



Agenda for the Northern Rivers

Joint Organisation

Ordinary Board Meeting

Date: 8 November 2019

Location: Lismore City Council Chambers

Time: 12 noon

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1 ACKNOWLEDGEMENT OF COUNTRY

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

2 APOLOGIES

3 DECLARATIONS OF INTEREST

4 ADDRESS BY OFFICIAL VISITOR(S)

12.15pm

Presentation on Northern Rivers NSW Brand Development from David Kavanagh and Lisa

Love, The Ad Agency

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 16 AUGUST 2019

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

[Attachment 1:](#)

Draft minutes of the Ordinary meeting of the Northern Rivers Joint Organisation held 16 August 2019

6 NOTICES OF MOTION

7 REPORTS

7.1 ASSOCIATE MEMBER REPORT - DESTINATION NORTH COAST

RECOMMENDATION

THAT the report from Destination North Coast be noted



Destination North Coast – North Rivers Joint Organisation of Councils Update

Northern Rivers Visitation - Year ending 30 June 2019

	Domestic Overnight		Domestic Day Trip	International		Total Visitation	
	Visitors (000's)	Nights (000's)		Visitors (000's)	Nights (000's)	Visitors (000's)	Nights (000's)
NSW	37,237 (11%)	116,060 (11%)	69,184 (13%)	4,376 (1%)	98,142 (4%)	110,797 (11%)	214,203 (8%)
North Coast	5,884 (5%)	23,263 (13%)	7,433 (1%)	364 (4%)	4,099 (18%)	13,681 (3%)	27,362 (14%)
Northern Rivers	3,083 (7%)	10,149 (10%)	4,342 (-2%)	305 (2%)	2,437 (16%)	7,729 (2%)	12,586 (11%)

Note - Year on Year Growth in brackets

Overall the Northern Rivers performed strongly for the 2018/19 financial year. Total visitation grew by 2% which was below state and region average but total nights stayed experienced very healthy growth of 11%, slightly less than the region but higher than the state growth.

Domestic overnight visitation, the primary driver of economic impact, experienced strong growth with visitors and nights increasing by 7% and 10% respectively. The Northern Rivers also experienced healthy growth for the international market with a 16% increase in nights and 2% in visitation. Day trip visitation experienced a small decrease of -2% primarily driven by declines in day trip visitation to the Byron Shire (-2%) and the Ballina Shire (-26%). The Tweed Shire was the primary exception with a 7% increase in day trip visitation for the period.

Business Events

The DNC Business Events initiative supported by all Northern Rivers LGA's continues to build momentum and secure incremental visitation from this sector for the region. In addition to the sales focused activity our team will be conducting familiarisation visits to Byron and surrounds (30 Oct – 1 Nov) and Tweed (27-29 Nov). Some key achievements of the program thus far are outlined below:

- Eight events secured that will deliver 790 delegates with an economic impact of \$697k
- 121 leads generated that have the potential to deliver over 16k delegates, economic impact of just under \$12 million
- 84 leads that have the potential to deliver 11k delegates and an economic impact of over \$6.5 million are still live and pending final decisions
- A total of 775 sales calls made thus far - 763 via phone, 12 in person
- Database of 1,100 qualified buyers generated (zero base)

The program has achieved an ROI to date of 421% (investment \$196,500, sales, marketing, media, assets value \$827,883). We anticipate the ROI will be circa double this figure by the end of the year.

Short-Term Holiday Letting Study

DNC in conjunction with Destination NSW have funded a study on short-term holiday letting through Southern Cross University. Due to not securing the targeted critical mass of completed surveys by the original closing date the survey has been extended to now finish on the 31st October. We anticipate that we will be able to deliver the reports and findings to each LGA by mid December.

Tourism Research Project

DNC are embarking on a research project that 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 following list outlines the key outputs of the project:

- Visitor demand, current and forecast by LGA and then region, segmented by visitor type and source markets (domestic and international)
- Gap analysis and findings on existing accommodation, infrastructure and experiences to meet anticipated demand
- Analysis on real growth over peak times, incorporating the share economy, community and industry impacts
- Detailed account of perception of tourism for destinations for both visitors and locals

Accommodation Reinvestment Project

In view of attracting a higher proportion of high value visitors to the region DNC are embarking on a project that is aimed at increasing reinvestment into exiting accommodation stock. The project will guide owners on best financial and sustainability practices, identify investment opportunities and assist in securing investment. The following list outlines the key outputs of the project:

- Report or guide detailing best practice methodology and case studies on reinvestment that can be used to inspire or guide current or prospective owners
- Detailed account of LGA appetite for investment, identification of suitable sites, zoning and other issues relating to the development of existing stock
- Identification of potential public funding opportunities
- Creation of an investment prospectus detailing identified opportunities and investment sort
- Distribution of investment prospectus and liaison between property owner and investors

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.

Food & Beverage Trail Product Development

Similar to the above Aboriginal product development project DNC are also in the design phase for a project aimed at creating and promoting new and existing food, beverage, produce trails to connect visitors to North Coast food, beverage and agritourism experiences.

Inclusive Tourism

DNC have launched a project on inclusive tourism which presents a huge opportunity for the region. The project will present best case studies for improved visitor access that can be used to inspire or guide North Coast business owners and managers. It will incorporate the development of Visitor Access Accessibility Guide for North Coast Tourism Stakeholders.

7.2 ASSOCIATE MEMBER REPORT – RDA NORTHERN RIVERS

RECOMMENDATION

THAT the report from RDA Northern Rivers be noted

NSW Small Business Month:

A broad network of EDMs and Economic Development programs and agencies were brought together to coordinate events and workshops throughout October's NSW Small Business Month. RDA NR will support relevant events as part of this Collaboration group including a presentation to Evans Head Chamber and business community on managing change in small business, related to the highway by-pass.

International Future Agro Challenge:

RDA NR, Sourdough and SCU are partnering in 2020 to hold the Australian arm of the International Future Agro Challenge. This year's event is hosted by North QLD and I will attend the event in late October. The previous two Australian winners have finished first and third at the international event.

Film and TV studio project:

RDA NR was invited by industry to be part of a group that presented the conceptual plans and broader opportunities to Ballina Councillors which was very well received. Ben Franklin, MP also attended and advised possible funding for a feasibility study to be matched by industry and Council. A Feasibility study / Investment Memorandum is the preferred option and an EoI is being prepared.

Youth Employment Projects:

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

- (1) Introduction of the Blueprint Pathways Platform being explored for use by students, schools and industry. Meetings offer a chance for real opportunities to be provided to the students of careers advisors
- (2) Regional youth training, employment and wellness event. The concept is to be a major event that offers everything that a careers expo does not (like real jobs).
- (3) Maritime Recycling project
- (4) Through participation in these networks, I have been in discussion with NSW Dept Education to possibly manage a STEM Industry School Program (SISP) in 2020.

Blueprint Employment Pathways Platform:

This platform was designed and built by RDA MNC via funding received from NSW Government grant. The job matching platform can record significant data that RDAs can also use for Skills shortage reporting and more. RDA NR is committing funding to replicate and rebadge the pilot version suitable for Northern Rivers employers, job seekers and students. Training NSW is also considering a version suitable for schools to facilitate school to industry opportunities, something Careers Advisors have difficulty with.

NR Branding Initiative:

The Committee for the Northern Rivers Branding project have finalised their choice of logo design, tagline and wordmark. The first stage concentrated on broad consultation, developing the underpinning values and generating the background documentation for the Brand creation. The second stage (Logo designs and taglines) were decided 9th October with final architecture, guidelines etc to be delivered by the Adagency by the end of the month. The working group is working on a business plan and options for the management of the brand. RDA has agreed to provide back-end management and administration.

Future Northern Rivers:

A plan for follow up events and workshops will be developed by the key working group. For example, NSWBC had the opportunity to brand an event “Thinking Forward” which aligns with a key theme of future industries that could benefit the region.

Presentation to Education Executives:

RDA was invited to speak to NR Regional Education Executives on future industry structure changes and the challenges of preparing a skilled workforce, starting with school aged students.

North Coast Skills Snapshot

RDA NR and RDA MNC combined to survey businesses across the North Coast about local skills and workforce development issues. The analysis of the survey should be complete within the next month. The survey is budgeted from Visa processing fees and the results feed back into our assessment of skills shortages required by the Department of Home Affairs.

Lismore CBD redevelopment

RDA NR sits on the steering committee for the redevelopment of Lismore’s CBD. HipVHype were engaged as consultants and have completed the design consultation stage. The next stage of prioritising the community driven ideas and developing professional proposals has been completed with the consultants providing professional input to the community derived concepts.

Northern Rivers Regional Deal:

A meeting of Northern Rivers Regional Deal members was held to discuss what a 'smart region' would look like and key projects that could be identified relevant to that theme. Possible projects identified through this and other processes will require significant grant funding. Governance and identification of projects will be decided at the 22 October meeting.

Annual Report on Outcomes finalised

The *Annual Report on Outcomes* for the Department of Infrastructure has been finalised. This is the key document which is required under our funding agreement with the Commonwealth.

Summerland Way Cross Border Meeting:

The Directors for RDA-NR and RDA Ipswich and West Moreton are co-ordinating a cross border meeting between federal MPs for Page and Wright to discuss opportunities and obstacles for a 'Kyogle to Bromelton Freight Corridor'. This project is an outcome of the NR Freight and Supply Chain strategy and incorporates the proposed East of Mt Lindesay deviation and the adjoining Mt Lindesay Highway from the border to Bromelton.

7.3 ADOPTION OF NORTHERN RIVERS JOINT ORGANISATION AMENDED CHARTER

RECOMMENDATION:

That the Northern Rivers Joint Organisation Charter be adopted as amended

Purpose

To present to the Board revised policy documentation, reflecting changes arising from the Joint Organisation year one establishment phase and advice from the Office of Local Government.

Background

In 2018, the Board adopted the Northern Rivers Joint Organisation Charter to ensure that this key document detailing all necessary governance arrangements was in place.

Requirement for an AGM

Arising from discussions with the Office of Local Government, it is confirmed that JOs are not required to hold an AGM. This is listed as an optional activity in the charter template and is not required under the Act. Given the NRJO adopted the template charter in total, one AGM will be held, which is acceptable as a sub-set of a Board meeting. Annual performance statements can be presented at the AGM, however, there is no requirement for an annual report.

The AGM provides an opportunity to modify the charter removing that requirement going forward.

Other Changes required to be reflected in the Charter

Members have received reports from the EO as well as other changes and compliance requirements, which have prompted the need for the Charter to be amended.

In relation to CI 3.2 and CI 4.1, it should be noted that with associate members Clarence Valley Council and the Combined North Coast Rural Industry Consultative Committee and North Coast Agriculture Natural Disaster Advisory Group, further follow up is needed. It is proposed that the Mayor and EO meet with CVC to clarify the council's intentions. In regard to the second group, whilst the Board approved their request for associate membership at the May 2019 meeting, it was subsequently highlighted that the NSW Government is already represented on the Board via the Director North Coast, Regional NSW.

The following amendments are suggested (additions in red, deletions crossed out):

1.5 Adopting the Charter

This Charter was formally adopted by Northern Rivers Joint Organisation on ~~6th August 2018~~. **8 November 2019**

This Charter will be made publicly available via the following website administered by the joint organisation within 30 days of adoption. www.northernriversjo.nsw.gov.au.

3.2 Non-voting members

The following organisations are non-voting members of the joint organisation:

- the NSW Government, as represented by a nominee of ~~the Secretary of the Department of Premier and Cabinet, currently the Department of Premier and Cabinet, Director North Coast Region~~ **the Department of Planning, Industry and Environment, currently Director North Coast, Regional NSW**
- Rous County Council
- Clarence Valley Council
- Tenterfield Shire Council
- ~~Gold Coast City Council~~
- Scenic Rim Regional Council
- RDA Northern Rivers
- **Destination North Coast**
- **Combined North Coast Rural Industry Consultative Committee and North Coast Agriculture Natural Disaster Advisory Group**

4.1 Governing board and role

The board of the **Northern Rivers Joint Organisation** consists of:

- the mayors of each member council
- the NSW Government, as represented by a nominee of ~~the Secretary of the Department of Premier and Cabinet, currently the Department of Premier and Cabinet, Director North Coast Region~~ **the Department of Planning, Industry and Environment, currently Director North Coast, Regional NSW**
- the following other non-voting representatives
 - Mayor/Chair or other Nominated Representative of
 - Rous County Council
 - Clarence Valley Council
 - Tenterfield Shire Council
 - ~~Gold Coast City Council~~
 - Scenic Rim Regional Council
 - RDA Northern Rivers
 - **Destination North Coast**
 - **Combined North Coast Rural Industry Consultative Committee and North Coast Agriculture Natural Disaster Advisory Group**

4.2 Chairperson and role

The chairperson is to be elected **biennially** by the voting representatives of the board from one of the mayoral representatives. In the absence of the chairperson, a person elected by the voting representatives at the meeting of the board is to preside at the meeting. The chairperson does not have a casting vote.

The chairperson is the joint organisation's spokesperson on strategic matters and will represent the joint organisation at regional forums where possible. They are responsible for the conduct of meetings.

As per Board Resolution 16082019/4 in recognition of the duties undertaken, the Chairperson will be granted a stipend of \$10,000.00 per annum, to be paid monthly. This allowance does not attract income tax nor superannuation guarantee levy.

5.4 Annual general meetings

~~An Annual General Meeting is to be held within five months of the end of the financial year. The business of the Annual General Meeting shall consist of;~~

- ~~• Confirmation of the minutes of the last Annual General Meeting~~
- ~~• Consideration of the Annual Performance Statement~~
- ~~• Consideration of the Audited Financial Statements~~
- ~~• Election of Chairperson (every second year)~~

6.1 Consultation and publication

The Northern Rivers Joint Organisation will consult with all members in preparing the following documents required under the Act and will publish the adopted versions on the joint organisation website www.northernriversjo.nsw.gov.au

- statement of Strategic Regional Priorities
- annual revenue statement
- audited financial reports.
- **Annual Returns of Interest**

7.1 Insurance

The **Northern Rivers Joint Organisation** has made the following insurance arrangements:

- Public Liability – Professional Indemnity
- Crime
- Councillors and Officers Liability
- Policies have been provided by Statewide Mutual and include a total limit of \$600million and generic minimum limit of \$20 million.

Policies expire on 30 June **2019-2020**

Conclusion

There are a number of changes that have transpired since the Board's adoption of the initial charter in 2018. The recommended amendments will ensure the document accurately reflects these changes and articulates the necessary governance arrangements.

ATTACHMENT 2:

Amended Northern Rivers Joint Organisation Charter

7.4 ADOPTION OF AMENDED EXPENSES AND FACILITIES POLICY

RECOMMENDATION:

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

Purpose

To amend the Expenses and Facilities Policy to accurately reflect monetary allowance payable to the Chair.

Background

At the 5 October 2018 meeting, the Board adopted the Northern Rivers Joint Organisation Expenses and Facilities Policy.

At the 16 August 2019 meeting, the Board resolved to pay an allowance to the Chair to fairly compensate for the workload arising from responsibilities associated with the role and workload delegated to the Kyogle Council Deputy Mayor.

The following amendment is suggested and aligns with advice received from other Joint Organisations on the approach to payment of the allowance:

Allowances to Board members

6.30 As per Board Resolution 16082019/4 in recognition of the duties undertaken, the Chairperson will be granted a stipend of \$10,000.00 per annum, to be paid monthly. This allowance does not attract income tax nor superannuation guarantee levy.

Conclusion

This amendment is procedural in nature and from a probity perspective, ensures that the relevant policy document reflects the recent Board decision on this matter.

ATTACHMENT 3:

Amended Expenses and Facilities policy

7.5 CHAIR'S REPORT

RECOMMENDATION:

THAT the report be noted

Meeting with Minister Kean on 31 October – Waste Levy

Given that removal or reinvestment of the waste levy is one of our NRJO priorities, I am interested to hear feedback from Mayors on an idea that I have held a preliminary discussion with the Minister on, whilst in Sydney for the JO and Country Mayors' meetings. Councils across rural/regional NSW are also advocating for removal of the levy and everyone is looking at waste innovation as it is a critically important issue for all of us.

I approached the Minister to suggest that Councils pay the waste levy to the JOs, instead of the state government, to deliver such innovative waste projects as those highlighted in the Investment Report project being discussed at our workshop. This is proposed as being appealing to government as it's a solution that doesn't ask the state for any additional funding, addresses the levy issue and reinvests money back into waste innovation.

Joint Organisation Advisory Committee (JOAC)

Joint Organisations (JOs) were formed in 2018 and have been operating for a little over a year. In that time, JOs have been through an establishment phase as they gear up to meet their core functions under the Local Government Act 1993, namely:

- To establish strategic regional priorities and strategies and plans for delivering these priorities
- Provide regional leadership for the JO area and to be an advocate for strategic regional priorities
- Identify and take up opportunities for inter-governmental cooperation on matters relating to the joint organisation area.

JOs are responsible for their ongoing sustainability and while some have been able to develop income streams to secure their future, others need more time to do so. With this in mind, the Minister for Local Government is establishing a Joint Organisation Advisory Committee to provide advice to the Minister for Local Government on options and models to secure the ongoing sustainability of the JO network.

The first meeting of the JOAC was held on September 30th 2019 and consisted of the following members and their JO Executive Officers, reporting to the Honourable Shelley Hancock, Minister for Local Government:

Clr Rowena Abbey, Chair, Canberra JO

Clr Gordon Bradbury, AM Chair of Illawarra/Shoalhaven JO

Clr Jamie Chaffey, Chair, Namoi Unlimited

Clr Danielle Mulholland, Chair, Northern Rivers JO

Troy Wilkie, Policy Advisor, Minister's office

Melissa Gibbs, Director, Policy and Sector Development, Office of Local Government

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

The issues under discussion included the Terms of Reference for the Advisory Committee before moving into issues confronting all JOs including:

- JO Capacity Building Fund (\$150k)
- Comparison of all JO business models
- Opportunities
 - o Identify the strength/specialisation of each Joint Organisation
 - o Joint Organisation Toolbox (streamline policies and procedures)
 - o Communication Platform – messaging etc.
- Co-design with NSW Government projects to be undertaken in collaboration with NSW Government Agencies

The Advisory Committee will meet at least three times a year, if not more, to provide advice to the Minister about the development of models that will ensure the ongoing financial sustainability of JOs and provide advice of a more general nature to the Minister for Local Government on the operation of the JO model. We have been appointed for a period of 12 months at which point, the Minister will decide if it will continue with the same or amended membership for a further 12 months.

Five action items resulted from the meeting as follows:

- Identify 2 or 3 key strategic priorities or projects that are key to each JO.
- Create the wording for a draft JO financial model.
- Compile a series of template documents for each JO to be able to utilise.
- Create a list of the business advantages of each JO.
- Update the financial model spreadsheet to include the FY19/20 Budgets.

The meetings will be scheduled to coincide with the meetings of the JO Chairs and Country Mayors Association to reduce costs and maximise efficiencies.

LGNSW SUSTAINING THE REGIONS

The Sustaining the Regions Forum aimed to bring together Joint Organisations (JOs), Regional Organisations of Councils (ROCs) and regional/rural councils to identify common goals and build a platform for future collaboration.

The **Day 1 Program** facilitated understanding of priorities, strategies and challenges and featured workshops to design collaborative initiatives and structures to deliver regional solutions. Areas such as water management and utilities, roads and transport, waste, environment and renewable energy, workforce and skills and joint procurement were explored. I was part of a panel discussing JOs and collaboration.

[ATTACHMENT 4](#)

Presentation to Sustaining the Regions

The **Day 2 Program** shifted focus to the current and future challenges of the drought. Minister Melinda Pavey (Water, Property, Housing) and Federal Minister Mark Coulton (Regional Services, Decentralisation, Local Government) attended to give their views. The NSW Government has \$130m on the table for drought. Attendees broke into groups to identify issues surrounding drought. The discussions centred around:

- Putting in more dams
- Water sharing plans to be completed by the end of the year – with public meetings being held in each area
- Metering to be done
- Water NSW is doing some consulting about community expectations
- Regional water strategies will be key, particularly in terms of where investments will be.
- Grants are available for bores
- Councils are to provide advice on means testing for drought grants
- Forbes is giving water away but freight costs are crippling. Cubes (for water carting) are considered dangerous.
- There has been a Parliamentary Enquiry into bushfires with a series of recommendations which at this point, have not been implemented.
- Everyone was concerned with the high fuel loads in their LGAs and regions. Warrumbungle Council gave an example where bushfires can change climate conditions, resulting in dry electrical storms, which start new fires. Dams are depleted with water restrictions introduced. Some Councils have decided to have permanent water restrictions. The impact on infrastructure in going from drought to flood, is quite significant.
- Community resilience and mental health conditions are a concern.
- There are 8 critical pieces of legislation governing water but each Council needs to determine:
 - o What the forecast is in their area regarding drought

- Community perceptions around maintaining green, liveable spaces versus water conservation and long term security

The high costs of depreciation puts a huge impost on water assets and is a concern. It was agreed that we need a whole-of-government approach to water security and regulatory reform. We need to build lessons from this drought into water plans. Drought advisory groups have been established. The drought equals job losses, impact on supplies (eg Food supplies in terms of beef), effects on small business within the drought affected community, etc. Restocking will be an issue and there will be a lag time. 21 dams have been built in Australia in recent years but 17 of those are in Tasmania. There are \$2m/20yr loans available. Funding is also available through the Country Towns Water Supply scheme.

Drought mitigation programs as suggested by attendees included, but are not limited to, the following:

- Drought should be categorised as a natural disaster with a nominated combat agency (not police.). Eg SES is storm events. Planning, response and recovery actions invoked. Some support at government level emerging.
- Urgently put in infrastructure relating to long term water security for rural and regional communities, recognising community service obligations in smaller communities
- When drought breaks, need pro-active policies and programs in place to “drought proof” regions. Better retention of water - dams, subsidies for water tanks for those not connected to a water supply, etc. Plan for drought = good management.
- Reduce bureaucratic red tape in approval processes for infrastructure upgrades (NSW water)
- Current environmental flow - water sharing plans - Local Government needs to engage in water sharing plans, on a catchment basis.
- Environmental release of water - better management and optimisation of this water.
- Review for approval processes for major water and sewer works so approvals are timely.
- Address depreciation issue on water and sewer assets and recognise community service obligations to fully fund upgrades for water and sewer for small communities - state government accept depreciation
- Cross border water strategy and cross border collaboration
- Amend criteria so 50% of income doesn't have to be on-farm - more flexible criteria needed the longer the drought lasts.
- Seek representation from Far West communities on the LGNSW water utility policy advisory group
- Identify solutions to water cartage
- Rate assistance
- Build pest fences to protect farms

- Local government funded drought coordinator in each drought impacted area - funded immediately when drought declared
- Funding address social and economic impacts of drought
- Drought policy across three levels of government
- Small business also needs support
- Fodder banks around the state
- Biodiversity and the influx of weeds - weed incursion will be a problem and there needs to be education programs for farmers using feed from interstate.

[ATTACHMENT 5](#)

LGNSW Water Position Statement and some important contacts for the NSW Government
Drought Assistance and Wellbeing Contacts

7.6 EXECUTIVE OFFICER REPORT

RECOMMENDATION:

That the report be noted

1 Strategic Directions

LGNSW Sustaining the Regions Workshop 1-2 October

The EO attended with our Chair, and Mayors will have seen the Chair's comprehensive report on the outcomes of these two days.

The EO with LGNSW co-facilitated a workshop on waste and recycling showcasing key projects and initiatives from NR councils. As part of discussions around this workshop session, the LGNSW Senior Policy Officer – Environment, Denise Anderson, offered a free workshop on *Building Resilience to Climate Change* – to provide the opportunity to hear from other councils that are implementing adaptation projects, share project learnings, explore tools and resources to build resilience and expand the network of local government practitioners addressing climate change. More information will be available on timing of this workshop following the completion of the AdaptNSW annual forum on 12 November.

The platform for future collaboration will be strengthened by the creation of a LGNSW/JO Working Group to further develop the ideas that were explored discussed at the workshop. The EO will represent Cr Mulholland at the first meeting of this group on 20 November.

Joint Organisation Advisory Committee

The inaugural meeting was held on 30 September and has been reported to the Board under the Chair's report.

The EO was tasked with drafting a JO Financial Model and this has been submitted for consideration by the Advisory Committee at its next meeting on 31 October prior to the JO EO and Chair meetings.

Input has also been provided as part of the overall input from the 13 JOs on the Priority Mapping Exercise and Business Advantages.

Progress with NRJO Strategic Regional Priorities

JO Capacity Building Fund

The key purpose of our October GMAC was to provide input and advice to assist the Board to formalise the project/s that will go forward under this funding submission.

The workshop session preceding our Board meeting has been compiled to ensure that the Board's direction with the funding submission is aligned to the OLG funding parameters. Karen Purser and Anita Gambhir from OLG will be joining GMAC to share their insights into how our submission can be framed to demonstrate delivery and implementation of a key project that will strengthen the NRJO.

With the preferred project direction being on waste, with a possible related future project being the renewable energy prospectus, the RFQ documentation on the *North Coast Region Waste Investment Report* has been provided by Vaughan Macdonald. Mayors to consider potential project/s that may emerge from the completed investment report.

Paul Hodgson, General Manager, Innovation and Stakeholder Engagement (East Coast) for NERA, the national industry growth centre for the energy resources sector, will deliver a presentation with insights into possibilities around the Renewable Energy Prospectus development.

PRIORITY 1 - Biodiverse natural environments

PROJECT - *Advocate for changes to Forestry policy and planning regulations to encourage private native forestation AND the Northern Rivers Watershed initiative.*

NSW Minister for Water, Property and Housing – Follow up to May meeting to be scheduled. Rous Water has provided requested updates to the Advocacy Brief on the NRW project.

NSW Minister for Energy and Environment - Meeting with Matthew Kean on 31 October.

PRIORITY 2 - Increased social housing

PROJECT - *Including crisis and emergency accommodation, to be on par with the State average of 4% of housing stock, within people's community of interest.*

NSW Minister for Water, Property and Housing – Follow up to May meeting to be scheduled. Arising from Janelle Saffin's Housing and Homelessness Forum on 9 August, updated statistics requested by the Minister are to be provided to her advisor.

North Coast Community Housing - In follow up to the NCCH presentation to the August Board Meeting, liaison ongoing for provision of housing data and regional collaboration opportunities.

Social Futures - The EO has followed up to obtain the 2019 Housing and Homelessness Fact Sheet: Key Northern Rivers statistics, this updated document will be provided to Minister Pavey's office.

Housing Affordability Supply and Homelessness Forum - A summary of the 9 August forum is provided below from the Member for Lismore, Janelle Saffin MP:

"Having hosted a Housing Affordability and Homelessness forum in Lismore and consulted broadly with the community, relevant stakeholders and individuals who are homeless, by mid-November I will put forward an advocacy brief, to the relevant Ministers and Shadow Ministers, that addresses the issue of affordable housing supply and homelessness.

This advocacy will include the 'six urgent housing actions for the Northern Rivers' adopted at the Northern Rivers Housing Forum and include the Northern Rivers Joint Organisation's priority position on this issue. The advocacy brief will also acknowledge the work of each individual Council in the Electorate of Lismore."

Momentum Collective

The EO attended the annual achievement awards in Ballina on the evening of 24 October. Momentum Collective now brings together a number of community organisations that have merged over the past 30 years under the business name of Third Sector Australia (3SA), including

On Track Community Programs (OTCP) and Casino Neighbourhood Centre. Operating under one name removes any confusion over the range of services, activities and amenities provided in many different locations and in many diverse communities.

With the historic roll out of the National Disability Insurance Scheme (NDIS), the organisation has experienced rapid growth within its current footprint of mid and northern New South Wales and boosted expansion into Queensland. Future growth is planned through providing supported Independent Living (SIL), Daily Support, Support Coordination and Plan Management to new NDIS clients.

The CEO and CFO have approached the EO to discuss a housing proposal and the Board will be updated when more detail is known.

PRIORITY 3 - A physically and digitally connected region

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

Roads

Follow up to May meeting to be scheduled with Minister Toole.

Freight and Supply Chain Strategy

- Monthly implementation meetings with Lenna Klintworth (Regional NSW), Tim Williamson and the EO
- Summerland Way to Mt Lindesay Highway Cross Border Freight Corridor Meeting convened at Kyogle Council on 29 October coordinated by RDA NR with NRJO Chair in attendance; The Hon Kevin Hogan; Jason Clifford, Manager Freight Industry Partnerships, Freight Industry, Customer Strategy and Technology, Transport for NSW; and Patrick Murphy, Advisor to the Hon S Buchholz MP.
- SCU presented to GMAC on 2 September the focus for 40 hours of staff time available to commit to identified priorities.

PRIORITY 4 - Sustainable Energy, water and waste

***PROJECTS** - removal or improved distribution of the waste levy AND develop a Northern Rivers Renewable Energy Prospectus.*

Increasing Resilience to Climate Change (IRCC) Round 2

An application was submitted in collaboration with Southern Cross University:

Local EMPLANs Integrated Exercise Program using a 'serious gaming' approach

LGNSW has advised there was a significant number and broad diversity of applications. The IRCC Technical Committee met on 9 October to firm up their recommendations to the IRCC Management Committee which meets later in October. A summary of projects recommended for funding will then be submitted to the Minister for Energy and the Environment for announcement following the AdaptNSW Forum on 12 November. It is hoped the outcome will be confirmed before the end of 2019.

Waste Levy

The Chair has included an update within her report seeking feedback from Mayors on an idea to be raised with Minister Kean at our meeting on 31 October.

Sustain Energy - Northern Rivers Renewable Energy Working Group

The EO was unable to attend the most recent meeting on 1 October, however, group members provided key initiatives from each council for presentation at the 'Sustaining the Regions' workshop.

PRIORITY 5 - A diverse, prosperous and sustainable economy

***PROJECTS** – Investigate removal of BCR criteria for funding applications AND establish UNESCO Biosphere Reserve.*

Following the successful advocacy representations in May to State Ministers and in August to State Ministers and the Deputy Premier on the removal of Benefit Cost Ratios from Fixing Local Roads and Timber Bridges programs, there has been no further action on this area.

There has been some interest from Southern Cross University in relation to collaborating on the UNESCO Biosphere Reserve, however, no further action taken until this is highlighted by the Board as a higher area of priority.

Advocacy and Media

JO Advisory Committee, JO Chairs and EO Meetings 31 October

Committee and ministerial meeting outcomes will be considered by the Chair for highlighting in a media release.

Future Northern Rivers Campaign and Bernard Salt Event

The outcomes from the "Outrageously Ambitious Goals" identification at the Think Tank event on 6 August have been compiled into a "Blueprint" for the region.

The EO, on behalf of the Chair, attended the thinkingFORWARD Northern Rivers Luncheon and Panel session on Friday 25 October at Elements of Byron focusing on the Northern Rivers as a Global Technology Region. The event was well attended by councils and panel presentations from leaders in technology and innovation were inspiring and insightful in terms of developing understanding around what it takes to be a global technology region and what this could mean for the Northern Rivers and business success over the next 20 years.

2 Relationships and Networks

Department of Planning, Industry and Environment (DPIE)

Regional NSW – Sub Committees and Working Group Nomination

At the meeting of 29 August 2019, the Regional Leadership Executive (RLE) agreed to establish two Sub Committees: Environment and Economy; Communities and Service Delivery. The GMs considered this matter and agreed that the EO should participate in these sub committees and

the working group, ensuring that GMs are kept informed of key issues they may wish to have involvement/input in.

Environment and Economy Sub Committee is responsible for the following priority areas under the Statement of Intent:

Local Leadership Employment and Skills Development

Strengthening the Region's adaptability and sustainability for the future

This will also include ensuring the delivery of the following associated initiatives:

Regional Skills Audit; Enabling Regional Adaptation and associated projects; Community Resilience project.

Communities and Service Delivery Sub Committee is responsible for the following priority areas under the Statement of Intent:

Improving outcomes for Regional Youth

Place based and local solutions to strengthen communities.

This will also include ensuring the delivery of the following associated initiatives:

Regional Youth Framework and Action Plan (any relevant actions could be assigned to the Environment and Economy Subcommittee)

Kyogle Youth Healthy Eating and Active Living,

Homelessness and Domestic and Family Violence initiatives

Transition North Coast Strategic Working Group

At the North Coast Regional Leadership Executive (RLE) May meeting, OEH presented the North Coast Enabling Regional Adaptation (NERA) report and next steps, priorities and Transition North Coast approach. The RLE endorsed the report for publication and is now available on [Adapt NSW](#).

The RLE also endorsed the Transition North Coast approach, which will establish this working group under the Environment and Economic Sub Committee as a Task Group to the Regional Leadership Executive.

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

The MNCJO and NRJO have each nominated an HR Manager to participate in the working group and bring a local government perspective to the event. The Forum will be held in Coffs Harbour with 200 participants expected.

Joint Meeting of NRJO and MNCJO and Parliamentary Showcase on Regional Food

As advised to Mayors in email, the joint meeting and parliamentary showcase is now combined and being planned for February 2020.

Department of Industry – Regional Water Strategies

A teleconference was convened by Geoff Snell, Senior Project Officer, Water Utilities North Water Group – DPIE involving the EO, Rous Water and regional water strategy officers from the department to discuss Regional Town Water Strategy - NRJO initial scoping discussion.

The funding subsidy under the Safe and Secure Water Program (SSWP) Stream 2 to assist Joint Organisations with regional town water strategies will be 75% or the average of the eligible funding proportions of all participating councils, whichever is greater.

The SSWP submission has been previously endorsed by the Board and correspondence received from DPIE Water was considered by the General Managers on 21 October. The EO has provided an overview of the following outcome (extract from minutes) to the Department and they are comfortable to keep NRJO on the eligibility list for a 2020 application to be made:

P Rudd outlined the work currently being undertaken by Rous to inform the regional water strategy. This work is expected to be completed in March 2020.

T Green noted that Tweed Shire Council has a regional solution with SE Qld.

It was agreed that a response be provided to the DPIE Water correspondence advising that;

The NRJO Councils completed the Northern Rivers Regional Bulk Water Supply Study in 2013. This document provides the regional context and opportunities that each Council has used to inform their current water supply strategies and their implementation. It should be noted that this document covers most of the areas included in the scope of a "Joint Organisation Regional Town Water Strategy" as provided with your recent correspondence.

All Councils are working through their current water supply priorities based on the regional context described in the NRRBWSS.

Tweed Shire Council have provided a separate response in relation to their current water supply strategy implementation (raising Clarrie Hall Dam) and the regional opportunities they are focused on north of the border with the Gold Coast City Council

Rous County Council is working on progressing FWS and the finalisation and implementation of their regional water supply strategy on behalf of their four constituent Councils

Kyogle Council has completed its water supply augmentations for Kyogle and Bonalbo, and the Urbenville/Muli Muli/Woodenbong joint water supply its shares with Tenterfield Shire Council, and is developing its IWCMS for the whole LGA as well as investigating a new water supply for the village of Tabulam

Richmond Valley is working on the water supply strategy for the Casino Water supply, with the remainder of their LGA serviced by the ROUS County Council regional water supply.

In addition to informing the development of the current medium term (10-30 year) water supply strategies for the Councils across the region, the NRRBWSS identified a series of possible longer- term regional bulk water supply scenarios, which all require further consideration and investigation for the long term (30-50 year) bulk water supply solutions.

As a precursor to initiating the consideration of these longer-term solutions, it is critical that the current water supply strategies are implemented or well advanced, and that the higher-level broad scope Regional Water Strategy is known

The NRJO and its constituent Councils are working with the Regional Water Strategy team at present on the development of the Regional Water Strategy by the NSW Government, and have been advised that the priority is for this Regional Water Strategy to be completed early in 2020. The NRRBWSS and the individual Council water supply strategies and their current status has been provided to the Regional Water Strategy team as part of this process, so they are fully aware of the regional town water strategic priorities

As such, any consideration of the NRJO undertaking a formal JO Regional Town Water Strategy as per the scope of work provided, is proposed to be deferred until such time as the Regional Water Strategy is completed

Northern Rivers Branding Project

Creative, relaxed, colourful and active are some of the words used to describe the Northern Rivers.

As previously reported, throughout 2019, a Northern Rivers Brand Steering Committee comprising representatives from industry, business, agencies, university and regional organisations has been working to create a new regional brand for our collective community to embrace and celebrate locally, regionally, nationally and internationally.

Lismore-based brand professionals The Ad Agency facilitated a forum in May, which included business, industry, Councils, agencies, the university and community and then conducted focus groups with the wider community to find out what a Northern Rivers brand and values mean to us.

The Ad Agency have melded the traits and essence of the Northern Rivers that were identified, into a creative representation while the Steering Committee has been busy developing a business plan, governance arrangements and communications strategy.

An opportunity for the Board to receive a final project update in the lead up to the soft launch of the brand is provided as part of our meeting.

Regional Food Strategy - Northern Rivers Food

The EO is meeting with the NRF EO around the need for the development of a regional Food Strategy, with no one currently taking the lead on its development.

This is an early update for the Board in relation to the request for JO involvement. More information and recommendations will follow after the initial discussion on how well this aligns with JO strategic direction.

Northern Rivers Food and Sustain Food are also interested to be involved in the Parliamentary Showcase opportunity in February 2020.

NSW Business Chamber – Regional Business Awards

Mayors received invitations and updates on finalists being considered for regional awards at the event held in Ballina on 19 October. The EO attended representing NRJO. Kyogle and Lismore City Council were also in attendance, with Richmond Valley Council well represented on the evening to receive the prestigious award for Employer of Choice.

Young Innovators Northern Rivers Initiative

The Young Innovators Challenge was funded by NRJO in 2018 and is a launch pad for young people in the Northern Rivers, aged 15-25, to take their ideas from dream to reality. Throughout the challenge, Young Innovators will be supported with the tools, resources and advice they need to start on their innovation journey.

Most recently a one-day Startup Bootcamp was held at the SCU Enterprise Lab, Lismore Campus.

Healthy Communities Northern Rivers

The Healthy Communities Northern Rivers Action Plan has been finalised and the Advisory Committee meets in early December.

<https://nswlhd.health.nsw.gov.au/health-promotion/healthy-communities/>

3 Local Government Issues and Initiatives

Compliance and Governance Issues

Annual General Meeting

Advice has been sought from the Office of Local Government that there is no requirement for JOs to hold an AGM.

Payment of Chair's Allowance

In follow up to the Board's August resolution, the EO has reviewed the required amendments to policy documentation. Advice has been received on the implementation of this change from counterparts at Riverina & Murray JO and Canberra JO.

General Updates

It is opportune to update the Charter to adequately reflect changes that have occurred into 2019.

Board members will find the associated reports and recommendations under:

Item 7.3 Adoption of Amended Northern Rivers Joint Organisation Charter

Item 7.4 Adoption of Amended Expenses and Facilities Policy

Formal Acceptance of Extension Request – Audited Financial Statements

The Deputy Secretary, Local Government, Planning and Policy - Tim Hurst, has accepted our formal written request dated 16 October for an extension to the due date of 31 October for lodging the Audited Financial Statements for the following outlined reasons:

- A change of the timeline requested by the auditors, delaying the commencement of the audit process by one week
- The audit process is currently occurring
- The NRJO Board will meet to formally consider and adopt the financial statements on Friday 8 November

In a subsequent phone conversation with OLG it was confirmed that there is no legislative requirement for the JO Board to adopt the financial statements. The Statement by Board

Members, signed in accordance with s413(2c) of the Act, refers the Statements to Audit. This can be signed, via a resolution of the Board, prior to submitting the statements for Audit.

This is for the Board's reference for future years.

Local Government Procurement Matters

Local Government Procurement Pty Ltd

The EO has met with our Chair to discuss a renewal of the LGP agreement, following a meeting with LGP CEO and local Business Development Manager for the Northern Region. The MoU for a 12-month period is now being formally put to the Board for endorsement as outlined in the report under Item 7.7.1

VendorPanel Licences Purchase – NRJO Financial Contribution

The Board will recall an update to the August meeting advising that the regional procurement group was collating information and preparing a report to be submitted for consideration. See report at 7.7.2

Environment Protection Authority – Contaminated Land Regional Capacity Building Program

The EO participated in the teleconference on 13 August with a number of other JOs funded under this program and representatives from EPA. Christine Pitman was recently appointed through Ballina Shire Council as the CRCB contaminated land officer and will provide specialist contaminated land management advice and training to build capacity in NRJO council staff.

The program will ensure that NRJO councils have contaminated land policies, procedures and registers that comply with legislation and EPA guidelines for managing contaminated land.

Contact has been made with Christine who will assist NRJO councils with planning the handover of responsibilities for Underground Petroleum Storage Systems (UPSS) from the Environmental Protection Authority (EPA) to councils. Councils will be the appropriate regulatory authority for UPSS matters as of 1 September 2019.

Far North Coast Building and Development Group

The EO has reported back to this regional group on the Board's resolution that NRJO writes to the Building Commissioner and LGNSW asking them to address the industry-wide shortage of professional staff, particularly building inspectors. Also, the direction to the EO to report back to the Board via email on costs and expected outputs from proposed consultant to be engaged to work with regional staff to establish a regional unit to address the shortage in building and development professionals.

The Chair has approved the EO's attendance at Day One of LGNSW's Workforce Summit at Twin Towns with a reduced rate negotiated.

NRJO Planners Group

The EO attended the group's meeting on 24 September. Discussions included:

- Planners Group Purpose and Function
- Inclusion of development assessment functions into the scope of the group's considerations.
- Utilising the forum as a means to identify key issues for the NRJO General Managers' Group on a case by case basis
- Group to provide advocacy on key issues and advice to the NRJO General Managers
- Focus on the sharing of information and ideas
- State Government representatives to have a standing invitation to attend but not be listed as members of the group. This is on the basis the State Government is represented formally at other levels of the NRJO.
- Nominees to the General Manager's Group to be Shannon (Byron) and Vince (Tweed)

Young Women in Construction Project

This collaborative program has been in the planning for some time with the support of the Councils HR teams; Damon McCarthy, Senior Project Officer - Regional Industry Education Partnerships, Training Services NSW; and TAFE.

The project has come to fruition with the first cohort commenced on 21 October at Wollongbar TAFE. Despite delays in commencement of the program, 12 participants expressed interest in proceeding.

7.7 LOCAL GOVERNMENT PROCUREMENT MATTERS

7.7.1 Local Government Procurement Pty Ltd (LGP)

Recommendation: That NRJO renews the MoU with Local Government Procurement for a 12-month period.

Purpose

To seek the Board's endorsement of a continuation of the existing agreement in place with LGP.

Background

In follow up to the August Board EO report, a meeting was held with the LGP CEO and local area manager to discuss ways to maximise our outcomes.

With the 2019 financial year now closed and FY18/19 rebate payments calculated and paid in October, LGP has invited NRJO to renew the MoU for the Financial Year 2019/20 LGP Rebate Scheme.

Whilst LGP has provided the option for participants to sign the MOU for up to 3 years, it is recommended that the annual timeframe continue.

In using the Baseline Calculation rebate payment method NRJO has increased council spend under LGP Contracts by 2% between FY17/18 and FY18/19, from \$34.8m in FY17/18 to \$35.6m in FY18/19. As a result, LGP has advised the FY18/19 rebate payment will be \$37,388 plus GST.

Discussions will continue with LGP (via GMAC meetings) to consider procurement solutions to achieve savings and efficiencies through regional procurement initiatives, pursue options to increase the rebate paid to NRJO, and to explore procurement resources to support councils' capacity.

Conclusion

Membership of LGP via the MoU should continue to bring benefits to councils with increasing expenditure volumes enabling leverage and negotiating advantages not otherwise available.

7.7.2 Purchase of VendorPanel licences for all member councils

Purpose

To seek the Board's approval to invest \$81,325 for the purchase of VendorPanel licences for the NRJO councils and gain in principle agreement to cover the ongoing annual licence fee for the next two years, which will be \$77,500 per annum.

Background

The NRJO Procurement Steering Group has investigated the online tendering system VendorPanel and the potential benefits available not only to each individual council, but also the additional benefits of having all NRJO member councils on the VendorPanel system. This system is the same system used by Local Government Procurement (LGP):

- Standard benefits to Council by implementing the Vendor Panel upgrade:

- Achieve savings in procurement costs
- Increase spends under contracted agreements
- Standardise sourcing process
- Simplify the process for non-procurement staff
- Improve transparency
- Automate Compliance with LG Act
- Facilitate ease of access to established contracts and supplier lists (Councils' Preferred Suppliers, shared contracts managed by external organisations such as):
 - LGP, Procurement Australia, Regional procurement and contracts
 - Whole -of -Government Contracts
- Also access to the following
 - Supplier Market place
 - Local Suppliers
- Additional benefits of all member councils using VendorPanel:
 - Allows all member councils to view all other councils' contracts, meaning ease of future collaborative contracts and associated savings
 - Coupled with value-add/complementary contract clauses, in time, member councils will be able to use other member councils' established contracts; allowing for reduced contract administration costs and more effective local resource use across the region.

Currently, Richmond Valley Council and Lismore City Council already have VendorPanel licences and Tweed Shire Council is currently evaluating a new, principal contract management system, with VendorPanel as a sub-system. Richmond Valley Council has calculated that through using the VendorPanel software they have avoided costs of approximately \$280,000 since September 2018.

In order to assist all member councils in this endeavour, it is proposed that the NRJO covers the initial installation costs for each council, as well as the base Annual Licence fee for each council (refer table below). This would ensure that all member councils are on the system and the above benefits can therefore start to be realised. Each council would engage VendorPanel individually and any costs for additional VendorPanel options that a particular council might like to purchase (e.g. contract analytics) would be covered by that council.

Council	Base price for VendorPanel	Product installation
Richmond Valley Council	\$10,000.00	\$950.00
Lismore City Council	\$15,000.00	\$950.00
Kyogle Council	\$7,125.00*	\$950.00
Tweed Shire Council	\$15,000.00	\$950.00
Ballina Shire Council	\$14,250.00*	\$950.00
Byron Shire Council	\$14,250.00*	\$950.00
Subtotals	\$75,625.00	\$5,700.00
Total cost year 1 (ex GST)	\$81,325.00	
Annual cost (year 2 and 3)	\$77,500.00	

**includes 5% discount for the first year assuming that all three of these councils sign up*

The prices above (excluding the 5% discount) represent a pricing structure that the National Procurement Network (of which LGP is a member) negotiated with VendorPanel on behalf of all Australian councils. The rates represent a more than 50% discount on the standard VendorPanel licence fee, and are calculated based on the number of ratepayers within each council area.

The prices are based on a three-year licence term and include: hosting, support, supplier management, cross-organisational collaboration (e.g. with LGP or between councils), tendering functions and tender reporting and analytics. The software is web-based, so no other ongoing costs are anticipated (e.g. software upgrades). Each council will be responsible for ensuring that their supplier information, contract information and any other data on the site is correct and up-to-date.

Conclusion

The cross-council collaboration benefits to be realised by all member councils being part of this shared software system platform are significant. Other NSW JOs are also pursuing regional procurement initiatives to achieve similar benefits. It has been clarified with the regional procurement group that should the Board agree to covering the \$81,325 cost for Year One to get all councils on the VendorPanel System, support will also be sought for in principle agreement to cover the ongoing annual licence fee for the next two years, which will be \$77,500 per annum. It has also been explained that due to the NRJO funding cycle being on an annual basis, should significant financial changes occur within NRJO prior to the conclusion of the three-year licence term, individual councils would be responsible for covering the remaining fees.

[ATTACHMENT 6:](#)

MOU from LG Procurement

[ATTACHMENT 7:](#)

LGP Slide show

7.8 RICHMOND VALLEY COUNCIL – North Coast Waste Investment Report update

Significant changes in the waste industry have been a catalyst for Council to investigate new opportunities and technologies in the waste industry. Council has been working with Japanese firm Pacific Consultants to investigate the feasibility of a waste to energy plant being established in Casino. From this work it became evident that the volume of waste required to make such a plant economically viable will require the plant to process waste collected from most of the North Coast Councils. It

If such a plant was to be established, it would be the first in New South Wales. Due to the state significance of such a plant and the inter-council collaboration required the Department of Premier and Cabinet of the NSW Government have been assisting with the project.

The NSW State 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. They have acknowledged the significance of the challenge faced by councils regarding waste and have committed funding to help undertake an investigation into waste investment options for the North Coast region. This has led to the development of a brief for a piece of work titled “The North Coast Region Waste Investment Report”. The report will look at existing waste practises and future opportunities across the North Coast Region.

This geographic area comprises 13 councils (see figure 1 below) including

Ballina	Bellingen
Byron	Clarence
Coffs Harbour	Kempsey
Kyogle	Lismore
MidCoast	Nambucca
Port Macquarie Hastings	Richmond Valley
Tweed	

Whilst the Department of Premier and Cabinet have committed to fund the majority of costs of the project it was considered beneficial to also have buy in from Councils so each of the councils invited to participate in the investment report project were asked for a \$10,000 financial contribution plus in-kind support. All 13 Councils have agreed to participate in the project with 10 of the 13 Councils having committed financial support in the project.

The project will be delivered via engagement of a consultancy with the project being co-ordinated by Richmond Valley Council as project lead and assisted by a regional working group comprised of representatives from Councils, Mid-waste and North East Waste and Department of Premier and Cabinet. The outcome of this collaboration between North Coast Councils and the NSW Government will oversee the delivery of the North Coast Regional Waste Investment Report.

The report will collate data on existing waste practises within the study area, compare existing waste management practices within the LGAs, and will identify and investigate the opportunities that present from a regional collaborative response to waste management.

The report will be delivered in two streams

Stream 1: Stocktake

Gather all relevant data for the report to be prepared including:

- Waste generation: identify types of waste and volumes for the different waste streams (Organics, recyclables, residual waste)
- Waste to Landfill: composition and relevant technologies available as an alternate to landfill.
- Market access: analyse current markets for the different waste streams
- Infrastructure: review of relevant regional infrastructure both existing and proposed
- Service delivery: current waste management arrangements
- Financial: waste management costs

Stream 2: Options analysis

Use the stream one analysis to compare three potential regional waste management scenarios for the treatment of residual waste which would traditionally be disposed in landfill.

1. Business as usual:

Assess the viability of continuing with current infrastructure, service delivery and proposed new facilities.

2. Regional approach:

Undertake an analysis of the various types of waste treatment technologies and the feasibility of these technologies within the North Coast Region. The Pacific Consultants Energy from Waste proposal must be one of the options considered.

3. Regional circular economy approach:

Using the regional approach as a base provide a high level assessment of challenges, opportunities and technologies required to make the North Coast Region a waste processing hub aligned with the circular economy principles.

For each scenario

- Assess against best practice environmental approaches including reference to the NSW EPA waste hierarchy
- Desktop infrastructure audit and analysis
- Economic benefit assessment
- Potential governance structures (where relevant)
- Consider the impact of changing waste streams
- Assess the current and future carbon liabilities that will arise

Regional Waste Management Options Analysis will be presented to participating Councils as a document and as a workshop.

Richmond Valley Council will undertake the procurement of consultant to deliver the project. The consultant will be selected using the Request for Quote method in accordance with Section 55(3) of the Local Government Act 1993 under Performance and Management Services Scheme SMC0005. Invitations to quote have been requested using Councils procurement software, VendorPanel. Procurement of the consultant was commenced Friday 20 September 2019. Submissions closed 14 October 2019.

We are eager to have the project progress in a timely manner but are aware adequate time is needed to ensure the quality of the outcome. An indicative time frame for delivery is detailed below, with commencement anticipated in November 2019 and work finalised around March 2020.

Stage 1 Inception meeting with PSC	Early November 2019
Stage 2 Stream 1 – Stocktake (draft)	End of January
Stage 3 Stream 2 – Options Analysis (draft)	Mid February 2020
Stage 4 Final report delivered to PSC	Mid March 2020
Stage 5 Workshop findings to councils	End of March 2020



Figure 1 – New Waste and Midwaste Council Areas (Study Area)

RECOMMENDATION:

THAT the report be noted

ATTACHMENT 8:

North Coast Region Waste Investment Report presentation

7.9 DISCLOSURE OF INTEREST RETURNS

Board members were required to complete the Disclosure of Pecuniary Interest forms. Once received, these are to be tabled at a Board meeting. Information contained in returns made and lodged under clause 4.21 of the Model Code of Conduct is to be made publicly available in accordance with the requirements of the *Government Information (Public Access) Act 2009*, the *Government Information (Public Access) Regulation 2009* and any guidelines issued by the Information Commissioner.

Personal information such as residential address may be redacted from the forms prior to publishing on the Northern Rivers Joint Organisation's website. Such a request should be made to the Executive Officer in writing by **30 November 2019**.

Returns will be made publicly available on 1 December 2019.

RECOMMENDATION:

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

[ATTACHMENT 9](#)

OLG Circular re Disclosures

7.10 PROPOSED MEETING DATES 2020

Proposed meeting dates 2020

Date	Venue
7 February 2020	Ballina Shire Council
February 2020 TBC	Sydney
8 May 2020	Kyogle Council
14 August 2020	Tweed Shire Council
13 November 2020	Richmond Valley Council

RECOMMENDATION:

THAT the proposed Board meeting dates for 2020 be accepted

8 URGENT BUSINESS

9 CONFIDENTIAL REPORTS

10 CORRESPONDENCE

Correspondence of significance - Incoming

- Invitation to Wollongbar 125 Year Anniversary
- Letter from Minister Shelley Hancock in response to meeting
- Letter from Michael Blackmore, Director Water Utilities, DPIE ([Attachment 10](#))

Correspondence of significance - Outgoing

- Letter of support for TAFE NSW Training Needs Identification – Smart and Skilled funding proposal

11 ATTACHMENTS

1. [Draft minutes of the Ordinary meeting of the Northern Rivers Joint Organisation held 16 August 2019](#)
2. [Amended Northern Rivers Joint Organisation Charter](#)
3. [Amended Expenses and Facilities Policy](#)
4. [Sustaining the Regions presentation](#)
5. [LGNSW Water Position Statement and some important contacts for the NSW Government Drought Assistance and Wellbeing Contacts](#)
6. [LG Procurement MOU](#)
7. [LGP slideshow](#)
8. [North Coast Region Waste Investment Report presentation](#)
9. [OLG Circular re Disclosures](#)
10. [Letter from Michael Blackmore, Director Water Utilities, DPIE](#)

**MINUTES OF THE ORDINARY MEETING OF
THE NORTHERN RIVERS JOINT ORGANISATION
HELD IN THE BYRON SHIRE COUNCIL CONFERENCE ROOM
STATION ST, MULLUMBIMBY
ON FRIDAY 16 AUGUST 2019**

ATTENDANCE

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

Anita Gambhir, Office of Local Government

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

Michael Thurston (Destination North Coast)

1. ACKNOWLEDGEMENT OF COUNTRY

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

2. APOLOGIES

Louise McMeeking (Dept of Premier and Cabinet), Tim Williamson (RDA Northern Rivers), Cr Virginia West (Scenic Rim Council), Shelley Oldham (Lismore City Council), Paul Hickey (Ballina Shire Council), Phil Rudd (Rous County Council).

16082019/1 RESOLVED

Moved: Cr Smith/Cr Milne

THAT the apologies for the meeting be noted

CARRIED

FOR VOTE - All Councillors voted unanimously.

3. DECLARATIONS OF INTEREST

Cr Mulholland declared an interest for Item 7.2 Executive Officer report

4. ADDRESS BY OFFICIAL VISITORS

Presentations were made by The Hon Janelle Saffin, Member for Lismore; David Rowlinson from Planet Ark, with Andrew and Gaela Hurford attending, and John McKenna, CEO of North Coast Community Housing

5. CONFIRMATION OF MINUTES

5.1 Confirmation of Minutes – NRJO Meeting 3 May 2019

16082019/2 RESOLVED

Moved: Cr Mustow/ Cr Milne

THAT the Minutes of the Ordinary Meeting of the Northern Rivers Joint Organisation held Friday 3 May 2019 as amended be adopted as a true and accurate record of proceedings of that meeting.

CARRIED

FOR VOTE - All Councillors voted unanimously.

6. NOTICES OF MOTION

NIL received

7. REPORTS

7.1 Chair's Report

16082019/3 RESOLVED

Moved: Cr Smith/Cr Milne

THAT the report be received and noted.

CARRIED

FOR VOTE – All Councillors voted unanimously.

7.2 Executive Officer's Report

Cr Mulholland left the room at 12.36.

Cr Smith acted as Chair for discussions regarding remuneration to Chair

16082019/4 RESOLVED

Moved: Cr Wright/ Cr Milne

THAT the Board pay the Chairperson \$10,000 in recognition of Chair responsibilities

CARRIED

FOR VOTE - All Councillors voted unanimously

Cr Mulholland returned to the room at 12.50pm and resumed the role of Chair.

Discussions around the proposed joint meeting with Mid North Coast JO in Sydney was held. The Board agreed on a potential date of 20 November 2019, to be confirmed with DoPIE

16082019/5 RESOLVED

Moved: Cr Smith/ Cr Milne

THAT the Board discuss the joint meeting agenda and parliamentary showcase opportunity and endorse the initiatives in principle

CARRIED

FOR VOTE – All Councillors voted unanimously.

Discussion was held regarding the proposed funding application to Stronger Country Communities (SCC) fund for a Youth Summit. This issue was also discussed at the General Managers' meeting, who raised concerns that SCC may not be the best source of funding for such a project.

16082019/6 RESOLVED

Moved: Cr Smith/ Cr Milne

THAT the Board endorse the project in principle but the NRJO declines to submit a funding application.

CARRIED

FOR VOTE – All Councillors voted unanimously.

Discussion was held regarding the possibility of a resource sharing of professional staff. This is an issue consistent across all six LGAs who are poaching each other's staff. There are also issues around insurance as many organisations will not indemnify certifiers. Executive Officer to report back to the Board via email on costs and expected outputs from proposed consultant to be engaged to work with regional staff to establish a regional unit to address the shortage in building and development professionals.

16082019/7 RESOLVED

Moved: Cr Mustow/ Cr Milne

THAT the Board write to the Building Commissioner and LGNSW asking them to address the industry-wide shortage of professional staff, particularly building inspectors.

CARRIED

FOR VOTE – All Councillors voted unanimously.

7.3 Byron Shire Council – Multi Use of the Byron Shire Rail Corridor

16082019/8 RESOLVED

Moved: Cr Richardson/Cr Smith

THAT the NRJO reaffirm its prioritisation of activation of the Casino to Murwillumbah rail corridor for regional rail trail, tourism and movement outcomes

THAT the NRJO ensure the activation of the Casino to Murwillumbah rail corridor is a key project within its PRIORITY - 'A physically and digitally connected region' and be considered when considering or seeking grant and funding opportunities

THAT within this priority project, the NRJO support the urgent removal of vegetation within the rail infrastructure area within the Casino to Murwillumbah rail corridor.

THAT the NRJO request a meeting with the pertinent State Government departments, NSW State Rail, local MP's and John Holland to assist in achieving this outcome.

THAT the NRJO support the rezoning of land within rail infrastructure areas within the Casino to Murwillumbah rail corridor to appropriate Infrastructure zoning.

1. CARRIED

FOR VOTE - All Councillors voted unanimously

7.4 Statement of Revenue Policy

16082019/9 RESOLVED

Moved: Cr Milne/Cr Smith

THAT the Board adopt the Statement of Revenue Policy for 2019-20

CARRIED

FOR VOTE - All Councillors voted unanimously

7.5 NRJO Appointment of Auditor 2018-2019

16082019/10 RESOLVED

Moved: Cr Smith/Cr Wright

THAT the NRJO accept the Audit Engagement Plan as received.

CARRIED

FOR VOTE - All Councillors voted unanimously

7.6 Financial Statements ending 30 June 2019

16082019/11 RESOLVED

Moved: Cr Wright/Cr Mustow

THAT the contents of the NRJO financial report for the period ending 30 June 2019 be received and noted.

CARRIED

FOR VOTE - All Councillors voted unanimously

7.7 NRJO Agency Information Guide

16082019/12 RESOLVED

Moved: Cr Wright/Cr Smith

THAT the Board adopt the NRJO Agency Information Guide and submit to the Office of Information Commissioner.

CARRIED

FOR VOTE - All Councillors voted unanimously

7.8 Geocentric datum of Australia 2020

16082019/13 RESOLVED

Moved: Cr Mustow/Cr Wright

THAT the report provided by Spatial Services, part of the ICT and Digital Government Agency within the State Department of Finance, Services and Innovation be received and noted

CARRIED

FOR VOTE - All Councillors voted unanimously

7.9 Associate Member report – Rous County Council

16082019/14 RESOLVED

Moved: Cr Mustow/Cr Milne

THAT the report provided by Rous County Council be received and noted with amendment to include Richmond River in the area covered by the CAG.

CARRIED

FOR VOTE - All Councillors voted unanimously

7.10 Associate member report – Destination North Coast

16082019/15 RESOLVED

Moved: Cr Wright/Cr Richardson

THAT the report provided by Destination North Coast Council be received and noted.

CARRIED

FOR VOTE - All Councillors voted unanimously

7.11 Associate member report – RDA Northern Rivers

16082019/16 RESOLVED

Moved: Cr Mustow/Cr Richardson

THAT the report provided by RDA Northern Rivers be received and noted.

CARRIED

FOR VOTE - All Councillors voted unanimously

8. URGENT BUSINESS

9. CONFIDENTIAL REPORTS

16082019/17 RESOLVED

MOVED: Cr Smith/Cr Milne

That the Joint Organisation considers the confidential business of the working hours of the Executive Officer and reconsider the service agreement with RDA Northern Rivers 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 1.55pm

The public gallery was cleared

The Executive Officer left the meeting, having declared an interest

Executive Officer Working Hours

16082019/18 RESOLVED

MOVED: Cr Mulholland/Cr Mustow

THAT any decision on extending the Executive Officers working hours be deferred until the NRJO have undertaken a performance review and have a performance agreement in place for the Executive Officer.

CARRIED

FOR VOTE – Unanimous vote

Executive Officer returned to the room

Support service proposals from RDA Northern Rivers and Rous County Council

16082019/18 RESOLVED

MOVED: Cr Mulholland/Cr Mustow

THAT the RDA Northern Rivers proposal be accepted

CARRIED

FOR VOTE – Unanimous vote

16082019/19 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 2.15pm. The resolutions from the closed session were read out loud by the Chair.

10. CORRESPONDENCE

16082019/20 RESOLVED

MOVED: Cr Mustow/Cr Mulholland

THAT the correspondence report be noted.

CARRIED

FOR VOTE – Unanimous vote

Meeting closed 2.18pm

Next meeting Friday 8 November 2019

Lismore City Council

Charter

Northern Rivers Joint Organisation CHARTER

Adopted 6 August 2018



Draft 28 May 2018	For comment to councils	Refer to 22 June meeting
Draft 22 June 2018	For comment to councils	
Draft 30 July 2018	Include <ul style="list-style-type: none"> • comments from 22 June meeting • Details of insurances Details of associate members	Refer to 6 August meeting
Adopted 6 August 2018		
Amended October 2019	Include: <ul style="list-style-type: none"> • Provision for Chair payment • Remove AGM • Add additional associates 	Refer to 8 November meeting

11 Contact Details

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LISMORE NSW 2480

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I Introduction

11 Preamble

The operation of and governance principles for the **Northern Rivers Joint Organisation** is guided by this Charter, which has been adopted by resolution of the board.

12 Name and legal status

The name of the joint organisation is the **Northern Rivers Joint Organisation**.

Northern Rivers Joint Organisation is a body corporate proclaimed under the *Local Government Act 1993* (the Act) with the legal capacity and powers of an individual. See the proclamation forming this joint organisation at <https://www.legislation.nsw.gov.au/regulations/2018-192.pdf> for further information about the membership and functions of **Northern Rivers Joint Organisation** and other key matters.

While the principal functions of the joint organisation are provided for in the Act and through this Charter, powers are also conferred on the joint organisation as a statutory corporation under section 50 of the *Interpretation Act 1987*. Other functions may be conferred on a joint organisation by legislation and may be delegated to a joint organisation by one or more member councils.

13 Interpretation

This Charter is to be interpreted in accordance with the *Local Government Act 1993* and *Local Government (General) Regulation 2005* and the *Interpretation Act 1987*.

14 Definitions

In this Charter, the following terms are used as below.

Act means the *Local Government Act 1993*.

Board means the joint organisation board, consisting of the mayors of each member council, any additional voting representatives of these member councils appointed under section 400T of the Act and any other non-voting representatives who may attend, but are not entitled to vote at, a meeting.

Charter means this document, outlining the operational and governance principles for the joint organisation and any other agreed matters, consistent with the Act and other laws.

Chairperson means the person, who is a mayor, elected to the office of chairperson by the voting

representatives on the board from among the voting representatives who are mayor.

Councillor means a person elected or appointed to civic office and includes a mayor.

Executive officer means the person employed by the joint organisation to conduct the day-to-day management of the joint organisation in accordance with strategic regional priorities and other plans, programs, strategies and policies of the joint organisation and to implement without delay the lawful decisions of the joint organisation.

General manager means the person employed by a council to conduct the day-to-day management of the council in accordance with strategic plans, programs, strategies and policies of the council and to implement without delay the lawful decisions of the council.

Joint organisation means an organisation established under Part 7 Chapter 12 of the *Local Government Act 1993*

Member council means those councils proclaimed under the Act to be part of the **Northern Rivers Joint Organisation**

Mayor means a person elected or appointed to civic office, who is the leader of the council.

Non-voting member means those councils and other organisations or individuals that are members of the joint organisation but do not have the right to vote.

Non-voting representative means the chosen representative of a non-voting member of the board (sometimes called an 'associate member').

This includes:

- an employee of the public service nominated by the Secretary, Department of Premier and Cabinet
- any other individual or representative of a council or other organisation invited by the board to represent a non-voting member of the board
- any other person or a member of a class of persons prescribed by the Regulation.

Regulation means the *Local Government (General) Regulation 2005*.

Voting representative means a representative of a member council on the board.

15 Adopting the Charter

This Charter was formally adopted by **Northern Rivers Joint Organisation** on ~~6th August 2018~~. 8 November 2019

This Charter will be made publicly available via the following website administered by the joint organisation within 30 days of adoption.

www.northernriversjo.nsw.gov.au.

16 Amending the Charter

This Charter will be reviewed every **2** years at the time of the election of the **Chairperson**. Other amendments may be made from time to time by resolution of the board.

2 Establishment

2.1 Vision and principles

The vision of the **Northern Rivers Joint Organisation** for the **Northern Rivers** is:

a unified region of well connected, integrated communities affording its people a unique balance of place, lifestyle and opportunity which is known to the nation and the world for its outstanding environmental and scenic values, commitment to sustainability, respect for Aboriginal culture, openness to visitors, entrepreneurial drive, creative and collective spirit and culture, and support for our primary producers.

The **Northern Rivers Joint Organisation** will act in accordance with the following principles:

- To provide a forum and vehicle for cooperative action on issues of regional significance and concern to Local Government requiring advocacy and/or political representation.
- To act as an advocate for the region to the Commonwealth and New South Wales Governments to advance the interests of the region;
- To seek from Governments, financial assistance, legislative and/or policy changes and additional resources required by the region.

2.2 Principal functions

The principal functions of the **Northern Rivers Joint Organisation** will be to:

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

2.3 Other functions

The other services, functions or types of functions the **Northern Rivers Joint Organisation** will undertake are:

- ***Nil***

The board may, from time to time, determine whether and how to undertake any other functions.

3 Membership

3.1 Voting Members

The following are 'member councils' of the **Northern Rivers Joint Organisation**:

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

3.2 Non-voting members

The following organisations are non-voting members of the joint organisation:

- the NSW Government, as represented by a nominee of ~~the Secretary of the Department of Premier and Cabinet, currently the Department of Premier and Cabinet, Director North Coast Region~~ **the Department of Planning, Industry and Environment, currently Director North Coast, Regional NSW**
- Rous County Council
- Clarence Valley Council
- Tenterfield Shire Council
- ~~Gold Coast City Council~~
- Scenic Rim Regional Council
- RDA Northern Rivers
- **Destination North Coast**
- **Combined North Coast Rural Industry Consultative Committee and North Coast Agriculture Natural Disaster Advisory Group**

2.

3.3 Changes in membership

A proclamation is required for a joint organisation to change voting members.

Any voting member proposing to withdraw from the joint organisation must give **12 months** written notice.

This Charter may be amended to change non-voting members of the board. In deciding whether to propose or support a change in membership, the **Northern Rivers Joint Organisation** will:

- at the request of a member, consider a draft resolution seeking membership change, and
- following a resolution in support, amend this Charter as set out section 1.6 to change membership as set out at section 3.2.

3.4 Financial contributions

Each member council is to contribute a monetary payment or equivalent contribution based on the following methodology:

- an equal share of 50% of the required annual membership fees, plus
- a share of the remaining 50% of the required annual membership fees apportioned by population using the latest census population figures from the ABS by LGA

Member councils will be consulted about proposed contributions by:

- Draft budgets for each financial year are to be presented at the February meeting of the Northern Rivers Joint Organisation in order for the proposed annual membership fees to be identified before each member Council commences the budget cycle for the upcoming financial year.

3.5 Decision resolution

In the event of an equality of votes in relation to a critical matter to be determined by the board the resolution is lost. The mechanism for the board to move critical decisions forward is as follows:

Step 1a – internal resolution using one or more of the following:

- Take into account board member views and rework the proposal.
- Establish a specific sub-committee to review and rework the proposal.
- Set aside time for the board to discuss the proposal prior to the next board meeting.
- Obtain and present to the board advice from an expert or an independent report.

Alternative Step 1b – refer decision to member councils to resolve in the following circumstances:

- Decisions in relation to member council financial contributions over and above the annual membership fees.

Step 2 – independent mediation (may include using any of the processes outlined in Step 1):

- Board resolves to work with an independent mediator to support board to resolve the decision.
- Where a mediator cannot be agreed, the board could ask either LG NSW or the OLG to appoint a mediator (as for a general manager contract).

Step 3 – appoint an independent arbitrator

- Board resolves to appoint an independent arbitrator to support board to resolve the decision.
- Where the arbitrator cannot be agreed, the board could ask either LG NSW or the OLG to appoint an arbitrator.

Critical matters to be determined by the board include:

- adoption of a Statement of Strategic Regional Priorities
- adoption of the Annual Performance Statement and Financial Statements
- decisions to commit financial contributions from member councils over and above the annual membership fees.

3.6 Dispute resolution

In the event of a dispute between board members that arises from or relates to the **Northern Rivers Joint Organisation** the following steps will be taken to resolve that dispute:

- relevant members will advise the joint organisation prior to taking legal action
- relevant members will give notice to board members specifying the nature of the dispute
- on receipt of notice, member councils must endeavour in good faith to resolve the dispute promptly using informal dispute resolution techniques such as mediation, expert evaluation or determination or similar techniques, as agreed by those members
- members that are parties to the dispute will pay the mediator's costs.

4 The board

4.1 Governing board and role

The board of the **Northern Rivers Joint Organisation** consists of:

- the mayors of each member council
- the NSW Government, as represented by a nominee of ~~the Secretary of the Department of Premier and Cabinet, currently the Department of Premier and Cabinet, Director North Coast Region~~ **the Department of Planning, Industry and Environment, currently Director North Coast, Regional NSW**
- the following other non-voting representatives
- Mayor/Chair or other Nominated Representative of
 - Rous County Council
 - Clarence Valley Council
 - Tenterfield Shire Council
 - ~~• Gold Coast City Council~~
 - Scenic Rim Regional Council
 - RDA Northern Rivers
 - **Destination North Coast**
 - **Combined North Coast Rural Industry Consultative Committee and North Coast Agriculture Natural Disaster Advisory Group**

The role of the board is to direct and control the affairs of the joint organisation. The board is to consult with the executive officer in directing and controlling the affairs of the joint organisation.

The joint organisation executive officer and general manager of each member council may also attend meetings of the board in an advisory capacity.

4.2 Chairperson and role

The chairperson is to be elected **biennially** by the voting representatives of the board from one of the mayoral representatives. In the absence of the chairperson, a person elected by the voting representatives at the meeting of the board is to preside at the meeting. The chairperson does not have a casting vote.

The chairperson is the joint organisation's spokesperson on strategic matters and will represent the joint organisation at regional forums where possible. They are responsible for the conduct of meetings.

As per Board Resolution 16082019/4 in recognition of the duties undertaken, the Chairperson will be granted a stipend of \$10,000.00 per annum, to be paid monthly.

This allowance does not attract income tax nor superannuation guarantee levy.

4.3 Alternates

Member councils that choose to appoint an alternate representative must notify the joint organisation of that person's name and position.

4.4 Advisory committees and working groups

The **Northern Rivers Joint Organisation** establishes the following committees and advisory groups, which are to report to the board as set out in their Terms

of Reference:

- *The General Managers Advisory Committee*

Committees and advisory groups may also be established from time to time by board resolution.

5 Meetings

5.1 Meeting frequency

The board will meet every 3 months in February, May, August and November at 11:00am. The location of the meetings is to be rotated between the member Councils. The date, time and location of any meeting can be changed by a decision of the Board.

Meetings will be conducted in accordance with the Code of Meeting Practice adopted by the board from time to time. Where necessary, the chair may call further meetings.

5.2 Participation and quorum

The quorum for a meeting of the board is a majority of voting representatives entitled to vote under this Charter being at the meeting. No business is to be transacted at a general meeting without a quorum.

Remote participation in meetings by telephone or other electronic means is permitted.

Representatives must be able to hear each other and be heard by other representatives.

5.3 Voting and decision making

Decisions about principal functions

A decision of the board supported by a majority at which a quorum is present is a decision of the **Northern Rivers Joint Organisation**.

Each voting member of the board has one vote each in relation decisions taken about principal functions.

A motion at a meeting of the board is taken to be defeated in the event of an equality of votes. The chairperson, or person presiding at a meeting of the board, does not have a casting vote.

Decisions about other functions

A decision about other functions is to be in accordance with the decisions about principal functions.

5.4 ~~Annual general meetings~~

~~An Annual General Meeting is to be held within five months of the end of the financial year. The business of the Annual General Meeting shall consist of;~~

- ~~• Confirmation of the minutes of the last Annual General Meeting~~
- ~~• Consideration of the Annual Performance Statement~~
- ~~• Consideration of the Audited Financial Statements~~
- ~~• Election of Chairperson (every second year)~~

6 Planning and reporting

6.1 Consultation and publication

The **Northern Rivers Joint Organisation** will consult with all members in preparing the following documents required under the Act and will publish the adopted versions on the joint organisation website www.northernriversjo.nsw.gov.au

- statement of Strategic Regional Priorities
- annual revenue statement
- audited financial reports.
- **Annual performance statement**

The **Northern Rivers Joint Organisation** will also publish an annual performance statement on its website www.northernriversjo.nsw.gov.au

7 Other matters

72 Records

The joint organisation will keep records and provide access to relevant information in accordance with the following legislation:

- State Records Act 1998
- Privacy and Personal Information Protection Act 1998
- Government Information (Public Access) Act 2009.

The public officer of the **Northern Rivers Joint Organisation** is the Executive Officer of the Northern Rivers Joint Organisation who may be contacted at

PO Box 146

LISMORE NSW 2480

E: execofficer@northernriversjo.nsw.gov.au

73 Insurance

The **Northern Rivers Joint Organisation** has made the following insurance arrangements:

- Public Liability – Professional Indemnity
- Crime
- Councillors and Officers Liability
- Policies have been provided by Statewide Mutual and include a total limit of \$600million and generic minimum limit of \$20 million.

Policies expire on 30 June ~~2019~~ 2020

74 Indemnity

Representatives of members of the board and staff of the **Northern Rivers Joint Organisation** are protected from liability for functions and duties carried out or omitted honestly, in good faith and with due care and diligence.

75 Policies

The **Northern Rivers Joint Organisation** has adopted the following policies:

- the **Northern Rivers Joint Organisation** expenses and facilities policy
- the **Northern Rivers Joint Organisation** Code of Meeting Practice,
- the **Northern Rivers Joint Organisation** Code of Conduct, and

Further policies may be adopted by the board from time to time and will be published on the **Northern Rivers Joint Organisation's** website at www.northernriversjo.nsw.gov.au

8 Transitional arrangements

The **Northern Rivers Joint Organisation** has made the following transitional arrangements:

Nil



[<return to meeting papers>](#)

NORTHERN RIVERS JOINT ORGANISATION

EXPENSES AND FACILITIES POLICY

Amended October 2019

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Policy Summary

This policy enables the reasonable and appropriate reimbursement of expenses and provision of facilities to Board Members of the Northern Rivers Joint Organisation (Joint Organisation) where they are specifically requested and required to represent the Joint Organisation outside their normal duties as a Board Member of the Joint Organisation.

Reimbursement of expenses and provision of facilities to Board Members of the Northern Rivers Joint Organisation (Joint Organisation) related to undertaking their civic duties as Board Members of the Joint Organisation are to be covered by the member Councils in accordance with their respective policies.

It ensures accountability and transparency, and seeks to align Board Member expenses and facilities with community expectations. Board Members must not obtain private or political benefit from any expense or facility provided under this policy.

The policy has been prepared in accordance with the *Local Government Act 1993* (the Act) and *Local Government (General) Regulation 2005* (the Regulation), and complies with the Office of Local Government's Guidelines for the payment of expenses and provision of facilities to Mayors and Board Members in NSW.

Expenses not explicitly addressed in this policy will not be paid or reimbursed. Additional costs incurred by a Board Member in excess of these limits are considered a personal expense that is the responsibility of the Board Member.

Board Members must provide claims for reimbursement within three months of an expense being incurred. Claims made after this time cannot be approved.

Detailed reports on the provision of expenses and facilities to Board Members will be publicly tabled at a meeting of the Joint Organisation annually and published in full on the Joint Organisations website. These reports will include expenditure summarised by individual Board Member and as a total for all Board Members.

This policy is designed to cover any needs associated with the exercise by Board Members, including the Chairperson, of their Joint Organisation functions that are not otherwise covered under member Council's Expenses and Facilities policies.

Board Members and the Chairperson are not entitled to make a claim under a Joint Organisation's expenses and facilities policy where a claim has been covered under a member Council's policy, and vice versa.

PART A: Introduction

1. Introduction

- 1.1 The provision of expenses and facilities enables Board Members to fulfil their civic duties as Board Members of the Northern Rivers Joint Organisation.
- 1.2 The community is entitled to know the extent of expenses paid to Board Members, as well as the facilities provided.
- 1.3 The purpose of this policy is to clearly state the facilities and support that are available to Board Members to assist them in fulfilling their civic duties on behalf of the Joint Organisation.
- 1.4 The Executive Officer of the Joint Organisation is empowered to question or refuse a request for payment from a Board Member when it does not accord with this policy.

2. Policy objectives

- 2.1 The objectives of this policy are to:
 - enable the reasonable and appropriate reimbursement of expenses incurred by Board Members while undertaking their civic duties as Board Members of the Joint Organisation.
 - enable facilities of a reasonable and appropriate standard to be provided to Board Members to support them in undertaking their civic duties as Board Members of the Joint Organisation.
 - ensure accountability and transparency in reimbursement of expenses and provision of facilities to Board Members.
 - ensure facilities and expenses provided to Board Members meet community expectations.
 - fulfil the Joint Organisation's statutory responsibilities.

3. Principles

- 3.1 The Joint Organisation commits to the following principles:
 - **Proper conduct:** Board Members and staff of the Joint Organisation acting lawfully and honestly, exercising care and diligence in carrying out their functions.
 - **Reasonable expenses:** providing for Board Members to be reimbursed for expenses reasonably incurred as part of their role as a Board Member.
 - **Equity:** there must be equitable access to expenses and facilities for all Board Members.
 - **Appropriate use of resources:** providing clear direction on the appropriate use of Joint Organisation resources in accordance with legal requirements and community expectations.
 - **Accountability and transparency:** clearly stating and reporting on the expenses and facilities provided to Board Members.

4. Private or political benefit

- 4.1 Board Members must not obtain private or political benefit from any expense or facility provided under this policy.
- 4.2 Private use of Joint Organisation equipment and facilities by Board Members may occur from time to time. For example, telephoning home to advise that a Joint Organisation or Committee meeting will run later than expected.
- 4.3 Such incidental private use does not require a compensatory payment back to the Joint Organisation.
- 4.4 Board Members should avoid obtaining any greater private benefit from the Joint Organisation than an incidental benefit. Where there are unavoidable circumstances and more substantial private use of Joint Organisation facilities does occur, Board Members must reimburse the Joint Organisation.
- 4.5 Campaigns for re-election are considered to be a political benefit. The following are examples of what is considered to be a political interest during a re-election campaign:
 - production of election material
 - use of Joint Organisation resources and equipment for campaigning
 - use of official Joint Organisation letterhead, publications, websites or services for political benefit
 - fundraising activities of political parties or individuals, including political fundraising events.

PART B: Expenses

5. General expenses

- 5.1. All expenses provided under this policy will be for a purpose specific to the functions of the Joint Organisation. Allowances for general expenses are not permitted under this policy.
- 5.2. Expenses not explicitly addressed in this policy will not be paid or reimbursed.

6. Specific Expenses

General travel arrangements and expenses

- 6.1. Travel expenses incurred by Board Members attending meetings of the Joint Organisation will be reimbursed by the Board Members member Council, in accordance with the respective Council's expenses and facilities policy.
- 6.2. All travel by Board Members should be undertaken using the most direct route and the most practicable and economical mode of transport.
- 6.3. Board Members may be reimbursed for travel expenses incurred while undertaking official business, professional development, and attending approved conferences, seminars, workshops and functions in NSW **on behalf of** the Joint Organisation. This includes reimbursement:
 - for public transport fares
 - for the use of a private vehicle or hire car
 - for parking costs for Joint Organisation and associated meetings
 - for tolls
 - by Cabcharge card or equivalent
 - for documented ride-share programs, such as Uber, where tax invoices can be issued.
- 6.4. Allowances for the use of a private vehicle will be reimbursed by kilometre at the rate contained in the Local Government (State) Award.
- 6.5. Board Members seeking to be reimbursed for use of a private vehicle must keep a log book recording the date, distance and purpose of travel being claimed. Copies of the relevant log book contents must be provided with the claim.

Interstate, overseas and long distance intrastate travel expenses

- 6.6. Given the Joint Organisation's location near an interstate border, travel to South East Queensland will be considered as general travel. Arrangements and expenses for this travel will be governed by Clauses 6.2 - 6.5.
- 6.7. The Joint Organisation will scrutinise the value and need for Board Members to undertake overseas travel. The Joint Organisation should avoid interstate, overseas and long distance intrastate trips unless direct and tangible benefits can be established for the Joint Organisation and the local communities of its member Council's.
- 6.8. Total interstate, overseas and long distance intrastate travel expenses for all Board Members will be capped at a maximum amount as determined in the Joint Organisations annual budget.

- 6.9. Board Members seeking approval for any interstate, long distance intrastate or overseas travel must submit a case to, and obtain the approval of, the Joint Organisation by resolution of the Joint Organisation prior to travel.
- 6.10. The case should include:
- objectives to be achieved in travel, including an explanation of how the travel aligns with current priorities and business of the Joint Organisation, the community benefits which will accrue as a result, and its relevance to the exercise of the Board Member's civic duties
 - who is to take part in the travel
 - duration and itinerary of travel
 - a detailed budget including a statement of any amounts expected to be reimbursed by the participant/s.
- 6.11. For interstate and long distance intrastate journeys by air of less than three hours, the class of air travel is to be economy class.
- 6.12. For interstate journeys by air of more than three hours, the class of air travel may be premium economy.
- 6.13. For international travel, the class of air travel is to be premium economy if available. Otherwise, the class of travel is to be economy.
- 6.14. Bookings for approved air travel are to be made through the Executive Officer's office.
- 6.15. For air travel that is reimbursed as Joint Organisation business, Board Members will not accrue points from the airline's frequent flyer program. This is considered a private benefit.

Travel expenses not paid by the Joint Organisation

- 6.16. The Joint Organisation will not pay any traffic or parking fines or administrative charges for road toll accounts.

Accommodation and meals

- 6.17. In circumstances where it would introduce undue risk for a Board Member to travel to or from official business **on behalf of** the Joint Organisation in the late evening or early morning, reimbursement of costs for accommodation and meals on the night before or after the meeting may be approved by the Executive Officer.
- 6.18. The Joint Organisation will reimburse costs for accommodation and meals while Board Members are undertaking prior approved travel **on behalf of** the Joint Organisation outside the geographical boundaries of the Joint Organisations member councils.
- 6.19. The daily limits for accommodation and meal expenses within Australia are to be consistent with those set out in Part B Monetary Rates of the NSW Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009, as adjusted annually.
- 6.20. The daily limits for accommodation and meal expenses outside Australia are to be determined in advance by the Executive Officer, being mindful of Clause 6.20.
- 6.21. Board Members will not be reimbursed for alcoholic beverages.

Refreshments for Joint Organisation related meetings

- 6.22. Appropriate refreshments will be available for Joint Organisation meetings and Joint Organisation committee meetings, as approved by the Executive Officer.

- 6.23. As an indicative guide for the standard of refreshments to be provided at Joint Organisation related meetings, the Executive Officer must be mindful of Part B Monetary Rates of the NSW Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009, as adjusted annually.
- 6.24. The Joint Organisation will cover the costs of refreshments available at meetings and committee meetings of the Joint Organisation.

Professional development

- 6.25. Professional development of Board Members through programs, training, and education courses is to be covered by the Board Members member Council.

Conferences, seminars, workshops and functions

- 6.26. Approval to attend a conference, seminar, workshop or function **on behalf of** the Joint Organisation is subject to a written request to the Executive Officer.
- 6.27. The Joint Organisation will meet the reasonable cost of registration fees, transportation and accommodation associated with attendance at conferences, seminars, workshops and functions approved by the Executive Officer. The Joint Organisation will also meet the reasonable cost of meals when they are not included in the registration fees. Reimbursement for accommodation and meals not included in the registration fees will be subject to Clauses 6.19-6.22.

Special requirement and carer expenses

- 6.28. The Joint Organisation encourages wide participation and interest in civic office. It will seek to ensure premises used by the Joint Organisation for meetings and associated facilities are accessible, including provision for sight or hearing impaired Board Members and those with other disabilities.
- 6.29. In addition to the provisions above, the Executive Officer may authorise the provision of reasonable additional facilities and expenses in order to allow a Board Member with a disability to perform their civic duties.

Allowances to Board members

- 6.30 As per Board Resolution **16082019/4** in recognition of the duties undertaken, the Chairperson will be awarded a stipend of \$10,000.00 per annum, to be paid monthly. This allowance does not attract income tax nor superannuation guarantee levy.

7. Insurances

- 7.1 In accordance with Section 382 of the Local Government Act, the Joint Organisation is insured against public liability and professional indemnity claims. Board Members are included as a named insured on this Policy.
- Professional Indemnity - insurance applies in relation to claims arising out of the Board Members (alleged) negligent performance of civic duties or exercise of their functions as Board Member, provided the performance or exercise of the relevant civic duty or function

is in the opinion of the Joint Organisation bona fide and/or proper. This is subject to any limitations or conditions set out in the policy of insurance that is taken out at the direction of the Joint Organisation. No benefit, irrespective of insurance cover, is provided in relation to an action by one Board Member against another Board Member or a Board Member against an employee of the Joint Organisation.

- Public Liability - insurance applies in relation to claims arising out of the Board Members (alleged) negligent performance of civic duties or exercise of their functions as a Board Member. This is subject to any limitations or conditions set out in the policy of insurance that is taken out at the direction of the Joint Organisation. No benefit, irrespective of insurance cover, is provided in relation to an action by one Board Member against another Board Member or a Board Member against an employee of the Joint Organisation.
- 7.2 Insurance protection is only provided if a claim arises out of or in connection with the Board Members performance of his or her civic duties, or exercise of his or her functions as a Board Member of the Joint Organisation. All insurances are subject to any limitations or conditions set out in the policies of insurance.
- 7.3 Statutory Liability- provides protection against fines or penalties arising out of breaches of Acts together with the legal costs incurred in defending the Joint Organisation as an entity, including Board Members and officers, so long as the act was not willfully committed. Cover extends to costs incurred before an individual is named in proceedings. Thereafter costs are dealt with under Board Members and Officers Liability.
- 7.5 Board Members and Officers' Liability (including Employment Practices Liability) - applies to cover expenses incurred by Board Members and Officers in respect of claims made against them for any alleged wrongful acts arising out of their official capacities.
- 7.6 The Joint Organisation shall pay the insurance policy excess in respect of any claim accepted by the Joint Organisations insurers, whether defended or not.

8. Legal assistance

- 8.1 The Joint Organisation may, if requested, indemnify or reimburse the reasonable legal expenses of:
- a Board Member defending an action arising from the performance in good faith of a function under s731 of the Local Government Act provided that the outcome of the legal proceedings is favourable to the Board Member
 - a Board Member defending an action in defamation, provided the statements complained of were made in good faith in the course of exercising a function under the Act and the outcome of the legal proceedings is favourable to the Board Member
 - a Board Member for proceedings before an appropriate investigative or review body, provided the subject of the proceedings arises from the performance in good faith of a function under the Act and the matter has proceeded past any initial assessment phase to a formal investigation or review and the investigative or review body makes a finding substantially favourable to the Board Member. Investigative or review bodies may include:
 - a) NSW Civil and Administrative Tribunal
 - b) Independent Commission Against Corruption
 - c) Office of the NSW Ombudsman
 - d) Office of Local Government
 - e) NSW Police Force
 - f) Director of Public Prosecutions
 - g) Council's Conduct Review Committee/Reviewer

- In the case of a code of conduct complaint made against a Board Member, legal costs will only be made available where the matter has been referred by the Executive Officer to a conduct reviewer and the conduct reviewer has commenced a formal investigation of the matter and makes a finding substantially favourable to the Board Member.
 - Legal costs will not be made available to a Board Member regarding a code of conduct complaint alleging pecuniary interest or misbehaviour, unless the Office of Local Government has commenced a formal investigation and the formal investigation makes a finding favourable to the Board Member
- 8.2 Legal expenses incurred in relation to proceedings arising out of the performance by a Board Member of his or her functions under the Act are distinguished from expenses incurred in relation to proceedings arising merely from something that a Board Member has done during his or her term in office. For example, expenses arising from an investigation as to whether a Board Member acted corruptly would not be covered by this section.
- 8.3 The Joint Organisation will not meet the legal costs:
- of legal proceedings initiated by a Board Member under any circumstances
 - of a Board Member seeking advice in respect of possible defamation, or in seeking a non-litigious remedy for possible defamation
 - for legal proceedings that do not involve a Board Member performing their role as a Board Member of the Joint Organisation.
- 8.4 Reimbursement of expenses for reasonable legal expenses must have Joint Organisation approval by way of a resolution at a Joint Organisation meeting prior to costs being incurred.

PART C: Facilities

9. General facilities for all Board Members

Facilities

- 9.1 The Joint Organisation will ensure the provision of the following facilities to Board Members to assist them to effectively discharge their civic duties:
- access to a shared meeting space for meetings of the Joint Organisation and its committees.
 - access to shared car parking spaces while attending meetings of the Joint Organisation.
 - personal protective equipment for use during site visits.
 - a name badge which may be worn at official functions, indicating that the wearer holds the office of a Board Member.
- 9.2 Board Members may book meeting rooms for official business of the Joint Organisation in a specified council building of a member council at no cost.
- 9.3 The provision of facilities will be of a standard deemed by the Executive Officer as appropriate for the purpose.

Stationery

- 9.4 The Joint Organisation will make the following stationery available to Board Members on request:
- letterhead, to be used only for correspondence associated with civic duties
 - business cards

Administrative support

- 9.5 The Executive Officer will ensure that adequate administrative support is provided to Board Members to assist them with their obligations to the Joint Organisation only. Administrative support may be provided by staff in the Executive Officers office or by a member council's administrative staff as arranged by the Executive Officer or their delegate.
- 9.6 Joint Organisation staff are expected to assist Board Members with civic duties relating to their role in the Joint Organisation only, and not assist with matters of personal or political interest, including campaigning.

PART D: Processes

10. Approval, payment and reimbursement arrangements

- 10.1. Expenses should only be incurred by Board Members in accordance with the provisions of this policy.
- 10.2. Approval for incurring expenses, or for the reimbursement of such expenses, should be obtained before the expense is incurred.
- 10.3. Final approval for payments made under this policy will be granted by the Executive Officer or their delegate.

Direct payment

- 10.4. The Joint Organisation may approve and directly pay expenses. Requests for direct payment must be submitted to the Executive Officer or their delegate for assessment against this policy using the prescribed form, with sufficient information and time to allow for the claim to be assessed and processed.

Reimbursement

- 10.5. All claims for reimbursement of expenses incurred must be made on the prescribed form, supported by appropriate receipts and/or tax invoices and be submitted to the Executive Officer or their delegate.

Advance payment

- 10.6. The Joint Organisation may pay a cash advance for Board Members attending approved conferences, seminars, workshops or functions **on behalf of** the Joint Organisation.
- 10.7. The maximum value of a cash advance is \$100 per day of the conference, seminar, workshop or function to a maximum of \$500.
- 10.8. Requests for advance payment must be submitted to the Executive Officer or their delegate for assessment against this policy with sufficient information and time to allow for the claim to be assessed and processed.
- 10.9. Board Members must fully reconcile all expenses against the cost of the advance within one month of incurring the cost and/or returning home. This includes providing to the Joint Organisation:
 - a full reconciliation of all expenses including appropriate receipts and/or tax invoices
 - reimbursement of any amount of the advance payment not spent in attending to official business or professional development.

Notification

- 10.10. If a claim is approved, the Joint Organisation will make payment directly or reimburse the Board Member through accounts payable.
- 10.11. If a claim is refused, the Joint Organisation will inform the Board Member in writing that the claim has been refused and the reason for the refusal.

Reimbursement to the Joint Organisation

- 10.12. If the Joint Organisation has incurred an expense on behalf of a Board Member that exceeds a budgetary limit, exceeds reasonable incidental private use or is not provided for in this policy:
- The Joint Organisation will invoice the Board Member for the expense
 - the Board Member will reimburse the Joint Organisation for that expense within 14 days of the invoice date.
- 10.13. If the Board Member cannot reimburse the Joint Organisation within 14 days of the invoice date, they are to submit a written explanation to the Executive Officer. The Executive Officer may elect to deduct the amount from the Board Member's allowance.

Timeframe for reimbursement

- 10.14. Unless otherwise specified in this policy, Board Members must provide all claims for reimbursement within three months of an expense being incurred. Claims made after this time cannot be approved.

11. Disputes

- 11.1 If a Board Member disputes a determination under this policy, the Board Member should discuss the matter with the Executive Officer.
- 11.2 If the Board Member and the Executive Officer cannot resolve the dispute, the Board Member may submit a notice of motion to a meeting of the Joint Organisation seeking to have the dispute resolved.

12. Return or retention of facilities

- 12.1 All unexpended facilities or stationery supplied under this policy are to be relinquished immediately upon a Board Member ceasing to hold office or at the cessation of their civic duties.

13. Publication

- 13.1 This policy will be published on the Joint Organisations website.

14. Reporting

- 14.1 The Joint Organisation will report on the provision of expenses and facilities to Board Members as required in the Act and Regulations.
- 14.2 Detailed reports on the provision of expenses and facilities to Board Members will be publicly tabled at a Joint Organisation meetings annually and published in full on the Joint Organisations website. These reports will include expenditure summarised by individual Board Member and as a total for all Board Members.

15. Auditing

- 15.1 The operation of this policy, including claims made under the policy, will be included in the Joint Organisations audit program and an audit undertaken at least every two years.

16. Breaches

- 16.1 Suspected breaches of this policy are to be reported to the Executive Officer.
- 16.2 Alleged breaches of this policy shall be dealt with by following the processes outlined for breaches of the Code of Conduct, as detailed in the Code and in the Procedures for the Administration of the Code.

PART E: Appendix

Appendix I: Related legislation, guidance and policies

Relevant legislation and guidance:

- Local Government Act 1993, Sections 252 and 253
- Local Government (General) Regulation 2005, Clauses 217 and 403
- Guidelines for the payment of expenses and the provision of facilities for Mayors and Board Members in NSW, 2009
- Local Government Circular 09-36 Guidelines for Payment of Expenses and Facilities
- Local Government Circular 05-08 legal assistance for Board Members and Council Employees.

Related Joint Organisation policies:

- Code of Conduct

Appendix II: Definitions


The following definitions apply throughout this policy.

Term	Definition
appropriate refreshments	Means food and beverages, excluding alcohol, provided by the Joint Organisation to support Board Members undertaking official business
Act	Means the <i>Local Government Act 1993</i> (NSW)
clause	Unless stated otherwise, a reference to a clause is a reference to a clause of this policy
Code of Conduct	Means the Code of Conduct adopted by the Joint Organisation or the Model Code if none is adopted
Board Member	Means a person elected or appointed to be member of the governing body of the Joint Organisation who is not suspended
Executive Officer	Means the Executive Officer of the Joint Organisation and includes their delegate or authorised representative
incidental personal use	Means use that is infrequent and brief and use that does not breach this policy or the Code of Conduct
long distance intrastate travel	Means travel to other parts of NSW of more than three hours duration by private vehicle
maximum limit	Means the maximum limit for an expense or facility provided under this policy
Nominated representative	A representative of an organisation or body invited by the Board to attend a meeting of the Joint Organisation.
NSW	New South Wales
official business	Means functions that Board Members are required or invited to attend to fulfil their legislated role and responsibilities for the Joint Organisation or result in a direct benefit for the Joint Organisation and/or for the local government areas of its member councils, including: <ul style="list-style-type: none"> • meetings of the Joint Organisation and committees of the whole • meetings of committees facilitated by the Joint Organisation • civic receptions hosted or sponsored by the Joint Organisation • meetings, functions, workshops and other events to which attendance by a Board Member has been requested or approved by the Joint Organisation
professional development	Means a seminar, conference, training course or other development opportunity relevant to the role of a Board Member
Regulation	Means the <i>Local Government (General) Regulation 2005</i> (NSW)
year	Means the financial year, that is the 12 month period commencing on 1 July each year



ISSUES AND PRIORITIES IN COMMON

Some common themes amongst the Joint Organisations (JOs) include (but are not limited to):

- Renewable energy
 - Economic development
 - Water management and security
 - Infrastructure and telecommunications connectivity
 - Waste management
 - Procurement
 - Partnerships to deliver outcomes
- 

JOINT ORGANISATIONS – COMMON ISSUES

Common issues include:

- Each JO had a different model and varied membership. Some JOs have only a few councils as members, others have over ten member councils
- The JO Chairs meet every quarter
- Common themes around which we can advocate for ALL JOs.
- Importance of having a collective rural/regional voice – strength in numbers
- Partnerships with other advocacy groups around common issues – Country Mayors Association, LGNSW, etc.



EMBARKING ON JOINT PROJECTS


JOs need to identify potential to deliver projects where there are common themes.

E.g. Waste Management

- reinvestment of the waste levy
- Recycling
- Innovation in the treatment of waste
 - - programs and projects
 - - education programs
 - - opportunities and challenges
 - - opportunities to share successes and failures

MAINTAINING OPEN COMMUNICATION

Open communication is integral to success. This includes communication between:

- The 13 JOs, sharing commonalities and identifying opportunities to progress projects, programs or policy positions from a rural and regional and “whole of state” perspective
 - Changing the mindset – overcoming Individual Council or JO parochialism
 - What is of value to the Minister? To the Government?
 - Sharing success and failure stories, maximising learnings
 - Working together = a united voice and stronger advocacy on key issues
 - Direct relationships with Ministers and policy decision makers
- 

WHAT CAN WE ACHIEVE THROUGH COLLABORATION?

- Greater advocacy and a more influential voice in government decision making
- Enhanced understanding among decision makers about the unique challenges that many JOs face; i.e. drought, remoteness, poor infrastructure, etc.
- Shared research, plans and publications
- Success stories and failures as learning tools
- Links with tertiary facilities and how we can utilise them to deliver better evidence based outcomes
- Shared expertise e.g. Kyogle Council recognised for:
 - bridge building,
 - fish ladder construction
 - community managed evacuation centres.

ATTACHMENT 5



12. Waste Position Statement

Fundamental Principles

This Position Statement relates to the following Fundamental Principles of LGNSW: (B) Economic, (C) Infrastructure, (F) Environment and (G) Social and Community.

Background

Councils provide waste, recycling and resource recovery services to the community and work with the community to avoid waste and reuse and recycle waste, some diverting up to 77% of waste from landfill. Council services include kerbside and public place collection of waste and recycling and the provision and operation of recycling and disposal infrastructure. Councils work tirelessly to reduce the amount of waste ending up in landfill and educate residents, businesses and schools about waste avoidance and recycling. The *Waste Avoidance and Resource Recovery Act 2001* provides councils with powers to achieve integrated waste and resource management planning, programs and service delivery.

Councils continue to face significant challenges from increasing waste generation and lack of markets for Australian recycled content. Councils work to reduce waste and use resources more efficiently so they remain in the economy for longer, helping to create jobs and growth. All levels of government, as well as business and the community need to work together as we move to a more circular economy where materials and products remain within the economy for longer and waste is reduced.

Our Position

LGNSW advocates for:

- 12.1 The reinvestment of 100% of the NSW waste levy collected from the community and industry, in 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.
 - local community waste recovery and repair facilities.
 - funding a wider range of sustainability initiatives, such as; waste to energy, marketing and strategies, that promote and support a circular economy.
- 12.2 Long term planning for waste, recycling and resource recovery infrastructure.
- 12.3 Clear policy direction with regulatory certainty, achievable targets and implementation pathways for delivery through e.g. NSW Waste Strategy, National Waste Policy, COAG targets.
- 12.4 Producers to take greater responsibility for their products so there is less waste and environmental impact through:
 - responsible packaging design
 - management of problem wastes such as paints, batteries, chemicals, mattresses, electronic waste, asbestos and sharps
 - reducing the impact of single use plastic, microbeads and other pollutants (the local government sector supports a ban on single use plastic bags)
 - the operation of an effective Container Deposit Scheme
- 12.5 Creation of viable end markets to drive demand for Australian recycled content through sustainable procurement
- 12.6 Delivery of a state-wide education campaign on waste avoidance, reuse, repair and recycling
- 12.7 Access to credible data and improved accountability to achieve best value for the community

Date Created: 7 June 2019

DROUGHT HUB

www.droughthub.nsw.gov.au

RURAL ASSISTANCE AUTHORITY

www.raa.nsw.gov.au

1800 678 593

FINANCIAL ASSISTANCE FOR NSW FARMERS

The NSW Government has committed over \$1.8 billion to drought relief in NSW. Visit the "Available Drought Assistance in NSW" page on Drought Hub for links to eligibility criteria, guidelines and FAQs. The following key assistance measures are available to eligible applicants:

Loans

- **Drought Assistance Fund** – \$50,000 is available for interest free loans to transport stock, fodder and water, genetic banking of breeding herds and installing farm and water infrastructure. The seven-year loan term requires no repayments in the first two years and attracts no interest charges.
- **Farm Innovation Fund** – a loan scheme for capital works up to a value of \$1,000,000 for infrastructure works (e.g. sheds, silos, water tanks) to build resilience in dry times and improve on-farm efficiency.

Subsidies

- **Animal Welfare Transport Subsidy** – 50% of eligible costs for the permanent transport of stock off a farm facing financial hardship and where livestock are at fat score 2 or below (dairy cattle 3 or below), to a maximum of \$20,000 per financial year.
- **Donated Fodder Transport** – 100% of cost of transporting donated fodder when transport providers are acting in conjunction with community groups and taking donated fodder to drought-affected properties within NSW. Maximum of \$5 per km and up to 1500 km.
- **Drought Transport Subsidy** – up to \$40,000 per eligible farm business from 1 July 2019 to 30 June 2020, for the cost of transporting fodder, water to a property for stock or domestic use, stock to and from agistment, and stock to sale or slaughter. For applications received from 1 July 2019, the subsidy also includes transporting farm chemicals, fertiliser and seed to farms, and there is no longer a cap on distance per journey. The subsidy covers up to 50% of the full cost of freight, up to a maximum of \$5 per kilometre.
- **Farm Business Skills Professional Development Program** – up to 50% of eligible costs for an approved course or activity, with a maximum reimbursement of \$5,000 per farmer and \$9,000 per farm business.

Waivers

- | | |
|--|--|
| • Bee Site Permit | • NSW Local Land Services Rates |
| • Agricultural Vehicle Registration | • Water Licences |
| • Farm Innovation Fund Interest Charges | • Wild Dog Fence Charges |

Commonwealth Government Assistance

For details of all Commonwealth drought support, visit Drought Hub or the Commonwealth Department of Agriculture and Water Resources (www.agriculture.gov.au/ag-farm-food/drought). Measures include:

- **Regional Investment Corporation (RIC) Low Interest Loans** – this Australian Government scheme offers two loan products for farm businesses – Farm Investment Loans and Drought Loans.
- **On-Farm Emergency Water Infrastructure Rebate** – an Australian Government scheme to assist livestock farmers to purchase and install pipes, storage, pumps and dams to address animal welfare needs and improve water storage in dry times.

SUPPORT SERVICES AND TOOLS

- **Assistance Near You** – search an interactive map on Drought Hub to find someone you can meet in person to help with lodging application forms, internet access and scanning invoices.
- **Drought Feed Calculator** – free mobile app helping farmers determine feeding requirements.
- **Farm Tracker app** – free mobile app helping farmers to keep detailed records of farm conditions.
- **Local Land Services** - technical experts providing farmers with on the ground support and advice on agricultural production, biosecurity, animal nutrition, pasture management and livestock health.
- **NSW Rural Assistance Authority** – the RAA administers a wide range of financial assistance measures to the rural sector, both state and federally funded.
- **Rural Adversity Mental Health Program (RAMHP)** - state-wide program to help link people in regional and remote areas of NSW with mental health support.
- **Rural Financial Counselling Service** - helping farmers who are dealing with, or are at risk of, financial hardship. Rural financial counsellors can help identify options, develop action plans and access the Farm Household Allowance (FHA).
- **Rural Resilience Program** – the team is dedicated to building the personal and business resilience of farming communities and strengthening networks and skills.
- **Young Farmer Business Program** – supporting young farmers to develop skills, ideas and resilience through a range of products and services.

For contact details, local events and links to the above support services, visit Drought Hub.

DROUGHT MANAGEMENT INFORMATION

NSW Department of Primary Industry (DPI) coordinates the NSW Government's response to drought. Visit Drought Hub to view and download DPI's wide range of fact sheets, information, tips and links to help farmers make sound decisions and locate support services when and where they are needed:

- **Managing During Drought** – download a copy of the "Managing and Preparing for Drought" booklet, which is a comprehensive guide for farmers, before and during periods of drought.
- **Water during drought** – an overview of water resources in NSW, and where links to the most up to date information.
- **Wellbeing** – links to services across NSW to build resilience and support farmers, their families and rural communities.
- **State Seasonal Update** – released monthly, this comprehensive report helps farmers to better respond to drought.
- **NSW Drought Map** – the Combined Drought Indicator provides farmers with a detailed and interactive report on conditions in their local area.
- **Animal Welfare During Drought** – detailed resources to support sound decision making regarding animals during dry times.

CHARITY COORDINATION

The NSW Government appointed GIVIT as the official charity partner to manage offers of drought assistance. GIVIT works with local charities, schools and community service providers to match donations with the people who need them the most. For more information, visit <http://www.givit.org.au>.

DROUGHT HUB

Drought Hub (www.droughthub.nsw.gov.au) is a one-stop online source of information on services and support available to primary producers, their families and rural communities to prepare for and manage drought conditions.

RURAL RESILIENCE PROGRAM AND RURAL SUPPORT WORKERS

The Rural Resilience team works in partnership with farming communities and service providers across NSW to strengthen farming networks, share information and deliver relevant initiatives. Visit Rural Resilience Program website (www.dpi.nsw.gov.au/about-us/rural-support/RRP) for the latest contact number for workers in your area.

RURAL ADVERSITY MENTAL HEALTH PROGRAM (RAMHP)

RAMHP has fourteen Coordinators based across NSW who are able to provide specialist knowledge and support for people experiencing mental health concerns living in the rural communities they cover. Visit the RAMHP website (www.ramhp.com.au) to find your nearest RAMHP Coordinator and get the latest updates.

TELEPHONE SUPPORT SERVICES

Alcohol Drug Information Service - 1800 422 599

Confidential and anonymous information, counselling, advice and referral service, 24/7

Beyond Blue Support Services - 1300 224 636

Confidential support, counselling and referrals from trained mental health professionals, 24/7

Carer Line – 1800 242 636

Telephone support, information, counselling and referral service, 8.30am to 4.30pm weekdays

Kids Helpline – 1800 551 800

Confidential support and counselling service specifically for kids aged 5 to 25 years, 24/7

Lifeline – 13 11 14

Confidential crisis support for people experiencing a personal crisis or thinking about suicide, 24/7

Mensline – 1300 789 978

Support, information and referral service for men with family and relationship concerns, 24/7

Mental Health Line – 1800 011 511

Telephone triage assessment and referral service, staffed by mental health clinicians, 24/7

Parentline – 1300 130 052

Confidential telephone counselling and support service for parents and carers of children, 24/7

Suicide Call back Service – 1300 659 467

Counselling, information and referrals to people at risk of suicide, carers of suicidal people and those bereaved by suicide, 24/7

1800 Respect – 1800 737 732

Sexual assault, family and domestic violence counselling, 24/7

ONLINE SUPPORT SERVICES

Australian Drug Foundation - www.adf.org.au

Website focused on preventing alcohol and other drug problems in communities across the nation

Black Dog Institute - www.blackdoginstitute.org.au

Logical steps in seeking help for mood disorders, such as depression and bipolar disorder

Carers NSW - www.carersnsw.org.au

Practical information for carers with video interviews and resources to navigate the mental health system

Counselling Online - www.counsellingonline.org.au

Free online and text-interaction to discuss alcohol or drug related concerns, 24/7

Kids Helpline - www.kidshelp.com.au

Web, email and telephone counselling and resources for young people aged 5 to 25 years

Lifeline - www.lifeline.org.au

Online factsheets, case studies and self-help tools

Life in Mind – Suicide Prevention in Australia - www.lifeinmindaustralia.com.au

National suicide and self-harm prevention resource

Reach Out Australia - au.reachout.com

Youth focused website providing help, information and support

Rural Adversity Mental Health Coordinator - www.ramhp.com.au

RAMHP coordinators work in partnership with local agencies to facilitate better mental health outcomes

SANE Australia - www.sane.org

Supporting people affected by mental illness, with factsheets, publications and videos and online helpline

The Salvation Army - www.salvos.org.au

Visit the website for contact details of Salvation Army programs in NSW, QLD and ACT

Youth Beyond Blue - www.youthbeyondblue.com

Early intervention and prevention of mental health problems for young people, 12 to 25 years

Beyond Blue: The National Depression Initiative - www.beyondblue.org.au

Online counselling, support and referrals from 4pm to 10pm, 7 days a week, directory of e-mental health services and therapies online and information about depression for carers and health professionals

Headspace - headspace.org.au

Early intervention mental health services to 12 to 25 year olds

Mental Health Connect - www.mindhealthconnect.org.au

Impartial information, online programs and resources for people with mental health concerns

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Memorandum of Understanding – FY2019/20 LGP Rebate Scheme

Level 13/55 Clarence Street
Sydney NSW 2000
t: 02 8270 8700 f: 02 8270 8711
GPO Box 4742, Sydney NSW 2001
info@lgp.org.au www.lgp.org.au

MEMORANDUM OF UNDERSTANDING
LOCAL GOVERNMENT PROCUREMENT PTY LTD
REBATE SCHEME

RECITALS

1. Councils, county councils, Joint Organisations (**JOs**) and Regional Organisations of Councils (**ROCs**) may wish to utilise Local Government Procurement Pty Ltd's (**LGP**) contracts for the following reasons:
 - a. To leverage the prescription awarded to LGP under Section 55 of the Act which avoids councils, county councils, JOs and ROCs the time, effort and costs associated with establishing contracts already available through LGP;
 - b. To take advantage of the considerable expenditure volumes under LGP contracts to negotiate price savings and other opportunities for advantageous commercial value not available in other arrangements; and
 - c. To mitigate or eliminate risk by outsourcing procurement risks involved with tendering and ongoing contract management in NSW local government.
2. Above and beyond these reasons for utilising LGP contracts, LGP also offers incentives in the form of rebates.
3. This Memorandum of Understanding (**MoU**) outlines LGP's offer to JOs and ROCs (**Participants**) under the LGP rebate scheme (**Scheme**).
4. All parties to this MoU understand that the Scheme is voluntary, not intended to be legally binding, and may be amended, revoked or extended at LGP's will and discretion.

SCOPE OF SCHEME

5. The LGP Board aims to share 40% of annual operating surplus to serve as the dedicated fund from which annual rebate payments will be made.
6. The Scheme rebates will be calculated on each Participant's expenditure through LGP contracts, and paid annually and at LGP's discretion. Rebates will apply retrospectively from 1 July, in accordance with the conditions of this MoU.
7. The Scheme will be reviewed by the LGP Board annually. The Board may continue the Scheme unamended, alter the Scheme where necessary, or conclude it.

PURPOSE OF THE SCHEME

8. The Purpose of the Scheme is to proportionally reward ROCs and JOs for their annual spend under LGP contracts, and acknowledge their ongoing loyalty.
9. The Purpose of the Scheme is to encourage Participants to apply rebate funds towards local government procurement and purchasing best practice.

ROLES AND RESPONSIBILITIES

10. LGP will pay rebates from the LGP Board-approved pool of funds, derived from annual operating surplus.
11. LGP may choose to accept Participants to this Scheme at any time. LGP reserves the right to apply conditions that are unique to any participating ROC or JO.

12. Any Participant may retire from this Scheme at will. However, to retire and exit from this Scheme, a Participant must give LGP six weeks' prior written notice, and agree to forgo any rebate payment that may apply to the financial year in which they exit.
13. The Board of LGP may for any reason choose to terminate this, or any MOU under this Scheme, by providing six weeks' prior written notice. The termination will absolve LGP's obligation to satisfy the rebate payment for the financial year in which the termination applies.
14. The level of rebate is based on the percentage of the Participant's use of LGP contracts, as calculated by LGP.
15. LGP will regularly communicate with the Participants and invite feedback and comment.
16. It is LGP's responsibility to implement the Scheme in the most cost effective and efficient manner, and to communicate with the Participants regularly on their progress in the Scheme.
17. The Participants commit to encourage members, neighbouring councils and others to grow the utilisation of LGP contracts.
18. It is the responsibility of the Participants to bring to LGP's attention any matter that may affect the efficiency, effectiveness or longevity of the Scheme.
19. The overall and long term success of the Scheme is the joint responsibility of LGP and the Participants.
20. LGP and the Participants will act ethically and in good faith at all times.

PAYMENT CALCULATION

21. LGP has determined that rebate payments under this MOU will be calculated in the same 'Baseline' method as used in FY18/19.
22. The Baseline payment model uses the total LGP rebate payment received from the previous financial year as the 'Baseline'. The Baseline may differ from Participant to Participant. The rebate payment uses this Baseline figure that is proportionally increased, or decreased based on current financial year's expenditure under LGP contracts, as compared to the previous financial year.
23. As an example, if a Participant received in total \$10,000 in LGP rebate in the previous financial year, and in the following year it increased its expenditure under LGP contracts by 10%, the rebate payment will be $\$10,000 + 10\% = \$11,000$. Equally, if a Participant's expenditure decreased by 10%, using the same example, the rebate payment will be $\$10,000 - 10\% = \$9,000$.

REPORTING

24. LGP will distribute quarterly Spend Dashboards that provide year-to-date expenditure information for all Participants in the Scheme.
25. ROCs and JOs are encouraged to report to LGP on how the rebate funds received have been utilised, which will ideally help enhance NSW local government procurement capability.

DISPUTE RESOLUTION

26. If a dispute relating to the Scheme arises between LGP and any Participant, the party raising the dispute must give the other party written notice of the issue in dispute within 5 working days.

27. The written notice of dispute must include sought-after outcomes.
28. The parties must act in good faith and endeavour to work together to achieve a mutually agreeable resolution of the dispute.
29. If resolution is unachievable the parties may seek external mediation, conciliation or other form of dispute resolution.

REVIEW AND EVALUATION

30. The LGP Board reserves the right to conduct a review of the Scheme to determine its continuation at any time. Such review will consider feedback from Participants and whether the Purpose of the Scheme has been successfully achieved.
31. At the determination of the LGP Board, LGP may choose to invite comments, suggestions and feedback from the Participants for the purpose of reviewing the Scheme.
32. Upon completion of such review, LGP will communicate with the Participants for the purpose of outlining the Scheme's performance and approved alterations for continuation of the Scheme. It is at this time where Participants will be invited to accept the new Scheme, or otherwise notify their intention to exit the Scheme for the applicable financial year.
33. LGP reserves the right to amend, revoke, or extend the Scheme at any time and for any reason. LGP will provide advice of such amendment, revocation, or extension in writing six weeks prior to the change coming into effect. This means that any and all changes may apply retrospectively.

MOU TERM

Please indicate the term you would like applied to this MOU.

☐ 1 Year Term

☐ 2 Year Term

☐ 3 Year Term

AUTHORISATION

Signature

Luke Kenny

Chief Executive Officer

Local Government Procurement Pty Ltd

Date

Signature

Date

Name

Position

Participant Organisation

[<return to meeting papers>](#)



Introduction to Local Government Procurement

July 2019



Who is Local Government Procurement (LGP)?



- Business arm of LGNSW.



- Prescribed under Section 55 of Local Government Act.

Created to provide procurement services to councils in NSW

From 2015-18, LGP:

- Managed \$1.7B in spend under our contracts
- Delivered an estimated \$30M in savings to NSW councils
- Invested \$3.3M back into local government via the rebate scheme
- Provided a total of \$93M in financial benefit to the NSW local government sector.

Benefits of using LGP



- Ensures you are Compliant with legislation
- LGP tender process for all contracts complies with the Local Government Act 1993 (NSW) and the Local Government (General) Regulation 2005 (NSW)
- Ongoing training & development to keep you updated with legislation and changes



- Outsource your risk, simply use our contracts for all the spend we address
- Our tender process captures probity, suitability and sustainability
- Outsource high risk procurement activities to Consulting team



- Increase efficiencies
- Save around 50 hours and 8 weeks compared to running a tender process.
- Resources with procurement expertise to recruit can be expensive for short period of time



- Profit sharing through rebates based on purchases made through LGP
- Supporting LGNSW
- Supporting your council



- Ongoing individual support through your LGP Business Manager
- Access to Procurement expertise and advice
- Knowledge of best practice procurement for Local Government

Our Services



Contracts

30 contracts
5 categories
900 suppliers



Training

Short courses
Formal qualifications
Customised training



Consulting

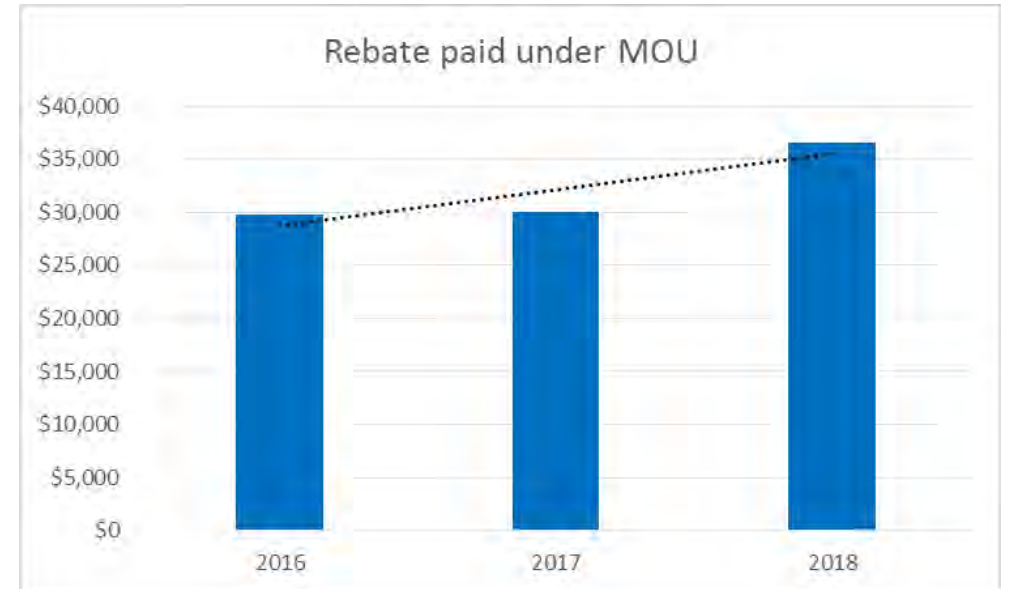
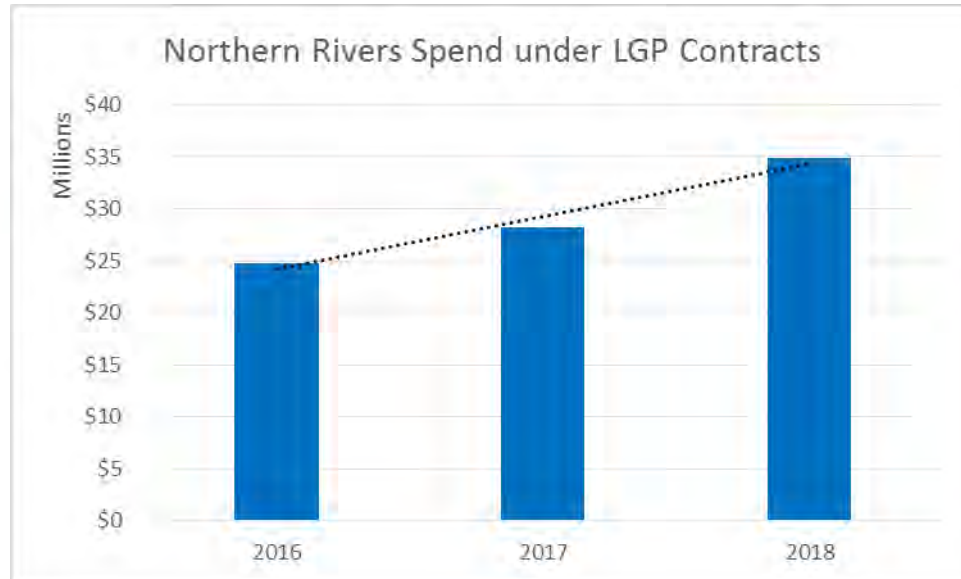
Consulting
LEAP
Sustainable Choice



Events

Networking meetings
Annual Conference
Sustainable Choice Forum

NRJO Historical Data



Benefits of Regional Procurement

- **Achieve Process Efficiencies**
 - Conduct one procurement process rather than six.
 - Saves time for both councils and suppliers.
- **Save Money**
 - Aggregate regional spend to negotiate better prices.
- **Encourages Collaboration**
 - Collaboration leads to sharing of knowledge and best practice, resulting in better outcomes.

Conducting joint procurement activities under LGP contracts provides additional benefits.



If you have any questions, please do not hesitate to contact me.

Bronwyn Challis

E: Bchallis@lgp.org.au

T: 0459 854 043

North Coast Region Waste Investment Report

Project update
8 October 2019

Project background

- Changes in the waste industry are catalyst for major changes in the way councils operate their waste businesses
- North Coast region identified as a suitable population and geographic scale for a regional test case analysis
- The 13 North Coast councils approached to participate in the investment report, \$10,000 financial contribution plus in-kind support
- NSW State Government recognizes the significance of the challenge and has committed funding to help identify investment opportunities

North Coast Region

- Ballina Shire Council
- Bellingen Shire Council
- Byron Shire Council
- Clarence Valley Council
- Coffs Harbour City Council
- Kempsey Shire Council
- Kyogle Council
- Lismore City Council
- MidCoast Council
- Nambucca Shire Council
- Port Macquarie-Hastings Council
- Richmond Valley Council
- Tweed Shire Council



Purpose of the report

- Outline the waste investment options for the North Coast Region
- Provide a regional collaboration model from which new opportunities and markets can be identified
- Ensure that the essential service of waste disposal provides benefits and is managed efficiently and effectively at a regional scale

Stream one: STOCKTAKE

Gather all relevant data for the report to be prepared:

(council participation and support will be required)

- **Waste generation:** identify types of waste and volumes for the different waste streams (Organics, recyclables, residual waste)
- **Waste to Landfill:** composition and relevant technologies available as an alternate to landfill.
- **Market access:** analyse current markets for the different waste streams
- **Infrastructure:** review of relevant regional infrastructure both existing and proposed
- **Service delivery:** current waste management arrangements
- **Financial:** waste management costs

Stream two: SCENARIOS

Compare three potential regional waste management scenarios for the treatment of residual waste which would traditionally be disposed in landfill.

- ***Business as usual:***
Assess the viability of continuing with current infrastructure, service delivery and proposed new facilities.
- ***Regional approach:***
Undertake an analysis of the various types of waste treatment technologies and the feasibility of these technologies within the North Coast Region. The Pacific Consultants Energy from Waste proposal must be one of the options considered.
- ***Regional circular economy approach:***
Using the regional approach as a base provide a high level assessment of challenges, opportunities and technologies required to make the North Coast Region a waste processing hub aligned with the circular economy principles.

Stream two: OPTIONS ANALYSIS

Options Analysis for each stream 2 scenario

- Assess against best practice environmental approaches including reference to the NSW EPA waste hierarchy
- Desktop infrastructure audit and analysis
- Economic benefit assessment
- Potential governance structures (where relevant)
- Consider the impact of changing waste streams
- Assess the current and future carbon liabilities that will arise

Outcomes

Regional Waste Management Options Analysis will be presented to participating Councils in a workshop.

Outputs

- North Coast Region Waste Management Stocktake addressing waste generation, infrastructure, service delivery and financial considerations for the North Coast Region (Newaste and Midwaste) area (drafts and final).
- North Coast Region Waste Management Options Analysis – Options (drafts and final).

Procurement

- Richmond Valley Council is undertaking procurement of consultant to deliver the project.
- The consultant will be selected using the Request for Quote method in accordance with Section 55(3) of the Local Government Act 1993 under Performance and Management Services Scheme SMC0005.
- The procurement process was commenced Friday 20 September 2019. Selection is expected to be completed by Friday 1 November 2019.

Timetable

Many councils are on the verge of having to make significant investment decisions which is creating urgency for the preparation of this report

We are eager to have the project progress in a timely manner but are aware adequate time is needed to ensure the quality of the outcome.

An indicative timeframe for delivery is detailed below with commencement anticipated in November 2019 and work finalised towards the end of March 2020.

	Contract Start Date	October 2019
Stage 1	Inception meeting with PSC	Early November 2019
Stage 2	Stream 1 – Stocktake (draft)	End of January 2020
Stage 3	Stream 2 – Options Analysis (draft)	Mid February 2020
Stage 4	Final report delivered to PSC	Mid March 2020
Stage 5	Workshop findings to councils	End of March 2020

North Coast Region Waste Investment Report

Project update
8 October 2019



Office of
Local Government

Circular to Councils

Circular Details	Circular No 19-21 / 26 September 2019 / A664471
Previous Circular	19-08 Consultation on revised IPC Guideline 1 Returns of Interests
Who should read this	Councillors / General Managers / Governance staff
Contact	Council Governance / olg@olg.nsw.gov.au / (02) 4428 4100
Action required	Information

Release of IPC Guideline 1 Returns of Interests

What's new or changing?

- The Information and Privacy Commission (IPC) has finalised and issued *Guideline 1: For local councils on the disclosure of information contained in the returns disclosing the interests of councillors and designated persons* (Guideline 1).
- Councils should review the positions they currently identify as designated persons in light of Guideline 1 by applying the principles set out in the attachment to this circular.

What this will mean for your council

- Guideline 1 states that councillors' and designated persons' returns of interests must be made publicly available free of charge on councils' websites, unless there is an overriding public interest against disclosure of the information contained in them or to do so would impose unreasonable additional costs on the council.
- Where a council decides that there is an overriding public interest against the disclosure of some of the information contained in a return, consideration should be given to releasing an edited copy of the return (for example redacting the individual's signature and residential address).
- Where information is deleted from a return, councils should keep a record indicating, in general terms, the nature of the information redacted from the return in accordance with section 6(5) of the *Government Information (Public Access) Act 2009* (GIPA Act).
- Councils should be mindful when identifying a position as the position of a designated person or a committee as a committee whose members are designated persons, that the consequence of this is that the council will be required to publish information contained in those persons' returns of interests on their websites.
- The Office of Local Government (OLG) would encourage councils to review the positions and committee memberships that they currently identify as those of designated persons with this consequence in mind.
- OLG would encourage councils to apply the principles set out in the attachment to this circular when identifying positions and committee memberships as those of designated persons.

Key points

- Section 6 of the GIPA Act provides for the mandatory proactive release by NSW public sector agencies (including councils) of open access information. The GIPA Act provides that open access information must be made publicly available free of charge on a website maintained by the agency.
- Councillors' and designated persons' returns of interests are prescribed as open access information for local government under Schedule 1 to the *Government Information (Public Access) Regulation 2018*.

Where to go for further information

- Guideline 1 and further information on open access information requirements for local government is available on the IPC's website at www.ipc.nsw.gov.au.
- The attachment to this circular provides guidance on the principles councils should apply when identifying positions and committee memberships as those of designated persons.
- See the [Guide to Completing Returns of Interests](#) which is available on OLG's website, for information on how to complete returns of interests and what information to include.
- Contact the IPC at 1800 472 679.
- Contact OLG's Council Governance Team on 02 4428 4100.



Tim Hurst
Deputy Secretary
Local Government, Planning and Policy

ATTACHMENT

Identifying “designated persons”

The obligation to complete returns of interests

Under the *Model Code of Conduct for Local Councils in NSW* (the Model Code of Conduct), councillors and designated persons are required to complete and submit returns of interests within 3 months of:

- becoming a councillor or designated person
- 30 June of each year, and
- becoming aware of a new interest that must be disclosed in the return.

Who is a “designated person”?

Under clause 4.8 of the Model Code of Conduct, designated persons include:

- the general manager
- senior staff of councils for the purposes of section 332 of the *Local Government Act 1993*
- any other member of staff or delegate of the council who holds a position identified by the council as the position of a designated person because it involves the exercise of a function that could give rise to a conflict of interest, and
- a member of a committee of the council identified by the council as a committee whose members are designated persons because the functions of the committee involve the exercise of functions that could give rise to a conflict of interest.

Identifying “designated persons”

The requirement to publish returns of interests is designed to operate as a transparency mechanism to ensure that key decision makers in councils appropriately disclose and manage pecuniary interests they may have in matters they are dealing with.

Councils should be mindful when identifying a position as the position of a designated person or a committee as a committee whose members are designated persons, that the consequence of this is that the council will be required to publish personal information about those persons on their websites.

Councils should weigh this consequence against the risk that the requirement to publish returns of interests is designed to address to ensure that this is a proportionate mitigation of that risk. This assessment should be based on a consideration of the nature, responsibilities and functions of a role or a committee and the type and level of delegations it exercises.

Positions or committee memberships involving the performance of low-level administrative or regulatory functions that carry limited or no discretion or financial delegations, should not be identified as positions of designated persons.

The types of positions or committee memberships that should be identified as designated persons are those that exercise functions or decision-making that involve the potential for significant risk to the council, including of damage to the council’s reputation, where conflicts of interest are not disclosed and appropriately managed.



Planning,
Industry &
Environment

DOC19/30150

The General Manager
Northern Rivers Joint Organisation
PO Box 146
LISMORE NSW 2480

Dear Sir / Madam

SSWP Funding for Regional Urban Water Planning

SSWP has recently approved funding for a Joint Organisation (Central NSW) to undertake strategic planning to consider water security on a regional scale.

The NSW Government encourages the development and implementation of regional solutions to strategic planning for, and provision of, water supply and sewerage services. The department's IWCM Checklist (item 9F) requires local water utilities to identify, develop and assess regional solutions to address both water supply and sewerage issues. Joint organisations can play a key role not only in the regional procurement of services but also in the development and implementation of regional solutions.

Consideration of water security on a regional scale is particularly important as water supply systems often cross over a number of local water utilities' areas of operation.

As you would be aware, the revised Safe and Secure Water Program now provides funding towards IWCM strategies, recognising that strategic planning is critical to the successful provision of sustainable water supply and sewerage services. Local water utilities are required to complete their individual IWCM strategies and can seek co-funding for this work based on the individual Council co-funding percentages published in SSWP program guidelines;

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

This letter is to confirm that there is also opportunity for a Joint Organisation to apply for funding towards the development of "Regional Town Water Strategies", where these might assist in addressing broader issues across local water utility boundaries, such as providing town water security across the region and potential water scheme linkages.

This could include funding for the following elements:

- Assessment of local and regional town water security deficiencies and risks and regional options to address them; development of effective and efficient regional solutions.
- Identification, assessment and development of regional solutions to drinking water treatment, sewage treatment and reuse.
- Assessment of how regional solutions can be integrated into each council's own IWCM strategies, including governance, asset ownership and ongoing management and pricing arrangements.
- Regional, catchment based data collection or analysis to inform individual utilities' IWCM strategies.

We would expect that any regional town water security strategy would align with the applicable NSW Government Regional Water Strategy and member Council Integrated Water Cycle Management planning.

The funding subsidy under the SSWP Stream 2 to assist Joint Organisations with regional town water strategies will be 75% or the average of the eligible funding proportions of all participating councils, whichever is greater.

Note that this funding approach applies only to Joint Organisations for Regional Town Water Strategy works and not individual Council IWCM works for which the published subsidy rates will continue to apply.

Attached to this letter are the following documents;

Title	Description
DPIE Water, Comparison of Regional Water Strategies, JO Regional Town Water Strategies and IWCM Strategies, (2019) - Draft 2.0	Provides explanation of the interaction and coverage of the three water strategy documents
DPIE Water JO Regional Town Water Supply Strategy Eligibility Assessment - DRAFT 2.0	Eligibility assessment to be completed by Councils and JO requesting SSWP co-funding
DPIE Water JO Regional Town Water Supply Strategy Draft Scope of Works	Scope of works to be completed by Councils and JO after eligibility for co-funding under SSWP has been confirmed

To assist with application and development of any proposed Regional Town Water Planning activities, we invite you to contact Nige Deacon, Manager SSWP Program Management Office on 02 6841 7416 or nige.deacon@industry.nsw.gov.au.

Yours sincerely



Michael Blackmore
Director Water Utilities
Department of Planning, Industry and Environment – Water

25 September 2019

TABLE – COMPARISON OF REGIONAL WATER STRATEGIES, JO REGIONAL TOWN WATER STRATEGIES AND LWU IWCM STRATEGIES

	Regional Water Strategies	Joint Organisation Regional Town Water Strategy	Integrated Water Cycle Management (IWCM) Strategy
What is it?	<p>Long-term strategies to identify and assess water security risks and consider policy, management and infrastructure options to address these risks to ensure the secure supply of water to communities, the environment and Aboriginal cultural values while supporting regional economic prosperity.</p> <p>Key planning framework for water resource management in NSW to set a forward statewide work program that will form part of the State's Water Strategy.</p>	<p>Strategic assessment of and planning for regional solutions to town water supply and treatment across and/or beyond individual council local water utilities (LWU) boundaries.</p> <p>Informs LWUs' IWCM strategies and regional water strategies on regional town water security considerations.</p>	<p>Strategic assessment and planning for individual LWU including town water supply and sewerage. Includes consideration of regional options.</p> <p>Key planning framework for strategic town water supply and sewerage service planning by LWUs.</p>
Proponent	NSW Government	Joint Organisation of Councils (with in-principle agreement by benefiting LWUs)	LWU
Geographic extent of considerations	12 major NSW catchments/regions	Constituent LWUs (across 2 or more LWU boundaries, where value of such a study is evident)	Individual LWU area of operation.
What is the key focus?	<p>Assess and plan a region's short and long-term water needs for all water users.</p> <p>Better understand current and future water needs of catchment/region to improve resilience and manage risks to water availability and security.</p> <p>Provide public and water users with directions about how long-term water needs can be met through policy, planning and infrastructure options.</p>	<p>Assess and plan interconnected urban water supply systems across LWU boundaries for 2 or more LWUs to meet the urban communities short and long-term town water supply needs, including identifying and evaluating regional efficiency measures and across LWU boundaries interconnected infrastructure options to address as a whole the water security risks in each town water supply system.</p>	<p>Assess, plan and manage the short and long-term town water supply and sewerage management needs of each urban community within the LWU's area of operation, including identifying and evaluating non-infrastructure and infrastructure options to address water security, water quality and sewerage management risks in the LWU's town water supply and sewerage systems.</p>

Typical scope of work	<p>Establish metrics for outcomes at regional level.</p> <p>Develop priority options, including options assessment process and determining whether any options need to be accelerated; e.g. for drought response.</p>	<p>High level demand assessment and secure yield analysis, including for individual LWUs if needed, to assess regional options and solutions, including, regional secure yield and options analysis and consideration of regional water security, supply and treatment opportunities.</p>	<p>Individual LWU/local system demand analysis and secure yield analysis, strategic options analysis and solutions identification to address local water security, quality and sewerage service needs/risks in accordance with DPIE Water's 2019 IWCM Checklist.</p> <p>Includes scenario building and Triple Bottom Line (TBL) assessment of options.</p>
What are the key assessment considerations?	<p>Regional water strategies will use new data about climate risk, including better understanding of the probability of extreme events (i.e. frequency, length and severity of drought).</p> <p>Each regional water strategy involves: identifying risks to water security and new opportunities and detailed analysis of promising options to ensure that the proposed solutions are feasible and will have benefits across the community.</p> <p>Considers the water requirements of a region over a 20 plus 20 year future timeframe.</p>	<p>Water security assessment is based on the methodology outlined in DPIE Water's 2013 <i>Assuring Future Water Security Guidelines</i>.</p> <p>Considers the town water supply requirements for the interconnected urban communities over a long-term timeframe (40 years plus).</p>	<p>Water security assessment is based on the methodology outlined in DPIE Water's 2013 <i>Assuring Future Water Security Guidelines</i>.</p> <p>Based on council's land use planning establishes the town water supply needs and sewer loads for each community within the LWU area of operation over a 30 year future timeframe in accordance with DPIE Water's 2019 IWCM Checklist.</p>
What are the key outcomes?	<p>Ensures that infrastructure funding and policy changes maximise water security benefits, and that these benefits are distributed for the best socio-economic outcomes for the residents of NSW.</p>	<p>Ensures urban communities that would benefit from across LWU boundaries interconnected town water supply systems have been identified, assessed and the benefits to each LWU and community are quantified.</p>	<p>Ensures that all water security, water quality and sewerage management needs and risks in each urban community and the LWU's town water supply and sewerage systems are addressed within the planning horizon.</p>
Key deliverables	<p>12 Regional Water Strategies to determine the best solutions for</p>	<p>Joint Organisation Regional Town Water Strategy, including</p>	<p>IWCM strategy setting levels of service framework and</p>

	long-term water resource resilience – policy, planning and infrastructure.	water security deficiencies, potential water scheme linkages across LWU boundaries and identification of preferred options for further development.	associated investment priorities, including 30-year total asset management plan and associated financial management plan and a drought contingency and emergency response plan to deliver these services.
Interaction with other policies and strategies	<p>The Regional Water Strategy will take account of any Regional Town Water Strategies and LWU IWCM strategies in its area of coverage.</p> <p>The Regional Water Strategies will take account of, and may inform changes to, relevant water sharing plans and water resource plans. They should also be consistent with NSW commitments to the Murray-Darling Basin Plan.</p>	<p>The Regional Town Water Strategy needs to take account of, and be consistent with any applicable Regional Water Strategy, water sharing plans and water resource plans.</p> <p>The Regional Town Water Strategy should align with other joint initiatives developed by the relevant JO, and with regional plans developed by the department's Planning & Assessment Group.</p>	<p>The IWCM strategy should be informed by, and take account of, the Regional Town Water Strategy as well as any Regional Water Strategies, and be consistent with the applicable Water Sharing Plans and Water Resource Plans.</p> <p>The IWCM strategy must also be consistent with the council's Community Strategic Plan.</p>
Funding availability for strategy development.	N/A	SSWP stream 2 - 75% (minimum)	SSWP stream 2 – dependent on LWU revenue.
Funding availability for the implementation of outcomes identified in strategy	Funding sources will need to be found to implement outcomes identified in the strategies.	Funding sources will need to be found to implement outcomes identified in the strategies. Could be considered for SSWP prioritisation and co-funding.	LWU funded. Could be considered for SSWP prioritisation and co-funding.

REGIONAL TOWN WATER SUPPLY STRATEGY – DRAFT SCOPE OF WORKS

Table - Draft Scope of Works – To be completed and submitted by JO and concurred to by DPIE Water's Water Utilities Branch following concurrence to eligibility.

Item	Scope of Works	Yes/ No	Outcome Achieved
1	Undertake a secure yield analysis for each of the existing individual Town Water Supply (TWS) headworks systems (if not already completed) in accordance with DPIE Water's <i>Draft NSW Guidelines on Assuring Future Urban Water Security – Assessment and Adaption Guidelines for NSW Local Water Utilities</i> (Item 7A of IWCMM Checklist, February 2019)		Secure yield of each TWS headworks system based on unregulated river sources
2	If there are any regulated river sources, complete a drought reliability assessment (Item 7A of IWCMM Checklist, February 2019) based on the drought reliability assessment completed by DPIE Water (can be provided).		Drought reliability of each TWS headworks system based on regulated river sources
3	If there are any groundwater sources, complete a sustainable yield and drought resilience assessment of groundwater sources that form part of the headworks system (Item 7B of IWCMM Checklist, February 2019)		Long term yield & drought resilience of each TWS headworks system based on groundwater sources
4	Using existing bulk TWS headwork meter data establish the current average annual demands on each headworks. No correction required. Estimate the population serviced by the schemes		Annual demands & current water security deficiency Index of each TWS headworks system
5	Using a +/- concept estimate the likely "40 years plus" future annual demands on each headworks		Future annual demands & future

Item	Scope of Works	Yes/ No	Outcome Achieved
	Estimate the future population likely to be serviced by the scheme using +/- scenario		water security deficiency Index of each TWS headworks system
6	Identify all feasible interconnected regional options.		Long list of opportunities
7	Prepare a Discussion Paper of the findings from items 1 to 6 above and arrange a technical meeting with JO, LWUs and DPIE Water staff to review the findings and short list options.		Discussion Paper
8	Develop and undertake feasibility level proof of concept assessment for interconnected regional town water supply headworks options using schematic maps only.		Interconnected options with proof of concepts
8a	Undertake secure yield analysis for the interconnected regional options in accordance with draft NSW Guidelines on Assuring Future Urban Water Security – Assessment and Adaption Guidelines for NSW Local Water Utilities and establish required headwork sizing to meet future demands		Water security deficiency Index of the interconnected headwork system options & their sizes
8b	Feasibility level proof of concept assessment to include bulk hydraulic analysis where necessary		Size of bulk mains that supports the headwork system
8c	Feasibility level proof of concept assessment to include evaluation of regional water quality management options		Size & location of any water treatment barriers
8d	Feasibility level proof of concept assessment to include evaluation of scheme monitoring and control options		Monitoring & control philosophy

Item	Scope of Works	Yes/ No	Outcome Achieved
9	Establish for each feasible option the capex, opex and present value costs over the duration of the strategy ("40 years plus")		Life cycle costs
10	Undertake a TBL value assessment of the options with an aim to identify a preferred option that LWUs could consider within their IWCM strategies and by DPIE Water in their regional water strategies.		Preferred option on a TBL value basis
11	Identify and evaluate cost sharing/recovery methodologies, including consideration given to distribution of the cost/benefit for each benefitting LWU and identify a preferred model option.		Cost sharing model options
12	Identify and evaluate asset ownership, operation and management models and identify a preferred model option		Ownership & management models
13	Prepare a report summarising the analysis, assessments and outcomes of the above tasks and arrange a technical meeting with JO, LWUs and DPIE Water to discuss the draft report findings. Include an outline of proposed next steps including implementation options.		Final Report

REGIONAL TOWN WATER SUPPLY STRATEGY – ELIGIBILITY ASSESSMENT

TABLE 1 – Eligibility Decision & Commitment Assessment Matrix – To be completed by JO and submitted with eligibility request

Item	Opportunity/Commitment	Yes/ No	Reasons/Remarks
1	Are there serviced and/or unserved communities that would derive water security, water quality, operational flexibility and reliability benefits from an interconnected town water supply (TWS) system beyond individual LWU boundaries?		If yes, go to 1a If no, STOP
1a	Please specify the community and/or TWS system names and the council local water utility (LWU) that services/operates it by completing table 2		Complete table 2; go to 2
2	Have all LWUs within the JO completed an IWCM Strategy in accordance with the February 2019 IWCM Checklist?		If yes, go to 2a If no, list which ones are incomplete and go to 2a and 2b
2a	Does each LWU's IWCM strategy adequately consider and assess across LWU boundaries interconnected TWS system options for the identified serviced and/or unserved communities?		If yes, no need for regional strategy If no, list which ones do not and go to 2b
2b	If no to 2 & 2a (even if one LWU's IWCM strategy does not consider/assess the across LWU boundaries regional options), is there a need to complete a Regional Town Water Supply Strategy?		If yes, go to 3; specify value of regional strategy.
3	Are all the benefitting communities and/or TWS systems within one JO?		If yes, go to 4

Item	Opportunity/Commitment	Yes/ No	Reasons/Remarks
			If no, please specify the names of other JOs and go to 5
4	If all the benefitting communities are within one JO, do the benefitting LWUs agree for the JO to undertake the Regional Town Water Supply Strategy across LWU boundaries?		If yes, go to 4b If no, briefly specify reasons and STOP.
4b	Have the JO and benefitting LWUs confirmed that they are willing to share the cost for the development of the strategy. An executed in-principle agreement will be required prior to signing of a funding deed for SSWP Stream 2 funding.		If yes, submit this table with the eligibility request If no, briefly specify reason and STOP
5	If the benefitting communities are NOT all within one JO, do the benefitting LWUs and JOs agree for one of the JOs to undertake the across LWU boundaries Regional Town Water Supply Strategy?		If yes, go to 5b If no, briefly specify reason and STOP
5b	Have the JOs and benefitting LWUs nominated one of the JOs to undertake the Regional Town Water Supply Strategy across LWU boundaries?		If yes, go to 5c If no, briefly specify reason and STOP
5c	Have the JOs and benefitting LWUs confirmed that they are willing to share the cost for the development of the strategy. An executed in-principle agreement will be required prior to signing of a funding deed for SSWP Stream 2 funding.		If yes, submit this table with the eligibility request and complete table 2 (draft scope of works). If no, briefly specify reason and STOP

Table 2 – Urban communities potentially benefitting by the interconnected TWS system across LWU boundaries - to be completed by JO and submitted with eligibility request

Name of community	Name of TWS if currently serviced	Estimated population/connected properties	Name of LWU	Name of JO