levels across all councils
- S60 process follow up

Waste and recycling

- Set up of the 20-year waste strategy for longer term secure funding

Workforce and skills

- JO participation in the Careers website
- Plan to incentivise immigrants to the regions
- Investigate a partnership with a RTO

Digital connectivity

- Advocate for a review of the election commitments to address black spots

Group communication

- Look into Microsoft teams to enable submission writing and sharing strategies

ATTACHMENT 4

Joint Organisation Advisory Committee

Meeting notes



Details

Meeting:	Joint Organisation Advisory Committee
Location:	McKell Room NSW Parliament House
Date/time:	9:30am, Tuesday 17 December 2019
Chairperson:	Clr Rowena Abbey, Chair of Canberra Region Joint Organisation

People present

1. Clr Gordon Bradbery AM, Chair of Illawarra Shoalhaven Joint Organisation (via phone)
2. Clr Rowena Abbey, Chair of Canberra Region Joint Organisation
3. Clr Danielle Mulholland, Chair of Northern Rivers Joint Organisation (via phone)
4. Gabrielle Cusack, Acting Executive Officer, Canberra Region Joint Organisation
5. Leanne Taylor, Executive Officer Illawarra Shoalhaven Joint Organisation
6. Rebel Thomson, Executive Officer Namoi Unlimited
7. Isabel Perdiau, Executive Officer Northern Rivers Joint Organisation (via phone)
8. Troy Wilkie, Policy Advisor, Minister for Local Government's Office
9. Karen Purser, Manager Council Engagement, Office of Local Government
10. Virginia Errington, Council Engagement Manager, Office of Local Government

Apologies

1. Clr Jamie Chaffey, Chair of Namoi Unlimited
2. Melissa Gibbs, Director Policy and Sector Development, Office of Local Government

Previous meeting actions

Action	Responsible	Status
Allocate one priority to each Advisory Committee member to identify: <ul style="list-style-type: none">a. possible funding streams/grant opportunities maybe availableb. what the impediments are in accessing the funding streams.	CRJO - Transport Namoi - Water ISJO - Skills/ Jobs/ Infrastructure NRJO - Waste	Completed. Discussed as of part of this meeting.
Draft financial model revised to include: <ul style="list-style-type: none">a. learnings from the pilot JOs in relation to resource sharing, scale and capacityb. different approaches to procurementc. identification and discussion of the options for the information of JO Chairs.	Isabel	Completed. Discussed as of part of this meeting.
Development of templates to progress.	Gabrielle	Completed. Templates and exemplar policies to be shared on JO portal (when available) on new OLG website.
Integrate the findings of the business advantages of each JO into the draft financial model.	Isabel and Rebel	Completed. Discussed as of part of this meeting.
The revised definition of sustainability (below) be referred to the Chairs Network meeting for discussion and endorsement.	Clr Bradbury	In progress. Definition discussed at Chair Network meeting of 31 October 2019. To be endorsed at meeting of 5 March 2020.

This meeting

No.	Issue	Action	Responsible
1	The Advisory Committee discussed the timely distribution of actions from each meeting.	Action minutes to be distributed as soon as possible after each meeting.	OLG

No.	Issue	Action	Responsible
2	The Advisory Committee discussed the need for each JO to consult with their members on the definition of sustainability and the role of the Chair and Deputy Chair of the JO Network before its next meeting.	Write to each Executive Officer to remind them to bring these matters to the attention of their board prior to the Chairs' Network meeting of 5 March 2020.	Gabrielle
3	Each of the four priorities identified at the previous meeting were explored by the responsible Chair and EO. Possible funding streams/grant opportunities and impediments discussed with the Advisory Committee.	Prepare a draft document summarising progress of the Advisory Committee to date. To be circulated to all JOs by end January. Feedback from JOs due by 13 February. Collated and distributed as part of meeting papers for Chairs' Network meeting of 5 March 2020.	Rebel - with input from Isabel, Leanne and Gabrielle
4	The Advisory Committee discussed the value of the learnings from the pilot JOs.	List of learnings from Pilot JO to be included in the draft progress document.	Rebel
5	The Advisory Committee discussed a number of business models being used by JOs eg Screen Hunter.	Comparative information on different business models updated and forwarded to Rebel for inclusion in draft progress document.	Isabel
6	The Advisory Committee discussed the different approaches to procurement used by JOs. It was agreed that this matter should be referred to the next EOs meeting.	Information on procurement options collated and included in agenda for next EOs' meeting.	Gabrielle
7	The Advisory Committee discussed the income ratio of grants/contracts/ member contributions/etc. It was agreed the financial model papers be updated to reflect the figures contained in the 18/19 audited financial statements of each JO.	Financial model papers be updated to reflect the figures contained in the 18/19 audited financial statements and included in the draft progress document.	Rebel

No.	Issue	Action	Responsible
8	<p>The Advisory Committee discussed a number of general business matters. These were:</p> <ul style="list-style-type: none">• Consistent water restrictions across the state• Templates for compliance requirements <p>Future of RDAs and possible opportunities, specifically relating to the potential for JOs to administer 49 skilled work visas</p> <ul style="list-style-type: none">• Risk and Audit Framework discussion paper.	Nil	
9	<p>Key dates and next steps:</p> <ul style="list-style-type: none">• EOs to forward information to Rebel by Friday 20 December 2019• Rebel to finalise draft progress document by Monday 6 January and distribute to members• Teleconference Monday 20 January 2020 to discuss draft• Document updated and distributed to JOs for feedback (due 13 February 2020)• Feedback compiled and progress document included in papers for Chairs' meeting of 5 March 2020		

Next meeting

2:00pm, Monday 20 January 2020

Teleconference

Chairperson Cllr Jamie Chaffey

ATTACHMENT 5

Joint Organisation Advisory Committee

Action items



Details

Meeting:	Joint Organisation Advisory Committee
Location:	Teleconference
Date/time:	Monday 20 January 2020, 2.00 pm
Chairperson:	Clr Jamie Chaffey, Chair of Namoi Unlimited

People present

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

Apologies

1. Karen Purser, Manager Council Engagement, Office of Local Government

Previous meeting

Action	Responsible	Status
Templates and exemplar policies completed. To be shared on JO portal when available on new OLG website (carried over from 31/10/19 and 17/12/19).	OLG and Executive Officers	In progress
The revised definition of sustainability (below) be referred to the Chairs Network meeting for discussion and endorsement (carried over from 31/10/19).	Clr Bradbury	In progress. Definition discussed at Chair Network meeting of 31 October 2019. To be endorsed at meeting of 5 March 2020.

Action items

Action	Responsible	Status
Action minutes to be distributed within one week.	OLG	Complete
Write to each Executive Officer to remind them to bring the definition of sustainability and the role of the Chair and Deputy Chair of the JO Network to the attention of their board prior to the Chairs' Network meeting of 5 March 2020.	Gabrielle	In progress
Prepare a draft document summarising progress of the Advisory Committee to date. To be circulated to all JOs by end January. Feedback from JOs due by 13 February. Collated and distributed as part of meeting papers for Chairs' Network meeting of 5 March 2020.	Rebel - with input from Isabel, Leanne and Gabrielle	Complete
List of learnings from Pilot JO to be included in the draft progress document.	Rebel	Complete
Comparative information on different business models updated and forwarded to Rebel for inclusion in draft progress document.	Isabel	Complete
Information on procurement options collated and included in agenda for next EOs meeting.	Gabrielle	In progress
Financial model papers be updated to reflect the figures contained in the 18/19 audited financial statements and included in the draft progress document.	Rebel	No longer required (refer Item 1 below)

This meeting

No.	Issue	Action	Responsible
1	The Advisory Committee discussed the minutes of the previous meeting and requested some amendments.	<p>The minutes of the 17 December 2019 meeting be amended as follows:</p> <ul style="list-style-type: none">• Item 1 – distribution of minutes within one week of the meeting• Item 7 – financial figures update not required• Addition item – OLG to provide a date as to when Capacity Building funding will be available.• Additional item – OLG Portal (refer Previous Meeting - Action1)• Items of General Business to form part of the next meeting's agenda	OLG
2	The Advisory Committee discussed the Draft Briefing Paper to the Minister. The Committee noted the purpose of the paper is to update the Minister and JO Chairs of the detail on the key issues and progress made with supporting information contained in the attachments. The Committee worked through the recommendations with agreed amendments updated in the draft by Rebel as each item was discussed.	Updated draft to be circulated with the minutes.	Rebel and OLG
3	<p>The Advisory Committee discussed the next steps for the Draft Briefing Paper. It was agreed that feedback from JOs be sought early to enable submission to the Minister with a possible response by the JO Chairs' meeting in March.</p> <p>It was agreed that the Minister is to be invited to the next JO Chairs' Network meeting specifically in relation to the Briefing Paper.</p>	<p>Draft Briefing Paper to be finalised and distributed to JOs by Friday 24 January. Feedback from JOs due by Thursday 13 February. Submission to the Minister Monday 17 February. Included as part of meeting papers for Chairs' Network meeting of 5 March 2020.</p> <p>Minister to be invited to the next JO Chairs' Network meeting as soon as possible.</p>	Rebel and Gabrielle

No.	Issue	Action	Responsible
4	<p>A number of general business matters were raised. These were:</p> <ul style="list-style-type: none">• The need to prioritise actions within the four priority areas to address some of the challenges in applying for grants funds in these areas (eg eligibility of JOs vs councils, EO workload etc)• A decision is to be made as to whether the Minister, or the four Advisory Committee Chairs, or a combination of both is best placed to bring JO message to other agencies.• The anticipated release date for Capacity Building funds with a request that applications received early to be assessed first. Melissa advised of the intention to get the funding agreements issued and finalised as soon as possible to enable the transfer to funds and noted the request for priority assessment.• The timing of the OLG portal. Melissa advised OLG is committed to delivering the portal but at a time to be advised.	To form part of the agenda for the next meeting	OLG

Next meeting

Time TBC, Friday 14 February

Teleconference

Chairperson Clr Danielle Mulholland

ATTACHMENT 6

SUBJECT: JOINT ORGANISATION ADVISORY COMMITTEE REPORT #1

RECOMMENDATION(S)

1. THAT, the Minister acknowledges the progress of the Joint Organisation Advisory Committee from 30 September to 17 December 2019. Specifically the findings of the Committee across four priority program areas of water, infrastructure and jobs, transport for NSW and waste.
2. THAT, the Minister endorses the next steps for the Committee:
 - To consult with Joint Organisations on the potential revenue streams.
 - To review expenses streams of Joint Organisations.
 - To seek, collate and analyse procurement models.
 - To consult with Joint Organisations on the potential for cross regional and boundary collaboration.
 - Draft the toolkit for financial sustainability.
3. THAT, the Minister requests that the NSW Office of Local Government provide to the Committee, areas where Joint Organisations; (a) could contribute to sector capacity, capability and development, and (b) reduce the NSW Office of Local Government workload's in regulation and compliance.
4. THAT, the Minister requests the NSW Office of Local Government provide advice to the Committee that identifies NSW Government functions and projects that Joint Organisations can undertake to assist the Government in their pursuit of strategic regional priorities and inter-governmental relations.
5. THAT, the Minister requests the NSW Office of Local Government seek advice from compliance and regulatory agencies for potential roles for Joint Organisations.
6. THAT, the Minister considers the development of a strategy for Joint Organisations on potential partnerships with the Australian Government through the NSW Government.

KEY OPPORTUNITIES

- **Agreed Definition of Financial Sustainability**

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

'A Joint Organisation will be financial sustainable over the long term when it is able to generate sufficient funds and deliver on the Strategic Regional Priorities agreed with its members and stakeholders.'

▪ **Analysis**

The Committee has collated, reviewed and analysed;

- **ATTACHMENT A** - the Income and Expenses of Joint Organisations in NSW
- **ATTACHMENT B** – the learnings from the pilot Joint Organisations report¹ in relation to resource sharing, scale and capacity
- **ATTACHMENT C** - NSW Government grants programs across the four priorities of Joint Organisations
- **ATTACHMENT D** - Current and planned business units of Joint Organisations

▪ **Development of a Financial Sustainability Model**

The Committee recognises that each Joint Organisation is different, reflecting the priorities of the communities and the Councils they represent.

In this period, the Committee has focussed its efforts on existing and potential revenue streams for any future financial model for Joint Organisations.

The Committee believes each Joint Organisation will determine the potential for each revenue stream for their organisation, their region and their communities.

A summary of potential revenue streams for a financial sustainability model for Joint Organisation's **ATTACHMENT E**.

▪ **Funding Partnerships with the NSW Government**

Joint Organisations are well placed to identify, assess and prioritise eligible projects for regional growth and inter-governmental collaboration.

The Committee identified funding partnership opportunities across water, transport and roads, infrastructure, job creation/skills and waste. A copy of the review of NSW Government grants programs across the four priorities of Joint Organisations is provided in **ATTACHMENT C**.

The following NSW Government programs are seeking collaboration and advice on the identification, assessment and prioritisation:

- Water NSW - Safe and Secure Water Program specifically Regional Water Strategies and Integrated Water Cycle Management Strategies (IWCMs)
- Community input for Stronger Country Communities Program and assessment of priorities
- Regional Digital Connectivity Program
- Growing Local Economies
- Fixing Local Roads
- Fixing Country Roads

¹ NSW Office of Local Government - Joint Organisations Pilot First Interim Report December 2014

▪ **Performance and Value**

The operational capacity and capability of Joint Organisations varies.

Joint Organisations recognise performance as delivering 'value' to the Local Government and NSW Government members. 'Value' is assumed to be part of the definition of financial sustainability, as *'the ability of the Joint Organisation to deliver on the Strategic Regional Priorities agreed by its members and stakeholders'*.

The NSW Government established Joint Organisations to undertake functions to achieve strategic regional priorities and inter-governmental relations.

Although not well publicised, some Joint Organisations are delivering 'value' for the NSW Government and this should be acknowledged.

▪ **Previous Reports**

Previous reports and research provide the Committee with information about opportunities to enhance financial sustainability and build partnerships with the NSW Government.

The Samson Report² recommended under State-Local Government Relations:

- *(17.2) to use the State-Local Agreements and Regional Plans as the basis and framework for a range of actions to build a lasting partnership, and negotiate supplementary agreements as appropriate,*
- *(17.3) introduce new arrangements for collaborative, whole-of-government strategic planning at a regional level, and*
- *(17.6) to strengthen the focus of Office of Local Government (DLG) on sector development and seek to reduce its workload in regulation and compliance.*

The IPART regulation review Local Government Compliance and Enforcement report³ recommended:

- *A partnership (subject to cost benefit analysis) between the NSW Environment Protection Authority and local government, similar to the Food Regulation Partnership (as per Recommendation 1).*
- *State agencies administering legislation with regulatory responsibilities for local government; such as the NSW Ministry of Health, NSW Office of Liquor, Gaming and Racing, Office of Local Government, and Roads and Maritime Services, should adopt relevant elements of the Partnership Model.*

² www.olg.nsw.gov.au/sites/default/files/Revitalising-Local-Government-ILGRP-Final-Report-October-2013.pdf

³ www.ipart.nsw.gov.au/files/sharedassets/website/shared-files/investigation-legislative-requirements-section-9-regulation-review-local-government-compliance-and-enforcement/final-report-local-government-compliance-and-enforcement-october-2014.pdf

▪ **Procurement and Purchasing**

Procurement and purchasing for Councils has the potential to develop better scale and capacity for member Councils, better economies of scale, support local businesses to grow and support local employment.

Where activities include the NSW Government as a partner, better procurement and purchasing practice represents value for the NSW Government also.

Procurement approaches have been implemented by some Joint Organisations and other opportunities are currently being considered and or developed by the majority of Joint Organisations.

▪ **Relationship and funding opportunities with the Australian Government**

Whilst it is recognised that the Australian Government funds networks at a national level, recently the Australian Government sought to review its arrangements for regional development and regional migration schemes.

The Committee heard advice to seek financial support for Joint Organisations under the Financial Assistance Grants.

The Australian Government future focus on waste and renewable energy is a potential long-term role for Joint Organisations that will benefit residents and communities in regional NSW.

KEY ISSUES

▪ **Timeliness**

All Joint Organisations have a reliance on grants and therefore the timeliness of access to grants programs is an issue. Some programs are operated around timeframes, some programs are consistently open and some are currently under review.

Resources are required to complete applications; in most cases Joint Organisations only have one employee.

Timeliness of assessment and approval processes. This includes the announcements of successful applications.

Time and resources are needed to develop relationships to a point where partnership and projects might arise. More than likely, funding will need to be sought to pursue a partnership project.

The partnership approach to projects needs to be a long-term commitment to Joint Organisations.

▪ **Eligibility under Programs**

Joint Organisations need to be eligible to be able to make application to any program funds.

It is acknowledged that this has improved, and it is assumed that if Local Government is eligible, then a Joint Organisation is eligible.

▪ **Funding eligibility**

Joint Organisations are seeking funding programs that align with the agreed strategic regional priorities endorsed by members.

There are limited programs that offer funds for project management, program administration, staff and contract administration. This includes funds for project and consultancy resources.

There are programs that do not reflect the collaborative approach to funding, such as Safe and Secure Water and Fixing Country Roads, where a regional approach has been developed, single applications for each participating Local Government Authority are required to be completed.

There does not appear to be many (if any programs) that enable innovation and testing within the sector, Joint Organisations are well placed to undertake pilot programs for reform and service delivery.

▪ **Performance**

The operational capacity and capability of Joint Organisations varies. This is demonstrated in the summary of the Income and Expenses of Joint Organisations in NSW - **ATTACHMENT A.**

A number of Joint Organisations have developed shared services and business units. A summary of these activities is included in **ATTACHMENT D.**

Joint Organisations recognise performance as delivering 'value' to the Local Government and NSW Government members. 'Value' is assumed to be part of the definition of financial sustainability, that *'it is the ability of the Joint Organisation to deliver on the Strategic Regional Priorities agreed by its members and stakeholders'*.

The NSW Government established Joint Organisations to undertake functions to achieve strategic regional priorities and inter-governmental relations. Where a Joint Organisation is delivering 'value' for the NSW Government, this should be recognised and rewarded.

▪ **Competition**

Where funding programs enable Local Government and Joint Organisations to apply for the same funding, the Committee identified a potential for conflict between member Councils and Joint Organisations.

Where program funds such as 'Stronger Country Communities' have a regional/local government allocation of funds, Joint Organisations elected not to apply as it was considered competing for community funds.

▪ **Resourcing**

The resourcing of each Joint Organisation is determined by the members, the annual budget and business plan of activity.

Resourcing, access, eligibility and timeliness impact performance and ultimately value for members.

Resourcing needs to be allocated to enable a Joint Organisation to pursue its core functions, as well as grants and financial sustainability.

▪ **Boundaries**

Regional Planning boundaries inhibit the ability of Joint Organisations to seek additional memberships outside the associated planning region. Initially Joint Organisations were proposed to be established to encompass regional planning boundaries. Councils were then afforded the ability to form Joint Organisations voluntarily within these boundaries.

The Committee heard that the number of members in a group has the potential to impact financial sustainability.

There is no incentive program and or mechanisms for cross regional and cross boundary collaboration, which is extremely difficult yet important work.

▪ **Costs of the Executive Officer**

Due to the complexity of collaborating and aligning Local Government Authorities and working with the NSW Government, an Executive Officer responsibilities, skills and accountabilities must be generally equivalent to those applicable to the Executive Band of the Local Government (State) Award 2017 and the total remuneration package payable with respect to the position must be equal to or greater than the minimum remuneration package (within the meaning of Part 3B of the Statutory and Other Offices Remuneration Act 1975) payable with respect to senior executives whose positions are graded Band 1 under the Government Sector Employment Act 2013.

Some organisations have a full-time Executive Officer, some part-time, the tasks ahead of a Joint Organisation to fulfil its core functions, obtain grants and achieve financial sustainability remain the same.

Costs of resourcing impact performance and ultimately value for members.

▪ **Recognition for change and a long-term driver for change**

Joint Organisations were established to collaborate and make change for the betterment of communities they represent. There is no specific funding program to achieve this intent.

The engagement between NSW Government agencies and Joint Organisations varies.

SUBJECT: JOINT ORGANISATION ADVISORY COMMITTEE REPORT #1

▪ Transition

Transition from a *Regional Organisation* to a *Joint Organisation* was expected. Some Council have deemed that a Joint Organisation is not part of their program of activities.

▪ Administration and Templates

Proposals like the implementation of an Audit and Risk function for Local Government and Joint Organisations do not reflect the size and simplicity of Joint Organisations compared to Councils.

Previous reports noted that Joint Organisations should not impose significant red tape or cost, nor should be a fourth tier of government.

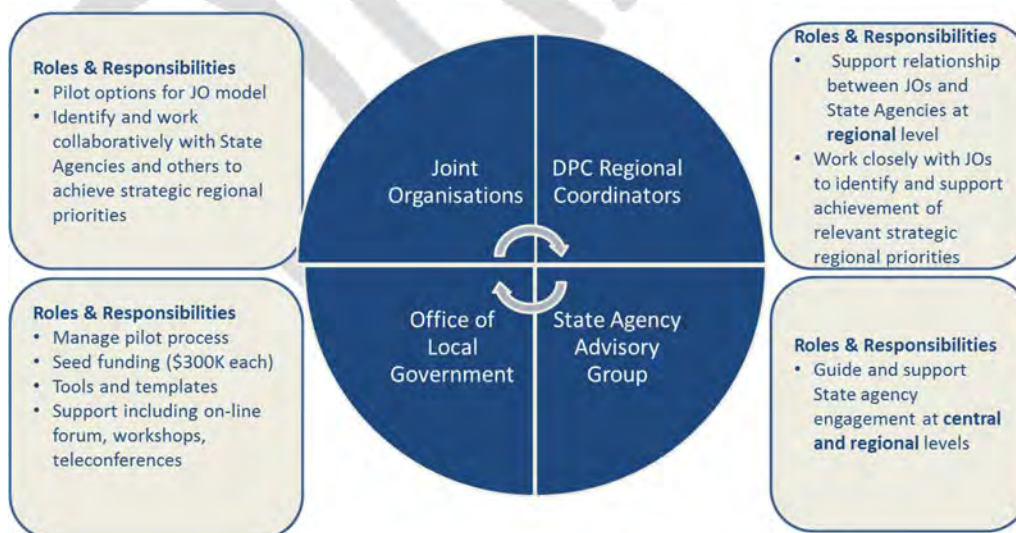
Proposals with substantial costs like the Audit and Risk function, impose additional costs on Councils, which are required to implement the function for their own operation and the Joint Organisation to which they are a member.

The NSW Office of Local Government provided significant templates for the establishment of Joint Organisations, by way of a Charter. Templates have not been provided for compliance requirements post the first meeting of Joint Organisations.

▪ State Agency Advisory Group⁴

As part of the proposal to establish Joint Organisations in 2015, it was proposed that Joint Organisations would be provided with several levels of assistance.

The establishment of a State Agency Advisory Group would greatly assist in the recognition of the role of Joint Organisations and the development of a future financial and sustainability model.



⁴ NSW Office of Local Government - Joint Organisations A new way of working together, April 2015

BACKGROUND

The NSW Minister for Local Government, The Hon Shelley Hancock convened the Joint Organisation Advisory Committee.

The primary purpose of the Joint Organisation Advisory Committee is to meet as representatives of the NSW network of Joint Organisations and explore opportunities for the ongoing financial sustainability of Joint Organisations.

The Joint Organisation Advisory Committee members are; the Office of Local Government, Canberra Region Joint Organisation, Illawarra/Shoalhaven Joint Organisation, Namoi Unlimited and Northern Rivers Joint Organisation. Its inaugural meeting was held on 30 September 2019, and two subsequent meetings were held in 2019.

This briefing is to provide advice and make recommendations to stakeholders and the Minister to address the primary purpose of the Committee.

CONSULTATION

The role of the Joint Organisation Advisory Committee is to consolidate the views of key stakeholders, including the Office of Local Government, to provide strategic advice to the Minister for Local Government on relevant issues as they arise.

FINANCIAL IMPLICATIONS

In the 2018-2019 financial year member Councils contributed approximately \$1,703,425 to Joint Organisations. A similar contribution from member Councils is expected in the 2019-2020 financial year.

In the same financial year the NSW Government contributed \$3million in establishment funds. A further commitment of \$150,000 has been made for the 2019-2020 financial year.

The contribution of Local Government and the NSW Government to the establishment of Joint Organisations is acknowledged.

SUBJECT: JOINT ORGANISATION ADVISORY COMMITTEE REPORT #1

ATTACHMENT A - the Income and Expenses of Joint Organisations in NSW

The Committee considered reports provided by Joint Organisations that highlighted revenue and expenses for Joint Organisations.

Revenue \$9,585,960

37.08%	Grants
17.77%	Members Contributions
15.90%	Program Contributions
12.16%	Investment/Other Income
5.22%	JO Seed Funding
4.02%	LGP Rebate
3.46%	Contract Administration Management Fees
3.60%	Training Services
0.59%	Interest
0.20%	Vehicle Lease Back

Expenses \$8,215,361

55.42%	Project Expenses
22.61%	Payroll Expenses (including vehicles)
12.06%	Consultancy
3.26%	Administration, Bank Fees, Business Registration and Financial
1.18%	Sundry/General Expenses
0.91%	Conference, meetings and Forums
0.88%	Depreciation
0.82%	Water Alliance
0.75%	Audit, Legal and Probity
0.54%	IT Equipment and Purchases, including websites, phones
0.49%	Office
0.33%	Recruitment
0.26%	Insurance
0.12%	Advocacy
0.12%	Professional Development
0.09%	Advertising
0.07%	Chairpersons Fees
0.05%	Printing Postage Stationary
0.04%	Media and Communications

ATTACHMENT B – the learnings from the pilot Joint Organisations report⁵ in relation to resource sharing, scale and capacity

The pilot JO model is structured around five key areas: objectives and functions, relationships and boundaries, entity and governing body, enabling and resourcing, and other. This report aims to provide feedback as to the progress ('green' is implemented, 'yellow' is enabled, 'red' not implemented) on learnings from the pilot.

	Central Workshop Outcomes	Progress	Advice for a Future Sustainability Model
Objectives and functions	Core functions enabled in legislation being: <ul style="list-style-type: none"> regional strategic planning inter-governmental collaboration regional leadership and advocacy. Optional functions should also be enabled, including: <ul style="list-style-type: none"> regional service delivery creating regional strategic capacity others. Each JO will prepare a Regional Strategic Plan.	Green	-
		Yellow	The NSW Government needs to determine where regional service delivery will be considered, and may develop programs and opportunities.
		Green	-
Relationships and boundaries	The DPC Regional Coordinator and JO Executive Officer will attend and engage actively in each other's meetings in an ex officio capacity. Appropriate senior representatives of other councils, partners and key stakeholders will attend and engage in relevant meetings by invitation of the JO. The boundaries of the pilot JOs will provide the strategic capacity to engage effectively, reflect strong communities of interest, and not adversely impact others. JO boundaries and membership will not alter without strong justification.	Yellow	It is noted that this is critical to the success of a Joint Organisation, the Committee received reports that the commitment, engagement and involvement of both parties varies. The involvement of the Australian Government and other agencies could contribute to the financial sustainability of the network. It needs to be acknowledged that membership revenue is limited by this intent.
		Green	
		Red	The Committee is currently unaware of any approaches by Councils to change membership boundaries. Emphasised the importance of there being additional mechanisms for cross regional and cross boundary collaboration.
Entity and governing body	The entity will be enabled through the Local Government Act. Minimum governance standards will be maintained, including regular meetings.	Green	The governance standards introduced for Joint Organisations mirror those required of Councils. These arrangements have increased the administrative requirements of Joint Organisations.
	At a minimum, one elected member will represent each council with one vote each (usually the mayor). Representatives will be authorised to make binding decisions.	Green	-
	Each JO will determine its membership beyond the minimum.	Yellow	It is unclear that this authorisation extends to representatives (Chairs) making decisions on behalf of members at a NSW JO Network level. There is no capability for a Joint Organisation to increase its membership beyond the minimum as described under regional planning regions.
	Each JO will elect its own chair. Each JO will determine its approach to alternates in specific circumstances. Each JO will appoint a suitably skilled Executive Officer.	Green	-
		Green	An Executive Officer responsibilities, skills and accountabilities must be generally equivalent to those applicable to the Executive Band of the Local Government (State) Award 2017 and the total remuneration package payable with respect to the position must be equal to or greater than the minimum remuneration package (within the meaning of Part 3B of the Statutory and Other Offices Remuneration Act 1975) payable with respect to senior executives whose positions are graded Band 1 under the Government Sector Employment Act 2013.
Enabling and resourcing	There will be a need for recognition of JOs from other bodies and levels of government, including in legislation.	Yellow	Whilst the NSW Government nominees to Joint Organisations are the Regional Directors of Department of Planning, Infrastructure and Environment (DPIE) the former NSW Department of Premier and Cabinet the Committee has heard that the recognition, engagement and support from the NSW Government representatives vary. The core functions require a role and engagement with the Australian Government to fulfil the expectation of a Whole of Government response.
	JO staff will be direct employees under the Local Government Award. Each JO will determine its appropriate contributions and apportionment.	Green	Contributions for service delivery and special projects will be determined on a 'user pays' basis or case by case is part of the deliberations over the financial sustainability model.
	Each JO will determine the way in which regional funding/grants will be managed.	Green	
Other ⁶	Other regional entities may continue to operate and may choose to align with JOs at some point in the future.	Yellow	ROCs will continue to operate concurrently and in alignment with JOs during the pilot process. It some regions, the need to prepare a transition plan for the ROC was also discussed. Consider the role of, and interaction with, county councils on the pilot JO. Discussed the need to transition other regional alliances during or after the pilot process. Emphasised the importance of the JO being enabled not only through the Local Government Act, but also in other legislation.

⁵ NSW Office of Local Government - Joint Organisations Pilot First Interim Report December 2014

⁶ Comments from the Central Workshop (1) JOs should not impose significant red tape or cost, and (2) JOs should not be a fourth tier of government, have been removed from this report but are reflected in the original table in the report

ATTACHMENT C - NSW Government grants programs across the four priorities of Joint Organisations.

Joint Organisation Priority	Funding Program Identified	Timeliness to access	Program eligibility	Funding eligibility	Other
Water Funds ⁷	Water NSW Safe and Secure Water Program Funding Stream 1	✓	Funding is available for capital expenditure for risks and issues. Operation, maintenance and administrative costs should be considered in selecting the preferred option to provide a more cost-effective resolution to an eligible risk or issue.	✓	A program management office (PMO) has been established within NSW Department of Planning, Industry and Environment (DPIE) to manage the program and its funding process. A number of currently known risks and issues have already been identified.
	Water NSW Safe and Secure Water Program Funding Stream 2	✓	IWCM strategies to addresses the complex linkages between elements of the urban water cycle (water supply, sewage and stormwater) and community expectations.	✓	This multi-level approach enables cost-effective integration of these urban water systems in consultation with the local community. It proposes to identify infrastructure and non-infrastructure solutions as well as funding strategies.
	Safe and Secure Water Program Funding Stream 3	✓	Assets prescribed in the Dams Safety Act 2015, high-risk dams.	×	N/A
	Aboriginal Communities Water and Sewerage Program ⁸	×	Local Aboriginal Lands Councils	×	N/A
Infrastructure and Job Creation - Regional Growth Fund ⁹	Regional Sports Infrastructure	Closed	Project investment in new and existing venues to improve the participation and performance in sports.	✓	Council area eligibility www.nsw.gov.au/improving-nsw/regional-growth-fund-eligibility/ Funding as a Local Government entity would encompass Joint Organisations. Where funding programs enable Local Government and Joint Organisations to apply for funding, the Committee identified competition and potential for conflict between individual member Councils of Joint Organisations and the Joint Organisations for competitive grants processes.
	Stronger Country Communities	Closed	Project costs may include those associated with: building local infrastructure, building a new website or app, delivering programs, exhibition displays, hosting an event.	✓	
	Regional Cultural Fund	Closed	Regional Cultural Fund aims to strengthen regional arts, screen, culture and heritage, and revitalise local communities through strategic investment.	✓	
	Regional Digital Connectivity program ¹⁰	Under Development	The NSW Government is currently conducting a range of scoping studies with investigations under way in Dubbo and Wagga Wagga as potential locations for regional data hubs to increase the capacity, speed and accessibility for regional internet services.	?	
	Resources for Regions	Under Review	Projects in mining-related communities across NSW. Projects supported include roads, water and sewerage systems, and social infrastructure such as childcare centres.	?	
	Growing Local Economies	Under Review	Projects must be for infrastructure that: is for the use and benefit of multiple organisations or businesses, enables or brings forward investment or productivity improvements for new or existing industry, delivers a net economic benefit to residents and business located in NSW, would likely not proceed without NSW Government funding.	✓	
Transport for NSW ¹¹	Fixing Local Roads ¹²	Closed	Councils will be able to apply for grants to repair priority local roads. Eligible projects should meet the following criteria. The project must be: located on a local road managed by council, identifiable as a priority or important local road for the local government area or region, deliverable within 24 months of notification from Transport for NSW, maintenance driven such as repairing, patching, maintaining or sealing existing roads.	×	Councils are also encouraged to work with their Joint Organisation of Councils (JOs) to identify these regional priorities that are repairing pot holes on a key local road, sealing an unsealed road that will improve safety or improve access to services or industry, patching or repairing cracking on a key local road.
	Fixing Country Roads ¹³	Closed	The program provides targeted funding for projects on Council managed roads and bridges that provide benefits to the movement of freight. Fixing Country Roads aligns with and complements the Fixing Country Rail program in reducing the cost to market for regional businesses. Fixing Country Roads 2019 is expected to provide up to \$150 million for roads, bridges, bridge and route load assessments, and truck washes.	✓	A proponent is eligible to apply if the proponent is a local council or a Joint Organisation of Councils (JOCs) representing an eligible council.
	Local Government Road Safety Program ¹⁴	Closed	The Local Government Road Safety Program (LGRSP) is a partnership between Transport for NSW, Roads and Maritime Services and participating local Councils in NSW.	?	From July 2021, it is proposed that PFAs be issued to councils every four years to give greater certainty and to ensure road

⁷ www.industry.nsw.gov.au/_data/assets/pdf_file/0003/205860/sswp-program-guidelines-2019.pdf

⁸ www.industry.nsw.gov.au/water/water-utilities/infrastructure-programs/aboriginal-communities

⁹ www.nsw.gov.au/improving-nsw/regional-nsw/regional-growth-fund/

¹⁰ www.nsw.gov.au/improving-nsw/regional-nsw/snowy-hydro-legacy-fund/regional-digital-connectivity-program/

¹¹ www.transport.nsw.gov.au/projects/programs

¹² www.rms.nsw.gov.au/business-industry/partners-suppliers/lgr/grant-programs/fixing-local-roads.html

¹³ www.transport.nsw.gov.au/projects/programs/fixing-country-roads

SUBJECT: JOINT ORGANISATION ADVISORY COMMITTEE REPORT #1

			The program provides up to 50 per cent funding contribution to the salary of a Road Safety Officer and funding for local road safety projects.		safety goals can be integrated into councils' four-year strategic planning and budget cycles. To begin this transition, councils were offered new PFAs in December 2018 covering the financial years 2019-20 and 2020-21 to align with current cycles and the NSW Road Safety Plan 2021.
	Fixing Country Rail	Under Review	Fixing Country Rail aims to relieve bottlenecks by upgrading parts of the regional rail network constraining efficient freight movement. Regional NSW produced an estimated 216 million tonnes of freight in 2016, and this is expected to increase by 12 per cent to 245 million tonnes by 2036.	?	The process for Fixing Country Rail changed in 2019. Fixing Country Rail 2019 is a strategic rail program, with decisions on projects informed by the 'Regional Rail Corridor Strategy', the 'Freight and Ports Plan 2018 - 2023' and other key rail network strategies developed by Transport for NSW. The new process is that a list of projects was developed from the relevant strategies. No longer have a submission based program; Transport for NSW during normal consultation with industry stakeholders can identify new projects for consideration.
NSW Environmental Trust NSW Environment Protection Authority	Waste Less, Recycle More ¹⁵	Various	Programs where Councils and the Public Sector are eligible to apply; <ul style="list-style-type: none">• Aboriginal Land Clean Up and Prevention Program• Australian Packing Covenant• Better Waste and Recycling Fund• Bin Trim business grants• Circulate, NSW EPA Industrial Ecology Program• Civil Construction Market Program• Combatting Illegal Dumping: Clean Up and Prevention Program• Community Recycling Centre Fund• Council litter grants• Funding for regional collaboration• Funding for voluntary regional waste groups• Landfill consolidation and environmental improvements• Local Government Organics Collection System Grants Program• Love Food Hate Waste education• Major Resource Recovery Infrastructure Program• Pilot Program to Reduce Illegal Dumping on Charitable Recyclers• Product Improvement Program Grants• Waste Recovery Facility Expansion and Enhancement Program• Weighbridge Fund	Various	

¹⁴ www.rms.nsw.gov.au/business-industry/partners-suppliers/lgr/grant-programs/local-government-road-safety-program.html

¹⁵ www.environment.nsw.gov.au/funding-and-support/nsw-environmental-trust/waste-grant-programs

SUBJECT: JOINT ORGANISATION ADVISORY COMMITTEE REPORT #1**ATTACHMENT D - Current and planned business units of Joint Organisations**

	Existing Business Units	Planned Business Units
Central West	Procurement	-
Hunter	Local Government Legal Environment Division Screen Hunter Regional Procurement Local Government Training Institute Hunter Records	-
Namoi Unlimited	-	Procurement with a local/regional supplier focus RMCC Best Practice Model Shared services
Northern Rivers	Shared service positions <ul style="list-style-type: none">Contaminated Lands Project Officer andBiodiversity Conservation Reform Officer North East Waste My Road Info	Resource sharing to address skills shortages in key areas Shared legal services
Orana	-	Fee for service for RESOURCE SHARING PLANNING Professional Services
Riverina	Shared service positions <ul style="list-style-type: none">Road Safety OfficersContaminated Land Project officers andBiodiversity Conservation Reform Officers Native Title and Crown Lands Policy documents Training materials Voluntary Waste Group Procurement	-
Riverina and Murray	-	Procurement with a local supplier focus Digital connectivity ISP (internet service provider)
Illawarra Shoalhaven	Illawarra District Weeds Authority Regional Procurement Regional Waste Illegal Dumping Program	Fee for service – heritage, native title, grant writing, internal audit

ATTACHMENT E - A summary of potential revenue streams for a financial sustainability model for Joint Organisations

A Joint Organisation is enabled to develop a financially sustainable business model with potential revenue streams from:

- **Grants and Funding**

A grant or funding is a sum of money given by a government or other organisation for a particular purpose or activity to be undertaken.

- **Contract Administration/Management**

Contract administration/management is practice of implementation, oversight and reporting of legally enforceable performance commitments on behalf of a party. Contract management may include; administration, policies and practices, technical capacity and capabilities on specific terms.

- **Consultancy**

A consultant has a level of expertise that a particular group of people find valuable, and the people within that group are willing to pay the consultant to access their expertise.

- **Members Contributions**

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

- **Procurement and Rebates**

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

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

Purchasing is the process of how services and the goods will be ordered and purchased.

A rebate is a sum of money paid back to an organisation conducting the procurement or the purchasing process.

- **Project Management**

An activity for a specified period to create a product, service or result that has a defined beginning and end and therefore the project has a defined scope and resources. There are broadly five areas of project management; initiating, planning, executing, monitoring and closing.

- **Shared Services or Services Shared¹⁶**

Shared services are when two or more councils jointly managing the delivery of council services or council functions.

Council services are defined as waste collection, water supply services and libraries. Council functions are defined as back-office services like procurement, human resources (HR), information technology (IT).

Areas of successful shared services in the local government sector include IT, HR, procurement and waste management.

- **Program Contributions**

The following describes the process of program delivery, it considers if there is a role for a Joint Organisation in the identified program elements.

¹⁶ www.audit.nsw.gov.au/our-work/reports/shared-services-in-local-government

SUBJECT: JOINT ORGANISATION ADVISORY COMMITTEE REPORT #1

Element of Program Delivery			Is their a role for the JO? Yes or No
1.	Program Design	Determining the beneficiaries of the funding program	Yes
	Program Criteria	Achievable, balanced, based on investment and need	Yes
	Design	Funding, partnerships, collaboration	Yes
	Practicalities	Process, forms, timeframes, resourcing	Yes
2.	Promotion and Awareness	Marketing, media, promotion, networks	Yes
3.	Application Processes	Project Design	Yes
		Expressions of Interest	Yes
		Application Forms	Yes
		Business Case	Yes
		Economic Analysis	Yes
		Prioritisation	Yes
4.	Assessment	Expression of Interest Assessment	Yes
		Prioritisation	
		Business case	No
		Economic analysis	
5.	Decision	Announcement	No
6.	Contracting	Contractual arrangements, negotiation on milestones, reporting and payments	Yes
7.	Project Management		Yes/No
8.	Procurement	Local employment opportunities	Yes
9.	Acquittal Evaluation and measurement	Project evaluation	Yes
		Program measurement and impact	

ATTACHMENT 7

NSW JOINT ORGANISATIONS (JO) CHAIRS FORUM

TERMS OF REFERENCE (GOVERNANCE AND OPERATIONAL ARRANGEMENTS)

1. Preamble

Any meetings of the NSW Joint Organisations (JO) Chairs' Forum are to be guided by this Terms of Reference.

2. Objective

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

3. Role

- To monitor implementation of the three statutory core functions of NSW Joint Organisations as being:-
 - (i) Strategic planning and priority setting
 - (ii) Intergovernmental relations
 - (iii) Shared successes, leadership and advocacy
- To identify opportunities for best practice, excellence and potential collaboration between the thirteen Joint Organisations

4. Membership

The JO Chairs' Network comprises the Chairs of the following thirteen (13) Joint Organisations proclaimed by the NSW Government during 2018:-

- | | |
|------------------------------|------------------------------|
| (i) Canberra Region JO | (viii) Namoi JO |
| (ii) Central NSW JO | (ix) New England JO |
| (iii) Far North West JO | (x) Orana JO |
| (iv) Far South West JO | (xi) Northern Rivers JO |
| (v) Hunter JO | (xii) Riverina and Murray JO |
| (vi) Illawarra Shoalhaven JO | (xiii) Riverina JO |
| (vii) Mid North Coast JO | |

5. Meetings

- The Joint Organisations Chairs' Forum will meet at least three times per year or as required from time to time;
- Meetings of the Forum shall be scheduled for March, August and November of each year and coincide with other Local Government related meetings or events
- Meetings shall be held if possible at Parliament House in Macquarie Street, so as to facilitate engagement with the Premier, Deputy Premier, Ministers and Government Officials.
- If a Parliament House meeting facility is not available, the Secretariat will arrange an alternative Sydney CBD venue;
- For each meeting of the Forum, the Secretariat shall endeavour to arrange attendance by Parliamentarians and Government Officials relevant to the meeting's business agenda;
- The Secretary of the Department of Premier and Cabinet and the Chief Executive of the Office of Local Government (or their representatives) shall be invited to attend all meetings of the JO Chairs' Forum.

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- The Secretary of the Department of Premier and Cabinet and the Chief Executive of the Office of Local Government (or their representatives) shall be invited to attend all meetings of the JO Chairs' Forum.

6. Convenor

- The JO Chairs' Forum shall appoint a Convenor for a period of up to twelve months, with the role being rotated annually;
- The Convenor shall chair the meeting of the JO Forum. _

7. Secretariat

- The Executive Officer of the Joint Organisation from which the Convenor has been appointed shall carry out the administrative functions on behalf of the Forum for the annual term, in liaison with the Office of Local Government.

8. Financial arrangements

- Each Joint Organisation shall meet any expenses of its Chairs in attending meetings and other events associated with the conduct of the JO Chairs' Forum.
- Costs associated with room hire and catering for the Forum will be paid by the Office of Local Government.

End of JO Chairs Forum - Terms of Reference

JO Capacity Building Fund Application Form



[<back to meeting papers>](#)

Please complete all sections of this form for each project you are seeking funding for.

Attach to this document a project plan which includes the following:

- 1 - Project description, including objectives and outcomes
- 2 - Project Schedule, including project timeframes, clear milestones and deliverables
- 3 - Project budget

JO Details	
JO Name	Northern Rivers Joint Organisation

Executive Officer Contact Details	
Name	Isabel Perdriau
email	execofficer@northernriversjo.nsw.gov.au
Phone	0427 668 860

Chair Contact Details	
Title	Cr
Name	Danielle Mulholland
email	chair@northernriversjo.nsw.gov.au
Phone	0438 931 425

Project details	
Project (title) Maximum 10 words to be used in project plan and all correspondence	Establish NR NSW as Centre of Excellence for Waste Microindustries
Project summary Max 100 words	The Business Case will have the SMaRT (Sustainable Materials Research and Technology) vision developed by UNSW Centre for SMaRT as its foundation. The focus will be converting waste materials into value-added recycling and upcycling materials; minimising the energy-intensive transportation of waste; promoting and supporting viable local economies and jobs; and developing a facility that embodies distributed manufacturing. The project introduces a 4th R, which is REFORM = Reduce, Reuse, Recycle, Reform. An appropriate site for a microfactory facility will be identified to process materials using waste materials as a resource, through innovative thinking and practices, which will enhance sustainability and produce value-added green and market-competitive materials and products.
Project start and end dates	December 2019 – February 2021

Strategic Alignment	
What outcomes this project will deliver against the JO's Strategic Priorities?	
Strategic priority	Outcomes to be delivered
<i>10.2 – Identify opportunities for implementation of pilot or demonstration projects to establish the NR as a 'centre of excellence' for innovative waste processing and/or waste to energy technology.</i>	Increased recycling, reduced landfill and improved, cost-effective service delivery through collaborative, innovative approaches to waste management.
	Business case to establish a CoE on the basis of UNSW-tested waste micro industries. Incorporates the element of reform into the reduce, reuse, recycle campaign by reforming Container Deposit Scheme (CDS) and other suitable waste products into domestic and industrial products for use in councils and for consumer sales.
	Supply chain is re-shaped to align with the Circular Economy, thereby contributing to closing of supply chains and achieving zero waste.
Vision <ul style="list-style-type: none"> <i>Commitment to sustainability</i> 	Commitment to sustainability is demonstrated through all member council enthusiasm for involvement in this innovative collaborative regional project.

Measures How will you know you have achieved that outcome?	
Outcome	Measure
Case for innovation	Agreed statement of economic impact, investment and governance options
	Project viability proven by evidence-based research
	Facility generates employment in local communities
	Landfill diversion rates reflect reduction in environmental footprint
	Local economy equipped with capacity to produce value added products from recycled resources

Organisational Capacity Building How does this project develop the organisational capacity of your JO? Please list the opportunities identified for capacity building and the outcomes this project will deliver against the JOs Strategic Priorities	
Capacity building element	Outcomes to be delivered
Project management	JO Project management resources enhanced by working in close collaboration with councils and industry on a shared priority in the region.
	Project management methodology implemented meets best practice industry standards.
	The project management framework will build JO skills and strengthen capacity to manage JO projects into the future.
Financial capability	Project management methodology embeds robust financial controls and standards within project reporting milestones.
	The Financial Modeller as outlined in the budget will predict the impact of important variables and provide scenario preparation, enabling the JO to identify the best future course of action in various situations that may arise.
	Identify potential future income streams for JO.
Cohesion and confidence	Demonstrates the JO can lead viable projects and deliver outcomes for the region.
	Recognition by member councils and community of the value proposition offered by the JO.
Intergovernmental Collaboration and Strategic Alignment	Alignment with NSW Government position on waste management. The NSW Government has identified the North Coast region as a suitable population and geographic scale for a regional test case analysis for alternate waste treatment technology. This capacity building project may benefit and be informed by research and direction to emerge from "The

JOs Core Function #3 – Identify and take up opportunities for intergovernmental cooperation on regional matters.	North Coast Region Waste Investment Report". The report will look at existing waste practices and future opportunities across the North Coast Region. Seven Mid North Coast councils have joined the NRJO to participate in the project with 10 of the 13 Councils committing financial support.
	Alignment with LGNSW advocacy position: <i>A coordinated state-wide recycling and waste management approach that drives a circular economy through: development of regional and region-specific solutions (e.g. soft plastic recycling facilities, recycled plastic processing, waste to energy); support for innovative solutions to reduce waste and waste transport requirements and increase new uses for recycled materials; protection of existing and identification of new waste management locations.</i>

Measures How will you know you have achieved that outcome?	
Outcome	Measure
Governance	Joint industry and councils' entity is agreed and sound investment case is made.
	As part of the project management methodology, the appointed Steering Committee will monitor and evaluate.
	The Project Management structure will establish sound governance and comprise the JO Board, GMAC and the Steering Committee.
Business case	Business case outcomes (BCR etc) approved by Steering Committee. JO signed off and path agreed for investment and operational plan.
	Steering Committee has identified and assessed project risk.
Economic Impact	Baseline data on current unemployment rate gathered and employment generated by the facility will be tracked, reflecting anticipated percentage growth over a period of time.
Social licence	Broad support is gained via engagement tool – survey, across a particularly socially aware and active community.
	Feedback from North East Waste (NE Waste) that the collaboration is working well. The project will involve NE Waste as a collaboration partner. NE Waste delivers a suite of projects that are participatory and aim to build the social capital required to engage the JO community in effective waste management. The NE Waste projects and programs support member Councils in their efforts to provide information, services and resources to assist the region in waste avoidance and resource recovery, and implement change where needed.

Ongoing sustainability

How does this project support the ongoing sustainability of your JO

Establishes a formal operational function that delivers new economic growth in region.

Encapsulates resource value from CDS within the region.

Positions JO for future governance and growth.

Builds community and council confidence in JO ability to deliver important regional projects.

Proposed project budget

Total project budget	\$152,000
% of project funded from Capacity Building Fund (if not 100% is the project dependent on funding from another source – please specify)	Project Management \$20,000 GMs In Kind contribution \$20,000 Consultants: \$112,500 Total = \$152,500 (See attached)

Third party/in kind contributions - Who else will be contributing to this project? How will they be contributing?

North East Waste (NE Waste) is a group of seven councils working together towards regional solutions to effective waste management.


The six NRJO member councils are all members - Ballina, Byron, Kyogle Shire, Lismore City, Richmond Valley, Tweed Shire and Clarence Valley.

NE Waste is guided by a Memorandum of Agreement between member Councils, regional strategies and plans formulated by NE Waste, as well as State and National policy.

NE Waste would provide in kind contribution by way of time of the Coordinator.

Project Sponsor Declaration

I confirm that the project proposed in this application has been approved by the Board of the Joint Organisation and aligns with JO's adopted strategic priorities. Should this application be successful, I confirm that I will accept the conditions of the funding on behalf of the JO by signing a funding agreement issued by the Office of Local Government.

Position	Chair		
Name	Danielle Mulholland		
Signature		Date	25/11/19

Establish NR NSW as a Centre of Excellence for Waste Microindustries

Project Plan

Table of Contents

PURPOSE.....	2
OBJECTIVES, OUTCOMES AND OUTPUTS.....	3
PROJECT STRUCTURE	4
PROJECT MILESTONES.....	6

ATTACHMENTS

ATTACHMENT 1 – UNSW CENTRE FOR SMART PRESENTATION ON MICROINDUSTRIES

ATTACHMENT 2 – WASTE INVESTMENT REPORT UPDATE

ATTACHMENT 3 – NORTH EAST WASTE MEMORANDUM OF UNDERSTANDING

ATTACHMENT 4 – FINANCIAL MODELLING TOOL REMPLAN

Purpose

The Board of the Northern Rivers Joint Organisation (NRJO) has identified a Waste related project as the best fit within the guidelines of the JO Capacity building Fund and as being truly reflective of the community's desire for councils to manage the waste stream in innovative and sustainable ways. The scope of the project will also leverage existing expertise of each council to manage different parts of the system.

Communities across the region care deeply about minimising the impact of human activity on our environment and the region has a proven track record adopting new and innovative approaches to reducing waste to landfill. Strong regional capacity has already been demonstrated by the councils collaborating effectively on the Waste Investment Report project. The project has the potential to deliver substantial cost savings for member Councils in their handling and treatment of waste products while offering an avenue for an income stream to support NRJO Sustainability.

This project will therefore extend the already strong foundations built by existing member councils' collaboration on waste matters, facilitated by membership of North East Waste (NE Waste).

The completion of this project will also demonstrate the capacity and capability of NRJO to deliver complex and innovative initiatives that will assist councils to meet waste disposal challenges related to pressure on landfill and a changing recycling industry.

Background

The formal establishment and funding of the Joint Organisations signalled to the community, the State Government's willingness to strongly back Local Government. The funding offered under this Capacity Building Fund will enable the NRJO to clearly demonstrate its value via this region wide collaborative project.

This project will demonstrate:

- a successful collaboration by all six member councils
- a pathway to support sustainability for NRJO
- outcomes and outputs using project management methodology at industry standard

The business case to be produced by this funding grant will provide the platform to establish a 'state of the art' facility for waste microindustries within the region.

Objectives, Outcomes and Outputs

The Business Case will have the SMaRT (Sustainable Materials Research and Technology) vision developed by UNSW Centre for SMaRT as its foundation.

The objectives of the project are to:

1. Establish and gain endorsement of the business case for a regional microfactory facility
2. Pave the way to identify a site for a facility that meets the NRJO strategic objective of a Centre of Excellence for the region
3. Demonstrate to the State Government NRJO's capability to deliver a complex project

Program outcomes are:

1. Continue to deliver essential services to regional residents
2. Increase the sustainability of the JO network
3. Recognition of the value proposition of JOs by member Councils

Program outputs are:

- Converting waste materials into value-added materials
- Minimising the energy-intensive transportation of waste
- Promoting and supporting viable local economies and jobs
- Developing a facility that embodies distributed manufacturing
- Advice on leading practice in innovative waste disposal and reforming product
- Supporting the regional economy with a local market established for product
- Reports to Board and GMAC and NRJO forums
- Reports to member Councils within the NE Waste collective and further afield
- Media and community group promotion of the initiative
- Acquittal reports to the Office of Local Government
- Emerging issues management by Project Steering Committee

Project Structure

NRJO programs are structured to ensure sound governance and to fully establish credibility, whereby JOs are considered at the highest level of decision making in Local Government in the region.

As with all NRJO programs, the Board receives advice and provides guidance regarding this project. This advice is developed through the Program Steering Committee (PSC) and the General Managers Advisory Council (GMAC).

To facilitate the achievement of project objectives, the Executive Officer oversees the work of the consultants engaged in the areas as outlined in the Project Budget. Key project tasks are reporting, facilitating collaboration, implementing the communications' plan, facilitating program risk management and quality assurance.

NRJO Board

The Board will receive advice and reports enabling members to determine any required change in direction as the project progresses.

The Board meets quarterly and a report from GMAC would be considered.

General Managers' Advisory Committee

GMAC will receive and consider advice from relevant committees and Executive Officer, analyse and synthesise for opportunities and risks and provide advice to the Board accordingly.

GMAC meets monthly and a quarterly report would be provided by the PSC as part of the Executive Officer's regular reporting.

Program Steering Committee

The PSC will be coordinated by the Executive Officer and consists of up to three General Managers or nominated delegates from the operational Waste Management areas of the councils. Given the involvement to date with waste related projects in the region, it is anticipated the General Managers of Lismore City Council and Richmond Valley Council will take a lead role. Given the alignment of this project with State Government direction and the 20-year Waste Strategy due in 2020, a representative will be involved to have input and gain a better understanding of JO capability. The PSC meets on an as needs basis typically fortnightly when setting up the project and then quarterly as the project progresses. Meetings include both via teleconference and in person.

Key responsibilities of the PSC include risk assessment monitoring and advice to stakeholders regarding:

- Meeting expectations on the quality of the conduct of the project management process
- Key stakeholder communication and updates
- Risk assessment matrix review
- Formal reporting including against milestones
- Capitalising on emerging opportunities as the project progresses within the scope of the Project Plan
- Budget review

Key Project Collaborator – North East Waste

North East Waste (NE Waste) is a group of seven councils working together towards regional solutions to effective waste management. The six NRJO member councils are all members - Ballina, Byron, Clarence Valley, Kyogle Shire, Lismore City, Richmond Valley and Tweed.

NE Waste is guided by a Memorandum of Agreement between member Councils, regional strategies and plans formulated by NE Waste, as well as State and National policy. It will be important to have input from NE Waste into the PSC. NE Waste has agreed to provide in kind contribution by way of time of the Coordinator to:

- Collate and provide data
- Identify linkages to similar work being conducted for related projects
- Support strategic alignment

In November 2018 NE Waste was invited to attend a meeting with the Office of Chief Scientist and Engineer (OCSE) to discuss the development of a new network, the Circular Economy Innovation Network (CEIN). Jeanie Mckillop (NE Waste Coordinator) was invited to join the steering committee to provide a Local Government waste perspective and provide input into the type of activity CEIN would undertake. In April 2019, Prof Veena Sahajwalla, was appointed to host CEIN and a workshop for LG was held in Sydney. The aim of CEIN is to bring together stakeholders from across government, industry, universities and not for profit groups. The LG workshop was the first of a series of stakeholder workshops to identify themes and opportunities, as well as other activities such as tools and resources needed to promote innovative solutions to reduce and re-use waste and improve product design and production to reduce waste.

As an outcome from Prof Sahajwalla's talk at the 'Regional Waste Initiatives Workshop', organised by Lismore City Council (LCC) in late June this year, LCC representatives met with Prof Sahajwalla in October to discuss micro factories and their applications in regional NSW. NE Waste and LG have been kept up to date on the Network's activities and are looking forward to seeing some of the project proposal for a more circular economy in NSW realised.

Project Milestones

Milestone #	Project Deliverables	Date
Milestone 1	Chair signs funding agreement on behalf of Board	December 2019
Milestone 2	Request for Quotation Documentation for three key project consultants prepared and finalised	January 2020
Milestone 3	Request for Quotation approved by Board (7 February meeting) and released to the market	February 2020
Milestone 4	North Coast Waste Investment Project - Board and PSC considers final report and councils attend workshop on findings	March 2020
Milestone 5	Preferred consultants recommended to Board and engaged to commence	April 2020
Milestone 6	Consultants presentation to PSC and Board (8 May meeting) on proposed direction	May 2020
Milestone 7	Stakeholder consultation and engagement with UNSW Centre for SMaRT and industry	June – July 2020
Milestone 8	Draft CoE Business Case presented to PSC and Board (14 August meeting)	August 2020
Milestone 9	Preliminary findings of Draft CoE Business Case workshopped with key stakeholder groups	September – October 2020
Milestone 10	Final CoE Business Case Presented to PSC and Board (13 November meeting)	November 2020
Milestone 11	Project acquittal including outcomes provided to the Minister and exit report from PSC including State representative	December 2020 – February 2021

Work Breakdown Structure

The above milestones have been developed to reflect the project objectives and will serve as a timeline for the consultants so the Board can manage expectations and ensure that a focus on outcomes is maintained.

A full Work Breakdown Structure will be constructed to reflect the project structure and detailed when consultants are engaged in April 2020, including:

- Project Risk Matrix
- Project evaluation and monitoring indicators
- Project specific Communication Plan aligned with NRJO Communication Strategy

Establish NR NSW as a Centre of Excellence for Waste Microindustries

Project management oversight				
Project Management	45 days	\$	20,000.00	
General Managers	(in kind) 20 days	\$	20,000.00	
Consultants				
Financial Modeller	25 days	\$	37,500.00	
Business Case Analyst	25 days	\$	37,500.00	
Waste Analyst	25 days	\$	37,500.00	
		\$	152,500.00	

The NRJO will implement 10% project management budget margin and supplement any budget expenditure in excess of \$150000

ATTACHMENT 9

MINUTES



Healthy Communities Advisory Committee

Date: 5 December 2019
Time: 10 am
Chair: Jillian Adams (JA)

Attendees: Lee Duncan (LD), Lauren Clark (LC), Riley Bice (RB), Isabel Perdriau (IP), Tim Williamson (TW), Julie Perkins (JP), Chantelle Howse (CH), Geeta Cheema (GC), Christina Mastoris (CM).

Apologies: Suzie Coulston, Michelle Burns, Jason Dwyer, Karen Evans, Roberto Kenk, Victoria Laquesne, Tanya Latanville.

Agenda Item	Summary of key discussion points	Actions arising
Welcome and Introductions	JA opened the meeting, welcomed members and paid respect to the traditional owners of the land.	
Youth Grants	<p>TW reported a total of 28 applications were received for the Youth Health and Wellbeing Grants. These were culled to 17 eligible applications which were reviewed by panel of Robyn Fitzroy (UCRH), Lee Duncan (NNSW LHD), Kate Neale (Centre for Children and Young People) and Tim Williamson (RDA).</p> <p>\$40,000 in funding for 10 projects, across all LGAs and different settings – schools, disability, Indigenous, girls' health and a mix of capital equipment, innovative garden project, workshops. JA said projects have some sustainability built into them. Next year to implement projects and report on them at end of the year.</p>	<p>LD to notify all applicants of the results and ask grant recipients for interest in attending media launch.</p> <p>LD to distribute list of grant recipients</p>

HCAC structure and working groups.	<p>JA reported that the HCAC structure has been changed to having one meeting a year of the full committee, to review progress and plan actions. It was changed because it was difficult to get regular attendance of the full committee, and more effective to bring people together to work on specific actions.</p> <p>Smaller working groups made up of HCAC members have been formed as needed, e.g. the youth working group to plan the youth showcase, and the Liveability group to plan Active Living workshop for council staff. Next group will be for healthy workplaces. HCAC members can contact LD to set up a new working group. There was general agreement at the meeting to the revised structure.</p>	<p>LD to send out quarterly newsletters and 6 monthly Action Plan progress reports.</p>
Active Living NSW Workshop report	<p>RB reported on Workshop held in September. Six LGAs were represented. Main focus on Local Strategic Planning Statement and Liveability elements. Want to improve links between Health promotion and council planning. Workshop report tabled.</p> <p>CH said it was useful to have mix of planners and community development and open space staff. Tweed community development strategy now has Healthy and Safe as one of its pillars.</p>	<ul style="list-style-type: none"> • RB and LD to investigate communication channels to keep councils in the loop. Through Norjo or Healthy Communities Newsletter.
Youth Wellbeing Working Group	<p>LD said HCAC working group on youth wellbeing met to plan Youth showcase- who to invite as presenters and attendees. Format of the day. Showcase report tabled.</p> <p>LD reported on the Kyogle Place-based Project which was instigated at the Youth wellbeing working group. A committee has been set up in Kyogle including Premier's Department, Council, Kyogle Together, Kyogle High, TAFE, Health Promotion. IP said the project has been discussed at Regional Leadership Forum.</p>	<ul style="list-style-type: none"> • LD to distribute Youth Showcase report
Proposed workplace health working group and forum	<p>JA said during Action Plan consultation many people expressed interested in promoting healthier living in the workplace.</p> <p>Looking to set up a working group to plan healthy workplace forum next year JA said need to be mindful that recent healthy workplace events by other organisations have not been successful. JA said employers are interested when health impacts on absenteeism/injury.</p> <p>Interest from CM, JP, RB in working group. IP suggested council people and culture managers from councils.</p>	<ul style="list-style-type: none"> • LD to make general callout to HCAC and follow up with Business chamber and Safework regarding working group meeting in January to plan event in March.

Action plan update	LD said Action Plan consultation started in February and final report was distributed in September. Some actions have happened since the process started. Action Plan to be updated every 6 months.	<ul style="list-style-type: none"> LD to call for updated information by January. HCAC members to update information on Action Plan.
Planning for 2020	<ul style="list-style-type: none"> Six monthly updates of Action Plan- February and August 2020. Workplace health event- possibly March Youth grant applicants implementing programs, showcase results at end of 2020. HCAC to meet November 2020 Council elections are in September 2020, IP said lead up will be very busy for councils. Opportunity for more awareness of liveability issues 	LD to promote membership of Healthy Communities Northern Rivers FB group
Meeting close 10.55	<ul style="list-style-type: none"> 	

ATTACHMENT 10



29 October 2019

Cr. Danielle Mulholland
Chair
Northern Rivers Joint Organisation
PO Box 146
Lismore NSW 2480

Dear Cr Mulholland

Clean Waste to Energy (CW2E)

Since our last communication in October 2018, much has changed in the waste sector, the stockpiles are growing and the solution options of dealing with this dilemma, at the behest of EPA, have dwindled.

Increasingly across the nation, Council administrations are evaluating CW2E technology, not simply to avoid dealing with highly toxic incineration alternatives, but more so to access highly prized off-takes such as electricity, bio-char fertilizer, syngas and in particular hydrogen all of which we can deliver on.

Aimed at further refining our turn-key service delivery of our unmatched Reformer technology installations, we have joined forces with Gasco Pty Ltd, Australia's foremost thermal and process engineers, under the BlueGas Technologies umbrella.

This allows us to leverage off both our German and Australian partners, in the planning, design, manufacture, construction and maintenance of our Reformer installations. Due to the scalability of our technology, our Reformers can be designed to service the needs of singular municipalities, or municipal clusters.

In addition to the benefits of a zero-toxic output, our feedstock versatility, including agri-waste, together with a relatively small footprint, are some of the features highly regarded by municipal administrators. In your letter to me of 11 October 2018, you referred to our waste to energy proposal, although very interested in providing a proposal to your organization, we are yet to be given that opportunity.

Ours are comprehensive and carefully tailored submissions, that have their beginning with a prefeasibility study, covering every aspect of CW2E process, including location, together with regional specifics and objectives. Our submissions also deliver on waste analysis and supply agreements, off-take agreements, facility management and operation, business case development and ratification and project funding.

Whereas waste agreements guarantee the long-term operation of CW2E installations, off-take agreements together with gate and tipping fees certify commercial viability, the pivotal factor for prospective financier /investors of which there are several courting our organization.

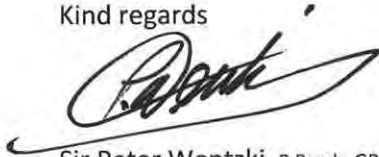
For an outlay of \$48,000 per NRJO Council, we will deliver a practical and profitable proposal that will not only cater for the region's immediate needs, but one designed for future proofing your region's communities and industries with a clean and cost-effective waste management facility.

Given the demands on us from across the nation, our availability to meet and confer with your organization is subject to prepaid airfares and accommodation for 3 BlueGas Technology executives, for a 3-day program. When your members experience what our technology delivers and our then blueprint for your region, you can rest assured that our visit will be regarded as a prudent investment.

Our German Reformer Clean Waste to Energy Technology is unsurpassed in every aspect of cost-effective waste disposal, resource utilization and community benefit.

I await your response.

Kind regards

A handwritten signature in black ink, appearing to read 'P. Wentzki', with a long horizontal flourish extending to the left.

Sir Peter Wentzki B Psych, GRD Dip Ec
Director, Business Development
BlueGas Technologies Pty Ltd

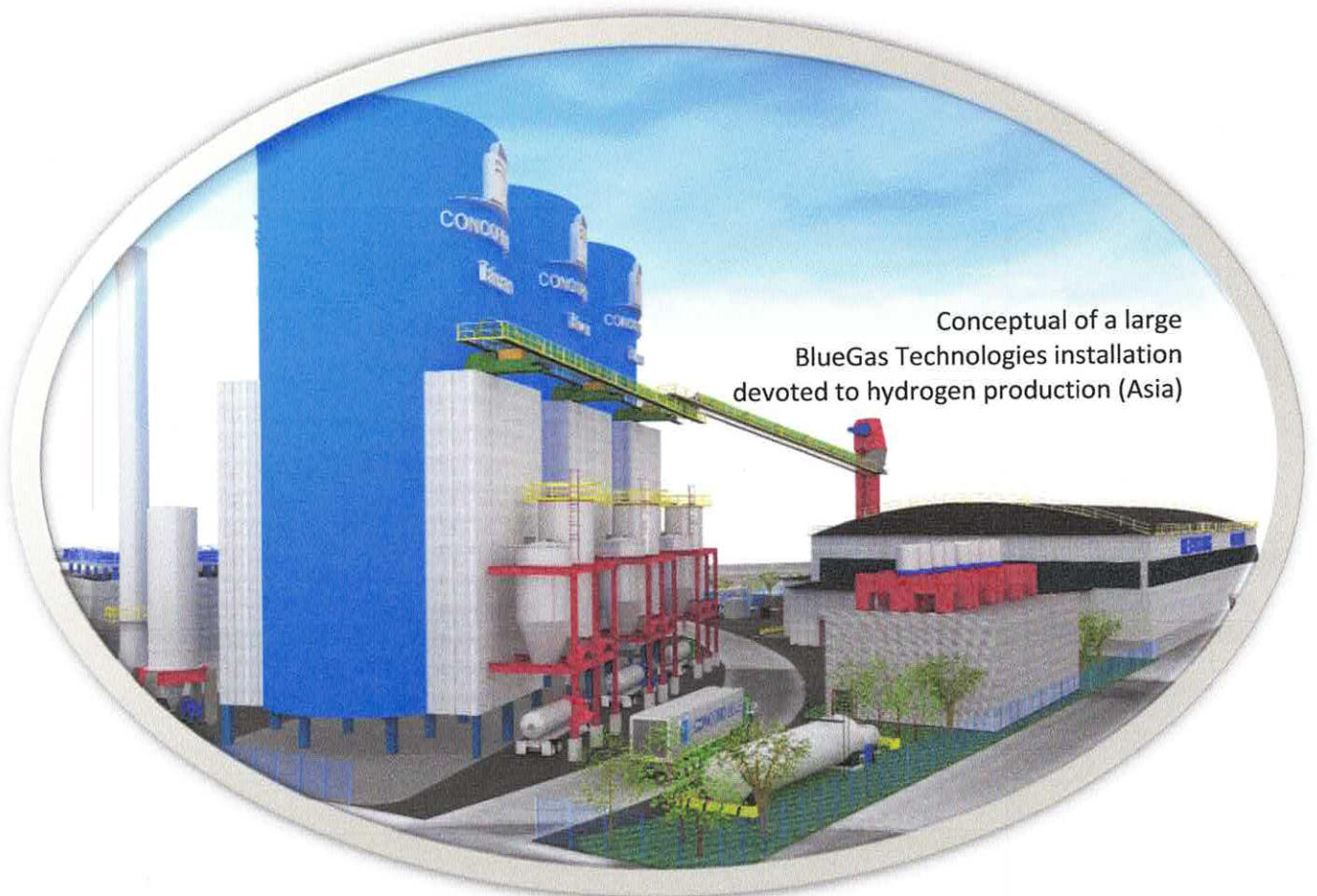
Future Australian BlueGas Technologies installation (Victoria)



the “engine” of our technology –
no open flame, no chimneys, no toxic emissions



Conceptual of a large
BlueGas Technologies installation
devoted to hydrogen production (Asia)





*BlueGas Technologies
Head Office, Hawthorn*

Closed Circuit, CBR® Reformer Technology

Developed for

Northern Rivers Joint Organisation

Presented by



*Concord Blue Closed-Circuit
Reformer Installation*

GASCO Bayswater Plant



BLUEGAS TECHNOLOGIES

introduces

German, Closed-Circuit Concord Blue Reformer®

*The most efficient and cost-effective, clean waste conversion technology
in the World*

- Australian dedicated Waste-to-Energy enterprise
- Comprehensive turnkey service
- Infinitely scalable technology for various applications
- The Reformer installations are custom designed and built
- Footprint can start from 1000m²
- Vast feedstock flexibility incl MSW, C&I, etc
- Revolutionary, *no open flame* technology
- No chimneys, no toxic emissions
- Superior social licence
- Self-sustaining plant, no external power requirement
- No external water source required
- Fully automated, low operating cost
- Sound returns on investment
- Electricity generation from 300 Kwh to 400+ Mwh
- Global plant monitoring centre 24/7 X 365 days.
- Off-take options incl. electricity, high quality syngas and hydrogen
- Safe and proven fifth generation technology
- Recyclable materials recovery before thermal treatment
- Ideal for decentralized and regional solutions and Municipal clusters

The procurement of our Reformer technology is, without exception, subject to a Pre-feasibility study. The data and information gathered therein determines the size, design, location, output and required investment.

BlueGas closed circuit Reformers are designed for feedstock and off-take flexibility, manageable footprint and without toxic emissions, suitable for installation in immediate proximity to where waste is created or stored.

GASCO Pty Ltd

The company's head office, design and manufacturing facilities are located in Bayswater, Melbourne.

Established in 1991, Gasco employs predominantly highly skilled engineers, technicians and tradesmen. The company has built a strong domestic and export market reputation and brand, and has successfully completed projects in NZ, PNG, Indonesia, Malaysia, Thailand, Singapore, UAE, Pakistan, Russia, Turkmenistan, Vietnam and others.

Offering a complete complement of engineering disciplines, process, mechanical, electrical, instrumentation, drafting and QA, GASCO completes the BlueGas Reformer Technology capability by virtue of our designing, fabrication, verification, installation and commissioning expertise for the balance of plant.

Through the company's experience in hundreds of projects in oil and predominantly the gas industry, the Gasco team is highly skilled in Syngas and have experience in Hydrogen – the new energy champion, both of which are BlueGas Reformer off-take options. Gasco is currently supplying engineering and equipment to Hydrogen Pilot Plants in Australia. Gasco has also designed and fabricated bespoke process and thermal equipment for many plants incorporating environment friendly and energy efficient systems including medical waste treatment, co-generation and combined cycle, recycling waste oil, waste heat recovery, upgrade and modernisation of existing process plant and air pollution abatement.

Gasco is an ISO 9001 compliant company; QA is built into our DNA and Gasco is one of a few remaining companies in Australia who provide a whole of life service from design, fabrication, installation, commissioning and 24 hours service. This is a key requirement to ensure the balance of plant is implemented correctly and operates efficiently over the life of the asset.



A Strategic and Timely Venture.

The BlueGas Technologies joint venture with Gasco delivers the first all-Australian, turn-key service in the Waste-to-Energy sector – from Design to Fabrication to Installation and Maintenance, supporting our Reformer installations across the nation.

The Most Viable, Waste-to-Energy Technology in the World

CBR® Inputs

- Municipal Solid Waste/ Bio-Garbage/ Restaurant-food waste
- Sewage sludge waste
- Animal manure, other animal waste like carcasses
- Any agricultural biomass waste (including plant residuals)
- Manufacturing sludge (e.g. Paper, cardboard, paint)
- Hazardous industry waste, including asbestos
- Paper recycling refuses
- Plastic waste
- Hospital waste
- PVCs

CBR® Output

- High quality, high energy value syngas for powering electricity generating motors, a replacement or blender for natural gas or refining into bio-fuels (green crude oil, blue-diesel, methanol, ethanol etc.);
- Hydrogen - used in a multitude of industrial and manufacturing applications, holding great potential in automotive hydrogen fuel cell technology;
- Electricity - the turn-key REFORMER® creates electricity via proprietary syngas firing gas motors;
- Bio Char:- a replacement for coal, can be used as a fertilizer, a soil amendment as well as its environmental value as a sequestered carbon;
- Clean water (subject to feedstock);
- Heat for conversion of further energy ORC.



*Omuta Plant, Japan
(Commissioned in 2011)*

WE CAN DO WITH WASTE, WHAT OTHERS CAN'T

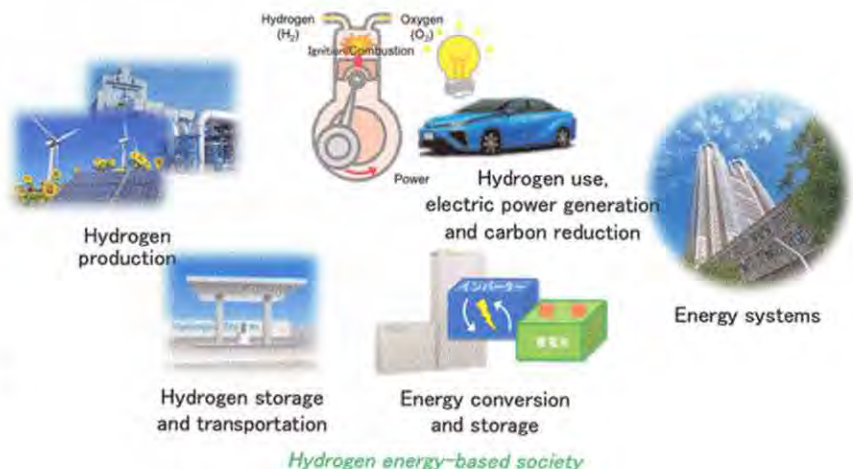
Quality Hydrogen from Waste

Across the globe, the quest for efficiently producing low-cost volumes of hydrogen, is under way. In Australia, increasing electricity costs continue to be a roadblock to producing industrial quantities of quality hydrogen through the most common method - electrolysis.

Already, hydrogen fuelled buses are on the road in Brazil, South Korea and Japan, which demonstrates a strong commitment to adopting hydrogen-powered vehicles and hydrogen as their chosen fuel supply.

As is to be expected, Germany is in the forefront of hydrogen innovation, with 100 fuelling stations active in 2019 and a PPP venture aimed at hydrogen fuelled trains, buses, trucks and taxis was recently signed off on.

Insofar as Australia is concerned, the delivery programs of certain European Japanese and Korean automotive brands are geared toward volume supply to Australian distributors late 2021/early 2022. This tells us that time is at a premium for building hydrogen production facilities, distribution and fuelling outlet networks across the nation.



Are we prepared? Do we have the technology that is capable of sustaining hydrogen powered mobility in Australia? Indeed, we do and we do it without using costly electricity. In 1999, the German scientist Dr Heinz-Jürgen Mühlen revealed to the world the design and unprecedented capabilities of CB-Reformer waste-to-energy technology.

The CB-Reformer is a closed circuit, no open flame, steam gasification technology, that thrives on almost any type of waste feedstock, is infinitely scalable and produces electricity, high quality syngas and HYDROGEN, without toxic emissions.

This globally acclaimed waste-to-energy technology in operation in the USA, Germany, the UK, India and Japan, was first introduced to Australia in 2014 by BlueGas Technologies. Although the primary purpose of the unparalleled Reformer systems is in waste reduction, every Reformer can double as a Hydrogen fuel bowser for Hydrogen fuel cell vehicles.

WE CAN DO WITH WASTE WHAT OTHERS CAN'T

Hydrogen Mobility heading for Australia



Hydrogen demonstration
vehicle, Melbourne

BIOCHAR FROM AGRI WASTE

Biochar technology shows promise, it is considered a more recent and effective strategy for “carbon sequestration”, the practice of adding charred biomass to improve soil quality.

Some of the ways that Biochar helps improve soil quality is in:-

- ✓ Increasing water retention and aggregation
- ✓ Decreasing acidity
- ✓ Reducing nitrous oxide emissions
- ✓ Improving porosity
- ✓ Regulating nitrogen leaching
- ✓ Improving electrical conductivity
- ✓ Improving microbial properties

Some of the environmental benefits of Biochar include decreased groundwater pollution, lower cost of water filtration, reduced amounts of waste and higher profitability for farmers. This highly regarded agri-targeted technology also contributes to food security, by increasing crop yields and retaining water in those areas prone to drought.



Biochar Technology was very successfully utilized, for a dedicated poultry litter feedstock Reformer installation in Owego, New York State, USA. The Biochar produced by this facility was in such demand, that eventually delivery was by pre-order only. Biochar is an excellent tool for regenerative agriculture.

WE CAN DO THINGS WITH WASTE, OTHERS CAN'T.

INTRODUCTION

Gasco – Combustion, Process and Thermal Engineering



Gasco Pty Ltd has established a reputation as Australia's leading combustion and process engineering company.

Gasco was formed in 1991 and is an independent, 100 per cent Australian owned company. Its board and management are acknowledged for their experience and expertise in the industry.

Gasco, with its highly skilled, multicultural staff and its modern office and manufacturing facility is able to offer a comprehensive range of equipment and services including design, engineering, project management, fabrication, installation, commissioning and service.

The equipment and complete systems provided by Gasco include water bath heaters, thermal oxidizers, fired heaters, thermal oil heaters, flares, heat recovery systems, HRSG boilers, burner management systems and gas conditioning including: metering skids, pressure control skids and filter coalescers.

Gasco has a wide range of clients across various industries including oil and gas both onshore and offshore power generation, environmental, mining, mineral, chemical processing, refining and petrochemical, food, automotive, waste water treatment and biogas.

Gasco clients include Shell, Petronas, Exxon Mobil, BP, Chevron, Conoco Phillips, Toyota, Boeing, Total, Dolphin Energy, Jemena, AGL Energy Australia, Origin Energy, APA Group, Orica, BHP Billiton, Bechtel, KBR, Worley Parsons, Clough, Uhde Shedden, Technip, Santos, Wood Group PSN, Oil Search, Power & Water, Pertamina, Foster Wheeler, Zadco and many others.

Gasco has supplied Fired Heaters to Pakistan, Turkmenistan and UAE, Smelter Burners to China and India, Crude Oil & Gas Heaters to Russia, Thermal Oxidizers to Pakistan, Hot Oil Heaters to Indonesia, South Africa, Tanzania, Malaysia and the Philippines, Convective Condensate Heaters to

Thailand, Flares to Vietnam, Gas Skids to Bahrain, Burner Management System to UAE and Fuel Gas Skid package to Oman.

Gasco holds ASME "U", "U2" and "S" stamps for the design and manufacture of Pressure Vessels and power to Power Boilers and an ASME "R" stamp to repair Pressure Vessels and Boilers to NBIC Codes.

Gasco has been presented with Industry Achievement Awards from ICN and Innovation Australia and Directors Award from Santos for EHS performance. Gasco was also featured in Business Review Australia and Resource in Focus magazines in 2013.

Quality Assurance and Health & Safety are key aspects to all our projects. Gasco is certified by DNV to the requirements of ISO 9001:2008.



(Left to right): Ed Strauks Engineering Director, John Peruzzo Director/Chairman, Nicholas Grzegorzczyn Managing Director/CEO, Ian Matthews Sales & Marketing Director, Alan Hovorka Engineering Director.

THERMAL OXIDIZERS

Thermal Oxidizers are a class of pollution control devices that use the combustion process to destroy HCs, volatile organic compounds (VOC) and Hydrogen Sulphide, hence they are sometimes called afterburners, fume incinerators or tail gas incinerators.

Gasco Thermal Oxidizers include:

- Straight Thermal Oxidizers with or without heat recovery
- Recuperative
- Catalytic
- Regenerative (RTO)

Gasco Thermal Oxidizers can handle a wide range of process parameters including variable waste flow rates, calorific values, temperature and oxygen content.

Features of our Thermal Oxidizers are their robust performance, ability to operate at high thermal efficiency and achieve >99.99 per cent destruction efficiency.

Gasco Thermal Oxidizers scope may include turnkey projects, designed to comply with our clients specifications and environmental authority regulations.

We have supplied Thermal Oxidizers to the oil and gas, chemical, automotive, medical, food, minerals and metals industries.

Heat from the exhaust of a Thermal Oxidizer can be recovered in a Waste Heat Recovery Unit, energy can be utilized in the form of heat transfer fluids – oil, water, air and to raise steam.

A Gasco RTO can provide average thermal efficiency of up to 95+% and use about 20 times less fuel than a TO with no heat recovery. In some applications the VOC present in the waste gas stream may enable the Gasco RTO to operate without any supplementary fuel gas (except at start up). Destruction efficiency of up to 99.5+% is achievable.

Top: RTO for Woodside Pluto LNG, Acid Gas project loaded on ship at BAE Systems Melbourne, Australia.

Centre: Recuperative Thermal Oxidizer for Conoco Phillips Darwin LNG plant.

Bottom: Bottom: Thermal Oxidizer and Hot Oil Heat Recovery OMV/Clough Sawan, Pakistan.



FIRED HEATERS

Gasco supplies Fired Heaters to API 560 and ISO 13705 and proprietary Gasco forced draft convective designs.



A typical API 560 Fired Heater would consist of a:

- Radiant Section
- Convective Section
- Stack
- Burners
- Fuel Skid
- Control System

Gasco being both a combustion and heat transfer company is uniquely placed to achieve the best possible outcomes with respect to high thermal efficiencies, low emission, reliable operation and state-of-the-art Burner Management Systems (BMS) to NFPA, IEC and other codes.

Gasco can supply cylindrical or box cabin type direct fired heaters, equipped with low NOx natural draft or forced draft burners.

To increase efficiency, preheating of combustion air can be achieved by adding a variety of air preheater exchangers.

With the demand for ever increasing safety and reliability levels Gasco can design and supply BMS to IEC 61508 Programmable Electronic Safety Systems. We can also provide a basic hard wired system up to SIL 3.

Gasco convective heaters rely on forced convection heating only, are compact and can achieve thermal efficiency of 90 per cent using convective heat transfer.

Fired Heater Upgrades for Existing units.

Gasco has upgraded old existing heaters to improve efficiency, safety and emissions using the latest PLC based BMS and NOx reduction technology.



Top: Forced Convection Regeneration Gas Heater, APA Group.

Centre: Origin Energy's Bassgas 43MW Fired Heater project, South Gippsland, Victoria, Australia.

Bottom: Fired Heaters – Turkmenistan gas plant 18.8MW each.

WATER BATH HEATERS

Water Bath Heaters are Indirect Fired Type usually designed to API 12K, these devices are traditionally used to heat natural gas and oil.



Water Bath Heaters can also be used for heating:

- High pressure gas
- Crude Oil
- Vaporizing and superheating LPG & LNG
- Regeneration Gas Heating
- Heat Transfer Fluids
- Heat sensitive gas and fluids
- Molten Salt Heaters
- Direct Fired Reboilers
- Amine Reboilers
- TEG Reboilers

The main application for Indirect Fired Water Bath Heaters is to heat high pressure gas prior to pressure reduction, this prevents hydrate formation that can occur because of the temperature drop due to the Joule Thomson effect. The natural gas can also be post heated to suit the operation of gas turbines.

A typical water bath heater consists of an insulated shell, removable process coil, removable fire tube, stack burner, gas train and control system.

Gasco options include:

- Natural Draft Burners
- Forced Draft Burners
- Pneumatic Gas Control
- Electric (Electronic) Control
- Remote Monitoring

Gasco can also supply complete gas conditioning skids consisting of Water Bath Heater, Pressure Reduction, Filter Coalescer and Metering.



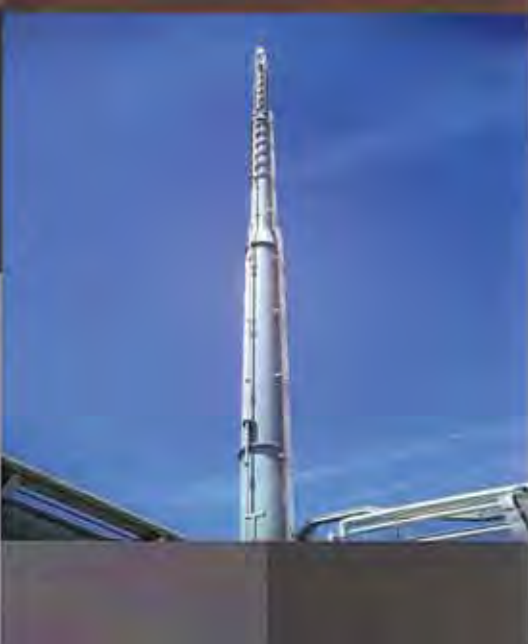
Top: 3,500KW Crude Oil Heating – Sakhalin, Russian Federation – Exxon.

Centre: 6,300KW Gas Turbine Water Bath Heater, NSW Australia – Jemena.

Bottom: Todd Energy – API 12K Well Head Heater, New Zealand – Todd Energy.

FLARES

Gasco together with our technology partner has supplied flares to the oil and gas, flares for petrochemicals, flares for terminals, flares for landfill and flares for sewage (biogas) industries.



Flares type

- Utility (Pipe) flares
- Steam Assist flares
- Air Assist flares
- Gas Assist flares
- High Pressure Staged flares
- Enclosed Ground flares
- Pit/Ground flares

Flame support structures

- Self Supporting
- Guyed
- Derrick

Purge seals

- Dynamic
- Molecular
- Non Pulsating Liquid Vessel

Ancillaries

- Knock Out Drums
- Staging control
- Control systems: hazardous and non hazardous area rated
- Snuffing
- Remote Flame
- Radiation Shields
- Seal Drums
- Flame and Detonation Arrestors

Platforms

- Consulting
- Radiation shields for offshore

Applications

- Gas treatment plants
- Gas well testing
- LNG plants
- Oil refining
- Landfill gas (LFG)
- Sewage lagoons
- Digester gas
- Coal seam methane (CSM)
- Coal mine drainage
- Metal smelting
- Biofuels

Codes

- To Australian and Regional codes and standards
- Type B Systems

Monitoring

- Thermocouple
- Remote IR

Installations

Commissioning

- Gasco own crew
- Supervision of third parties
- Commissioning is routine

Service

- By Gasco TypeB technicians
- 24 hour on call service
- Engineering support

Top: Flare, Mole Seal, Dual Ignition Electronic & Flame Front Generator. Coal Seam Methane, Santos.

Centre: Five Coal Seam Methane Enclosed Flares, Anglo Coal.

Bottom: Self supporting Flare for Nickel Smelter, BHP Billiton

HOT OIL HEATERS

Gasco supplies a range of Hot Oil Heaters:
100KW to 15,000KW gas fired, 25KW to
1,500KW electric.



The gas fired heaters consist of two concentric helical coils which has the advantage of:

- Compactness
- High Efficiency
- Low Thermal Mass
- Low weight (ideal for offshore applications)

The dual helical coil design allows maximized heat transfer, minimises thermal stresses and prevents overheating. The coil design has the advantage that ensures high fluid velocities, low film temperatures and no accumulation of gases.

The burner can be selected to suit the application, type of fuel – gas, oil, heavy oil, timber and turndown. The flame shape is carefully matched to the coil configuration. Typical efficiency with air preheating can range up to 90+ per cent depending on thermal fluid outlet temperature, fuel, and atmospheric conditions.

Each heater has a pre wired control panel that ensures safe and efficient operation of the heater.

As well as supplying heaters, we can provide skid mounted units that incorporate primary and secondary pumps, expansion tanks, stack and drain/fill tanks.

There are a myriad of applications that are suitable for hot oil heating.

- Gas Plant – Regeneration
- Tank Heating – Bitumen, Wax, Emulsions
- Reactor Heating – Chemical Industry, BioTech
- Platen Presses – Timber Industry, Moulding
- Hollow Flight Screws – Mineral Processing
- Pipe Tracing – Heavy Fuel Oil, Bitumen, Wax
- Ovens – Printing, Automotive
- Extruders – Plastic
- Fryers – Food
- Calendar Rolls – Plastic, Film
- Autoclaves – Aerospace, Rubber, Brick
- Dryers – Timber, Food
- Kilns – Timber

Gasco can supply a stand-alone heater or a total engineered package to suit any or all of the above applications. Turnkey bitumen heating is a speciality.

Top: 2,500KW Thermal Oil Heater & Pump Skid – Santos Gas Plant, Victoria, Australia.

Centre: 11,000KW Hot Oil Heater for Chevron offshore platform, South East Asia.

Bottom: Hot Oil Heater Package, New Zealand.



GAS CONDITIONING AND CONTROL SKIDS

Gasco designs, fabricates, commissions and services an extensive range of Process Skids for Gas Conditioning and Oil Treatment including:

- Emergency Shut Down Systems
- Filter Coalescers
- Custody Transfer Metering with Analysers
- Hot Water Heater/HX gas heating
- Water Bath Heaters API 12K
- Pressure Reduction Stations
- Black Start Heaters (Electric/steam/hot water)
- Waste heat recovery for gas heating
- Total gas conditioning systems for Power
- Stations a speciality

Gasco designs and builds skid mounted equipment to meet client, Australian and International Standards including: AS1210 AS4140, ASME B31.3, API 12K, etc.

Gasco utilizes 3-D CAD systems to model layouts and enhance layout detail design. Equipment and piping are sized utilizing in-house computer programming and well known proprietary software. Piping and flange loads are computer calculated.

Instrumentation and controls are normally part of scope and skids are prewired and functionally factory acceptance tested (FAT) before leaving our workshop.

Multiple skids may be trial interconnected and tested before disassembly for transport. Additional features may include hot or cold insulation and heat tracing.

Gasco has supplied gas conditioning systems for GE, Rolls Royce, Pratt & Whitney and Siemens gas turbines.

Top: Origin Energy Pressure Reduction Skid – Mortlake Power Station, Victoria.

Middle: Pressure reduction and associated skids for Gas Fired Power Station in Northern Territory.

Bottom: Filter Coalescer, Mortlake Power Station



WASTE HEAT RECOVERY

Waste Heat Recovery systems reduce energy costs, provide carbon credits for emission trading systems and help the environment by reducing emissions.



Gasco provides a comprehensive range of Waste Heat Recovery systems for the following:

- Gas Turbines – Thermal Oil, Hot Water, Glycol
- Gas and Diesel Engines
- Thermal Oxidizers – Thermal Oil, Glycol
- Air Preheat/Recuperators
- Furnaces
- Heat Recovery Steam Generators (HRSGs)

For gas turbine heat recovery systems Gasco offers a complete turnkey plant comprising:

- Inlet duct
- Divertor valve
- Divertor stack
- Supplementary burner and controls
- Waste Heat Recovery Unit
- Exhaust Stack



Gasco can provide for either individual pieces of equipment or supply a complete turnkey operating system for either a new application or modifying an existing plant.

Our range of services includes:

- Survey/Analysis of existing systems
- Engineering
- Hardware
- Hot Oil, Hot Water or Steam distribution systems
- Erection
- Commissioning
- Turnkey Solution
- Heat Recovery Steam Generators HRSGs

Gasco is a licensee of ERK, Berlin, Germany for their world famous Corner Tube Heat Recovery and Steam Generators and Boilers.

To date over 6,000 ERK boilers, HRSGs and high temperature recuperators have been supplied world wide.



Top: Waste Heat Recovery – Energy, Australia.

Centre: BHP – Macedon. 3x3MW WHRU on Solar Turbines.

Bottom: HRSG for Australian food company.

GRIMWOOD ELECTRIC HEATING SYSTEMS



Element Bundle and pressure Vessel

Gasco's Grimwood Heating Range now provides complete electric heating systems to complement its range of combustion products. Circulation Heaters and Tank Heaters are available to heat virtually any gas or liquid.

Gasco can supply non-hazardous or IECEx certified flameproof heaters suitable for hazardous areas.

Features include:

- Custom designs to specified process conditions.
- System includes Element Bundle, Pressure Vessel and Control Panel.
- Small footprint, low maintenance, low operating costs, accurate control.

Typical applications:

- J-T Effect Compensation Heaters
- Fuel Gas Heaters
- Thermal Oil Heaters
- Winter Diesel freeze protection
- Industrial Processing Tar
- Water Heaters
- Steam Superheaters
- Re-Boilers and Vapouriz
- Process Fluid
- Corrosive Materials

BURNERS AND COMBUSTION



Low NOx Recirculated Combustion Gas Burner System.

Gasco prides itself as a combustion company on its ability to creatively solve your combustion problems.

Gasco can supply a solution to your combustion requirements. We design and manufacture specialized burners and systems such as 40GJ/h smelter start-up burner. We also incorporate other leading proprietary brands of burners in combustion packages to provide our clients with the most cost effective solution. Specifically, we can offer:

- Combustion System Design
- Burners
- Gas Trains
- Skid Mounting
- Burner Management Systems (BMS)
- Instrumentation and Control Systems
- Hardwired, PLC, PES to IEC 61508
- Safety PLC with SIL analysis
- Scada Systems

GASCO

DESIGN
FABRICATION
SERVICE



1



3



4

1. 3D in house design.
2. Purpose built facility, Melbourne, Australia.
3. 24-hour service.
4. Industry and Santos Directors awards.

GASCO PRODUCTS BY INDUSTRY

ALUMINIUM Custom designed heaters or dryers for the following: ladles, crucibles, siphon tubes, cathode collector bars, aluminium scrap, moulds, launders, anode stubs, anode blocks. Tar waste melt out and collection. Tar Hot Oil Heaters, Air Heaters, Thermal Oxidisers, Gas Conditioning Skids, Carbon Bake Furnace Conversions.

AUTOMOTIVE Paint and Curing Lines, Spray Booths, Ovens, Core Drying, Air Houses, Heat Recovery, Washing Systems, Thermal Oxidisers, RTOs.

BIOFUELS Flares & RTOs for ethanol and biodeisel.

CHEMICAL Combustion Systems, Air Heaters, Heat Exchangers, Thermal Oxidation, Heat Recovery, Hot Oil Systems, Resin Kettles, RTOs.

ENVIRONMENTAL Afterburners, Incinerators, Thermal Oxidisers, Flares, Scrubbers, Landfill Gas Flares, Odour Incineration, Biogas Flares and Burners, Heat Recovery, Soil Remediation Systems, Liquids Incineration.

FIRE TRAINING AND RESEARCH Thermal Oxidisers for Compartment Fire Behaviour Training & Research Centres.

FOOD Air heaters, Ovens, Burners and Combustion Systems, Thermal Oxidisers, Hot Oil Systems, Heat Exchangers, RTOs.

GENERAL INDUSTRIAL Driers, Ovens, Kilns, Furnaces, Hot Oil Systems, Heaters, Thermal Oxidisers, RTOs.

MINERALS & METALS Air Heaters, Driers, Kilns, Hot Oil Systems, Heaters for Launders, Ladles, Burners and Combustion Systems, Start Up Burners, Flares & Thermal Oxidisers, RTOs.

OIL, GAS Fired Heaters, Thermal Oxidisers, RTOs, Flares, Waste Heat Recovery.

PETROCHEMICAL Hot Oil Heaters, Filter Coalescers, Acid Gas/Tail Gas Incineration, Water Bath Heaters, Crude Oil Preheaters, Condensate Heaters, Pressure Reduction Skids, Heater Treaters, Radiation Shields, Metering Skids.

PHARMACEUTICAL Air Heaters, Driers, Thermal Oxidisers, Flares, Heating and Combustion, Hot Oil Systems, RTOs.

PIPELINE & TERMINAL City Gate Heaters, Gas Conditioning, Water Bath Heaters, Pressure Control Skids, Filter/Coalescers, Metering Skids, Flares, Custody Transfer.

POWER GENERATION Gas Conditioning Skids, Turbine Exhaust WHRU, Water Bath Heaters, Let Down and Filter/Coalescer Skids, Custody Transfer Metering, Heat Recovery Steam Generators (HRSGs).

STEEL Heaters and Driers for Ladles, Tundish, Launders, Vessels, Start Up Burners, Combustion and Control Systems, Thermal Oxidisers, Refurbishment of Furnace Combustion Systems.

The Gasco logo features the word "GASCO" in a bold, sans-serif font. The letter "A" is stylized with a red triangle pointing upwards, integrated into the letter's structure.

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Strategic Regional Priorities

Thriving, healthy and biodiverse natural environments	<i>For the biodiversity and health of our waterways, habitats and wildlife to be protected and enhanced to deliver environmental, economic and recreational benefits for current and future generations of residents and visitors</i>	<u>Project outcome</u> <ul style="list-style-type: none"> • Support the proposed Northern Rivers Watershed Initiative • Advocate for change to forestry policy and planning regulations to encourage native forestation
Improved community wellbeing now and into the future	<i>For our region to be able to offer its residents a range of affordable, appropriate housing choices and access to health care, mental health care, aged care and other services that enhance wellbeing</i>	<u>Project outcome</u> <ul style="list-style-type: none"> • Increased social housing, including crisis and emergency accommodation, to be on par with the state average of 4% housing stock, within people's community of interest
A physically and digitally connected region	<i>For our communities, businesses and visitors to be connected through a diverse range of safe, inclusive, low impact private and public transport options and high quality, reliable internet and mobile telecommunication services</i>	<u>Project outcome</u> <ul style="list-style-type: none"> • Accelerated road repair program through doubling the funding of the Commonwealth Roads to Recovery Program and the NSW Government's Regional Roads Repair Program over the next four years.
Innovative, sustainable energy, water and waste management	<i>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</i>	<u>Project outcome</u> <ul style="list-style-type: none"> • Develop a Northern Rivers Renewable Energy Investment Prospectus • Lobby NSW Government for review and removal of waste levy.
A diversified, prosperous and sustainable regional economy	<i>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</i>	<u>Project outcome</u> <ul style="list-style-type: none"> • Investigate removal of BCR criteria for funding applications • Establish UNESCO Biosphere Reserve