



CANBERRA REGION
JOINT ORGANISATION

CRJO Board Meeting

Attachments to Business Papers

Wednesday, 13 May 2020

10:00am – 12:00pm

Zoom Videoconference

Meeting ID 945 4391 7842

Our Region...

Dynamic

Innovative

Connected

...Compelling!

DECLARATION OF CONFLICT OF INTEREST AT A MEETING

This form is for use in relation to the Disclosure of Interests in a meeting under Division 3 of the Local Government Act 1993.

1. Person making declaration

Name

Position Title:

Signature

Date

2. At which meeting is this declaration being made?

Date

Meeting

3. What is the item number and name?

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4. Nature of the interest

Be specific and include information such as the names of any person or organisation you have any relationship with, the nature of your relationship with any person or organisation, the reason(s) why you consider the situation may (or may be perceived to) give rise to a conflict between your personal interest and your public duty as a CRJO Board member.

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5. Type of Conflict of Interest (complete either section A or B or C)

A	Pecuniary Conflict of Interest (refer section 442 of the <i>Local Government Act 1993</i>) <input type="checkbox"/> I will leave the room immediately while the matter is being discussed and voted on
B	Significant Non-Pecuniary Conflict of Interest <input type="checkbox"/> I will leave the room immediately while the matter is being discussed and voted on <input type="checkbox"/> I will Participate in decision to delegate Council's decision making role to Council staff through General Manager or other appointed person
C	Not Significant Non-Pecuniary Conflict of Interest <input type="checkbox"/> Continue to be involved in the matter as the interest will not affect my ability to act in an impartial manner <input type="checkbox"/> Other, please specify _____

What is meant by “Conflict of Interests”

A conflict of interests exists where a reasonable and informed person would perceive that you could be influenced by a private interest when carrying out your public duty.

You must avoid or appropriately manage conflict on interests. The onus is on you to identify a conflict of interest and take the appropriate action to manage the conflict in favour of your public duty.

Any conflict of interest must be managed to uphold the probity of council decision making. When considering whether or not you have a conflict of interests, it is always important to think about how others would view your situation.

Private interests can be of two types: **Pecuniary and Non-Pecuniary.**

What is a “Pecuniary Interest”

A pecuniary interest is an interest that a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person (Section 442).

A person will also be taken to have a pecuniary interest in a matter if that person’s spouse or de facto partner or a relative of the person or a partner or employer of the person, or a company or other body of which the person, or a nominee, partner or employer of the person is a member, has a pecuniary interest in the matter (Section 443).

Who is considered as a “Relative”

The Local Government Act defines a relative as your or your spouse’s parents, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child and the spouse or de facto partner of those persons.

What is a “Non-Pecuniary Interest”

Non-pecuniary interests are private and personal interests the council official has that do not amount to a pecuniary interest as defined in the Act. These commonly arise out of family, or personal relationships, or involvement in sporting, social or other cultural groups and associations and may include an interest of a financial nature.

CRJO BOARD MEETING

27 FEBRUARY 2020

PARLIAMENT HOUSE CANBERRA



PRESENT - MEMBERS	
Bega Valley Shire Council	Cr Kristy McBain – CRJO Deputy Chair Ms Leanne Barnes OAM
Eurobodalla Shire Council	Cr Liz Innes Dr Catherine Dale
Goulburn Mulwaree Council	Cr Bob Kirk Mr Warwick Bennett
Hilltops Council	Cr Brian Ingram Mr David Rowland
Queanbeyan-Palerang Regional Council	Cr Tim Overall
Snowy Monaro Regional Council	Cr Peter Beer Mr Peter Bascomb
Snowy Valleys Council	Cr James Hayes OAM Mr Matthew Hyde
Upper Lachlan Shire Council	Cr John Stafford Ms Colleen Worthy
Wingecarribee Shire Council	Cr Duncan Gair Mr Mark Pepping
Yass Valley Council	Cr Rowena Abbey – CRJO Chair Mr Chris Berry
ACT Government	Mr Sam Engele
East Gippsland Shire	Cr John White Mr Anthony Basford
Canberra Region Joint Organisation	Ms Gabrielle Cusack Ms Nikolina Marinovic Mr Alec Palmer Mr Noel Schiller
PRESENT - GUESTS	
Office of Local Government	Ms Karen Purser

1. OPENING MEETING AND ACKNOWLEDGEMENT OF COUNTRY

The CRJO Chair opened the meeting at 9:47am and dedicated a minute of silence to the recent loss of lives in the recent bushfires.

The CRJO Chair made the following acknowledgement of country “We meet on Ngunnawal land today and I wish to acknowledge the Aboriginal elders past and present as well as emerging leaders, and acknowledge the traditional custodians of the land upon which we meet today. “

2. PRESENTATIONS

Nil

3. APOLOGIES

RESOLVED

That the apologies of Cr Greg Conkey, Mr Peter Thompson, Ms Ann Prendergast, Dr David Clapham and Mr Peter Tegart be accepted.

Moved B. Ingram / T. Overall

Carried

4. DISCLOSURE OF INTEREST

Nil

5. RESOLVE INTO THE COMMITTEE OF THE WHOLE

N/A

6. URGENT /ADDITIONAL BUSINESS

RESOLVED

That a Bushfire Recovery discussion be held before the close of meeting and that the CRJO councils collaborate to write ministerial requests in relation to additional and on-going disaster funding.

That the CRJO write to the four Regional Development Australia (RDA) bodies situated within the CRJO boundary; RDA Southern Inland, RDA ACT, RDA Far South Coast and RDA Riverina regarding their regional priorities, activities and achievements in their respective regions.

Moved B. Kirk / B. Ingram

Carried

Meeting adjourned by the CRJO Chair for Ministerial Meetings with the Office of the Hon. Simon Birmingham MP at 10:00am.

Meeting recommenced at 1:47pm.

7. CONFIRMATION OF MINUTES

RESOLVED

That the CRJO Board Meeting minutes of 6 December 2019 be confirmed.

Moved T. Overall / P. Beer

Carried

8. CHAIR'S MINUTE

Nil

9. NOTICE OF MOTIONS

Nil

10. NOTICE OF RECISSIONS

Nil

11. REPORTS TO THE JOINT ORGANISATION

11.1 CRJO CHARTER

RESOLVED

That the CRJO Board

1. *Endorse the changes to the CRJO Charter.*
2. *Agree to undertake a complete review of the CRJO Charter after the Local Government 2020 Elections and adopt the revised Charter at the CRJO Board meeting of 4 December 2020.*

Moved J. Stafford / D. Gair

Carried

11.2 CRJO CODE OF MEETING PRACTICE

RESOLVED

That the CRJO Board

1. *Receive the report for the revised CRJO Code of Meeting Practice.*
2. *Adopt the following changes be made to the Code of Meeting Practice:*
 - 2.1. *Clause 5.9. The Quorum of a Meeting. Remove the current requirement for a quorum of 75% of voting representatives and amend the clause to read;*

“The quorum of a meeting of the Joint Organisation is 50% of the voting representatives plus one (1) additional voting representative.
Note: *to achieve a quorum calculate 50% of voting representatives then add one (1) additional representative. For example: If 50% of 10 voting members is 5 voting representatives, then a sixth voting representative must be present to establish a quorum.”*
 - 2.2. *Clause 5.14 to be amended to; “A non-quorum meeting of the Board may be held if 50% of voting members are in attendance.”*
 - 2.3. *Clause 5.14(a) to be amended to: “must have 50% plus one (1) of voting members registered ‘in favour’ within 7 days of the circulating the minutes.”*

2.4. Amend all other clauses that currently state or reference the 75% quorum.

2.5. Clause 8.1 Order of Business for Ordinary Joint Organisation Meetings be amended to remove the following items:

- Part 2. Resolving to Committee of the Whole
- Part 13. Resolving into the Board
- Part 14. Adoption of decisions of committee of the whole.

2.6. That Clause 8.1 be amended to read as follows “The general order of business for an ordinary meeting of the Joint Organisation shall be:

1	Opening Meeting
2	Welcome & Acknowledgement of Country
3	Apologies
4	Disclosures of interest
5	Notice of Rescissions
6	Notice of Motions
7	Urgent Business
8	Presentations
9	Confirmation of Minutes
10	Chair’s Minute
11	Reports to Joint Organisation
12	Confidential Matters
13	Close”

3. Refer the amended Code of Meeting Practice to public exhibition for 28 days and if no submissions or comments are received then the amendment be endorsed as Policy of Canberra Region Joint Organisation. If any submissions or comments are received, then they be placed on the next agenda of the Board for consideration.

Moved D. Gair / J. Stafford

Carried

11.3 ELECTION OF JOINT ORGANISATION CHAIRPERSON

RESOLVED

That the CRJO Board

1. Receive the Election of Joint Organisation Chairperson report and note the proposed election process as per the guidelines set out in the Joint Organisation implementation Guide and the Local Government Act 1993.
2. Resolve to call an Extraordinary meeting to be held after 29 June 2020 for the election of the 2020 CRJO Chairperson and Deputy Chairperson by preferential ballot (secret ballot).
3. Resolve to adopt the same process for election of the CRJO Deputy Chairperson as that of the Chairperson.

4. *Resolve to forward their nominations for the CRJO Chairperson and Deputy Chairperson 2020 – 2022 to the Returning Officer (CRJO Executive Officer) one week prior to the election date.*
5. *Agree that a letter be sent to the NSW Minister for Local Government and Chief Executive of the Office of Local Government informing the Office of the newly elected Chairperson and Deputy Chairperson.*
6. *Write to the NSW Minister of Local Government to change the election legislation for joint organisations to hold Board elections after local government elections.*

Moved B. Kirk / J. Hayes

Carried

11.4 CRJO FINANCIAL REPORT TO 31 DECEMBER 2019

RESOLVED

That the CRJO Board

1. *Note the financial position of the CRJO as at 31 December 2019.*
2. *Note the intention of the budget review for 2020/21 in relation to the actions regarding financial viability to be tabled at the CRJO Board meeting on 14 May 2020.*

Moved J. Hayes / P. Beer

Carried

11.5 CRJO PAYMENT OF EXPENSES, PROVISIONS OF FACILITIES AND ALLOWANCES TO BOARD MEMBERS

RESOLVED

That the CRJO Board

1. *Approve the changes to remove references to the 2018/2019 financial year, clarify payment frequency and include extraordinary and ordinary meetings to the clause 5.8 of the 'CRJO Payment of Expenses, Provisions of Facilities and Allowances to Board Members' policy.*
2. *Agree to place the document on public exhibition for a period of 28 days and if no submissions or comments are received then the amendment be endorsed as Policy of Canberra Region Joint Organisation. If any submissions or comments are received, then they be placed on the next agenda of the CRJO Board for consideration.*

Moved P. Beer / B. Kirk

Carried

11.6 ADDITIONAL CONTRIBUTIONS LOCAL GOVERNMENT SUPERANNUATION

RESOLVED

That the CRJO Board

1. *Receive report from the Chair of the General Managers Advisory Group on additional contributions Local Government Superannuation.*
2. *Endorse the CRJO Letter to Local Government Superannuation regarding the additional contributions be sent to Local Government Superannuation.*

Moved B. Kirk / T. Overall

Carried

11.7 GENERAL MANAGERS ADVISORY GROUP MEETING SUMMARY – 30 JANUARY 2020

RESOLVED

That the CRJO Board

1. *Receive and note the report from the Chair of the General Managers Advisory Group on the summary of the GMAG meeting from the 30th January 2020.*
2. *Write to the Department of Planning seeking an urgent review of implementation of the E-planning mandatory provisions.*

Moved B. Kirk / D. Gair

Carried

11.8 CRJO OPERATIONAL REPORT

RESOLVED

That the CRJO Board note the CRJO operational report.

Moved T. Overall / J. Hayes

Carried

11.9 CRJO ACTIONS AS AT 30 JANUARY 2020

RESOLVED

That the CRJO Board note the CRJO Actions and report as at 18 February 2020.

Moved D. Gair / J. Stafford

Carried

11.10 STANDING ITEM: OFFICE OF LOCAL GOVERNMENT UPDATE

The Manager Council Engagement from the Office of Local Government provided the CRJO Board with an update and welcomed questions.

11.11 STANDING ITEM: ACT GOVERNMENT UPDATE

Noting a conflict of interest Ms Gabrielle Cusack, Ms Nikolina Marinovic, Mr Alec Palmer, Mr Noel Schiller left the meeting at 2:15pm, along with Ms Karen Purser.

12. MOVE INTO CLOSED SESSION

RESOLVED

The CRJO Board must resolve to move into Closed Session to deal with any items under s10 of the Local Government Act 1993.

Moved B. Ingram / T. Overall

Carried

13. CONFIDENTIAL MATTERS

RESOLVED

That the CRJO Board considers the confidential report listed below in a meeting closed to the public in accordance with Section 10A(2) of the Local Government Act 1993 (a) Personnel matters concerning particular individuals (other than councillors).

14. MOVE OUT OF CLOSED SESSION

RESOLVED

That the CRJO Board resolve to move out of Closed Session and record any resolutions made during the closed session.

Moved D. Gair / J. Stafford

Carried

Ms Gabrielle Cusack, Ms Nikolina Marinovic, Mr Alec Palmer and Ms Karen Purser returned to the meeting at 2:32pm.

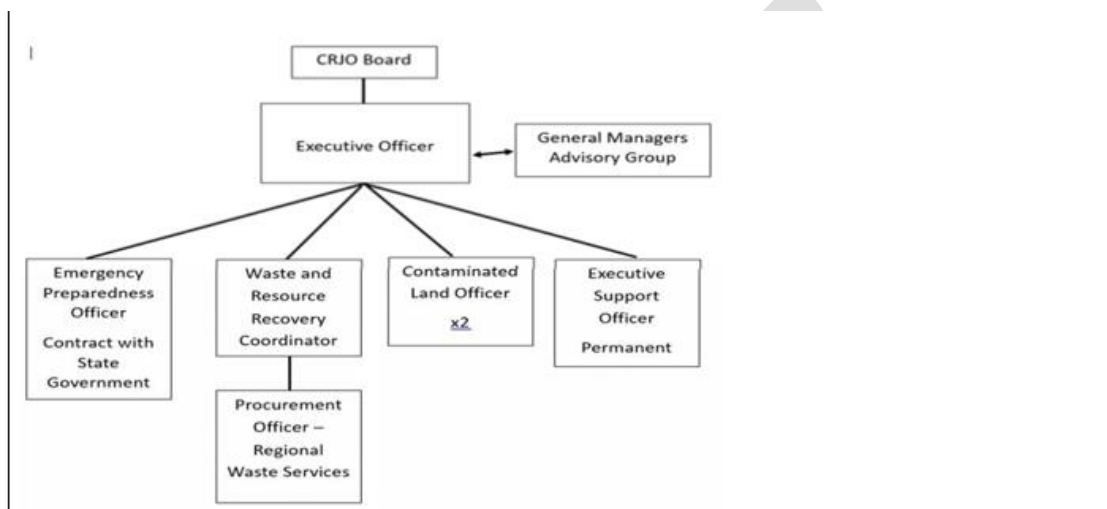
15. RESOLVE INTO THE BOARD

15.1 CRJO RESTRUCTURE AND RECRUITMENT

RESOLVED

That the CRJO Board

- 1. Receive the report from the CRJO General Managers Advisory Group Chair.*
- 2. Endorse the following staff structure:*



- 3. Endorse the position description for the advertisement of the Executive Officer position.*
- 4. Appoint an Executive Officer Recruitment Working Party (Working Party) with the delegations to appoint a recruitment consultant and undertake the recruitment process of a new Executive Officer. The Executive Officer Recruitment Working Party is to consist of the following CRJO representatives:*
 - *CRJO Chair of the Board – Mayor Rowena Abbey*
 - *Mayor of Snowy Valleys Council – Mayor James Hayes OAM*
 - *CRJO Chair of the General Managers Advisory Group – Mr Warwick Bennett*
 - *Chief Executive Officer Queanbeyan-Palerang Regional Council – Mr Peter Tegart*
- 5. That the Working Party provide a recommendation for the appointment of the Executive Officer to be determined by the CRJO Board,*
- 6. That the Chair and Deputy Chair of the General Managers Advisory Group be delegated to undertake the staff consultation on the staff restructure, including arrangement with staff whose position may become surplus.*

Moved K. McBain / T. Overall

Carried

16. ADOPTION OF DECISION OF COMMITTEE OF THE WHOLE

N/A

17. ADDITIONAL BUSINESS: BUSHFIRE RECOVERY

RESOLVED

That the CRJO EMT prepare a detailed list key strategic items and solutions funding sources representing the needs of all councils for submission to the National Bushfire Recovery agency and the State Bushfire Recovery Committee.

Moved L. Innes / K. McBain

Carried

18. CLOSE

The Chair closed the meeting at 3:00pm.

MEETING MINUTES

NSW JOINT ORGANISATION (JOs) CHAIRS' FORUM

5 MARCH 2020

PARLIAMENT HOUSE SYDNEY

PRESENT	
Canberra Region Joint Organisation	Mayor Rowena Abbey – Chair Ms Gabrielle Cusack
Central NSW Joint Organisation	Mayor John Medcalf OAM Ms Jenny Bennett
Far North West Joint Organisation	Mayor Lillian Brady Mayor Barry Hollman Mr Greg Lamont
Far South West Joint Organisation	Mayor Melisa Hederics Mr Mark Forbes
Hunter Joint Organisation of Councils	Mayor Bob Pynsent Mr Joe James Mr Steve Wilson
Illawarra Shoalhaven Joint Organisation	Lord Mayor Gordon Bradbery AM Ms Leanne Taylor
Mid North Coast Joint Organisation	Mayor Liz Campbell Ms Fionnuala Dixon
Namoi Unlimited	Mayor Jamie Chaffey Ms Rebel Thompson
New England Joint Organisation	Mayor Michael Pearce Mr Paul Henry
Northern Rivers Joint Organisation	Mayor Danielle Mulholland Ms Isabel Perdriau
Orana Joint Organisation of Councils	Mayor Craig Davies Ms Belinda Barlow
Riverina and Murray Joint Organisation	Mayor Kevin Mack Ms Bridgett Leopold
Riverina Joint Organisation	Mayor Rick Firman OAM – Deputy Chair Ms Julie Briggs
INVITED GUESTS	
NSW Office of Local Government	Ms Melissa Gibbs Director Policy Sector Development Ms Karen Purser Manager Council Engagement Ms Jodie Healy – Council Engagement Officer
Local Government NSW	Cr Linda Scott - NSW President
NSW Audit Office	Mr Aaron Green Deputy Auditor General

1. Opening Meeting & Acknowledgement of Country

The Chairperson opened the meeting at 11.40am and made an acknowledgment of country.

2. Apologies

RESOLVED

That the apologies of Mayor Lillian Brady, Mayor Melisa Hederics, Mr Greg Lamont, Lord Mayor Gordon Bradbery AM, Ms Isabel Perdriau, Mr Joe James and Mr Tim Hurst be accepted.

Moved NRJO/RivJO

Carried

3. Presentations

3.1 Office of Local Government

NOTED

- Joint Organisation Capacity Building Fund - \$150K per Joint Organisation
Documents to be received by JO's by Friday 13 March 2020.
- Local Government Portal for Joint Organisations
New OLG website to be ready in early April.
- *Your Council* website – agreed not include Joint Organisations at this point.
- National Re-Dress Scheme – dealt with at OLG Forum on Thursday evening 5 March 2020

Moved CRJO/MNCJO

Carried

3.2 Local Government NSW

NOTED

BROUGHT DISCUSSION AND VERBAL UPDATE ON THE FOLLOWING POINTS

- LGNSW Drought Summit
- LGNSW Joint Organisation Summit
- Bushfire advocacy
- Redress Scheme
- Cost of local government elections
- Waste and Recycling
- Regional Summits
- Other key advocacy updates
- Financial sustainability advocacy –*JO's request continuity of funding for the next 12 months while resolving ongoing funding opportunities.*

3.3 NSW Audit Office

NOTED

- Audit Fees paid by Joint Organisations

Discussed variance across JO's and a review by the NSW Audit Office for equity across JO's and an undertaking to review RFS assets and where to be accounted for – recognising this asset should sit within RFS.

Moved RivJO/NU

Carried

4. Disclosure of Interest

Nil

5. Urgent / Additional Business

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

5.1 FUNDING EXTENSION – 2020/21 FY.

RESOLVED

That the NSW Joint Organisation (JOs) Chairs' Forum write to the Minister for Local Government seeking operational funding for the 2020/21 Financial Year.

Moved CRJO/NRJO

5.2 NSW JOINT ORGANISATION (JOS) CHAIRS' FORUM – ELECTION OF CHAIR

RESOLVED

That the NSW Joint Organisation (JOs) Chairs' Forum write to the Minister for Local Government requesting a review of the election of the JO Chairs' following local government elections.

Moved CNSWJO/NRJO

5.3 RINGFENCING OF JOINT ORGANISATION FUNDING PROGRAMS RESOLVED

That the NSW Joint Organisation (JOs) Chairs' Forum write to the Minister for Local Government requesting that funding be ring-fenced specifically for Joint Organisation programs.

Moved NRJO/OJO

Carried

6. Confirmation of Minutes & Actions

That the meeting minutes from the NSW Joint Organisations Chairs Forum of 31 October 2019 and the Actions 2019 document be confirmed.

Moved NRJO/NU

Carried

7. Reports to the NSW Joint Organisations (JO) Chairs' Forum

7.1 Terms of Reference – NSW Joint Organisations (JO) Chairs Forum RESOLVED

That the NSW Joint Organisations (JO) Chairs Forum

- 1. Approve the amendments to the NSW Joint Organisations (JO) Chairs Forum Terms of Reference and note the changes to point 6 of the documents, which includes the appointment of a Chair and Deputy Chair for a period of 12 months.*
- 2. Note the term "Convenor" replaced with the term "Chair" for consistency and clarity.*
- 3. Note Other minor changes include consistent reference to the group by the complete title of "NSW Joint Organisations Chairs Forum" and the month of JO proclamation (June) in point "4. Membership".*
- 4. Adopt the amended Terms of Reference to be reviewed in 12 months.*
- 5. Endorse the appointment of the Chair, Canberra Region Joint Organisation and Deputy Chair Riverina Joint Organisation as per the election on 31 October 2019.*

Moved NRJO/MNCJO

Carried

7.2 Financial Sustainability – Definition

RESOLVED

That the NSW Joint Organisations (JO) Chairs Forum note all Joint Organisations have endorsed the resolution of 31 October 2019 in relation to the definition of Financial Sustainability.

Moved NU/HJO

Carried

7.3 Ministerial Brief – Joint Organisations

RESOLVED

That the NSW Joint Organisations (JO) Chairs Forum note the Ministerial Brief and endorse the six recommendations:

1. *That, the Minister for Local Government acknowledges that the task to develop sustainability for a joint organisation is difficult, however the progress of the Joint Organisation Advisory Committee from 30 September to 17 December 2019 is noted.*
2. *That, the Minister endorses the next steps for the committee are to:*
 - A. *consult with joint organisations on the potential revenue streams, and investigate governance and business structures required;*
 - B. *review expense streams of joint organisations;*
 - C. *identify duplication in compliance and reporting requirements for joint organisations;*
 - D. *seek, collate and analyse procurement models;*
 - E. *consult on the potential for cross regional and boundary collaboration;*
 - F. *provide advice on the role of a NSW state agency group including its role, function and membership; and*
 - G. *draft a toolkit for financial sustainability.*
3. *That, the Minister requests that the NSW Office of Local Government provide to the committee, areas where joint organisations; (a) could contribute to sector capacity, capability and development, and (b) reduce the NSW Office of Local Government workload's in regulation and compliance.*
4. *That, the Minister requests the NSW Office of Local Government provide advice to the committee that identifies NSW government functions and projects that joint organisations can undertake to assist the government in their pursuit of strategic regional priorities and inter-governmental relations.*

5. *That, the Minister requests the NSW Office of Local Government seek advice from compliance and regulatory agencies for potential roles for Joint Organisations.*
6. *That, the Minister considers the development of a strategy for Joint Organisations on potential partnerships with the Australian Government through the NSW Government.*

That the JO's Ministerial Advisory Committee seek feedback in writing from the Minister for Local Government prior to the next NSW Joint Organisation (JOs) chairs' forum.

Moved NU/NRJO

Carried

7.4 NSW Joint Organisation Strategic Communication Plan

RESOLVED

That the NSW Joint Organisations (JO) Chairs' Forum

1. *Endorse the Strategic Communication Plan.*
2. *Each Joint Organisation implements the Strategic Communication Plan.*
3. *The Executive Officer's network evaluates and monitor the implementation of the Strategic Communications Plan and report to the Chairs Forum as required.*

Moved RAMJO/NEJO

Carried

8. Actions Ministers Presentations

Minister	Action
The Hon. John Barilaro MP	<p>Financial Assistance Grants (FaGS). Find ALGA and LGNSW resolutions & include in correspondence.</p> <p>Small Business Grants. Write to Federal Minister advocating small business grants funding be fast tracked.</p> <p>NRJO</p>
The Hon. Melinda Pavey MP	<p>Invite Minister the meeting of 28 May.</p> <p>CRJO</p>
<p>The Hon. Andrew Constance MP</p> <p>The Hon. Paul Toole MP</p>	<p>Write to State & Federal Ministers for Environment to pause legislation for two years in relation to Biodiversity Acts, Endangered Ecological Communities (EECs), LEP's, for the whole of regional NSW in recognition of natural disasters.</p> <p>Write to Minister Stokes for a stand-alone SEPP for bushfire and other disasters.</p> <p>Minister advised the next round of fixing country bridges will be released shortly.</p> <p>RivJO</p>
The Hon. Shelley Hancock MP	<p>Write to Minister and ask her to assist in obtaining a ringfencing of funding for JO's which can apply for fixing country roads and bridges projects that cover multiple LGA's, including amendment to guidelines for fixing country roads and bridges.</p> <p>Local Government Election Costs</p> <p>Superannuation discussion paper – seek assistance to support a 12-month waiver of top up superannuation contributions for Councils in disaster recovery mode.</p> <p>CNSWJO</p>

9. Joint Organisation Update

NOTED

Verbal Updates provided this meeting.

JOINT ORGANISATION	UPDATE / ACTION
Canberra Region Joint Organisation	<ul style="list-style-type: none">▪ APH ministerial Meetings▪ RDA's – role and function▪ Regional Produce campaign▪ Regional Workforce Strategy (KPMG)▪ Recycling prospectus with ACT (funding for regional MRF)▪ Appointed procurement resource for waste▪ Regional Project Management office▪ Appointment of Disaster Preparedness Officer (OEM pilot)▪ National Bushfire Recovery Agency▪ ACT Government – Mr Andrew Barr MLA▪ LG superannuation – defer additional contributions
Central NSW Joint Organisation	<ul style="list-style-type: none">▪ Board meeting in Grenfell. Minute regarding Federal Government's \$100B Future food Fund▪ Priorities water, transport, telecommunications.▪ Encourage friendship agreements with City Councils.▪ Friendship agreement with Penrith City Council▪ Pilot regional transport plans. Meet with Member for Parkes, The Hon. Mark Coulton MP.▪ Urban Water – Regional Water Strategy (Wyangla)▪ Communication & collaboration – cross border
Far North West Joint Organisation	<ul style="list-style-type: none">▪ \$8M funding from NSW Government to establish JO.▪ Air Services @ Cobar Air Services @ Bourke (early 2020)▪ Showcasing at Royal Easter Show (Walgett, Bourke & Cobar – tourism activity)▪ EPA application – Contaminated Lands Management▪ Launch of Far West Tourism Strategy▪ Tourism focus for FNWJO

Far South West Joint Organisation	<ul style="list-style-type: none"> ▪ Capacity Building Fund – collaboration with FNSWJO (tourism) ▪ NSW Audit office quote - \$18,500 ▪ Commencement of Tourism projects (\$5M from State) ▪ Regional Transport audit ▪ Revised InfoCouncil meeting system for JOs. ▪ Activation Precinct in Broken Hill
Hunter Joint Organisation of Councils	<ul style="list-style-type: none"> ▪ Council contribution agreed for 2020/21 FY from 10 member councils. ▪ Sub-Committee of HJO – focus on economic development and transition – over next 10 to 20 years. ▪ Foundation 2050 – long term employment. Tabled at HJO Board meeting in April. ▪ Greater Newcastle Metropolitan Plan – signing Memorandum of Understanding with Minister Stokes.
Illawarra Shoalhaven Joint Organisation	<ul style="list-style-type: none"> ▪ Review organisational structure – created Chief Operator Officer position – focus on procurement. ▪ Water Sensitive Urban Design project (externally funded) ▪ Western & South West Sydney – partnership. Forum looking at transport and Aerotropolis. ▪ Endeavour Energy – electricity supply with smaller villages. ▪ Looking at alternatives renewable energy strategies ▪ Financial services outsourced. ▪ ALGWA – women in local government forum ▪ Weeds program – research ▪ Regional Waste – PhD student/researchers looking at circular economy.
Mid North Coast Joint Organisation	<ul style="list-style-type: none"> ▪ Focus on bushfire recovery for regional communities ▪ Community Fire Resilience program ▪ Crown Lands Reform ▪ Plans of Management ▪ North Coast regional water strategy (11/03 workshop) ▪ Road classification review ▪ Koala Recovery project

Namoi Unlimited	<ul style="list-style-type: none"> ▪ Key Strategic Priorities (roads). Roads of strategic importance – New England and Newell Highways ▪ Alignment of regional water strategies and utility of IWCM. ▪ Recycled water on gravel roads
New England Joint Organisation	<ul style="list-style-type: none"> ▪ Several projects ▪ Road Network strategy ▪ Tourism Strategy ▪ Cross collaboration – meeting with Namoi Unlimited
Northern Rivers Joint Organisation	<ul style="list-style-type: none"> ▪ Waste levy waivers particularly during times of disaster such as bushfires. ▪ JOs paid the waste levy by member councils instead of being administered by state government so that the money stays in the regional footprint and delivers innovative waste projects and we already have several councils within our JO looking at this kind of work. ▪ Funding through the JO capacity Building fund to work on a business case on waste - recycling and recovery micro businesses being led by Lismore, and RVC is leading the waste to energy project. ▪ Meeting with the Minister tomorrow about the administrative burden on Executive Officers - our EO is part time and extended hours would put an unnecessary financial strain on us. ▪ NRJO and Mid North Coast JO - our member councils will be meeting in Sydney with Ministers later this month, giving them an opportunity to raise their issues. ▪ Our freight and supply chain strategy - having meetings with the relevant Ministers about connectivity between our region, to the south of our region and SE Qld. ▪ Finally got meeting between Qld and Transport NSW regarding the planning the Summerland Way/Mt Lindsay options, easing the burden on the Pacific Hwy. ▪ Looking at the launch of a regional brand developed in partnership with industry, Southern Cross Uni, RDA, and NSW Premier and Cabinet. ▪ Our next step will be to develop action plans out of our statement of regional priorities to really nut out specific projects.

	<ul style="list-style-type: none"> Our parliamentary product showcase was postponed due to bushfires, so we are coordinating a new date.
Orana Joint Organisation of Councils	<ul style="list-style-type: none"> Regional Water Strategy Impact of CVOID19 on region Roads of Strategic Importance – impact of inland rail Dubbo City Council not a member of OJO Inland rail Board meeting in Sydney in May 2020
Riverina and Murray Joint Organisation	<ul style="list-style-type: none"> RMCC procurement waste activities Capacity Building Fund – energy audit of region Renewable energy – transgrid line (E-W connectivity) Local procurement opportunities statewide Recycling plastic project Regional collaboration – stronger voice for regional NSW Roads of Significant Importance.
Riverina Joint Organisation	<ul style="list-style-type: none"> Wagga Wagga joined RivJO RivJO Board meeting in NSW in late February 2020 RivJO Drought brochure published Freight transport plan completed S94 – contribution – strongly advocating Submission – NSW Audit paper and risk improvement framework

RESOLVED

That each of the JOs and the Office of Local Government and Local Government NSW to prepare written reports or updates on activities which are be provided to the JO Chairs' Forum Secretariat one week prior to the scheduled JO Chairs' Forum.

Moved NU/NRJO

Carried

10. Next Meeting

The next meeting of the JO Chairs' Forum will be held Thursday 28 May 2020 at 1pm – 4pm in the Jubilee Room, Parliament House Sydney.

11. Close

The Chairperson closed the meeting at 4.15pm

DRAFT



CANBERRA REGION
JOINT ORGANISATION

Road and Infrastructure Shovel-Ready + Stimulus Projects

CRJO

01 May 2020

Report prepared by



**INFRASTRUCTURE
COLLABORATIVE**



INFRASTRUCTURE PRIORITIES

The Canberra Region have a membership of 12 local councils that cover South East NSW, Riverina and Eastern Victoria. The CRJO has established a Freight and Transport Infrastructure Prospectus, and a Water/Wastewater Infrastructure Prospectus focused on regional networks, connectivity and security.

As a collective of Councils – a list of 34 Road, Bridge and General Infrastructure projects have been identified that are shovel ready; with an initial focus on economic stimulus using a local and regional workforce of tradespeople, suppliers and business. This report is the product of that work.

Construction activities in the regions has significant employment and economic multipliers. For example, while Construction represents 10% of the direct employment in the LGAs immediately surrounding Canberra, it generates 25% of economic activity.

SHOVEL READY DEFINITION

Local Government across the Canberra Region define shovel ready as

1. Project approvals in place (DA's)
2. Project ready to procure as Design and Construct, or Construct only
3. Local finance contribution confirmed
4. Or able to achieve item 1-3 by 30 June 2020

PROCUREMENT PROCESS

The procurement process involves:

- Minimum of four (4) weeks up to 10 weeks for award of tender
- Assessment based on local/regional content
- Trades and Services Panel
- Local and regional contractors , suppliers, trades. Equipment
- Local Government Procurement (LGP) pre-qualified contractors/suppliers

SUMMARY






- 33 projects from 11 Councils totalling \$389M requesting a contribution of \$223M from the Federal Government creating 3098 Jobs.
- An additional \$300M for the Barton Highway creating 2182 jobs.
- Which means there is a total of 34 Projects from 11 Councils totalling \$689M requesting a contribution of \$523M from the Federal Government.

Gabrielle Cusack





Canberra Region Joint Organisation

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Shovel Ready Road & Infrastructure Projects

LOCAL GOVERNMENT AREA	PROJECT DESCRIPTION	PROJECT COST	AUSTRALIAN GOVERNMENT REQUEST	OTHER CONTRIBUTIONS & COMMITMENTS	POTENTIAL CONSTRUCTION START DATE	POTENTIAL CONSTRUCTION END DATE	LOCAL JOBS
TOTALS	11 Councils – 34 Projects	\$689M	\$523M	\$189M			5280
	1 Nethercote Road – Stabilise and Seal (FCR)	\$2,251,779.50	\$172,423 LLS Marine Estate Grant	\$78,699.50 (BVSC in kind for LLS)	July 2020	January 2021	18
	2 Dr George Mountain Road – Stabilise and Seal (FCR)	\$5,064,892			Sept 2020	Sept 2021	36
	3 Kameruka Lane – Stabilise and Seal (FCR)	\$2,589,340			Sept 2020	Sept 2021	18
	1 Shannon Drive	\$3,500,000	\$2,000,000	\$1,500,000	June 2020	September 2021	25
	2 Waste Management Centre	\$8,500,000	\$5,000,000	\$3,500,000	Aug 2020	September 2021	36
	3 Hockey Sport Facility in Goulburn	\$7,000,000	\$4,000,000	\$3,000,000	July 2020	March 2021	29
	1 Milvale Road (Young) – rest areas for B-Doubles	\$2,500,000	\$952,000	\$300,000 Council \$1,025,000 HVSSP	July 2020	July 2021	18
	2 Wambanumba Bridge , Murringo Road - upgrade	\$2,400,000	\$1,200,000	\$1,200,000 NSW BRP	July 2020	February 2021	18
	3 Burrangong No 2 Bridge , Henry Lawson Way - bridge widening.	\$2,000,000	\$1,000,000	\$1,000,000 BSW BRP	July 2020	February 2021	15
	1 Freight Corridor . Completion of freight road corridor on MR92 from Nowra-Nerriga-Oallen- Braidwood-Canberra; and its part restoration from damage following bushfire traffic and waste freight.	\$60,000,000	\$15,000,000	\$45,000,000	June 2020	June 2021	436
	2 Commuter Corridor Reconstruct Cooma Street (Queanbeyan. Connects Jerrabomberra to Queanbeyan CBD and connects to ACT through options of Canberra Ave or Pialligo Ave.	\$12,000,000	\$6,000,000	\$6,000,000	July 2020	December 2021	84
	3 Carpark . Establish and construct offstreet carpark, drainage and EVC stations in heritage listed Brainwood. Critical to ease traffic congestion through main street, encourage visitor stops, and restore economy to fire-impacted township.	\$5,000,000	\$2,500,000	\$2,500,000	Oct 2020	December 2021	35
	1 Numeralla River Bridge (Replacement)	\$1,800,000	\$1,710,000	\$90,000	July 2020	November 2020	15
	2 Avonside Road Seal Unsealed Sections	\$4,066,000	\$1,016,500	\$3,049,500	August 2020	December 2020	29
	3 Tinderry Road Seal Unsealed Sections	\$4,410,040	\$3,307,530	\$1,102,510	Sept 2020	February 2021	32

Shovel Ready Road & Infrastructure Projects

LOCAL GOVERNMENT AREA	PROJECT DESCRIPTION	PROJECT COST	AUSTRALIAN GOVERNMENT REQUEST	OTHER CONTRIBUTIONS & COMMITMENTS	POTENTIAL CONSTRUCTION START DATE	POTENTIAL CONSTRUCTION END DATE	LOCAL JOBS
	1 Wondalga Road / Greenhills Road (Service the forestry industry)	\$970,000	\$720,000	\$250,000	Sept 2020	Dec 2020	7
	2 Elliot Way (service Snowy 2.0 & Tourism & Forestry)	\$16,000,000	\$16,000,000	\$0	Sept 2020	Sept 2023	116
	3 Grahamstown Road (service Apple Industry)	\$6,400,000	\$6,000,000	\$400,000	Sept 2020	Sept 2022	47
	1 Wagga Wagga Airport . Improvements to critical air infrastructure.	\$13,705,000	\$4,568,158	INSW \$5,454,545 WWCC \$3,683,142	June 2020	Aug 2020	100
	2 Glenfield Road Reconstruct 2.7km existing travelling duplicate existing rail overpass.	Roadworks - \$19,000,000 Drainage \$12,400,000	\$27,500,000	\$3,900,000	June 2020	Sept 2021	230
	3 Local Roads Reseal Scope involves preparation work which includes minor concrete work, minor pavement patching works, tree pruning, and bitumen sealing works.	\$10,000,000	\$8,500,000	\$1,500,000	June 2020	June 2021	73
	1 Berrima Road Deviation - Freight Corridor & Safety Improvements.	\$20,000,000	\$17,000,000	\$3,000,000	June 2020	Dec 2021	146
	2 Station Street – Commuter Corridor. Reconstruct Station Street @ Bowral.	\$18,400,000	\$9,200,000	\$9,200,000	June 2020	Feb 2022	134
	3 Exeter Road -- Pavement reconstruction, shoulder widening, intersection and drainage to improve commuter safety and intersection efficiency sections of this road was impacted by the recent bushfires.	\$2,200,000	\$1,100,000	\$1,100,000	June 2020	June 2021	18
	1 Barton Highway Duplication Stage 1 to 3. Total cost is \$800M.	\$300,000,000	\$300,000,000	\$100,000,000 from NSW Govt	Oct 2020	2022	2182
	2 Nanima Road Rehabilitation - address large vehicle and freight movement and road safety concerns.	\$4,084,800	\$500,000	\$3,584,800	Sept 2020	Dec 2021	29
	3 Yass Valley Way Rehabilitation- road pavement	\$1,855,580	\$200,000	\$1,655,580	Oct 2020	June 2021	15
	4 Shingle Hill Way Bridge and realignment	\$4,000,053	\$400,000	\$3,600,053	Dec 2020	Dec 2021	29

Shovel Ready Road & Infrastructure Projects



LOCAL GOVERNMENT AREA		PROJECT DESCRIPTION	PROJECT COST	AUSTRALIAN GOVERNMENT REQUEST	OTHER CONTRIBUTIONS & COMMITMENTS	POTENTIAL CONSTRUCTION START DATE	POTENTIAL CONSTRUCTION END DATE	LOCAL JOBS
	1	Grabine Road Upgrade	\$4,250,000	\$4,250,000		June 2020	2021	30
	2	Three (3) Bridges Replacement Program	\$11,000,000	\$11,000,000		June 2020	2022	80
	3	Reids Flat Road	\$1,400,000	\$1,400,000		June 2020	2021	14
	1	Eurobodalla Southern Water Storage	\$105,000,000	\$50,000,000	\$25,600,000 NSW Govt	July 2020	2023	764
	2	Mogo Mountain Bike Adventure Trail Hub	\$4,000,000	\$1,000,000	\$3,000,000 NSW Govt	July 2020	2021	29
	3	Batemans Bay Regional Aquatic Arts and Leisure Centre	\$54,000,000	\$27,000,000		July 2020	June 2022	393
TOTALS		11 Councils – 34 Projects	\$689,347,431.50	\$522,624,188.00	\$189,911,089.50			5280



Acronym Description

ADWG	Australian Drinking Water Guidelines
DICL	Ductile Iron Pipe
DWQMP	Drinking Water Quality Management Plan
EIS	Environmental Impact Statement
EP	Equivalent Population
EPSDD	Environment, Planning and Sustainable Development Directorate
EPA	Environment Protection Authority
ET	Equivalent Tenement
IDEA	Intermittently Decanted Extended Aeration
IWCM	Integrated Water Cycle Management
LGA	Local Government Area
ML	Megalitre
NCA	National Capital Authority
REF	Review of Environmental Factors
RFQ	Request for Quotation
RFT	Request for Tender
SSWP	Safe and Secure Water Program
STP	Sewage Treatment Plant
WAE	Work as Executed
WHS	Workplace Health and Safety
WTP	Water Treatment Plant

Acronym Description

QPRC	Queanbeyan Palerang Regional Council
SMRC	Snowy Monaro regional Council
SVC	Snowy Valleys Council
YVC	Yass Valley Council
ULSC	Upper Lachlan Shire Council
WSC	Wingecarribee Shire Council
HC	Hilltops Council
GMC	Goulburn Mulwaree Council
ESC	Eurobodalla Shire Council
BVSC	Bega Valley Shire Council
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CANBERRA REGION
JOINT ORGANISATION

Water and Wastewater Shovel-Ready + Stimulus Projects

CRJO Project Management Office

Hilltops - Upper Lachlan - Yass Valley - Snowy Monaro - Snowy Valleys

01 May 2020

Report prepared by



**INFRASTRUCTURE
COLLABORATIVE**



INFRASTRUCTURE PRIORITIES

The Canberra Region have a membership of 12 local councils that cover South East NSW, Riverina and Eastern Victoria. This report serves Five Councils of the CRJO which have formed a **Regional Project Management Office (RPMO)** in March 2020 and engaged The Infrastructure Collaborative to support the progress of their 24 projects to be funded and shovel ready.

SHOVEL READY DEFINITION

Local Government across the Canberra Region define shovel ready as

1. Project approvals in place (DA's)
2. Project ready to procure as Design and Construct, or Construct only
3. Local finance contribution confirmed
4. Or able to achieve item 1-3 by 30 June 2020

LOCAL PROCUREMENT AND JOB CREATION

Each Council has a panel (list of) local contractors that are the given priority. These include tradespeople, businesses and suppliers for the specific project. Infrastructure projects will have a local procurement component across the Canberra Region as well as secondary reference points, such as Local Government Procurement.

COUNCILS INVOLVED

Project information was submitted by the Engineering, Infrastructure or Operations Department within each council. The five councils who are members of the RPMO include:





- Hilltops Council,
- Snowy Monaro Regional Council,
- Snowy Valleys Council,
- Upper Lachlan Shire Council,
- Yass Valley Council,

SUMMARY

- \$139.8M for x4 shovel-ready Federal Government water transfer projects
- \$32.4M for x4 shovel-ready sewage treatment projects
- \$3.06M the development of x16 projects to be shovel ready in time for the next election

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KEY - STATUS OF PROJECT FUNDING

	Under preparation
	Funding required
	Completed
	Declined funding

Water Security for the Regions Funding, * Housing Acceleration Fund, [W] = Water, [S] = Sewerage, + not updated since Oct 2019.

			Phase		PLAN			DEVELOP		DELIVER			CLOSE	
			Framework Stages		Options Study	Business Case	Concept Design	Planning & Approvals	Design & Specification	Construction Procurement	Construction Delivery	Finalise Contracts	Total Project Cost	Progress Update to Meet SSWP Deadlines
#	Project	Council	SSWP funding?	Identify & Define	Business Case		[Cost - time] to Next Stage			[Cost - time] to Shovel-Ready			[Cost - time] to Commission	
SHOVEL READY WATER TREATMENT INFRASTRUCTURE														
1	Boorowa Water Security Project	HC[W]											[\$50M - 3yr]	Unfunded
2	Yass WTP Water Transfer Pipeline #	YVC[W]	\$3.735M							[\$4.1M - 2yr]	[\$10.5M - 2yr]	[\$200K - 1yr]	[\$14.8M - 5yr]	Ongoing
3	Yass WTP Water Quality Improvement*	YVC[W]	\$1.2M						[\$1.2M - 1.5yr]	[\$50K - 5mo]	[\$23.7M - 2yr]	[\$50K - 1yr]	[\$25M - 5yr]	Issue
4	Yass Water Reticulation Pipeline Replacement	YVC[W]				NA	[\$150K - 1yr]	[\$3M - 3yr]	[\$500K - 1yr]	[\$200K - 1yr]	[\$45.95M - 5yr]	[\$200K - 1yr]	[\$50M - 15yr]	Unfunded
Sub-Totals			\$				\$.15M	\$3M	\$1.7M	\$4.35M	\$130.15M	\$450K	\$139.8M	
SHOVEL READY SEWAGE TREATMENT INFRASTRUCTURE														
5	Bombala STP Augmentation	SMRC[S]	\$3.5M								[\$11.5M - 1yr]		[\$11.5M - 3.5yr]	Ongoing
6	Jindabyne WWTP Augmentation	SMRC[S]							[\$600K - 6mo]	[\$100K - 6mo]	[\$10.7M - 1yr]		[\$11.4M - 2.5yr]	Unfunded
7	Leesville Sewage Pump Station	SMRC[S]							[\$200K - 6mo]	[\$100K - 6mo]	[\$2.2M - 1yr]		[\$2.5M - 2yr]	Unfunded
8	Adaminaby STP Augmentation	SMRC[S]	\$3.5M						[\$400K - 2yr]	[\$100K - 6mo]	[\$6.5M - 2.5yr]		[\$7M - 3yr]	Unfunded
Sub-Totals			\$						\$1.2M	\$0.3M	\$30.9M		\$32.4M	
STIMULUS SPENDING FOR SHOVEL READY														
9	Tumbarumba Storage Dam	SVC[W]					[\$130K - 1yr]						[\$2.3M - 3yr]	Unfunded
10	Bombala and Delegate Water Quality Project	SMRC[W]	\$15M				[\$250K - 6mo]						[\$15M - 2.5yr]	Ongoing
11	Snowy Monaro Villages Water Safety Program	SMRC[W]	\$40K				[\$80K - 3mo]						[\$4.9M - 3yr]	Ongoing
12	Jindabyne and East Jindabyne WTP	SMRC[W]	\$35K				[\$70K - 6mo]						[\$16.4M - 5yr]	Ongoing
13	Adaminaby Water Supply System Upgrade	SMRC[W]					[\$100K - 6mo]						[\$3.3M - 1.5yr]	Unfunded
14	SMRC Unified Telemetry System	SMRC[W]					[\$400K - 6mo]						[\$1M - xyr]	Unfunded
15	Kalkite Sewerage System Upgrade	SMRC[S]					[\$150K - 6mo]	[\$150K - 6mo]	[\$150K - 6mo]	[\$150K - 6mo]	[\$400K - 6mo]		[\$10M - 4yr]	Unfunded
16	Michelago Water and Sewerage Options	SMRC[WS]	\$60K				[\$120K - 8mo]						[\$15M - 3.5yr]	Unfunded
17	Jugiong Sewerage Scheme	HC[S]					[\$100K - 6mo]						[\$7M - 1.5yr]	Unfunded
18	Khancoban WTP Upgrade	SVC[W]					[\$71.5K - 1yr]						[\$3.5M - 3yr]	50% Funded
19	Khancoban WWTP Upgrade	SVC[S]					[\$110K - 1yr]						[\$8M - 3yr]	50% Funded
20	Tumbarumba Raw Water Supply	SVC[W]					[\$475K - 2yr]						[\$10M - 5yr]	Ongoing
21	Yass and Murrumbateman Water Security	YVC[W]					[\$200K - 1yr]						[\$50M - 15yr]	Unfunded
22	Gunning Sewage Treatment Plant	ULSC[S]			[\$300K - 6mo]								[\$4.95M - 2.5yr]	Unfunded
23	Taralga Water Treatment Plant Redevelopment	ULSC[W]					[\$250K - 6mo]						[\$4.3M - 2.5yr]	Unfunded
24	Crookwell Sewerage Augmentation Works	ULSC[S]					[\$250K - 3mo]						[\$6.75M - 2yr]	Unfunded
Sub-Totals					\$ 0.3M		\$2.76M						\$344.86M	
				0	1	15							24	
				Identify & Define	Business Case	Options Study	Business Case	Concept Design	Planning & Approvals	Design & Specification	Construction Procurement	Construction Delivery	Finalise Contracts	TOTAL

Note: Shading indicates a project that is shovel ready and that is a federally significant water transfer project.





Acronym Description

ADWG	Australian Drinking Water Guidelines
DICL	Ductile Iron Pipe
DWQMP	Drinking Water Quality Management Plan
EIS	Environmental Impact Statement
EP	Equivalent Population
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RPMO Water Projects

26 April 2020

Report prepared by

				IDENTIFY Identify & Define	Project Brief	PLAN Option Study	Site Assessment	Concept Design	DEVELOP Planning & Approvals	Design & Specification	DELIVER Construction Procurement	Construction Delivery	Finalise Contracts
#	Project	Council	Cost										
1	Berridale Water Quality Improvement	SMRC	\$1m					\$50k 6mo.					
2	Adaminaby Water Supply System Upgrade	SMRC	\$3m			\$100k 3mo.							
3	Snowy Monaro Unified Telemetry System	SMRC	\$2m			\$400k 6mo.							
4	Jindabyne and East Jindabyne Water Treatment Plant	SMRC	\$16m			\$70k 6mo.							
5	Delegate Water Quality Project	SMRC	\$3m			\$100k 1mo.		\$250k 4mo.					
6	Bombala Water Quality Project	SMRC	\$10m			\$150k 1mo.		\$500k 4mo.					
7	Snowy Monaro Villages Water Safety Program	SMRC	\$5m			\$80k 3mo.							
8	Khancoban Water Treatment Plant Upgrade	SVC	\$4m			\$72k 12mo.							
9	Tumbarumba Storage Dam	SVC	\$11m			\$130k 6mo.							
10	Tumbarumba Raw Water Supply	SVC	\$11m			\$475k 12mo.							
11	Rosewood Water and Sewerage Scheme	SVC	\$210k			\$210k 24mo.							
12	Yass and Murrumbateman Water Security	YVC	\$50m			\$200k 9mo.							
13	Sutton Groundwater Investigation	YVC	\$450k				\$450k 18mo.						
14	Yass Water Treatment Plant Water Quality Improvement	YVC	\$25m							\$1m	\$100k	\$24m 24mo.	
15	Boorowa Water Security Project	HC	\$50m									\$50m 36mo.	
16	Taralga Water Augmentation Works	ULSC	\$4m			\$250k 6mo.							
17	Yass Water Transfer Pipeline	YVC	\$15m								\$4m	\$11m 3mo.	
18	Yass Water Reticulation Pipe Replacement	YVC	\$50m								\$150k 3mo.	\$50m 60mo.	

Berridale Water Quality Improvement

Project #UHJvamVjdDoxMQ== · Water

PROJECT AT A GLANCE

Improve infrastructure and the quality of drinking water of the Berridale Town Water Supply at an estimated cost of \$850K, with a project duration of 2 years.

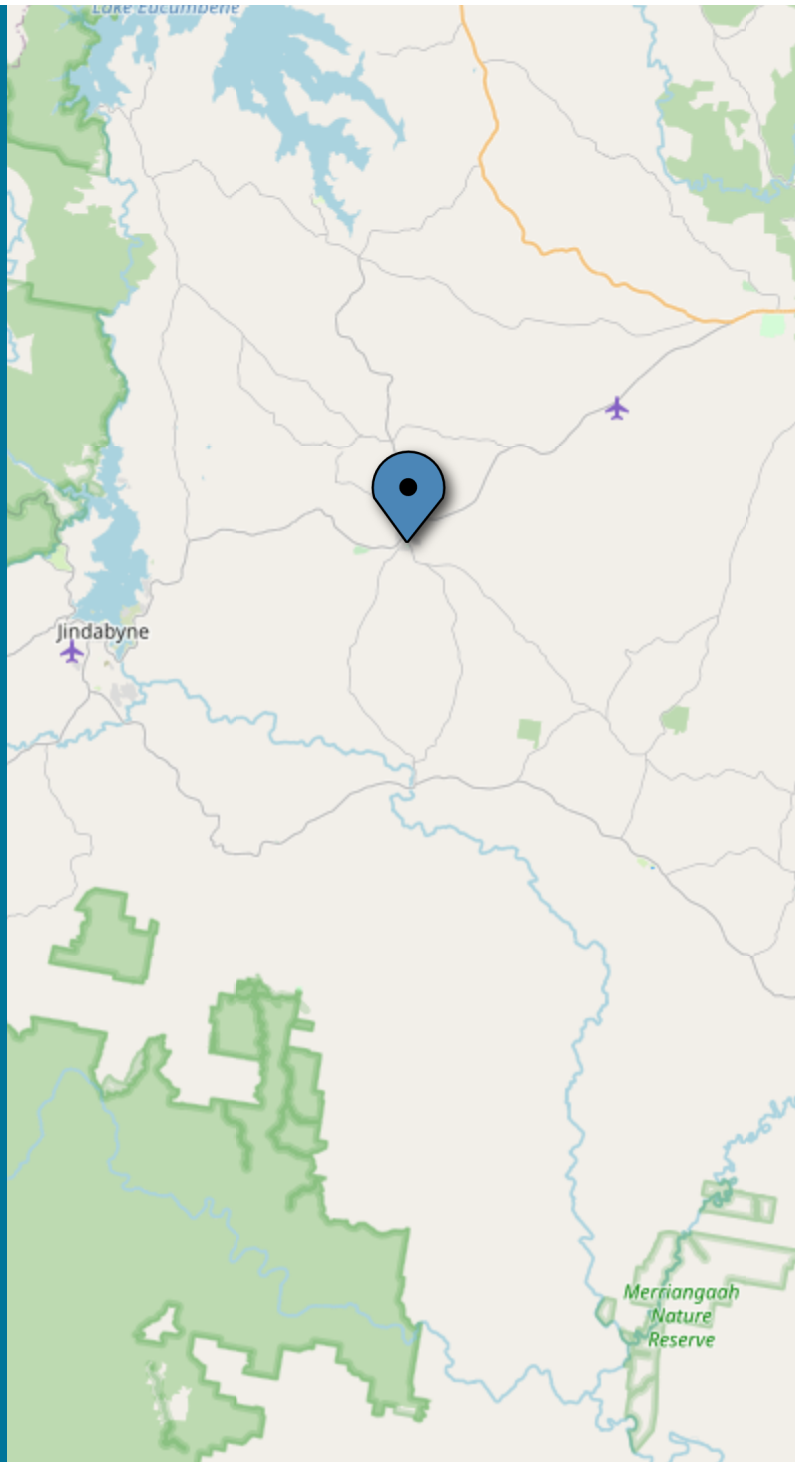
PROJECT BRIEF

This project aims to improve water quality in Berridale and increase the life of trunk gravity mains. It is recommended that Pressure Reduction Valves (PRV's) and Pressure Break Tanks are installed to control the flow of water through the gravity mains. In addition, dosing the system with CO2 and lime at strategic points prior to Mackay Street will assist in balancing water pH and alkalinity. A study is proposed in the initial stage to identify the number and location of Pressure Break Tanks and PRV's required, along with a Detailed Design and Construction plan of suitable options to protect the Berridale water supply infrastructure. Berridale experienced some fire flow issues at some extremity points of the reticulation network. Creating a connected system at the fringe pipelines enables the Berridale system to pass the fire flow issues.

Project Information

OVERVIEW

Water <i>Project Type</i>	Pipe <i>Visibility</i>	42 mo. <i>Est. Project Duration</i>	\$1m <i>Est. Project Cost</i>
Berridale <i>Project Location</i>	Monaro <i>State Electorate</i>		
Snowy Monaro Regional Council <i>Local Government Area</i>	Eden-Monaro <i>Federal Electorate</i>	Inland Southern <i>Regional Development Area</i>	
Canberra Joint Regional Organization <i>Joint Organisations</i>			



Purpose

Improve infrastructure and the quality of drinking water of the Berridale Town Water Supply.

Rationale for Investment

Water quality improvement to meet the Australian Drinking Water Guidelines through water safety assessments. Extension of asset life (DACL pipeline) in East Jindabyne and Berridale by addressing accelerated deterioration of water infrastructure.

Benefits

- Provide Berridale community with safe and reliable water supply.

Regional Strategies

None

Premiers Priorities

- Creating jobs
- Delivering infrastructure

Strategies

None

RPMO Shovel Ready Update

Project Funding - Grants

None.

Project Totals

\$150k - 18 mo.
to Shovel Ready

42 mo.
Total Time to Complete

42 mo.
Est. Project Duration

\$1m
Total Est. Cost

Project Delivery Framework

IDENTIFY
Identify & Define

Project Brief

PLAN
Option Study

Site Assessment

Concept Design

DEVELOP
Planning & Approvals

Design & Specification

DELIVER
Construction Procurement

\$50k 6mo.

\$100k 12mo.

KEY



Completed



Under Preparation, Funding Required



Submitted, Awaiting Funding



Declined Funding

Adaminaby Water Supply System Upgrade

Project #UHJvamVjdDoxMg== · Water

PROJECT AT A GLANCE

Improve the level of service to Adaminaby, Old Adaminaby and Anglers Reach at an estimated cost of \$3.3M, with a project duration of 1.5 years.

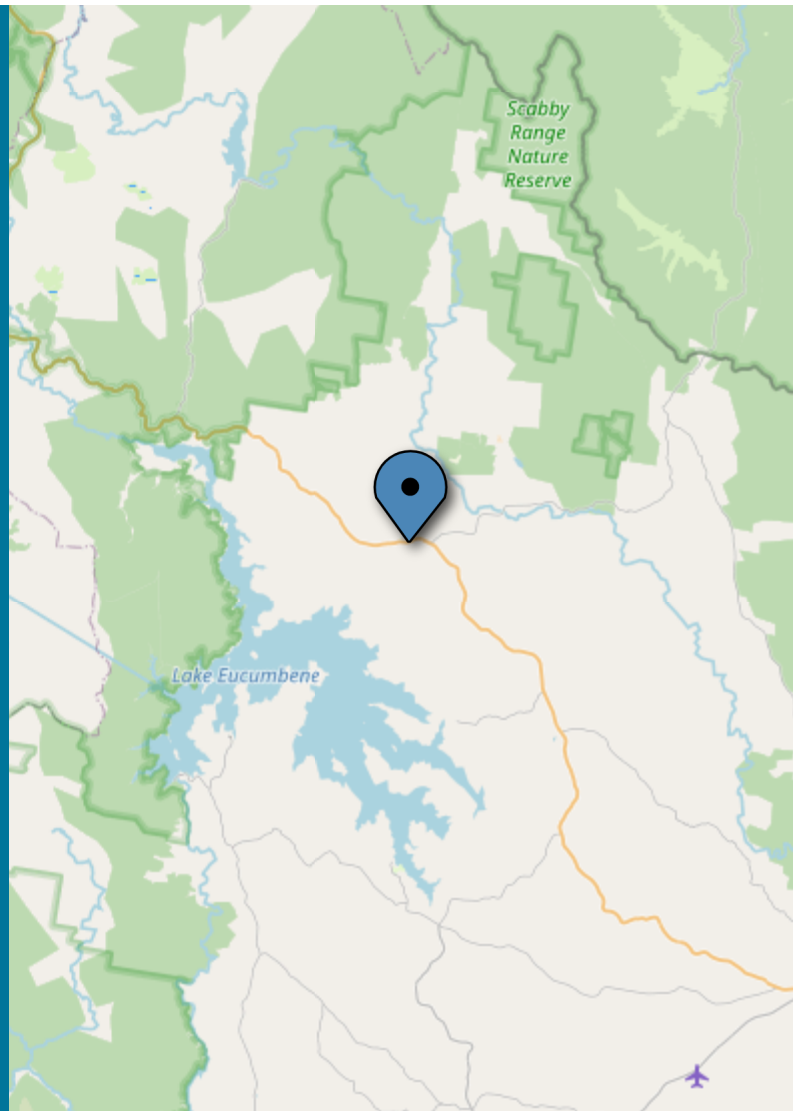
PROJECT BRIEF

To improve the level of service by improving and providing water supply to the backlog areas in Adaminaby, Old Adaminaby and Anglers Reach. Water is currently fed under pressure from Lake Eucumbene to Gooroodee reservoir, through gravity to Adaminaby Reservoir and subsequently to the township. Old Adaminaby and Anglers Reach are towns very close to the rising main supplying water to the Gooroodee Reservoir. Adaminaby has typically experienced low pressures (lower than 20m pressure head) and does not meet fire flow capacity requirements. Hunter Water Investigation Report has recommended augmentations which is a combination of pipe links and pipe size upgrades to be made to the existing water reticulation system to resolve the fire flow issues.

Project Information

OVERVIEW

Water <i>Project Type</i>	Pipe <i>Visibility</i>	38 mo. <i>Est. Project Duration</i>	\$3m <i>Est. Project Cost</i>
Adaminaby <i>Project Location</i>	Monaro <i>State Electorate</i>		
Snowy Monaro Regional Council <i>Local Government Area</i>	Eden-Monaro <i>Federal Electorate</i>	Inland Southern <i>Regional Development Area</i>	
Canberra Joint Regional Organization <i>Joint Organisations</i>			



Purpose

To improve the level of service by improving and providing water supply to the backlog areas in Adaminaby, Old Adaminaby and Anglers Reach.

Rationale for Investment

Augmentation of the existing water supply system and extension to the two backlog towns (Old Adaminaby and Anglers Reach) will provide the community with safe and secure water supply and promote growth in the area. Water supply to these backlog areas is necessary to provide a strong, diverse and sustainable local economy that supports employment within the agriculture, forestry and tourism sectors and to meet the Australian Drinking Water Guidelines.

Benefits

- Provide safe and reliable water supply to the backlog areas (Old Adaminaby, Anglers Reach)
- Improve the level of service in the town of Adaminaby

Regional Strategies

None

Premiers Priorities

None

Strategies

- [RPMO - Yass, SV, SMRC, ULSC, HTC](#)
- [RPMO - Option Studies](#)

RPMO Shovel Ready Update

Project Funding - Grants

None.

Project Totals

\$600k - 20 mo.
to Shovel Ready

38 mo.
Total Time to Complete

38 mo.
Est. Project Duration

\$3m
Total Est. Cost

Project Delivery Framework



Snowy Monaro Unified Telemetry System

Project #UHJvamVjdDoxNA== · Water

PROJECT AT A GLANCE

Provide reliable and efficient platform for water and waste water operation via modern telemetry system at an estimated cost of \$1.98M, with a project duration of 2 years.

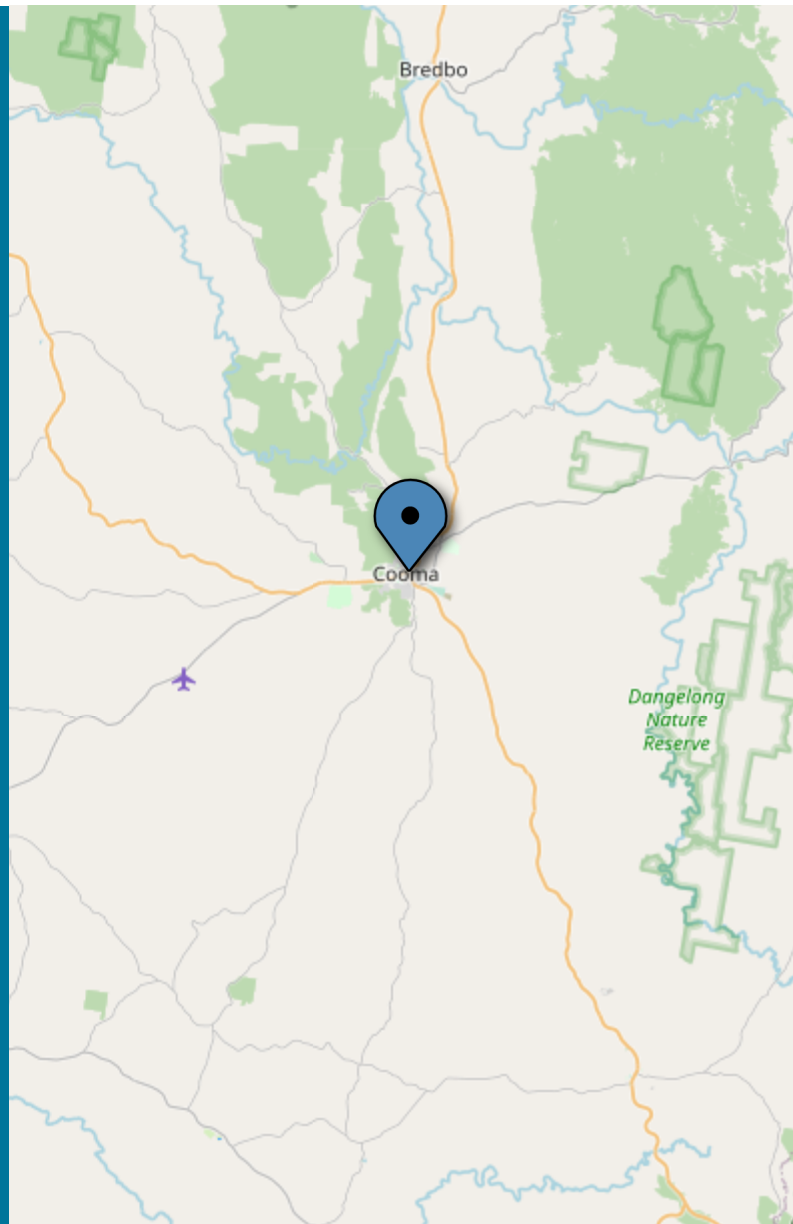
PROJECT BRIEF

Snowy Monaro Regional Council was formed with the amalgamation of former Bombala, Cooma-Monaro Shire and Snowy River Shire councils. The combined geographical area is approximately 15,162 km². Water supply and sewerage services are essential services provided by Snowy Monaro Regional Council. Former councils adopted different telemetry systems to operate and monitor water supply and sewerage services. After the amalgamation, merger of telemetry system is critical to centralise the operation and reduce the cost of operation by remote visibility and control.

Project Information

OVERVIEW

Water <i>Project Type</i>	Pipe <i>Visibility</i>	27 mo. <i>Est. Project Duration</i>	\$2m <i>Est. Project Cost</i>
Cooma - Jindabyne <i>Project Location</i>	Monaro <i>State Electorate</i>		
Snowy Monaro Regional Council <i>Local Government Area</i>	Eden-Monaro <i>Federal Electorate</i>	Inland Southern <i>Regional Development Area</i>	
Canberra Joint Regional Organization <i>Joint Organisations</i>			



Purpose

Provide reliable and efficient platform for water and waste water operation via modern telemetry system.

Rationale for Investment

Former Cooma Monaro Regional Council used "Radtel" brand telemetry system to operate, monitor and control the operation of water and waste water infrastructure which is no longer supported by the company. Former Snowy River Shire Council used "Elpro-SCADA" for their water and waste water system operation, maintenance and control. The Elpro has been merged and can no longer provide ongoing maintenance and support. Former Bombala Shire Council didn't have any telemetry system to operate and control the network operations. It is evident that the three former Councils used different systems which are either not supported or nearly defunct. To improve delivery and efficiency of business, it is vital to have a combined telemetry system supported by current advanced technology.

Benefits

- Provide more efficient and reliable water
- Improve waste water operations and information monitoring system

Regional Strategies

- Integrated Watercycle Management Plan (IWCM)
- Council Resolution
- Drinking Water Quality Management Plan
- Delivery Program of the LGA

Premiers Priorities

- Creating jobs
- Delivering infrastructure

Strategies

None

Custom Heading

Project Funding - Grants

None.

Project Totals

\$575k - 9 mo.
to Shovel Ready

27 mo.
Total Time to Complete

27 mo.
Est. Project Duration

\$2m
Total Est. Cost

Project Delivery Framework

IDENTIFY
Identify & Define

Project Brief

PLAN
Option Study

Site Assessment

Concept Design

DEVELOP
Planning & Approvals

Design & Specification

DELIVER
Construction Procurement

\$400k 6mo.

\$475k 3mo.

\$100k 6mo.

KEY



Completed



Under Preparation, Funding Required



Submitted, Awaiting Funding



Declined Funding

Jindabyne and East Jindabyne Water Treatment Plant

Project #UHJvamVjdDoxNg== · Water

PROJECT AT A GLANCE

Support the growth in Jindabyne by providing a safe and secure water supply system at an estimated cost of \$16.4M, with a project duration of 3 years.

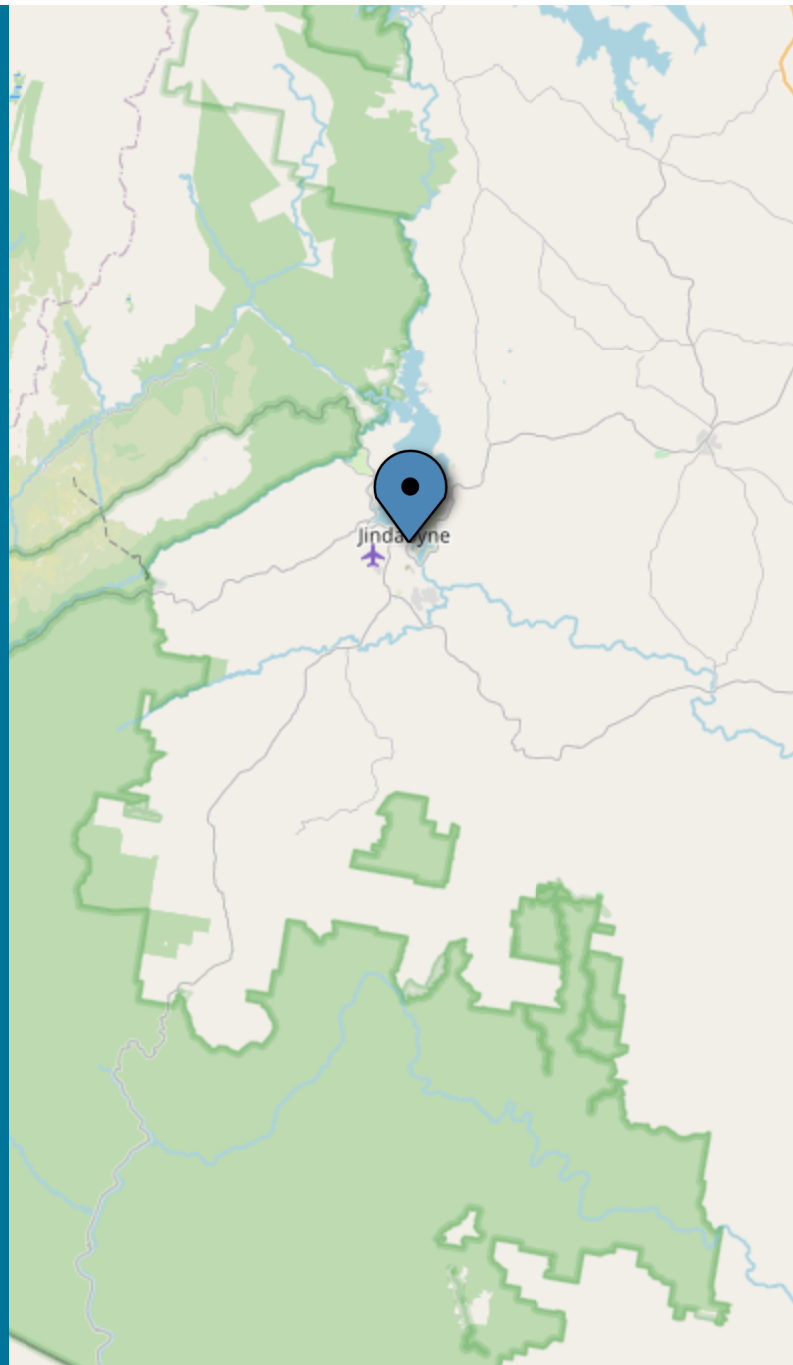
PROJECT BRIEF

SMRC removed the High Zone Reservoir and associated high lift pumping units and rising main from service, as the reservoir has insufficient elevation to adequately service the elevated areas in Jindabyne. The area of Jindabyne was supplied from this reservoir but was re-zoned to the Barry Way Reservoir, located 500m east of Barry Way and approximately 2km south of Jindabyne. Barry Way Reservoir supplies the Leesville Zone, the Department of Sport and Recreation Complex and the remainder of the Jindabyne Township not supplied from the Low Zone Reservoir. The expectation for increased development in Leesville will further increase the demand on the Barry Way Reservoir. To ensure ongoing water supply and delivery, it is proposed to increase the capacity of the Barry Way reservoir by 5 ML. Duplication of water mains to and from Barry Way Reservoir has also been proposed, in order to reduce the vulnerability of high zone areas in Jindabyne from mains failure and effects of low pressure due to friction. Upgrade to Leesville pump station is proposed to cater for increased demand expected from future developments.

Project Information

OVERVIEW

Water <i>Project Type</i>	Pipe <i>Visibility</i>	36 mo. <i>Est. Project Duration</i>	\$16m <i>Est. Project Cost</i>
Jindabyne <i>Project Location</i>	Monaro <i>State Electorate</i>		
Snowy Monaro Regional Council <i>Local Government Area</i>	Eden-Monaro <i>Federal Electorate</i>	Inland Southern <i>Regional Development Area</i>	
Canberra Joint Regional Organization <i>Joint Organisations</i>			



Purpose

Provide a safe and secure water supply system.

Rationale for Investment

Fire Flow analysis of Jindabyne indicates that Lakewood Estate and the high country zone are areas of concern meeting pressure requirements. Failure of the link watermain between Barry Way Reservoir and Jindabyne would lead to the cut-off of water supply to all elevated regions in Jindabyne. Higher areas of Jindabyne are experiencing lower residual pressure due to head loss in watermain in Reedys Cutting Road. Duplication of water mains in the existing systems will increase the pressure (tested through modelling). Tests indicate that the Barry Way Reservoir will require augmentation to provide adequate security for 'intermediate demands'.

Benefits

- Provide support to anticipated growth areas with safe and reliable water supply.
- Aged infrastructure has reached the end of its serviceable limit
- Provide water pressure to fight urban fires

Regional Strategies

None

Premiers Priorities

- Creating jobs
- Delivering infrastructure

Strategies

None

RPMO Shovel Ready Update

The options study is underway, and a Design and Construction contract could be let to commence in December 2020.

Project Funding - Grants

None.

Project Totals

\$2m - 12 mo.
to Shovel Ready

42 mo.
Total Time to Complete

36 mo.
Est. Project Duration

\$16m
Total Est. Cost

Project Delivery Framework

IDENTIFY
Identify & Define

Project Brief

PLAN
Option Study

Site Assessment

Concept Design

DEVELOP
Planning & Approvals

Design & Specification

DELIVER
Construction Procurement

\$70k 6mo.

\$250k 3mo.

\$500k 6mo.

\$870k 3mo.

KEY



Completed



Under Preparation, Funding Required



Submitted, Awaiting Funding



Declined Funding

Delegate Water Quality Project

Project #UHJvamVjdDoxNw== · Water

PROJECT AT A GLANCE

Investigate the option of groundwater source to provide reticulated water supply system to Delegate at an estimated cost of \$3.2M, to be funded as part of the Government announcement of \$15M for Bombala and Delegate Water Supply, with a project duration of 2.5 years.

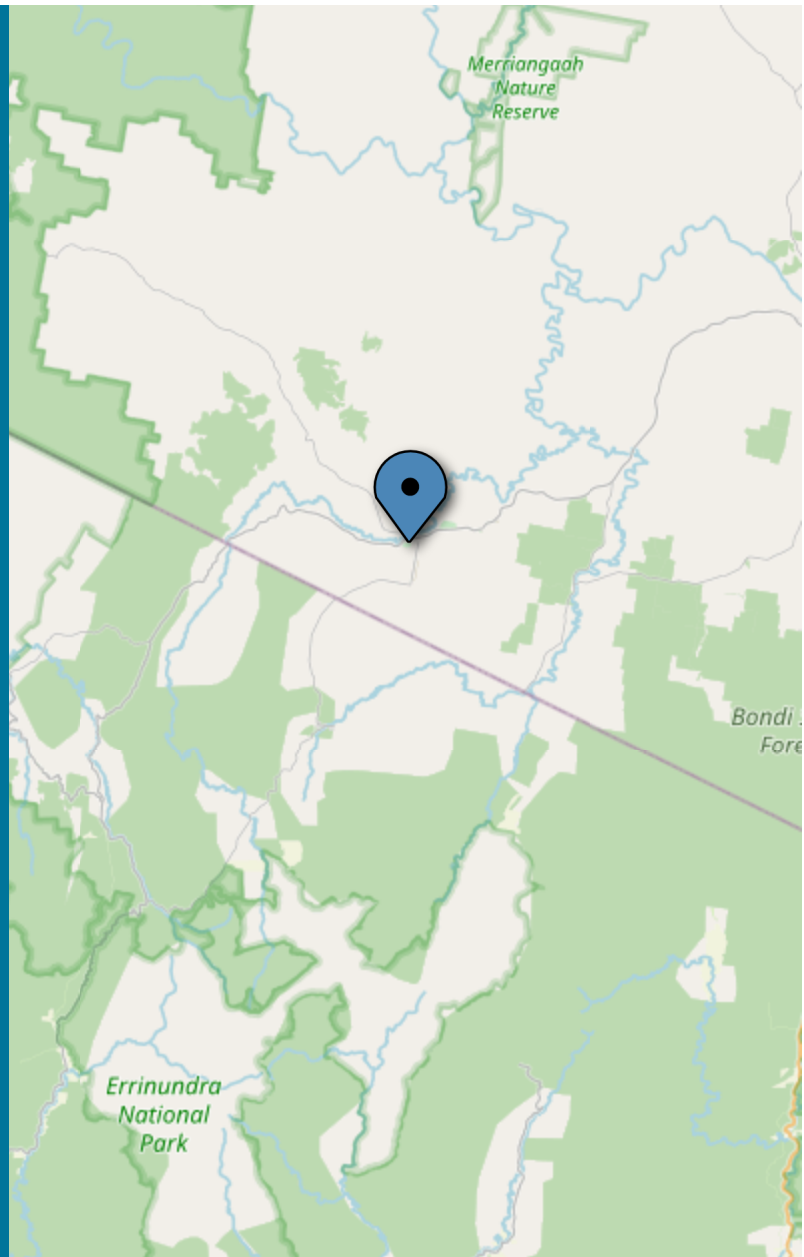
PROJECT BRIEF

Delegate water supply draws raw water from the Delegate River which is filtered through screen fitted on the intake pipe, chlorinated at the Delegate Pumping Station and subsequently pumped at a reservoir off Currawong Road. The reservoir feeds to the reticulation system of the Delegate township. Both the pump station facility and access to it need significant upgrades. The river intake structure, which is constructed using a timber structure has deteriorated significantly. The pump equipment has also deteriorated significantly, and pipe work corroded. This is contributing to WHS concerns along with underperformance of the pump station. As part of the project (Stage 1), the option of groundwater source has been discussed with DOI Water and Council has received "in principle" support.

Project Information

OVERVIEW

Water <i>Project Type</i>	Pipe <i>Visibility</i>	30 mo. <i>Est. Project Duration</i>	\$3m <i>Est. Project Cost</i>
Delegate <i>Project Location</i>	Monaro <i>State Electorate</i>		
Snowy Monaro Regional Council <i>Local Government Area</i>	Eden-Monaro <i>Federal Electorate</i>	Inland Southern <i>Regional Development Area</i>	
Canberra Joint Regional Organization <i>Joint Organisations</i>			



Purpose

Investigate the option of groundwater source to provide a reticulated water supply system.

Rationale for Investment

Assessment of the current condition of the Delegate Pump station has indicated significant deterioration of infrastructure and high WHS risks posed to council by current pump station and its access. The area around the chlorination dosing system is cluttered and creates potential hazards. Wiring is not correctly fixed to structure, non-compliance with AS/NZS 3000. The lifting system for the trunnion is badly corroded and requires urgent replacement. The access structure around the pump station is not WHS compliant. The monorail beam and the hoist are corroded. Overhaul and protective coating are needed, non-compliance with AS1418. For chlorine dosing system, pipework requires replacement and doesn't meet with AS/NZS2927. Section of the rising main constructed from AC pipe requires replacement. Unstable plank walkways and access to inlet structure not compliant with AS1657.

Benefits

- Provide safe and secure water supply to the town.

Regional Strategies

- Integrated Watercycle Management Plan (IWCM)
- Community and Stakeholder Engagement Plan (CSEP)
- A 20 Year Economic Vision for Regional NSW
- Council Resolution
- Community Strategic Plan of the LGA

Premiers Priorities

None

Strategies

None

RPMO Shovel Ready Update

The Bombala and Delegate Water Quality Projects are being tackled by SMRC in tandem. The combined Options Study will be completed by May 2020, waiting only upon the completion of drilling test bores, for which approvals were received in March 2020. The outcome of the test bores will be considered in the options report. The project should proceed to Design and Construction following the Options Study, making it shovel ready for December 2020.

Project Funding - Grants

None.

Project Totals

\$350k - 7 mo.
to Shovel Ready

32 mo.
Total Time to Complete

30 mo.
Est. Project Duration

\$3m
Total Est. Cost

Project Delivery Framework

IDENTIFY
Identify &
Define

Project
Brief

PLAN
Option
Study

Site
Assessment

Concept
Design

DEVELOP
Planning &
Approvals

Design &
Specification

DELIVER
Construction
Procurement

\$100k 1mo.

\$250k 4mo.

\$100k 3mo.

KEY



Completed



Under Preparation, Funding Required



Submitted, Awaiting Funding



Declined Funding

Bombala Water Quality Project

Project #UHJvamVjdDoxOA== · Water

PROJECT AT A GLANCE

Investigate raw water supply and treatment to provide safe and reliable reticulated water supply to Bombala at an estimated cost of \$10.3M, to be funded as part of the NSW Government announcement of \$15M for Bombala and Delegate Water Supply, with a project duration of 3 years.

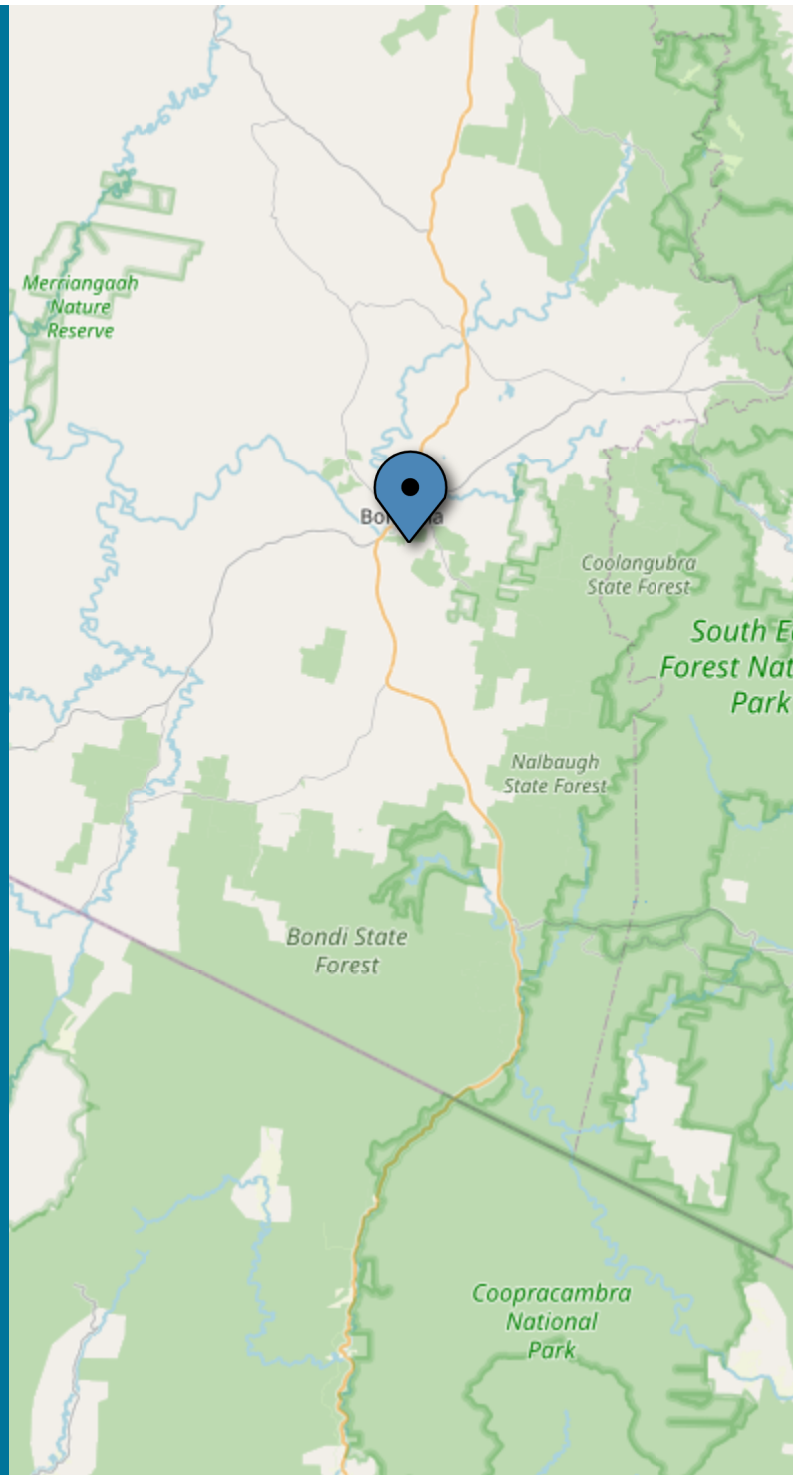
PROJECT BRIEF

Bombala water supply is sourced from the Coolumbrooka River Weir. The water at the weir is visually low in turbidity and colour which increases significantly after a rain event with large inflows to the weir. The area that needs urgent attention to improve treated water quality, is a good understanding of the water supply system from the source to the reticulation system. It is essential to have an in-depth knowledge of how the various processes of this specific water treatment plant should be operated to achieve their design performance under all raw water quality conditions. The project proposes to explore a long-term solution to the Bombala water supply by investigating ground water source to supplement the existing raw water supply from Coolumbrooka River Weir. The project also proposes associated water treatment infrastructure improvement.

Project Information

OVERVIEW

Water <i>Project Type</i>	Pipe <i>Visibility</i>	36 mo. <i>Est. Project Duration</i>	\$10m <i>Est. Project Cost</i>
Bombala <i>Project Location</i>	Monaro <i>State Electorate</i>		
Snowy Monaro Regional Council <i>Local Government Area</i>	Eden-Monaro <i>Federal Electorate</i>	Inland Southern <i>Regional Development Area</i>	
Canberra Joint Regional Organization <i>Joint Organisations</i>			



Purpose

Provide a safe and reliable reticulated water supply.

Rationale for Investment

The water treatment and distribution system has not been reliable to deliver potable water supply to the community due to the following issues: raw water quality, storm events upstream of intake weir, under performance from treatment process units, fluoridation and chemical dosing system doesn't perform as required, structural issues with the Water Treatment Plant, pipelines within the Water Treatment Plant, poor infrastructures including reticulation network.

Benefits

- Provide safe and secure water supply
- Deliver on a NSW Government election commitment

Regional Strategies

- Integrated Watercycle Management Plan (IWCM)
- Community and Stakeholder Engagement Plan (CSEP)
- Strategic Business Plan of the LGA
- Council Resolution
- Drinking Water Quality Management Plan
- Delivery Program of the LGA

Premiers Priorities

- Creating jobs
- Delivering infrastructure

Strategies

- [RPMO - Yass, SV, SMRC, ULSC, HTC](#)

RPMO Shovel Ready Update

The Bombala and Delegate Water Quality Project is being tackled by SMRC in tandem. The Option Study will be complete by May 2020, waiting only on the completion of drilling test bores, for which approvals were received in March 2020. The outcome of the test bores will be considered in the options report. The project should proceed to Design and Construction following the Options Study, making it shovel ready for December 2020.

Project Funding - Grants

None.

Project Totals

\$600k - 7 mo.
to Shovel Ready

32 mo.
Total Time to Complete

36 mo.
Est. Project Duration

\$10m
Total Est. Cost

Project Delivery Framework

IDENTIFY
Identify & Define

Project Brief

PLAN
Option Study

Site Assessment

Concept Design

DEVELOP
Planning & Approvals

Design & Specification

DELIVER
Construction Procurement

\$150k 1mo.

\$500k 4mo.

\$100k 3mo.

KEY



Completed



Under Preparation, Funding Required



Submitted, Awaiting Funding



Declined Funding

Snowy Monaro Villages Water Safety Program

Project #UHJvamVjdDoyMQ== · Water

PROJECT AT A GLANCE

Provide safe and secure water supply to outlying villages of SMRC at an estimated cost of \$4.9M, with a project duration of 3 years.

PROJECT BRIEF

This project addresses issues to deal with water filtration and associated infrastructure required to mitigate water quality risks in five villages in the Snowy Monaro LGA. Works include a treatment options assessment, subsequent business case and design and construction of package filtration plants. Bredbo: 1) Install package water filtration plant and reservoir site retro-fitting; 2) Upgrade civil, mechanical and electrical components. Nimmitabel: 1) Install package water filtration plant and reservoir site retro-fitting; 2) Upgrade civil, mechanical and electrical components. Kalkite: 1) Install package water filtration plant and reservoir site retro-fitting; 2) Install dedicated single rising main to optimise Kalkite Chlorine Dosing System; 3) Upgrade civil, mechanical and electrical components. Eucumbene Cove: 1) Install package water filtration plant and upgrade of rising main, chlorination system and reservoir site retro-fitting; 2) Upgrade civil, mechanical and electrical components. Adaminaby: 1) Install package water filtration plant and reservoir site retro-fitting; 2) Upgrade civil, mechanical and electrical components.

Project Information

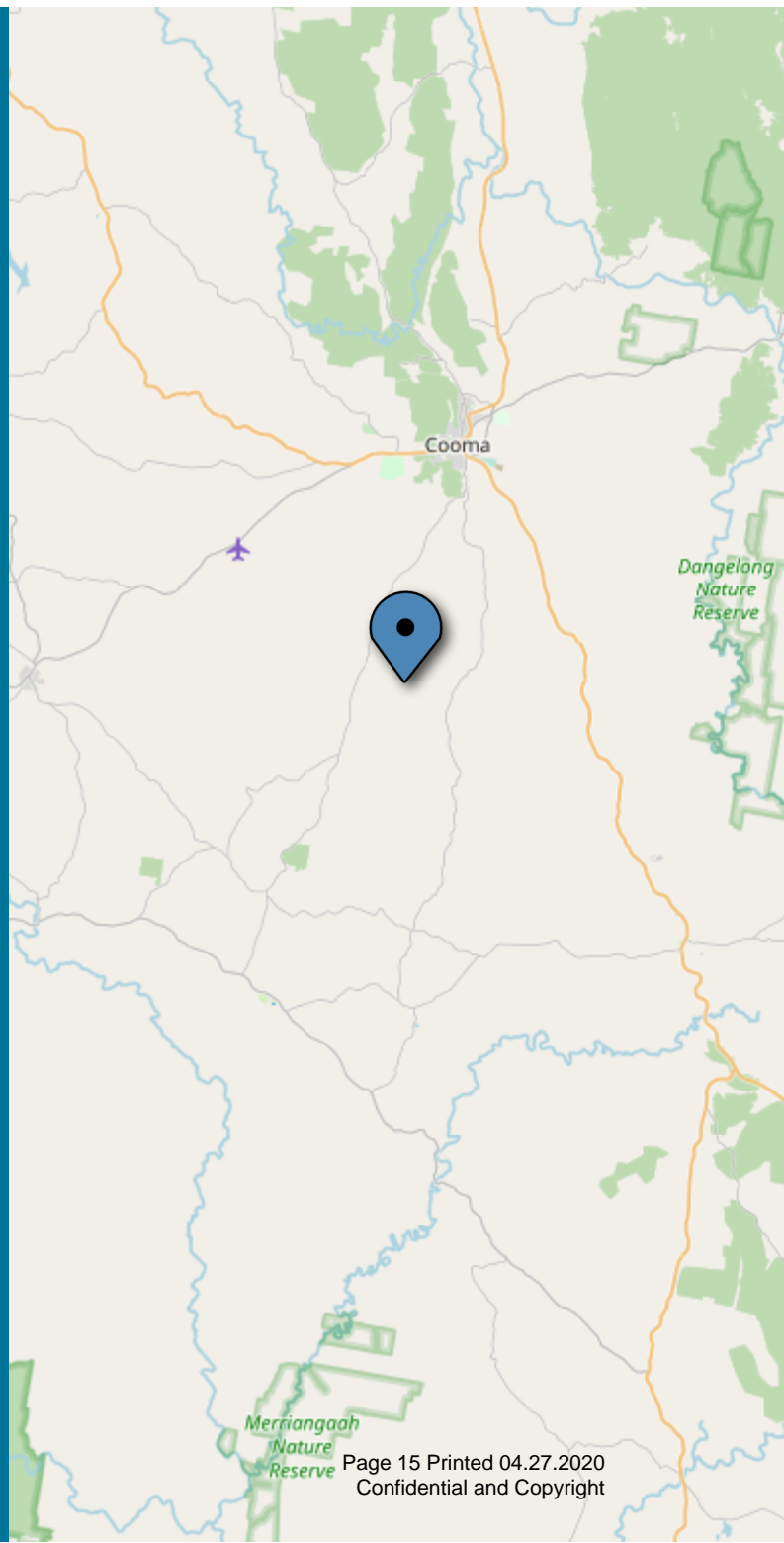
OVERVIEW

Water	Pipe	36 mo.	\$5m
<i>Project Type</i>	<i>Visibility</i>	<i>Est. Project Duration</i>	<i>Est. Project Cost</i>

Bredbo, Nimmitabel, Kalkite, Eucumbene Cove, Adaminaby	Monaro
<i>Project Location</i>	<i>State Electorate</i>

Snowy Monaro Regional Council	Eden-Monaro	Inland Southern
<i>Local Government Area</i>	<i>Federal Electorate</i>	<i>Regional Development Area</i>

Canberra Joint Regional Organization
<i>Joint Organisations</i>



Purpose

Provide safe and secure water supply to outlying villages.

Rationale for Investment

Five villages in the Snowy Monaro LGA face water quality risks from unprotected and unfiltered water supply sources. The 2014 IWCM Strategy identified several hazard events that require mitigation through water infrastructure. Contaminant risks include bacteria, viral and protozoan loadings, algae, turbidity, dissolved organic matter, iron and manganese. Generally, the small townships draw their raw water from ground or surface sources in unprotected catchments. The ADWG recommend more than one barrier be applied to prevent contamination risk events and these systems have only disinfection as a barrier. The economy is highly dependent on tourism with many attractions including access to clean air and water. Potential water quality risks and boil water alerts endanger the pristine clean image. Council needs to ensure high water quality and reliability of water supply is maintained to support the tourism industry and residents.

Benefits

- Mitigation of contaminant risks including bacteria, viral and protozoan loadings, algae, turbidity, dissolved organic matter, iron and manganese through appropriate water infrastructure.

Regional Strategies

- Integrated Watercycle Management Plan (IWCM)
- Strategic Business Plan of the LGA
- Council Resolution
- Drinking Water Quality Management Plan
- Delivery Program of the LGA

Premiers Priorities

- Creating jobs
- Delivering infrastructure

Strategies

None

RPMO Shovel Ready Update

Water filtration plants, such as reverse osmosis units, can be installed quickly and efficiently, requiring little design and specification. These five villages can be shovel ready with funding by December 2020.

Project Funding - Grants

None.

Project Totals

\$260k - 6 mo.
to Shovel Ready

30 mo.
Total Time to Complete

36 mo.
Est. Project Duration

\$5m
Total Est. Cost

Project Delivery Framework



Khancoban Water Treatment Plant Upgrade

Project #UHJvamVjdDoyNA== · Water

PROJECT AT A GLANCE

Secure the Khancoban water supply with a fit for purpose, modern Water Treatment Plant at an estimated cost of \$3.5M, with a project duration of 3 years.

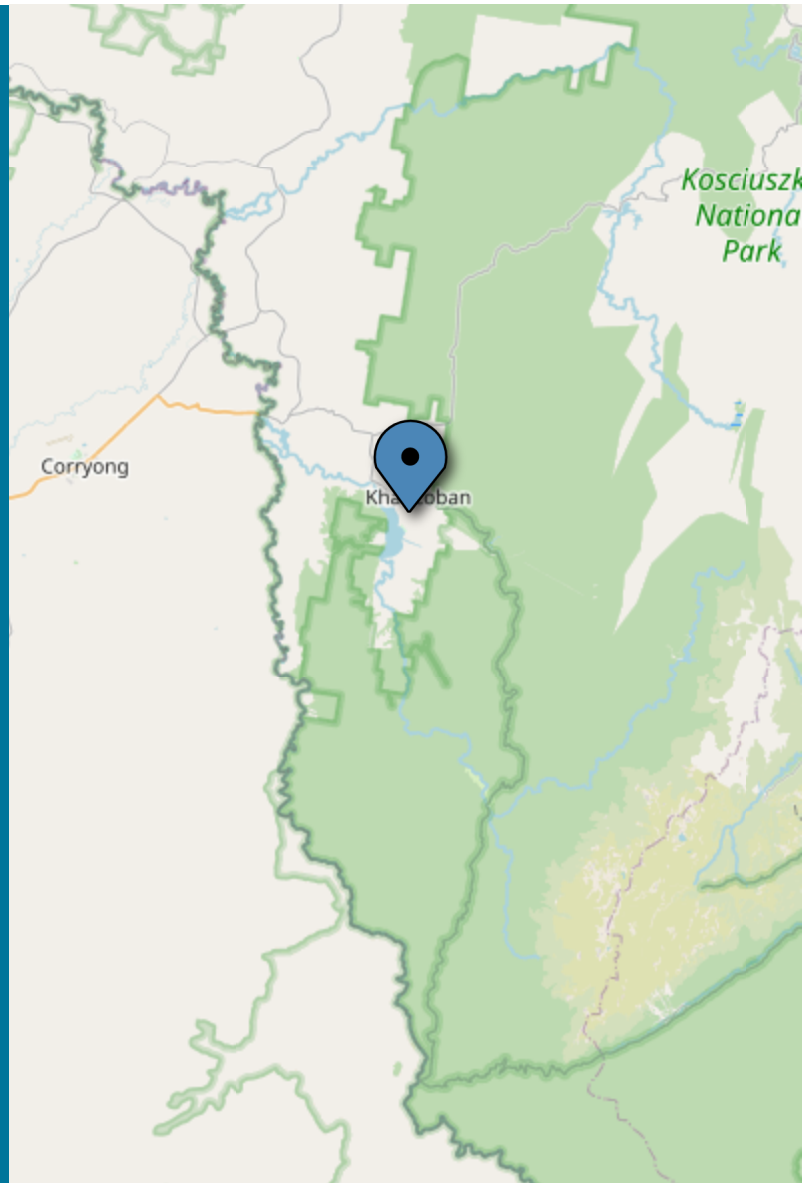
PROJECT BRIEF

Khancoban does not have a safe and secure water supply that maintains water quality to desired levels. The 2013 IWCW Evaluation identified that there is an urgent need for a suitable treatment process within the Water Treatment Plant for the Khancoban water supply system. A water treatment Options Assessment Study is required to determine a fit for purpose treatment plant, considering factors of seasonal peak demand and plant efficiency that meets Australian Drinking Water Guidelines. The project will ultimately realise the delivery of a new Water Treatment Plant to treat the varying raw water quality from the Khancoban Creek, to supply the potable water to Khancoban.

Project Information

OVERVIEW

Water <i>Project Type</i>	Pipe <i>Visibility</i>	36 mo. <i>Est. Project Duration</i>	\$4m <i>Est. Project Cost</i>
Khancoban <i>Project Location</i>	Albury <i>State Electorate</i>		
Snowy Valleys Council <i>Local Government Area</i>	Eden-Monaro <i>Federal Electorate</i>	TBD <i>Regional Development Area</i>	
Canberra Joint Regional Organization <i>Joint Organisations</i>			



Purpose

Secure the Khancoban water supply with a fit for purpose, modern Water Treatment Plant.

Rationale for Investment

A need to meet the Australian Drinking Water Guidelines. The current raw water source of Khancoban Creek has inconsistent quality characteristics, requiring high emphasis on chemical dosing in treatment. Upgrade of the current Water Treatment Plant allows for automation in the plant operations, thus reducing labour intensive monitoring to be undertaken. Khancoban has some potential future growth due its location. Access to safe and reliable drinking water will not only provide positive health outcomes and minimise the cost to the public health system, it will enhance the living standard among the residents as well as the visitors, particularly during seasonal peaks where the population can increase by 6 times its regular population.

Benefits

- A need to meet the Australian Drinking Water Guidelines. The current raw water source of Khancoban Creek has inconsistent quality characteristics, requiring high emphasis on chemical dosing in treatment. Upgrade of the current Water Treatment Plant allows for automation in the plant operations, thus reducing labour intensive monitoring to be undertaken. Khancoban has some potential future growth due its location. Access to safe and reliable drinking water will not only provide positive health outcomes and minimise the cost to the public health system, it will enhance the living standard among the residents as well as the visitors, particularly during seasonal peaks where the population can increase by 6 times its regular population.
- Safe drinking water.
- Support expansion areas.
- Support Snowy Hydro 2.0.

Regional Strategies

- Integrated Watercycle Management Plan (IWCM)
- Regional Economic Development Strategies – Albury Wodonga

Premiers Priorities

- Creating jobs
- Delivering infrastructure

Strategies

None

RPMO Shovel Ready Update

Project Funding - Grants

None.

Project Totals

\$500k - 18 mo.
to Shovel Ready

54 mo.
Total Time to Complete

36 mo.
Est. Project Duration

\$4m
Total Est. Cost

Project Delivery Framework

IDENTIFY
Identify &
Define

Project
Brief

PLAN
Option
Study

Site
Assessment

Concept
Design

DEVELOP
Planning &
Approvals

Design &
Specification

DELIVER
Construction
Procurement

\$72k 12mo.

\$100k 6mo.

\$50k 3mo.

\$250k 6mo.

\$100k 3mo.

KEY



Completed



Under Preparation, Funding Required



Submitted, Awaiting Funding



Declined Funding

Tumbarumba Storage Dam

Project #UHJvamVjdDoyNg== · Water

PROJECT AT A GLANCE

Secure the Tumbarumba water supply, by addressing critical risk issues with the Tumbarumba Storage Dam at an estimated cost of \$11.18M, with a project duration of 3 years.

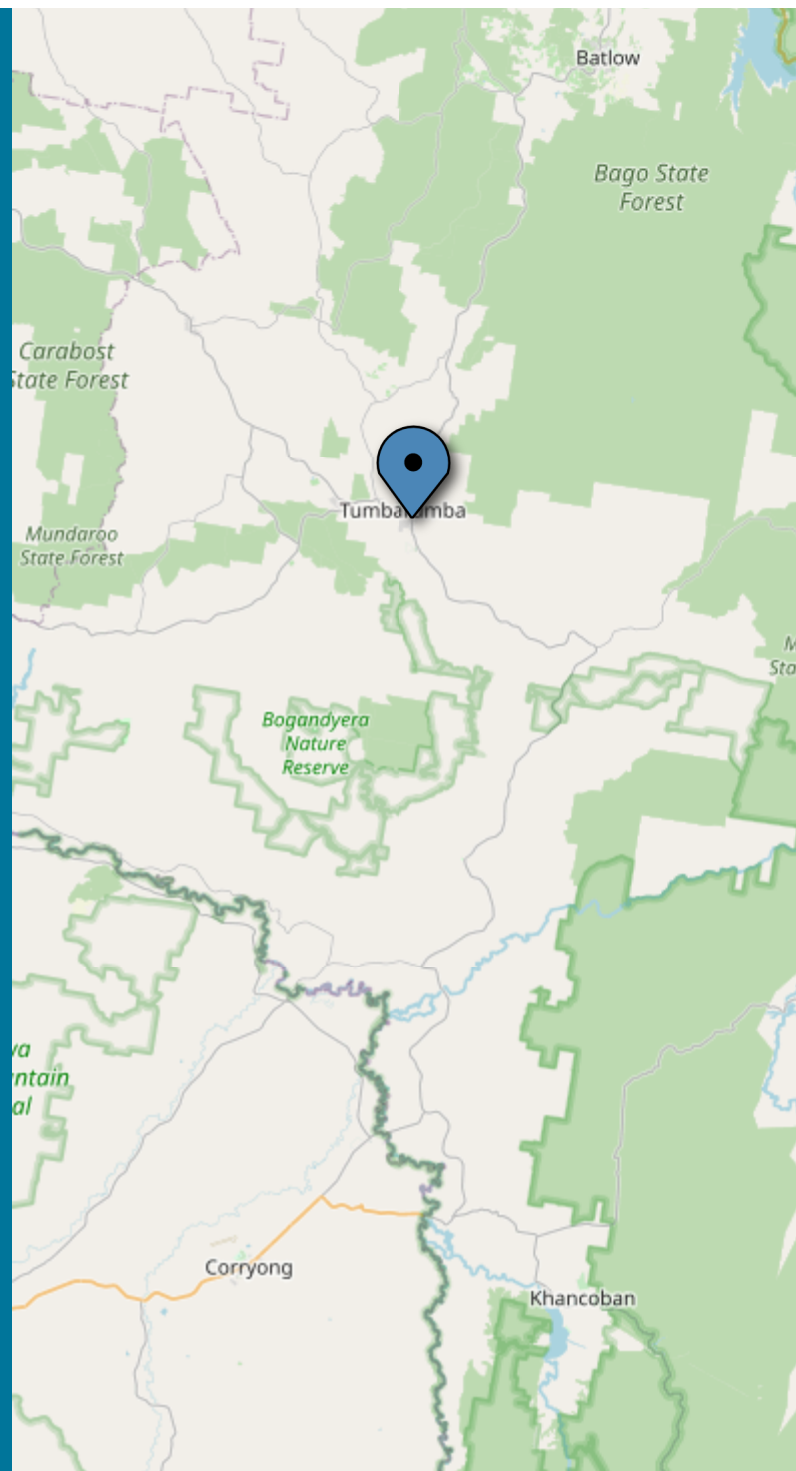
PROJECT BRIEF

Tumbarumba Dam is an off-stream storage dam with 68 megalitre capacity, providing water storage for the Tumbarumba Water Supply Scheme. Tumbarumba Dam has been prescribed under the Dams Safety Act, as HIGH C for the Sunny Day Consequence Category (SDCC) and HIGH C for the Flood Consequence Category (FCC). A recent reassessment of piping risk indicated a high probability of internal erosion (piping) in the embankment. An Options Assessment will bring together geotechnical, hydrology and survey investigations to present a series of options to address the piping and erosion risk. The project will ultimately ensure public safety is maintained, and ongoing reliability in water supply for the Tumbarumba township.

Project Information

OVERVIEW

Water <i>Project Type</i>	Pipe <i>Visibility</i>	60 mo. <i>Est. Project Duration</i>	\$11m <i>Est. Project Cost</i>
Tumbarumba <i>Project Location</i>	Albury <i>State Electorate</i>		
Snowy Valleys Council <i>Local Government Area</i>	Eden-Monaro <i>Federal Electorate</i>	TBD <i>Regional Development Area</i>	
Canberra Joint Regional Organization <i>Joint Organisations</i>			



Purpose

Secure the Tumbarumba water supply, by addressing critical risk issues with the Tumbarumba Storage Dam.

Rationale for Investment

Tumbarumba Dam provides off-stream storage for water to the Tumbarumba Township, and is therefore determined as critical infrastructure. The dam presented as a HIGH C risk and needs to be considered urgently to ensure water supply is maintained to the township. Furthermore, the storage dam has been identified in the Integrated Water Catchment Management Evaluation (2013) as being subject to a high level of siltation and seepage, equating to a below optimum operation of the critical infrastructure.

Benefits

- Secure water supply.
- Critical dam infrastructure.
- Support expansion areas.
- Support Snowy Hydro 2.0.

Regional Strategies

- Integrated Watercycle Management Plan (IWCM)
- Regional Economic Development Strategies – Albury Wodonga

Premiers Priorities

- Creating jobs
- Delivering infrastructure

Strategies

- [RPMO - Yass, SV, SMRC, ULSC, HTC](#)
- [RPMO - Option Studies](#)

RPMO Shovel Ready Update

Project Funding - Grants

None.

Project Totals

\$1m - 30 mo.
to Shovel Ready

60 mo.
Total Time to Complete

60 mo.
Est. Project Duration

\$11m
Total Est. Cost

Project Delivery Framework

IDENTIFY
Identify & Define

Project Brief

PLAN
Option Study

Site Assessment

Concept Design

DEVELOP
Planning & Approvals

Design & Specification

DELIVER
Construction Procurement

\$130k 6mo.

\$150k 6mo.

\$200k 6mo.

\$500k 12mo.

\$200k 6mo.

KEY



Completed



Under Preparation, Funding Required



Submitted, Awaiting Funding



Declined Funding

Tumbarumba Raw Water Supply

Project #UHJvamVjdDoyNw== · Water

PROJECT AT A GLANCE

Secure the Tumbarumba water supply, by accessing reliable water supply from Mannus Lake, at an estimated cost of \$10M, with a project duration of 5 years.

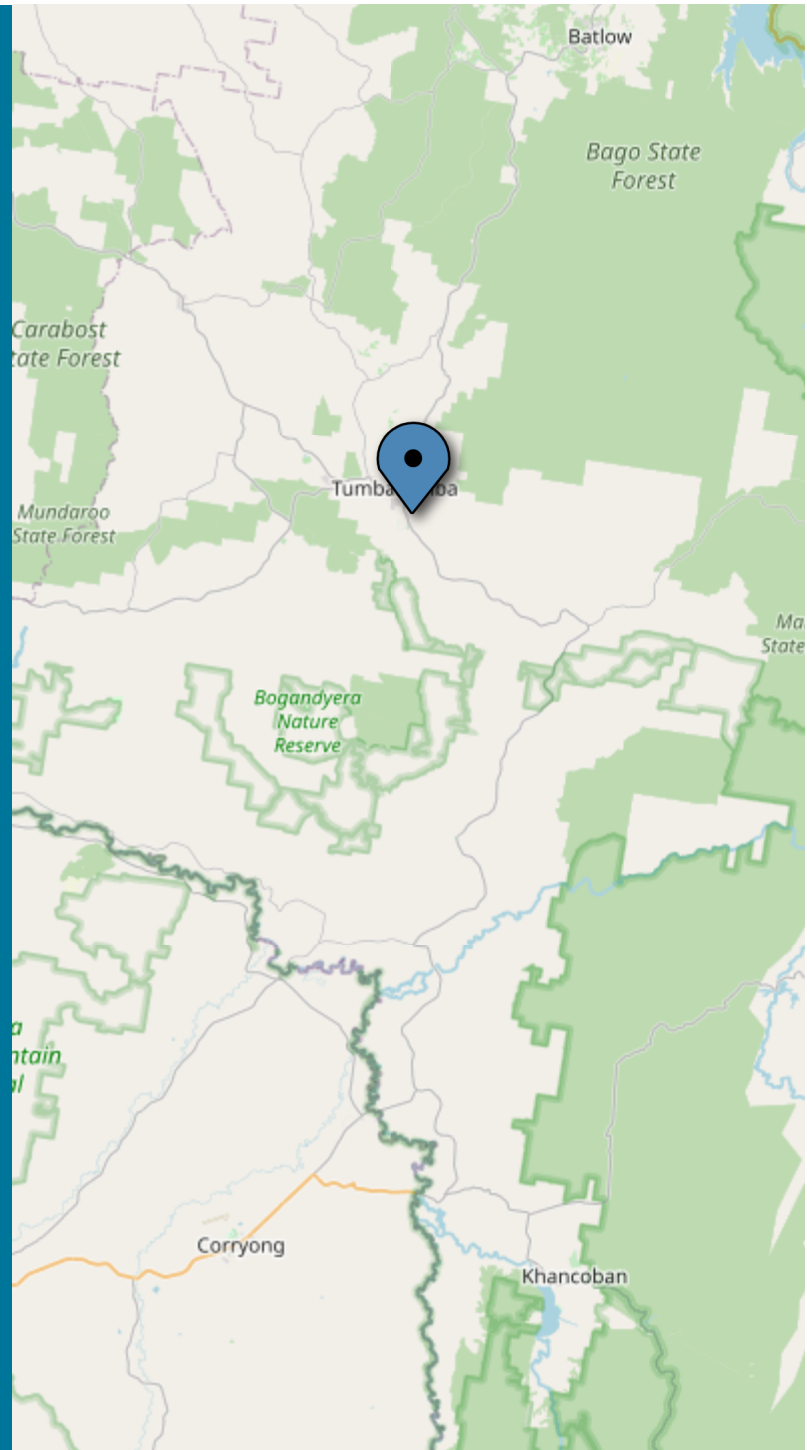
PROJECT BRIEF

Tumbarumba township accesses water supply from the Burra Creek primarily, and in instances where supply is low, from Tumbarumba Creek. The 2013 IWCM Evaluation has identified secure supply as a concern. A secure yield analysis was undertaken and found that the current raw water sources are not capable of meeting the 306 megalitres per annum water demand, nor satisfy the NSW Office of Water guidelines for Security of Supply. An Options Assessment will provide a basis of feasibility to construct a new 10.4 km pipeline connecting Mannus Lake to the Tumbarumba Water Supply Storage Dam in Tumbarumba.

Project Information

OVERVIEW

Water <i>Project Type</i>	Pipe <i>Visibility</i>	60 mo. <i>Est. Project Duration</i>	\$11m <i>Est. Project Cost</i>
Tumbarumba <i>Project Location</i>	Albury <i>State Electorate</i>		
Snowy Valleys Council <i>Local Government Area</i>	Eden-Monaro <i>Federal Electorate</i>	TBD <i>Regional Development Area</i>	
Canberra Joint Regional Organization <i>Joint Organisations</i>			



Purpose

Secure the Tumbarumba water supply.

Rationale for Investment

A pipeline from Mannus Lake will secure the water supply to the Tumbarumba township. Current supply points cannot provide water security in accordance with NSW Office of Water guidelines for security of supply, and therefore do not support further growth in the township. Initial indications for alignment will situate the pipeline in the vicinity of the industrial expansion area of Tumbarumba, particularly Hyne Mill, which is the largest employer within the Tumbarumba township. Investigation of a water supply scheme to Rosewood may propose this pipeline as an access point to raw water.

Benefits

- Secure water supply.
- Support expansion areas.
- Support Snowy Hydro 2.0.

Regional Strategies

- Integrated Watercycle Management Plan (IWCMP)
- Regional Economic Development Strategies – Albury Wodonga

Premiers Priorities

- Creating jobs
- Delivering infrastructure

Strategies

- [RPMO - Yass, SV, SMRC, ULSC, HTC](#)
- [RPMO - Option Studies](#)

RPMO Shovel Ready Update

Project Funding - Grants

None.

Project Totals

\$975k - 36 mo.
to Shovel Ready

60 mo.
Total Time to Complete

60 mo.
Est. Project Duration

\$11m
Total Est. Cost

Project Delivery Framework



Rosewood Water and Sewerage Scheme

Project #UHJvamVjdDoyOA== · Water

PROJECT AT A GLANCE

Explore the feasibility and develop a business case to provide water and sewerage schemes in Rosewood at an estimated cost of \$210K, with a project duration of 2 years.

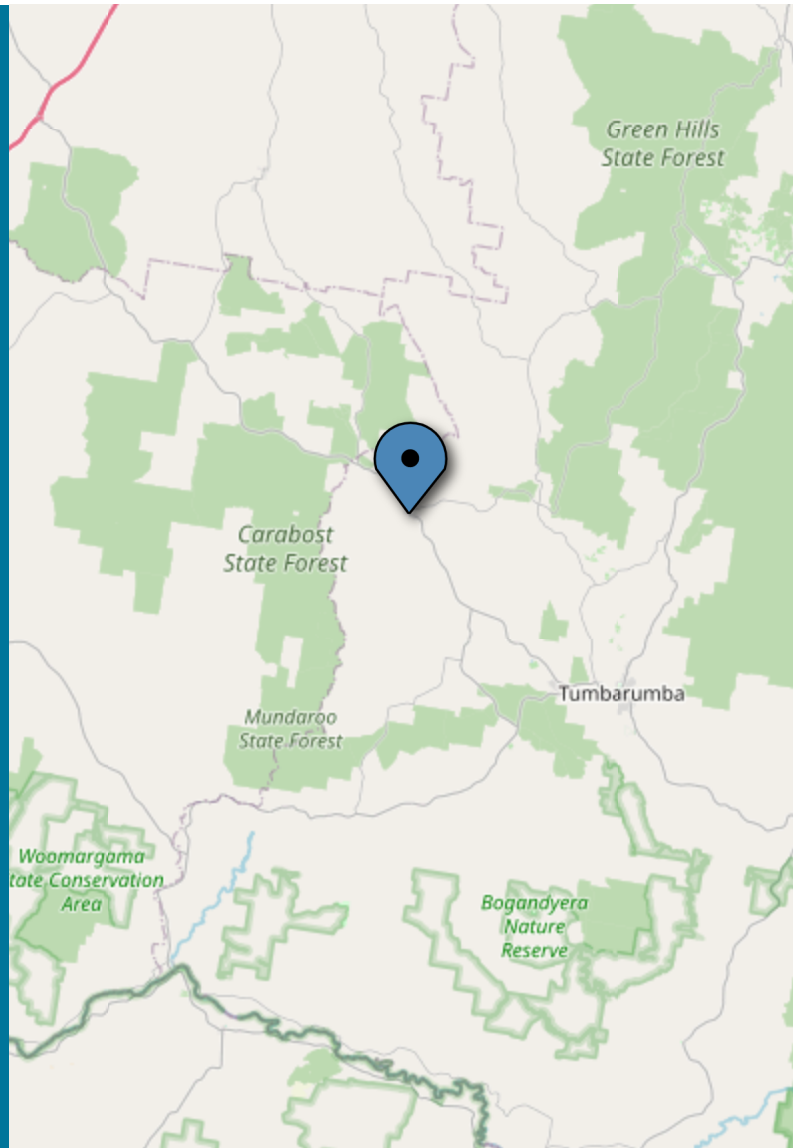
PROJECT BRIEF

The Rosewood township does not have a safe and secure water supply, nor a waste water scheme. Current access to water is through access to bore water, of which the township maintains informal subscription to neighbouring properties bores. Furthermore, the treatment of waste water from these residences happens in the vicinity of the bores, providing a risk to public health. An Options Assessment will provide preliminary assessment and concepts to explore to provide modern water and sewerage schemes, including treatment, to the Rosewood township. These options will provide the basis of a business case to determine the scope of the project and quantify the benefits to the community.

Project Information

OVERVIEW

Water <i>Project Type</i>	Pipe <i>Visibility</i>	TBD <i>Est. Project Duration</i>	\$210k <i>Est. Project Cost</i>
Rosewood <i>Project Location</i>	Albury <i>State Electorate</i>		
Snowy Valleys Council <i>Local Government Area</i>	Eden-Monaro <i>Federal Electorate</i>	TBD <i>Regional Development Area</i>	
Canberra Joint Regional Organization <i>Joint Organisations</i>			



Purpose

Explore the feasibility and develop a business case to provide water and sewerage schemes in Rosewood.

Rationale for Investment

Security of water supply presents the highest priority for Rosewood's future expansion as an alternative place of residence to Tumbarumba. Construction of a water supply scheme will service the current 214 residents of the township. Provision of waste water will further support expansion efforts in the township.

Benefits

- Secure water supply.
- Support expansion areas.
- Safeguard the environment.

Regional Strategies

- Regional Economic Development Strategies – Albury Wodonga

Premiers Priorities

None

Strategies

None

Custom Heading

Project Funding - Grants

None.

Project Totals

\$210k - 24 mo.
to Shovel Ready

24 mo.
Total Time to Complete

TBD
Est. Project Duration

\$210k
Total Est. Cost

Project Delivery Framework

IDENTIFY
Identify & Define

Project Brief

PLAN
Option Study

Site Assessment

Concept Design

DEVELOP
Planning & Approvals

Design & Specification

DELIVER
Construction Procurement

\$210k 24mo.

KEY



Completed



Under Preparation, Funding Required



Submitted, Awaiting Funding



Declined Funding

Yass and Murrumbateman Water Security

Project #UHJvamVjdDozMA== · Water

PROJECT AT A GLANCE

Provide long term water security for Yass and Murrumbateman by conducting a scoping study at an estimated cost of \$200K, seeking a contribution of \$100K. The scoping study has a project duration of 9 months, and time to commission has a project duration of 15 years.

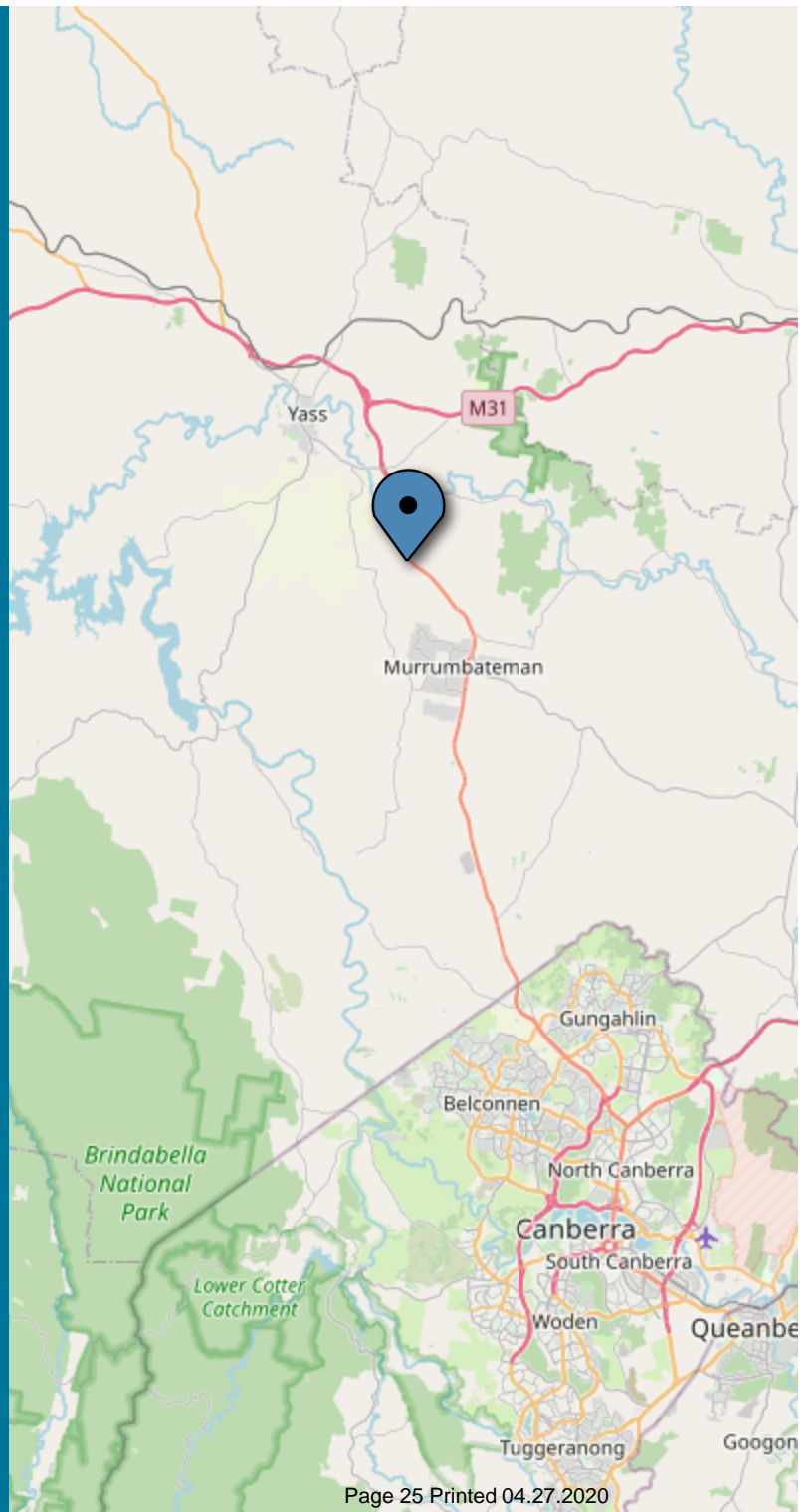
PROJECT BRIEF

Undertake an investigation to develop a Yass Water Supply Source Strategy to support the directions of the recently adopted Yass Valley Settlement Strategy which plans for a population of 30,000. In 2006, Council made the decision to increase the capacity of the Yass Dam to rectify the short and medium-term water supply issues, which had seen severe water restrictions imposed and a moratorium on major developments. The Yass Dam now has a capacity to supply a 15,000 population. In 2006, Council identified that the preferred long-term water supply strategy was a pipeline from Canberra. Council needs to review this strategy and develop long term plans for water security. The scope of the study will be to: Analyse the capacity of the existing system taking account historical data and climate modelling; Determine the capacity required to meet future demands; Identify and evaluate options for additional water supply security including a preferred option.

Project Information

OVERVIEW

Water	Pipe	153 mo.	\$50m
<i>Project Type</i>	<i>Visibility</i>	<i>Est. Project Duration</i>	<i>Est. Project Cost</i>
Yass - Murrumbateman		Goulburn	
<i>Project Location</i>		<i>State Electorate</i>	
Yass Valley Council	Eden-Monaro	Inland Southern	
<i>Local Government Area</i>	<i>Federal Electorate</i>	<i>Regional Development Area</i>	
Canberra Joint Regional Organization			
<i>Joint Organisations</i>			



Purpose

Provide long term water security for Yass and Murrumbateman by conducting a scoping study.

Rationale for Investment

The millennium drought, which resulted in severe water restrictions being imposed on both Yass and Murrumbateman water consumers, also saw Council making the difficult decision to place a moratorium on development in 2004. As a medium-term solution, the Yass Dam was raised and can now supply a population of 15,000. Estimated growth as outlined in the 2017 Yass Valley Settlement Strategy forecasts a population of 30,000 in the Yass and Murrumbateman area. It is necessary to augment the water supply to achieve this and to diversify the water sources to increase the water security.

Benefits

- Sound identification of water sources and infrastructure required to improve the long-term water security.
- Informed planning of Yass and Murrumbateman area based on a reliable water supply strategy.

Regional Strategies

- Integrated Watercycle Management Plan (IWCMP)

Premiers Priorities

- Creating jobs
- Delivering infrastructure

Strategies

- [RPMO - Yass, SV, SMRC, ULSC, HTC](#)
- [RPMO - Option Studies](#)

RPMO Shovel Ready Update

Project Funding - Grants

None.

Project Totals

\$5m - 84 mo.
to Shovel Ready

153 mo.
Total Time to Complete

153 mo.
Est. Project Duration

\$50m
Total Est. Cost

Project Delivery Framework



Sutton Groundwater Investigation

Project #UHJvamVjdDozMQ== · Water

PROJECT AT A GLANCE

Investigate the development of groundwater sources to provide reticulated water supplies to the village of Sutton at an estimated cost of \$450K, seeking a contribution of \$350K. The investigation has a project duration of 1.5 years, and time to commission has a project duration of 5 years.

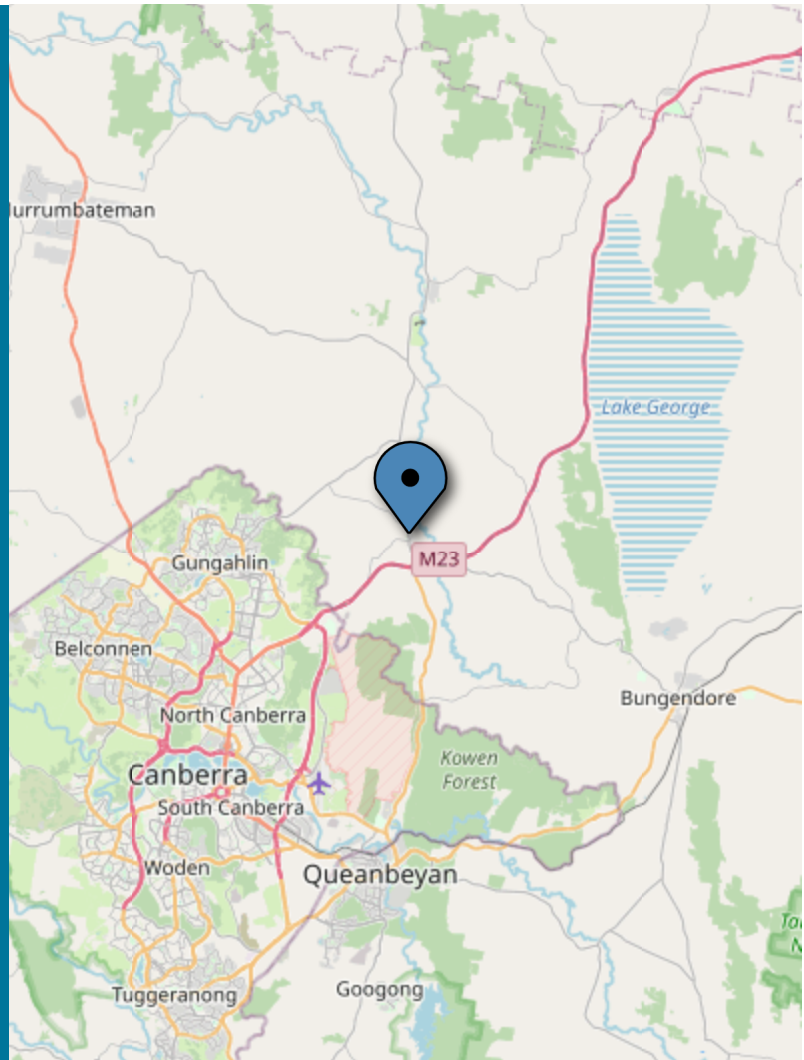
PROJECT BRIEF

Undertake hydrogeological investigations in the proximity of Sutton village, including the drilling of up to 12 test sites. There are no reticulated water supplies available to these villages.

Project Information

OVERVIEW

Water <i>Project Type</i>	Pipe <i>Visibility</i>	60 mo. <i>Est. Project Duration</i>	\$450k <i>Est. Project Cost</i>
Sutton - Sutton <i>Project Location</i>	Goulburn <i>State Electorate</i>		
Yass Valley Council <i>Local Government Area</i>	Eden-Monaro <i>Federal Electorate</i>	Inland Southern <i>Regional Development Area</i>	
Canberra Joint Regional Organization <i>Joint Organisations</i>			



Purpose

Investigate the development of groundwater sources to provide reticulated water supplies to the village of Sutton.

Rationale for Investment

Residents rely on rainwater tanks and private bores for their water supply needs. During dry periods, water is carted to fill rainwater tanks. There are no centralised safe water supplies available to these villages. Supply sourced from the river is not feasible due to very low flow during dry periods. Reliable and safe water supply is essential for the health and well-being of the community.

Benefits

- Council operated water supply system will provide a safe and reliable water to the residents and to community facilities/business activities.
- Eliminate the need for private bores.
- Controlled withdrawal of groundwater and protect the groundwater source.

Regional Strategies

None

Premiers Priorities

None

Strategies

None

RPMO Shovel Ready Update

Project Funding - Grants

None.

Project Totals

\$450k - 18 mo.
to Shovel Ready

18 mo.
Total Time to Complete

60 mo.
Est. Project Duration

\$450k
Total Est. Cost

Project Delivery Framework

IDENTIFY
Identify & Define

Project Brief

PLAN
Option Study

Site Assessment

Concept Design

DEVELOP
Planning & Approvals

Design & Specification

DELIVER
Construction Procurement

\$450k 18mo.

KEY



Completed



Under Preparation, Funding Required



Submitted, Awaiting Funding



Declined Funding

Yass Water Treatment Plant Water Quality Improvement

Project #UHJvamVjdDozMg== · Water

PROJECT AT A GLANCE

Upgrade the Yass Water Treatment Plant and improve water quality by issues a Design and Construct tender.

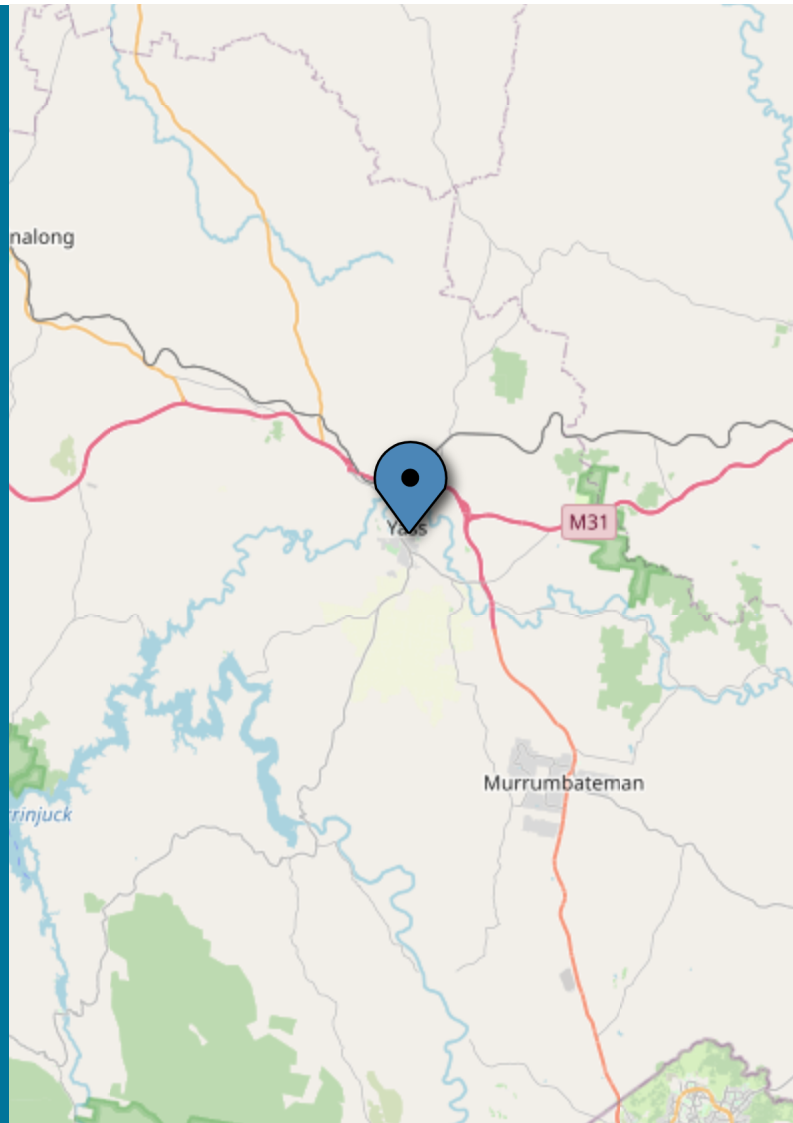
PROJECT BRIEF

There is a need to upgrade the Yass Water Treatment Plant and improve water quality to remove high hardness, high dissolved solids, manganese, iron, colour, taste and organic matter. Drinking water supplied from Yass Water Treatment Plant suffers from poor palatability due to high hardness, high dissolved solids and organic matter causing taste, odour and scaling on hot water systems and appliances. Future water quality issues include worsening of taste, odour and increase in trihalomethanes formation. Council engaged NSW Public Works Advisory and Hunter H2O for an Options Study and concept design.

Project Information

OVERVIEW

Water <i>Project Type</i>	Pipe <i>Visibility</i>	60 mo. <i>Est. Project Duration</i>	\$25m <i>Est. Project Cost</i>
Yass <i>Project Location</i>	Goulburn <i>State Electorate</i>		
Yass Valley Council <i>Local Government Area</i>	Eden-Monaro <i>Federal Electorate</i>	Inland Southern <i>Regional Development Area</i>	
Canberra Joint Regional Organization <i>Joint Organisations</i>			



Purpose

Upgrade the Yass Water Treatment Plant and improve water quality.

Rationale for Investment

Drinking water supplied from Yass Water Treatment Plant suffers from poor palatability due to high hardness, high dissolved solids and organic matter causing taste, odour and scaling on hot water systems and appliances. There are longstanding community concerns about the quality and safety of drinking water and persistent demand to improve, and a number of residents rely on bottled water and rainwater tanks for their drinking and cooking purposes. By reducing the risk of THMs formation due to the presence of organic matters, this will enhance the safety of water supply in the future. Improving the quality of water will address community concerns and comply with the Australian Drinking Water Guidelines.

Benefits

- Improved water quality will provide drinking water acceptable to consumers and in compliance with Australian Drinking Water Guidelines.
- Reduce the risk of THMs formation and potential health costs.
- Reduce the economic cost on relying on bottled water.
- Reduce the expense of replacement and repair of hot water systems.

Regional Strategies

- Integrated Watercycle Management Plan (IWCN)

Premiers Priorities

- Creating jobs
- Delivering infrastructure

Strategies

None

RPNO Shovel Ready Update

The project should be funded to proceed as shovel ready by 30 June 2020.

Project Funding - Grants

None.

Project Totals

\$0 - 0 mo.
Shovel Ready

24 mo.
Total Time to Complete

60 mo.
Est. Project Duration

\$25m
Total Est. Cost

Project Delivery Framework

IDENTIFY
Identify & Define

Project Brief

PLAN
Option Study

Site Assessment

Concept Design

DEVELOP
Planning & Approvals

Design & Specification

DELIVER
Construction Procurement

\$1m

\$100k

KEY

Completed

Under Preparation, Funding Required

Submitted, Awaiting Funding

Declined Funding

Boorowa Water Security Project

Project #UHJvamVjdDozOQ== · Water

PROJECT AT A GLANCE

Provide long term water security for Boorowa with the construction of a water pipeline seeking a contribution of \$50M, with a project duration of 36 months.

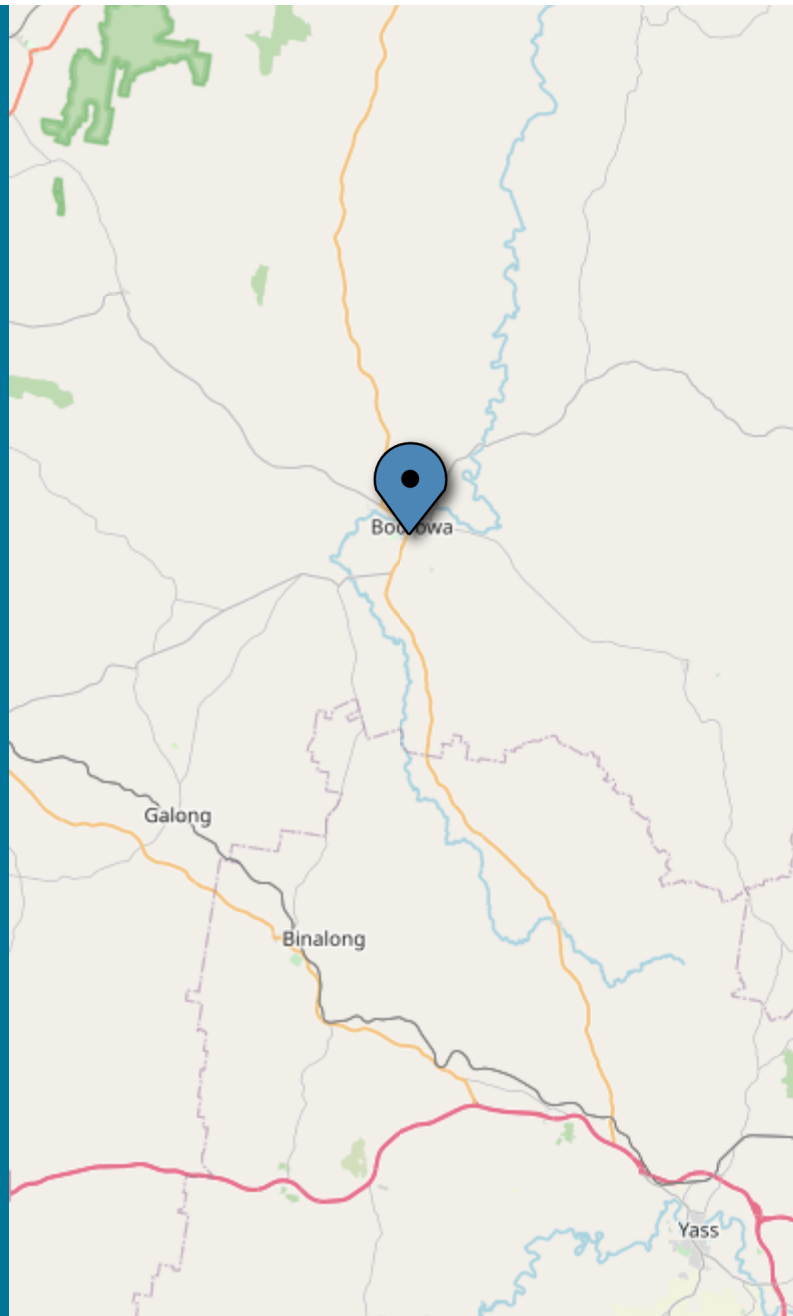
PROJECT BRIEF

The existing water sources that provide water to Boorowa are unable to meet the current and future demand and are severely affected by drought conditions within the region. The reliability of the multiple existing water sources is severely impacted by drought conditions and have excessively high concentrations of natural fluorides and dissolved solids which are not able to be removed by the existing water treatment plant. This project is to develop a replacement reliable town water supply for the Boorowa community by constructing a pipeline between Boorowa and the Goldenfields Water Supply trunk network system. An Options Assessment has been completed and a preferred direction (one single pipeline) has been determined, however, SSWP are delaying the release of funds to carry out the additional investigations.

Project Information

OVERVIEW

Water <i>Project Type</i>	Pipe <i>Visibility</i>	36 mo. <i>Est. Project Duration</i>	\$50m <i>Est. Project Cost</i>
Boorowa <i>Project Location</i>	Goulburn <i>State Electorate</i>		
Hilltops Council <i>Local Government Area</i>	Hume <i>Federal Electorate</i>	Inland Southern <i>Regional Development Area</i>	
Canberra Joint Regional Organization <i>Joint Organisations</i>			



Purpose

Provide long term water security for Boorowa.

Rationale for Investment

Level 3 and 4 water restrictions have been in place every summer over the last 3 years. Since 2003, Boorowa community has experienced as much as 519 consecutive days on high level restrictions. The existing water treatment plant is past its economic life and is need of complete replacement with more modern technology, it is unable to treat and deliver a reliable potable source of water that will consistently meet the Australia Drinking Water guidelines. The limitations with the quantity and quality of the existing water supply is restricting growth within the Boorowa area.

Benefits

- Reliable supply of high-quality potable water that meets the requirements of the ADWG.
- Remove potential public health concerns by eliminating all existing water sources from the supply network.
- Reduce or eliminate the future need for water restrictions being imposed during periods of drought and prevent water restrictions from being permanently established within Boorowa.
- Meet the future water demand for local industry and other commercial enterprises by allowing them to be established in and around Boorowa in the future. Currently, they are not permitted due to water restrictions.

Regional Strategies

- Integrated Watercycle Management Plan (IWCM)
- Strategic Business Plan of the LGA

Premiers Priorities

- Creating jobs
- Delivering infrastructure

Strategies

None

RPMO Shovel Ready Update

This project is shovel-ready.

Project Funding - Grants

None.

Project Totals

\$0 - 0 mo.
Shovel Ready

36 mo.
Total Time to Complete

36 mo.
Est. Project Duration

\$50m
Total Est. Cost

Project Delivery Framework

IDENTIFY
Identify & Define

Project
Brief

PLAN
Option Study

Site
Assessment

Concept
Design

DEVELOP
Planning & Approvals

Design &
Specification

DELIVER
Construction Procurement

KEY



Completed



Under Preparation, Funding Required



Submitted, Awaiting Funding



Declined Funding

Taralga Water Augmentation Works

Project #UHJvamVjdDo2NQ== · Water

PROJECT AT A GLANCE

Undertake Taralga Water Augmentation Works at an estimated cost of \$4.3M, with a project duration of 18 months.

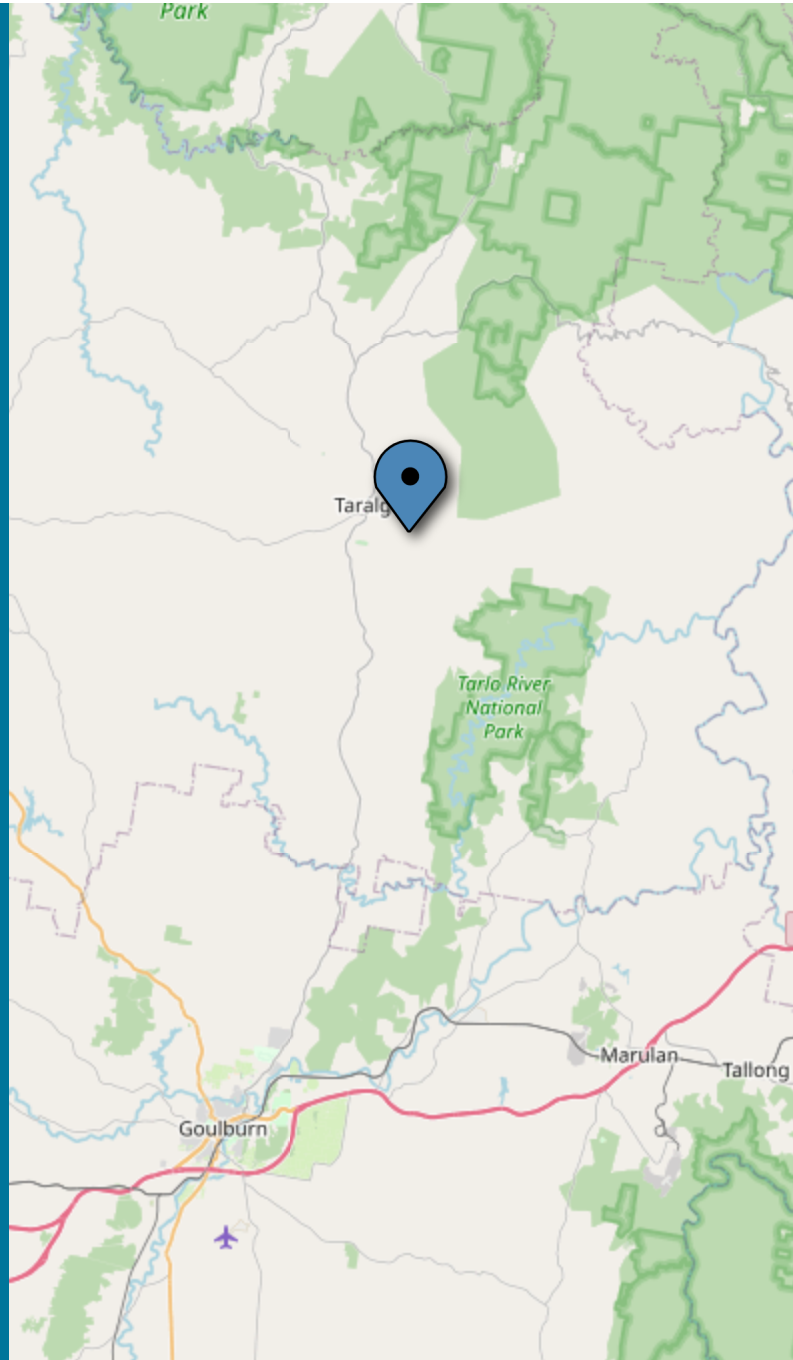
PROJECT BRIEF

Undertake Taralga Water Augmentation Works.

Project Information

OVERVIEW

Water <i>Project Type</i>	Pipe <i>Visibility</i>	16 mo. <i>Est. Project Duration</i>	\$4m <i>Est. Project Cost</i>
Taralga <i>Project Location</i>	Goulburn <i>State Electorate</i>		
Upper Lachlan Shire Council <i>Local Government Area</i>	Hume <i>Federal Electorate</i>	Inland Southern <i>Regional Development Area</i>	
Canberra Joint Regional Organization <i>Joint Organisations</i>			



Purpose

Undertake Taralga Water Augmentation Works.

Rationale for Investment

TBD

Benefits

- Secure water supply.
- Aged infrastructure has reached the end of its serviceable limit

Regional Strategies

- Integrated Watercycle Management Plan (IWCMP)

Premiers Priorities

- Creating jobs
- Delivering infrastructure

Strategies

None

RPMO Shovel Ready Update

Project Funding - Grants

None.

Project Totals

\$750k - 13 mo.
to Shovel Ready

29 mo.
Total Time to Complete

16 mo.
Est. Project Duration

\$4m
Total Est. Cost

Project Delivery Framework

IDENTIFY
Identify & Define

Project Brief

PLAN
Option Study

Site Assessment

Concept Design

DEVELOP
Planning & Approvals

Design & Specification

DELIVER
Construction Procurement

\$250k 6mo.

\$100k

\$50k

\$250k

\$100k 7mo.

KEY



Completed



Under Preparation, Funding Required



Submitted, Awaiting Funding



Declined Funding

Yass Water Transfer Pipeline

Project #UHJvamVjdDoyNDI= · Water

PROJECT AT A GLANCE

A transfer of water to secure long term supply.

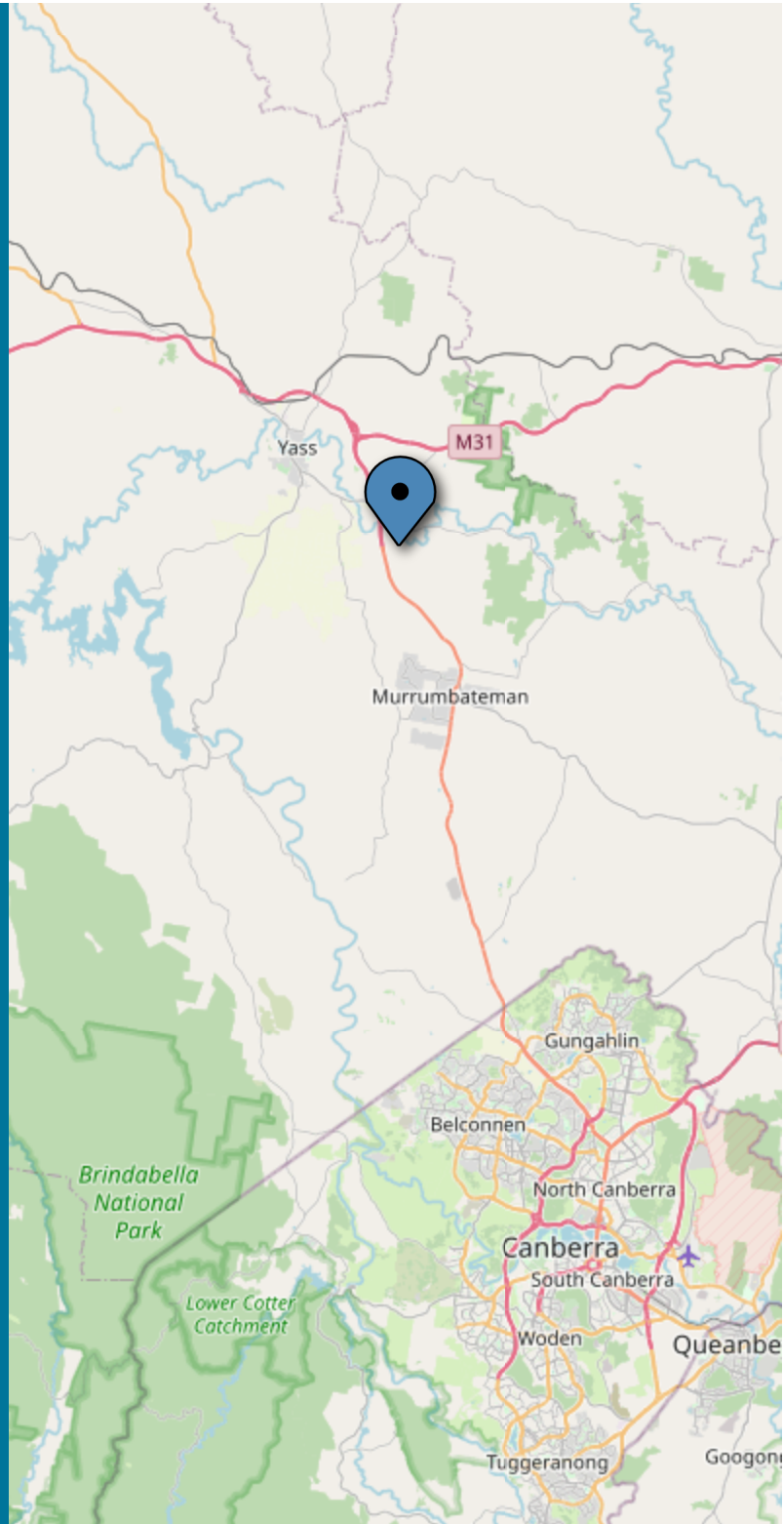
PROJECT BRIEF

The Yass to Murrumbateman Water Transfer System was a construct only pumps and pipeline project. The high priority project was federally funded, as part of the drought relief efforts in a bid to supply potable drinking water to the township of Murrumbateman, as its existing water source could no longer supply the growing township.

Project Information

OVERVIEW

Water <i>Project Type</i>	Pipe <i>Visibility</i>	3 mo. <i>Est. Project Duration</i>	\$15m <i>Est. Project Cost</i>
Yass - Murrumbateman <i>Project Location</i>	Goulburn <i>State Electorate</i>		
Yass Valley Council <i>Local Government Area</i>	Eden-Monaro <i>Federal Electorate</i>	Inland Southern <i>Regional Development Area</i>	
Canberra Joint Regional Organization <i>Joint Organisations</i>			



Purpose

Secure water supply from Yass to Murrumbateman.

Rationale for Investment

Drought left the town of Murrumbateman without a secure supply of water. The region is also growing due to proximity to Canberra.

Benefits

- Provide safe and secure water supply to the town.
- Provide capacity for existing and future residential and commercial developments.
- Support expansion areas.
- Meet the future water demand for local industry and other commercial enterprises by allowing them to be established in and around Boorowa in the future. Currently, they are not permitted due to water restrictions.

Regional Strategies

- Integrated Watercycle Management Plan (IWCM)
- Community and Stakeholder Engagement Plan (CSEP)

Premiers Priorities

- Creating jobs
- Delivering infrastructure

Strategies

- [RPMO - Yass, SV, SMRC, ULSC, HTC](#)
- [RPMO - Shovel-Ready](#)

RPMO Shovel Ready Update

Project Funding - Grants

None.

Project Totals

\$0 - 0 mo.
Shovel Ready

3 mo.
Total Time to Complete

3 mo.
Est. Project Duration

\$15m
Total Est. Cost

Project Delivery Framework

IDENTIFY
Identify & Define

Project Brief

PLAN
Option Study

Site Assessment

Concept Design

DEVELOP
Planning & Approvals

Design & Specification

DELIVER
Construction Procurement

\$4m

KEY



Completed



Under Preparation, Funding Required



Submitted, Awaiting Funding



Declined Funding

Yass Water Reticulation Pipe Replacement

Project #UHJvamVjdDoyNDM= · Water

PROJECT AT A GLANCE

Replacement of water reticulation pipes in Yass.

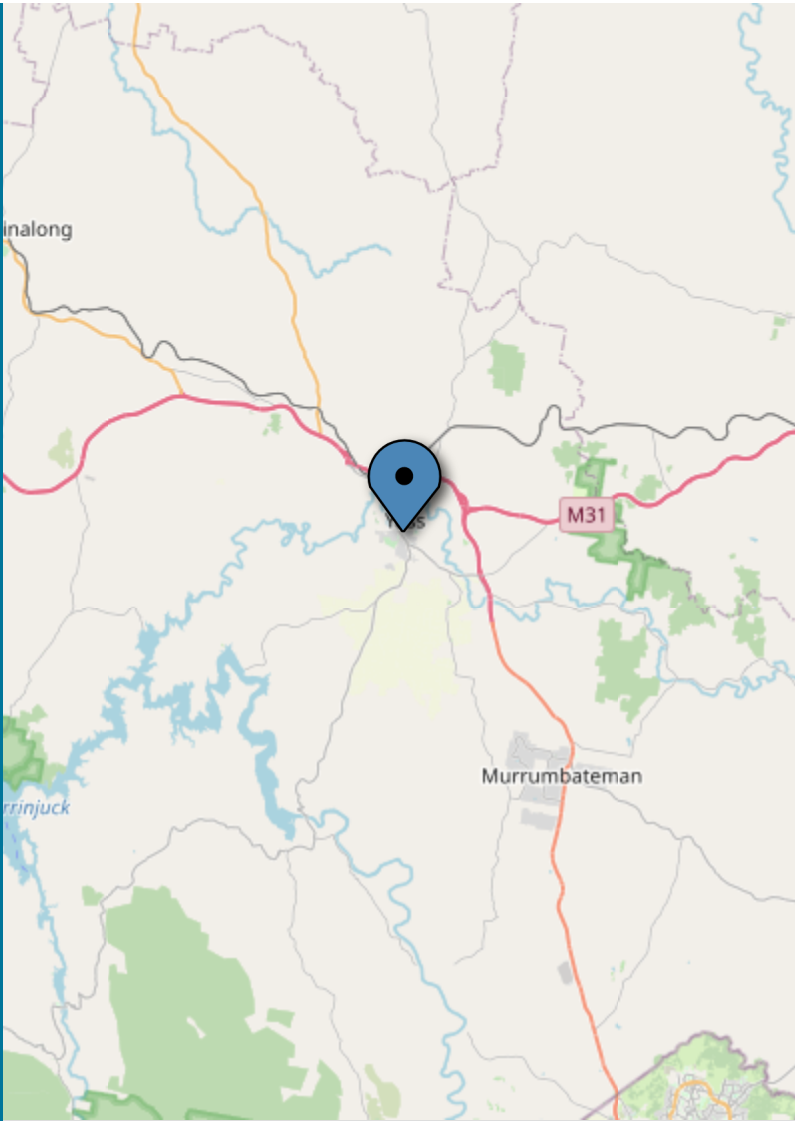
PROJECT BRIEF

Replacement of the water pipes throughout the growing urban area of Yass..

Project Information

OVERVIEW

Water <i>Project Type</i>	Pipe <i>Visibility</i>	63 mo. <i>Est. Project Duration</i>	\$50m <i>Est. Project Cost</i>
Yass <i>Project Location</i>	Goulburn <i>State Electorate</i>		
Yass Valley Council <i>Local Government Area</i>	Eden-Monaro <i>Federal Electorate</i>	Inland Southern <i>Regional Development Area</i>	
Canberra Joint Regional Organization <i>Joint Organisations</i>			



Purpose

To replace the aged reticulation system in Yass.

Rationale for Investment

Aging infrastructure has surpassed the serviceable life and hard water is leading to complaints of discoloration and smell in the water.

Benefits

- Provide safe and secure water supply to the town.
- Aged infrastructure has reached the end of its serviceable limit
- Support expansion areas.
- Meet the future water demand for local industry and other commercial enterprises by allowing them to be established in and around Boorowa in the future. Currently, they are not permitted due to water restrictions.

Regional Strategies

- Integrated Watercycle Management Plan (IWCM)

Premiers Priorities

- Creating jobs
- Delivering infrastructure

Strategies

- [RPMO - Yass, SV, SMRC, ULSC, HTC](#)
- [RPMO - Shovel-Ready](#)

RPMO Shovel Ready Update

Project Funding - Grants

None.

Project Totals

\$0 - 0 mo.
Shovel Ready

63 mo.
Total Time to Complete

63 mo.
Est. Project Duration

\$50m
Total Est. Cost

Project Delivery Framework

IDENTIFY
Identify & Define

Project Brief

PLAN
Option Study

Site Assessment

Concept Design

DEVELOP
Planning & Approvals

Design & Specification

DELIVER
Construction Procurement

\$150k 3mo.

KEY



Completed



Under Preparation, Funding Required



Submitted, Awaiting Funding



Declined Funding



RPMO Wastewater Projects

26 April 2020

Report prepared by

PROJECTS SUMMARY

				IDENTIFY <i>Identify & Define</i>		PLAN <i>Option Study</i>			DEVELOP <i>Planning & Approvals</i>		DELIVER <i>Construction Procurement</i>		Finalise <i>Contracts</i>	
				<i>Project Brief</i>		<i>Site Assessment</i>			<i>Design & Specification</i>		<i>Construction Delivery</i>			
#	Project	Council	Cost											
1	Jindabyne Wastewater Treatment Plant Augmentation	SMRC	\$11m							\$600k 6mo.	\$100k 2mo.	\$11m 24mo.		
2	Kalkite Sewage System Upgrade	SMRC	\$10m			\$150k 6mo.								
3	Adaminaby Sewage Treatment Plant Augmentation	SMRC	\$7m							\$400k 9mo.	\$100k 3mo.	\$7m 30mo.		
4	Michelago Water and Sewage Options	SMRC	\$15m			\$120k 8mo.								
5	Water Treatment Plants at Jindabyne and East Jindabyne	SMRC	\$17m			\$70k 6mo.								
6	Khancoban Wastewater Treatment Plant Upgrade	SVC	\$8m			\$110k 12mo.								
7	Jugiong Sewerage Scheme	HC	\$7m			\$100k 6mo.								
8	Gunning Sewage Treatment Plant	ULSC	\$5m	\$250k 6mo.		\$300k 6mo.								
9	Crookwell Sewerage Augmentation Works	ULSC	\$7m			\$250k 3mo.								
10	Bombala Sewage Treatment Plant Augmentation	SMRC	\$7m									\$7m 7mo.		
11	Leesville Sewage Pump Station	SMRC	\$3m							\$200k 2mo.	\$100k 2mo.	\$2m 12mo.		

Jindabyne Wastewater Treatment Plant Augmentation

Project #UHJvamVjdDoxMw== · Wastewater

PROJECT AT A GLANCE

Support the anticipated growth in Jindabyne and surrounds by providing reticulated sewerage services at an estimated cost of \$11.5M, with a project duration of 2.5 years.

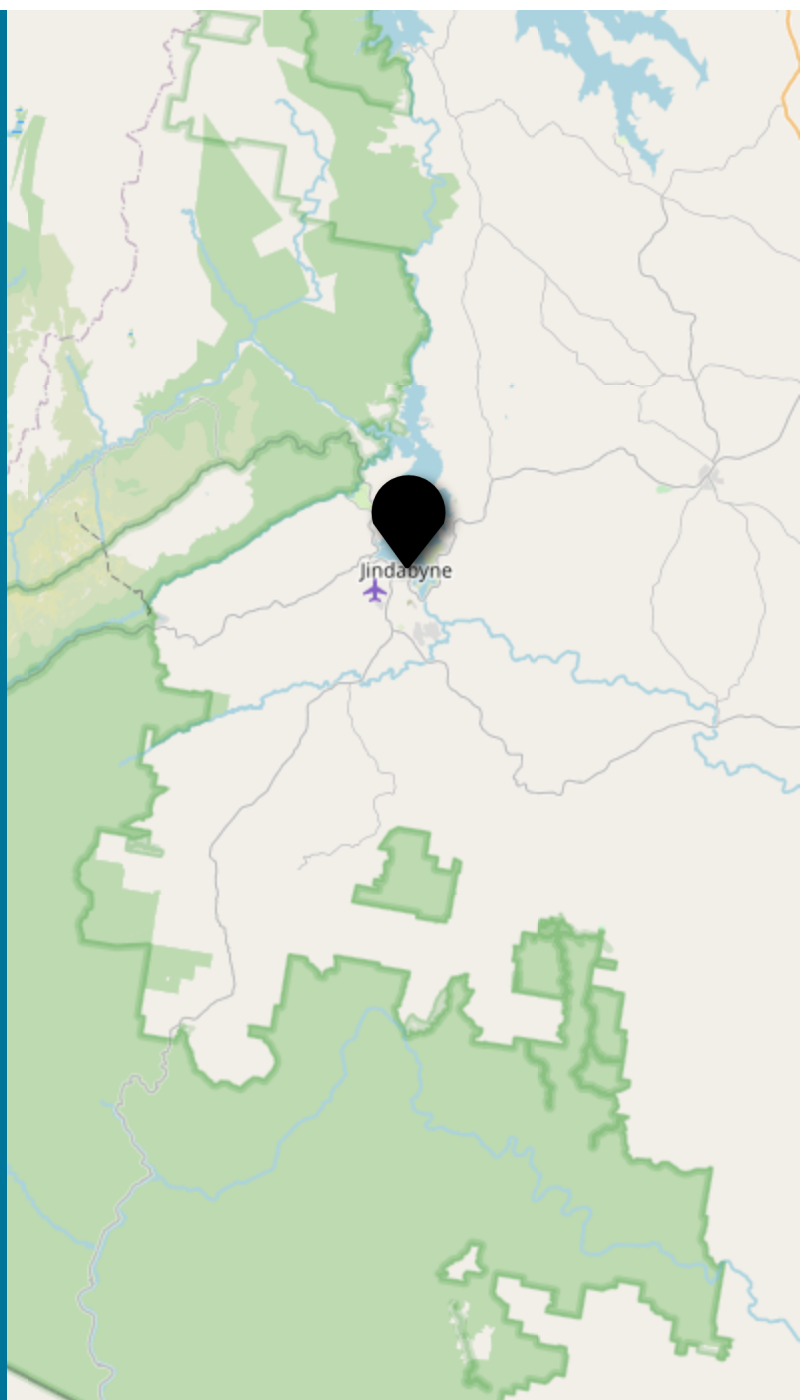
PROJECT BRIEF

The Jindabyne Wastewater Treatment Plant meets the necessary effluent quality requirements during off-peak times, but it has been failing to meet the targets during the peak winter loading season. A concept design has been developed to upgrade the plant based on the current EPA treated effluent quality requirements for discharge. EPA will be consulted prior to designing upgrade works, in order to identify and meet water quality objectives for sensitive water bodies. Use of existing facilities and maturation ponds, an additional IDEA tank and upgrade of electrical systems will be the key works proposed. Stage 1 work comprises of an Options Assessment Study followed by a Design and Construct through Public Works Advisory, to achieve a 12,000 EP plant capacity. Stage 1 works include: inlet works, twin aeration (IDEA) tanks, provision of a hardstand to allow mobile dewatering facilities, upgrade of current chemical dosing facilities, provision of UV system etc.

Project Information

OVERVIEW

Wastewater <i>Project Type</i>	Pipe <i>Visibility</i>	30 mo. <i>Est. Project Duration</i>	\$11m <i>Est. Project Cost</i>
Jindabyne <i>Project Location</i>	Monaro <i>State Electorate</i>		
Snowy Monaro Regional Council <i>Local Government Area</i>	Eden-Monaro <i>Federal Electorate</i>	Inland Southern <i>Regional Development Area</i>	
Canberra Joint Regional Organization <i>Joint Organisations</i>			



Purpose

Support the anticipated growth in Jindabyne and surrounds by providing reticulated sewerage services.

Rationale for Investment

Jindabyne has been growing at a faster rate. Even though the plant meets necessary effluent quality requirements during off-peak times, it has been failing to meet the targets during peak winter loading season. As future projected peak loads are expected to increase by about 1.6 - 2% pa over current load, it is necessary to upgrade the plant from the current 8,000 EP capacity to 12,000 EP in stage 1. Similarly, the plant will require further expansion to 16,000 EP in future as summer load is also expected to increase. Inflows could also exceed current STP capacity for a 1-in-5-year storm event. Finally, it is important to note that the Jindabyne Sewerage Treatment Plant operates under an EPA load-based licence. Over the past years, compliance with some pollutant levels has been poor and also several OHS issues had been identified by Councils Risk Management Officer and the Inspector from the Office of Water. Parts of the system were built in 1956 and have reached the end of their serviceable life.

Benefits

- Provide an efficient sewage reticulation and treatment system and minimise the risk of environmental pollution due to proximity to the water body.
- Provide capacity for existing and future residential and commercial developments.

Regional Strategies

- Integrated Watercycle Management Plan (IWCM)
- Strategic Business Plan of the LGA

Premiers Priorities

- Creating jobs
- Delivering infrastructure

Strategies

- [RPMO - Yass, SV, SMRC, ULSC, HTC](#)
- [RPMO - Shovel-Ready](#)

RPMO Shovel Ready Update

Project Funding - Grants

None.

Project Totals

\$0 - 0 mo.
Shovel Ready

32 mo.
Total Time to Complete

30 mo.
Est. Project Duration

\$11m
Total Est. Cost

Project Delivery Framework

IDENTIFY
Identify & Define

Project Brief

PLAN
Option Study

Site Assessment

Concept Design

DEVELOP
Planning & Approvals

Design & Specification

DELIVER
Construction Procurement

\$600k 6mo.

\$100k 2mo.

KEY



Completed



Under Preparation, Funding Required



Submitted, Awaiting Funding



Declined Funding

Kalkite Sewage System Upgrade

Project #UHJvamVjdDoxOQ== · Wastewater

PROJECT AT A GLANCE

Support growth in Kalkite by providing reticulated sewerage services at an estimated cost of \$10M, with a project duration of 4 years.

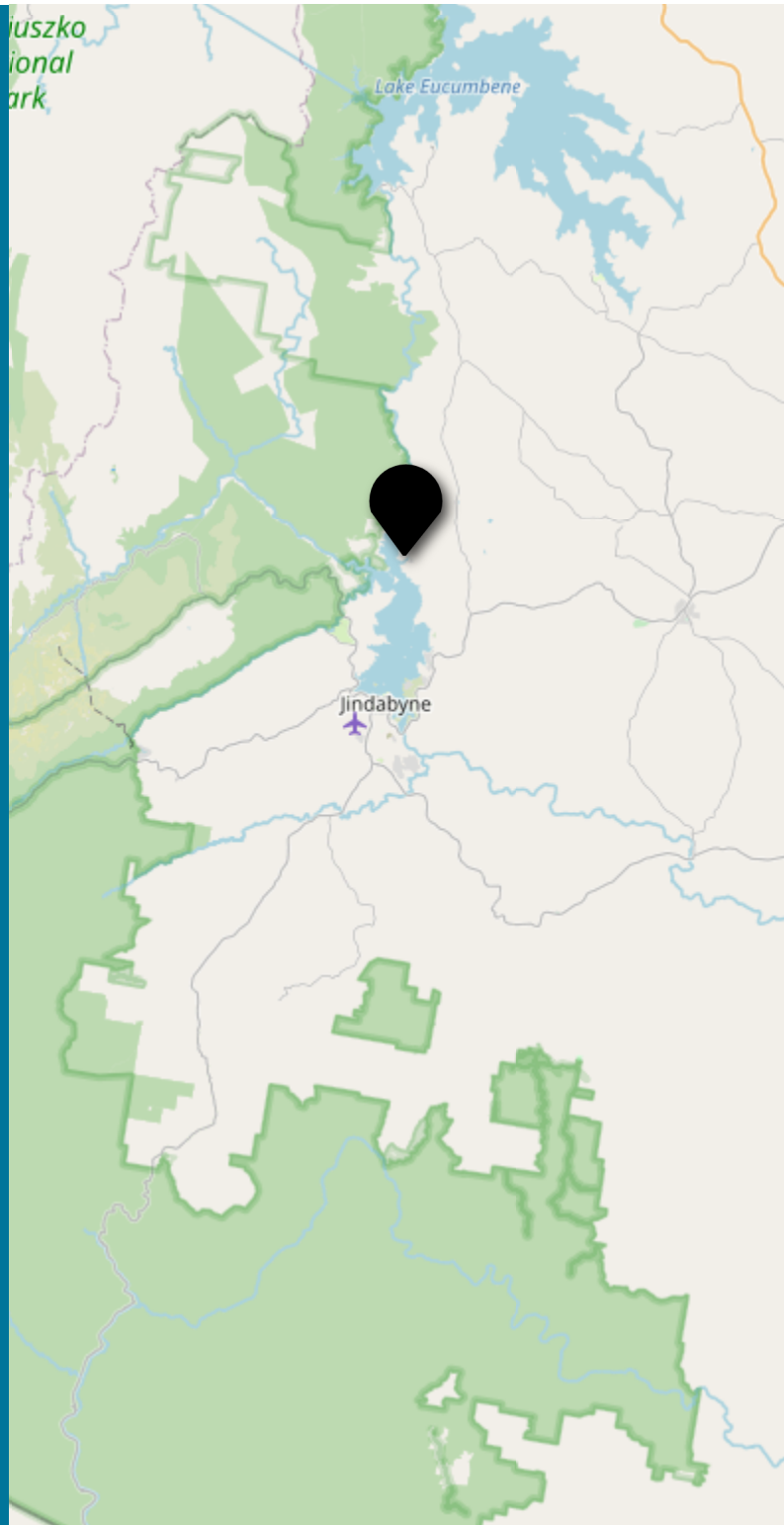
PROJECT BRIEF

Kalkite sewerage system has three pump stations and one Sewage Treatment Plant (STP). The STP is situated on the hill close to the town water reservoir site. The pump station needs structural, mechanical and electrical improvement to prevent possible environmental impact due to sewage surcharges. As highlighted in the Integrated Water Cycle Management document developed for former Snowy River Shire Council in 2014, this project proposes to improve and secure the sewerage system in Kalkite by replacing the three pump stations and possible augmentation or relocation of the STP.

Project Information

OVERVIEW

Wastewater <i>Project Type</i>	Pipe <i>Visibility</i>	64 mo. <i>Est. Project Duration</i>	\$10m <i>Est. Project Cost</i>
Kalkite <i>Project Location</i>	Monaro <i>State Electorate</i>		
Snowy Monaro Regional Council <i>Local Government Area</i>	Eden-Monaro <i>Federal Electorate</i>	Inland Southern <i>Regional Development Area</i>	
Canberra Joint Regional Organization <i>Joint Organisations</i>			



<h3>Purpose</h3> <p>Support growth by providing reticulated sewerage services.</p>	<h3>Rationale for Investment</h3> <p>As future projected loads are expected to increase due to growth, it is necessary to upgrade the plant. The treatment system at Kalkite STP is an old Pasveer channel which doesn't produce modern discharge quality standards. The pump station and the electrical switchboards within the pump station pose WHS risks to workers. There is higher operations and maintenance cost due to pumping sewage to the STP which is uphill. The reticulation system also needs assessment and subsequent upgrade in certain areas of town. In the event of Pump Station failure, the Kalkite Street Pump Station storage does not have enough capacity, and spills are predicted within 45 minutes of a failure (a 4-hour capacity is standard). The proposal is to construct an overflow storage for Kalkite Street Sewage Pump Station, as this pump station is very close to the Jindabyne Foreshore and the CBD area.</p>	<h3>Benefits</h3> <ul style="list-style-type: none"> ● Provide an efficient sewage collection and treatment system. ● Minimise the risk of environmental pollution. ● Provide capacity for existing and future residential and commercial developments.
<h3>Regional Strategies</h3> <ul style="list-style-type: none"> ● Integrated Watercycle Management Plan (IWCN) ● EPA Licence ● Council Resolution 	<h3>Premiers Priorities</h3> <p>None</p>	<h3>Strategies</h3> <ul style="list-style-type: none"> ● RPMO - Yass, SV, SMRC, ULSC, HTC ● RPMO - Option Studies
<h3>RPMO Shovel Ready Update</h3>		

Project Funding - Grants

None.

Project Totals

\$1m - 28 mo. <i>to Shovel Ready</i>	64 mo. <i>Total Time to Complete</i>	64 mo. <i>Est. Project Duration</i>	\$10m <i>Total Est. Cost</i>
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Project Delivery Framework

IDENTIFY <i>Identify & Define</i>	<i>Project Brief</i>	PLAN <i>Option Study</i>	<i>Site Assessment</i>	<i>Concept Design</i>	DEVELOP <i>Planning & Approvals</i>	<i>Design & Specification</i>	DELIVER <i>Construction Procurement</i>
		\$150k 6mo.		\$300k 6mo.	\$150k 6mo.	\$400k 6mo.	\$100k 4mo.

Adaminaby Sewage Treatment Plant Augmentation

Project #UHJvamVjdDoyMA== · Wastewater

PROJECT AT A GLANCE

Augment the existing Sewage Treatment Plant and support anticipated growth (Snowy 2.0) in Adaminaby at an estimated cost of \$7.0M, with a project duration of 42 months.

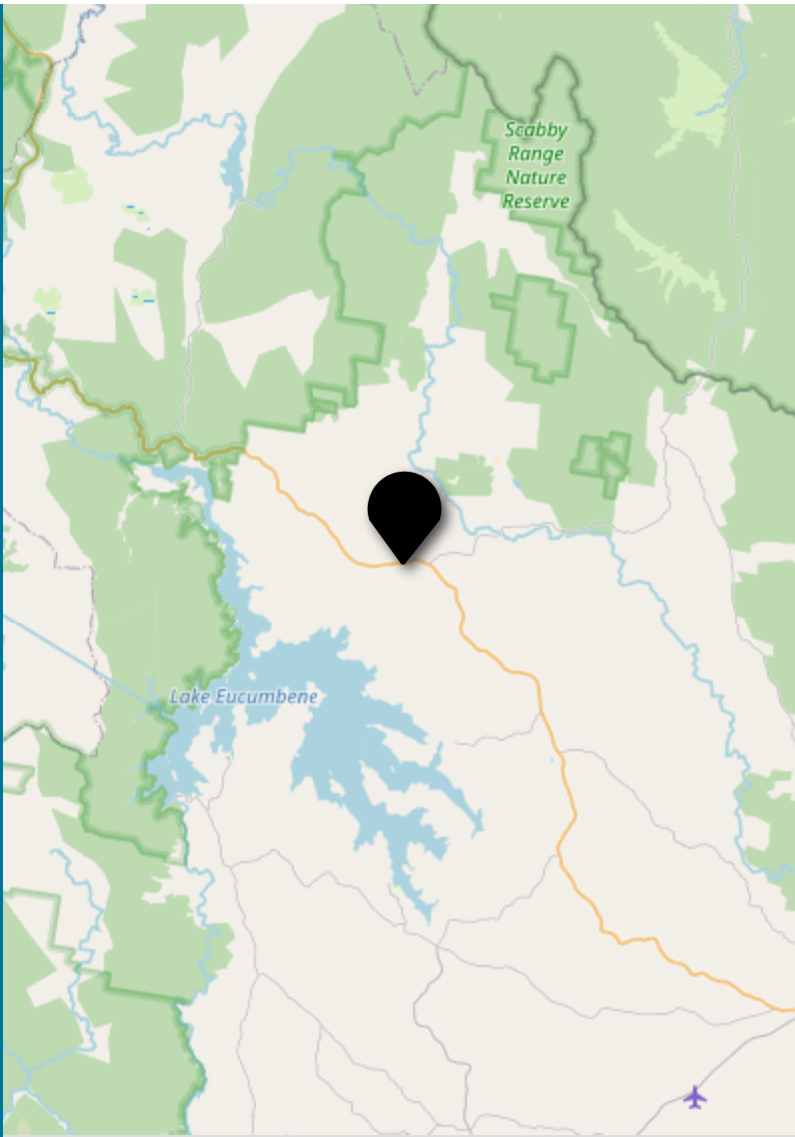
PROJECT BRIEF

The existing plant does not meet the necessary effluent quality requirements and the plant requires significant structural repairs for reliable operation. A concept has been developed for the proposed plant upgrade on the basis of maintenance of current EPA treated effluent quality requirements for discharge. Asset condition: Plants of this age typically exhibit deterioration of concrete and metallic structures. The following deficiencies are reported: Inlet works and sludge digesters – corrosion of metal screens and deterioration of the concrete channels, concrete corrosion of the roof slab and transfer structures; Trickle filters – major structural cracking; Sedimentation and humus tanks – concrete cracking and deterioration of the surfaces; The current plant has potential for odour due to the use of anaerobic digesters; There are a number of work, health and safety issues with the present plant. Therefore, it has been proposed that the plant be upgraded with a capacity of 1000 EP with a modern technology.

Project Information

OVERVIEW

Wastewater <i>Project Type</i>	Pipe <i>Visibility</i>	42 mo. <i>Est. Project Duration</i>	\$7m <i>Est. Project Cost</i>
Adaminaby <i>Project Location</i>	Monaro <i>State Electorate</i>		
Snowy Monaro Regional Council <i>Local Government Area</i>	Eden-Monaro <i>Federal Electorate</i>	Inland Southern <i>Regional Development Area</i>	
Canberra Joint Regional Organization <i>Joint Organisations</i>			



Purpose

Augment the existing Sewage Treatment Plant and support anticipated growth (Snowy 2.0) in Adaminaby.

Rationale for Investment

A new waste water treatment facility will address the existing issues at the site and provide crucial infrastructure for Adaminaby. After the upgrade the plant will: Support regional growth and anticipated development due to Snowy 2.0; Provide a long lasting asset for the community; Provide Council with an efficient plant which will require a low level of operator input to its operation; Produce a high quality effluent which will meet future EPA requirements will not limit reuse opportunities.

Benefits

- Provide an efficient sewage collection and treatment system.
- Minimise the risk of environmental pollution.
- Provide capacity for existing and future developments.

Regional Strategies

- Community Strategic Plan of the LGA
- Integrated Watercycle Management Plan (IWCMP)
- EPA Licence

Premiers Priorities

- Creating jobs
- Delivering infrastructure

Strategies

- [RPMO - Yass, SV, SMRC, ULSC, HTC](#)
- [RPMO - Shovel-Ready](#)

RPMO Shovel Ready Update

Project Funding - Grants

None.

Project Totals

\$0 - 0 mo.
Shovel Ready

42 mo.
Total Time to Complete

42 mo.
Est. Project Duration

\$7m
Total Est. Cost

Project Delivery Framework

IDENTIFY
Identify & Define

Project Brief

PLAN
Option Study

Site Assessment

Concept Design

DEVELOP
Planning & Approvals

Design & Specification

DELIVER
Construction Procurement

\$400k 9mo.

\$100k 3mo.

KEY



Completed



Under Preparation, Funding Required



Submitted, Awaiting Funding



Declined Funding

Michelago Water and Sewage Options

Project #UHJvamVjdDoyMg== · Wastewater

PROJECT AT A GLANCE

Commission a scoping study to identify, assess and prioritise water sources, sewer discharge and/or effluent re-use in Michelago at an estimated cost of \$120K, with a project duration of 6 months. Cost to commission estimated at \$15M, with a project duration of 4 years.

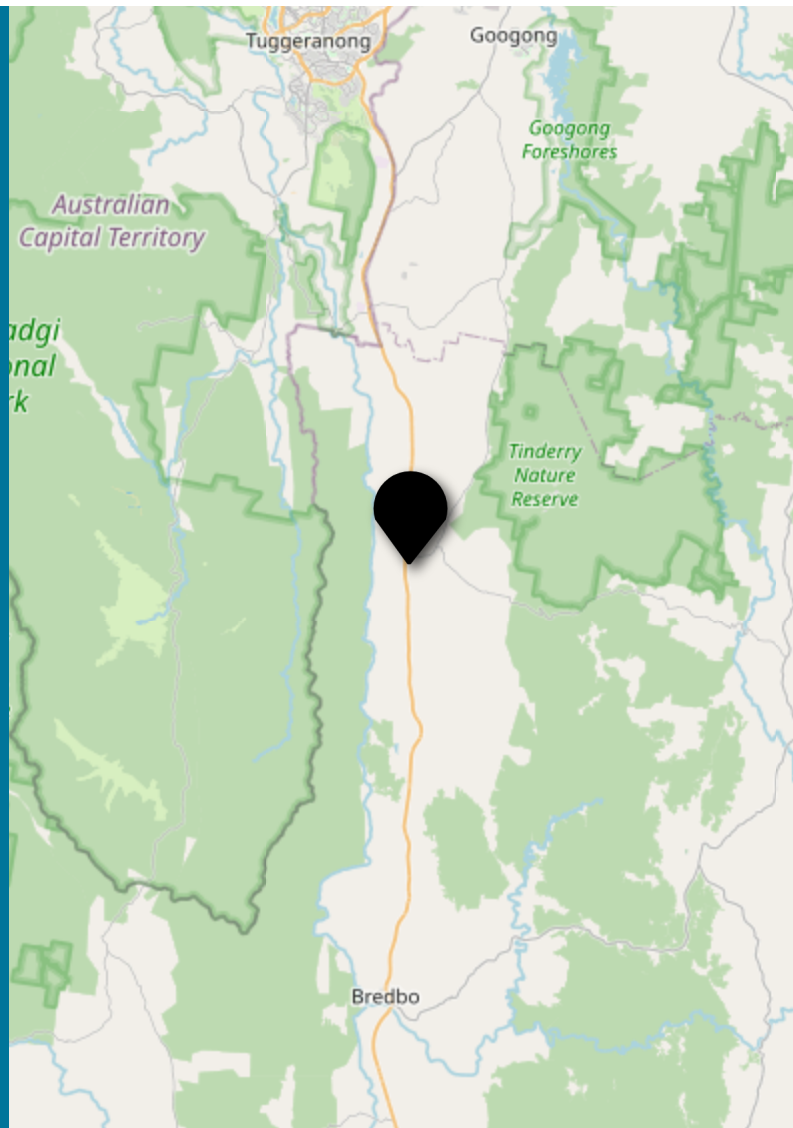
PROJECT BRIEF

The township of Michelago currently has 150 permanent residents. The town has no reticulated water or sewerage system. Residents have no Council services except a weekly waste collection. The scoping study will identify, assess and prioritise: Water sources options (groundwater, weirs or off-banks storages on Michelago Creek or Margarets Creek, pumping station and pipeline from Murrumbidgee River); Examine resource availability, water entitlement requirements, Council water licence and regional use options; Drill several test bores to confirm previous Council reconnaissance bore results; Sewage Treatment Plant options and locations (e.g. east of Monaro Highway north of Ryrie Street, or west of Monaro Highway, north of Jones Creek fire trail); Opportunities for effluent re-use in the township (non-potable use on playing fields, gardens etc.); Optimal water reticulation and sewerage corridors through the township; Examine land tenure at sites for priority infrastructure.

Project Information

OVERVIEW

Wastewater <i>Project Type</i>	Pipe <i>Visibility</i>	62 mo. <i>Est. Project Duration</i>	\$15m <i>Est. Project Cost</i>
Michelago <i>Project Location</i>	Monaro <i>State Electorate</i>		
Snowy Monaro Regional Council <i>Local Government Area</i>	Eden-Monaro <i>Federal Electorate</i>	Inland Southern <i>Regional Development Area</i>	
Canberra Joint Regional Organization <i>Joint Organisations</i>			



Purpose

Commission a scoping study to identify, assess and prioritise water sources, sewer discharge and / or effluent re-use.

Rationale for Investment

Michelago is likely to experience high demand for growth in the future because of its proximity to Canberra and generally high underlying land values, however a reticulated sewerage and water supply is required for development. Preparation of a scoping study to determine preferred options for Michelago water and sewerage infrastructure is proposed. Residents currently have tank or private bore water and use a variety of on-site septic systems for sewage and waste water disposal. The options study will be a key information resource for community engagement and consultation regarding infrastructure identification for the township and provide guidance to Council in preparing a Section 64 contribution developer charges to assist funding of future water and sewerage infrastructure.

Benefits

- Provision of a safe and secure water and sewerage services for the existing and anticipated future growth of the Michelago Township.

Regional Strategies

- Integrated Watercycle Management Plan (IWCM)
- Drinking Water Quality Management Plan

Premiers Priorities

- Creating jobs
- Delivering infrastructure

Strategies

- RPMO - Yass, SV, SMRC, ULSC, HTC
- RPMO - Option Studies

RPMO Shovel Ready Update

Project Funding - Grants

None.

Project Totals

\$1m - 32 mo.
to Shovel Ready

62 mo.
Total Time to Complete

62 mo.
Est. Project Duration

\$15m
Total Est. Cost

Project Delivery Framework



Water Treatment Plants at Jindabyne and East Jindabyne

Project #UHJvamVjdDoyMw== · Wastewater

PROJECT AT A GLANCE

Provide safe and secure water supply in Jindabyne and East Jindabyne to meet the Australian Drinking Water Guidelines at an estimated cost of \$16.4M, with a project duration of 5 years.

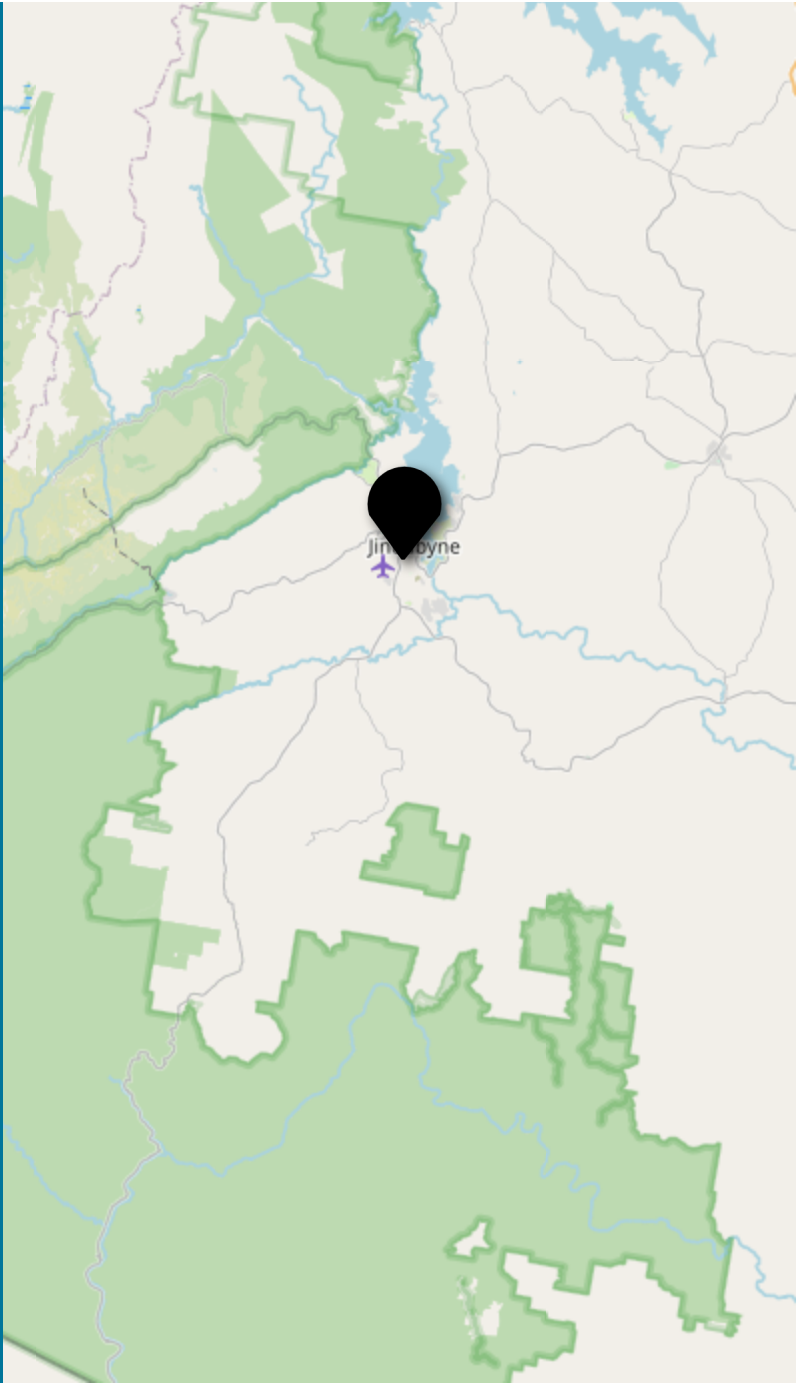
PROJECT BRIEF

Jindabyne and East Jindabyne do not have a safe and secure water supply and water treatment is required to mitigate risks to drinking water quality. The Australian Drinking Water Guidelines recommend that more than one barrier is applied during the water treatment process. Currently, the Jindabyne and East Jindabyne supplies are disinfected, but not filtered, implementing only one barrier for drinking water quality protection. A water treatment Options Assessment Study is required to investigate the water treatment options available for Jindabyne and East Jindabyne. This would be followed by a Concept Design, Business Case, Detailed Design and Construction of a suitable water treatment option to achieve the required risk reduction in potential bacteria, viral and protozoan loadings and improve protection of the Jindabyne and East Jindabyne drinking water supplies.

Project Information

OVERVIEW

Wastewater <i>Project Type</i>	Pipe <i>Visibility</i>	60 mo. <i>Est. Project Duration</i>	\$17m <i>Est. Project Cost</i>
Jindabyne <i>Project Location</i>	Monaro <i>State Electorate</i>		
Snowy Monaro Regional Council <i>Local Government Area</i>	Eden-Monaro <i>Federal Electorate</i>	Inland Southern <i>Regional Development Area</i>	
Canberra Joint Regional Organization <i>Joint Organisations</i>			



Purpose

Provide safe and secure water supply in Jindabyne and East Jindabyne to meet the Australian Drinking Water Guidelines.

Rationale for Investment

Jindabyne, East Jindabyne and surrounding areas extract their town water supply from Lake Jindabyne, which is not protected by controls or restrictions on activities. There have been incidents of water complaints, water testing, boil water alerts, unprotected water sources, water safety assessment results, and a need to meet the Australian Drinking Water Guidelines. In August 2009 a 15-day boil water alert was issued by Council in conjunction with NSW Department of Health in response to concerns for contamination of drinking water following the unintended discharge of approximately 0.8ML of raw sewage into Lake Jindabyne. An Integrated Water Cycle Management (IWCN) strategy identified the major issue requiring action was Lake Jindabyne being an unprotected water source and posing a potential high risk to drinking water quality with current water treatment. The priority action from the strategy was the construction of a Water Treatment Plant to supply Jindabyne and East Jindabyne.

Benefits

- Provision of a safe and secure water supply for the existing and anticipated future growth of the Jindabyne and East Jindabyne Township.
- Ensure Council can reliably provide residents, businesses and visitors quality drinking water that is free from pathogens, meets legislative requirements and is delivered in the most cost effective and efficient way.

Regional Strategies

None

Premiers Priorities

None

Strategies

- [RPMO - Yass, SV, SMRC, ULSC, HTC](#)
- [RPMO - Option Studies](#)

Custom Heading

Project Funding - Grants

None.

Project Totals

\$940k - 30 mo.
to Shovel Ready

90 mo.
Total Time to Complete

60 mo.
Est. Project Duration

\$17m
Total Est. Cost

Project Delivery Framework

IDENTIFY
Identify & Define

Project Brief

PLAN
Option Study

Site Assessment

Concept Design

DEVELOP
Planning & Approvals

Design & Specification

DELIVER
Construction Procurement

\$70k 6mo.

\$870k 24mo.

KEY



Completed



Under Preparation, Funding Required



Submitted, Awaiting Funding



Declined Funding

Khancoban Wastewater Treatment Plant Upgrade

Project #UHJvamVjdDoyNQ== · Wastewater

PROJECT AT A GLANCE

Safeguard the environment with the construction of a modern, fit for purpose Waste Water Treatment Plant at an estimated cost of \$8M, with a project duration of 3 years.

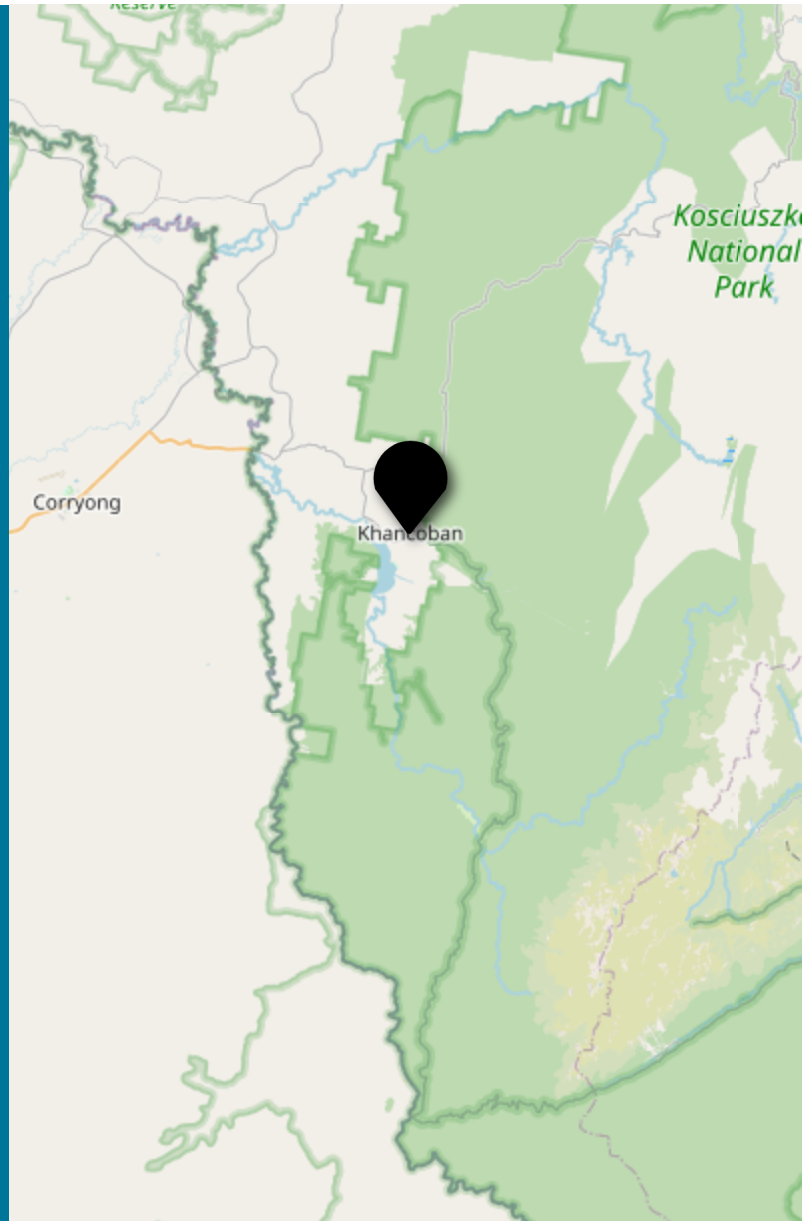
PROJECT BRIEF

Khancoban Waste Water Treatment Plant was commissioned in 1965 and maintains much of the same treatment infrastructure from this time. The 2013 IWCM Evaluation identified that there is an urgent need for a suitable treatment process within the Waste Water Treatment Plant for Khancoban, given the out-dated nature of the current infrastructure. An Options Assessment will be required to ascertain a fit for purpose treatment plant configuration that factors in seasonal peak demand and that meets current EPA and public health guidelines. The project will ultimately realise the delivery of a new Waste Water Treatment Plant to replace the existing facility in Khancoban.

Project Information

OVERVIEW

Wastewater <i>Project Type</i>	Pipe <i>Visibility</i>	36 mo. <i>Est. Project Duration</i>	\$8m <i>Est. Project Cost</i>
Khancoban <i>Project Location</i>	Albury <i>State Electorate</i>		
Snowy Valleys Council <i>Local Government Area</i>	Eden-Monaro <i>Federal Electorate</i>	TBD <i>Regional Development Area</i>	
Canberra Joint Regional Organization <i>Joint Organisations</i>			



Purpose

Safeguard the environment with the construction of a modern, fit for purpose Waste Water Treatment Plant.

Rationale for Investment

The current Waste Water Treatment Plant process and associated infrastructure is based on that of the originally commissioned plant. There is an urgent need to bring the plant to a modern standard to take advantage of rationalisation of process and automation of monitoring to reduce operational costs of the plant. Khancoban has some potential future growth due its location. Access to safe and reliable drinking water will not only provide positive health outcomes and minimise the cost to the public health system, it will enhance the living standard among the residents and visitors, particularly during seasonal peaks where the population can increase by 6 times its regular population.

Benefits

- Safe guarding of envionment.
- Support peak demand periods.
- Support Snowy Hydro 2.0.

Regional Strategies

- Integrated Watercycle Management Plan (IWCN)
- Regional Economic Development Strategies – Albury Wodonga

Premiers Priorities

None

Strategies

- [RPMO - Yass, SV, SMRC, ULSC, HTC](#)
- [RPMO - Option Studies](#)

RPMO Shovel Ready Update

Project Funding - Grants

None.

Project Totals

\$500k - 18 mo.
to Shovel Ready

54 mo.
Total Time to Complete

36 mo.
Est. Project Duration

\$8m
Total Est. Cost

Project Delivery Framework



KEY



Completed



Under Preparation, Funding Required



Submitted, Awaiting Funding



Declined Funding

Jugiong Sewerage Scheme

Project #UHJvamVjdDo0MA== · Wastewater

PROJECT AT A GLANCE

Provide a new community sewerage scheme to address serious public health concerns with 1) a Scoping Study estimated at \$100K, seeking a contribution of \$50K and 2) project design and construction seeking an estimated contribution of \$7M, with a project duration of 1.5 years.

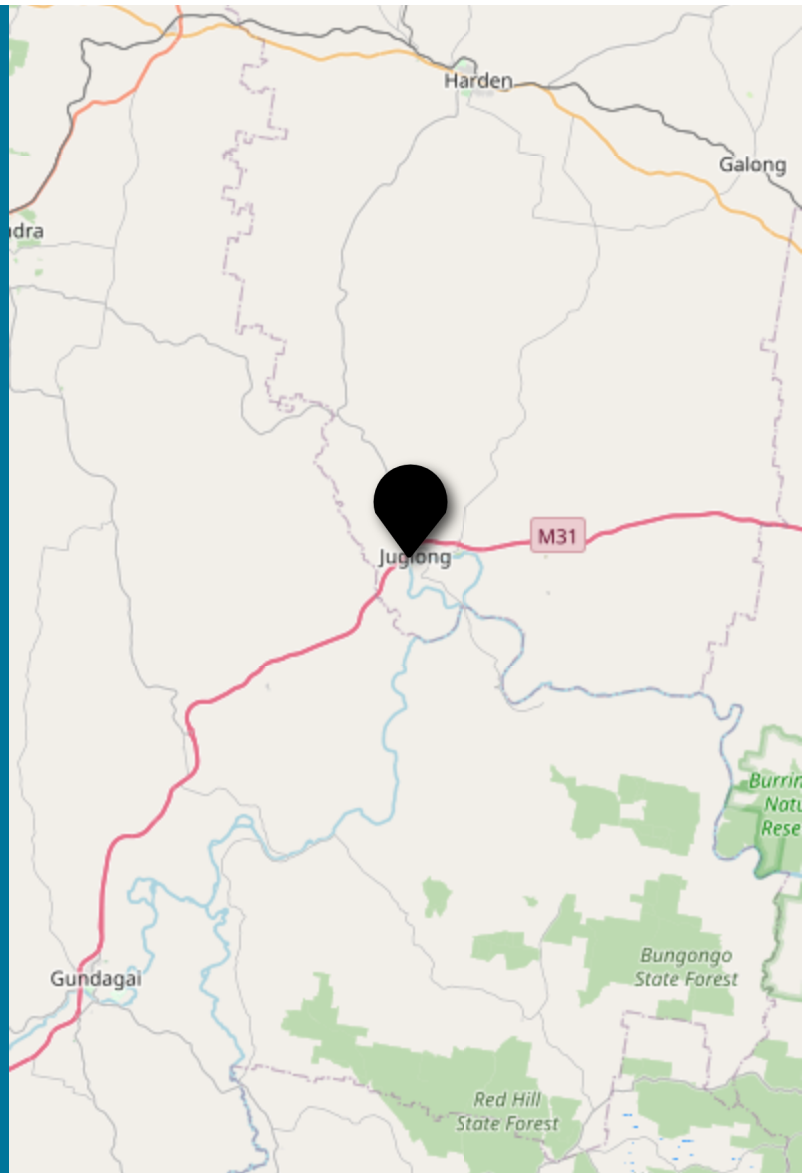
PROJECT BRIEF

Develop a Sewerage Scheme for the Jugiong Community to replace all the privately-owned aging septic tanks in the community which are failing. A large proportion of the existing septic tank sewerage systems are overloaded or at the end of their economic lives, which results in significant illegal discharges, overflows and seepage. In many cases the effluent disposal fields from these existing tanks have failed or become overloaded which created a significant public health risk within the Jugiong area. This could potentially impact on water quality within the Murrumbidgee River catchment and with the Goldenfields Water Treatment facilities. While the current base population for Jugiong is approximately 150, the seasonal population on any one day rises to between 500-1000 visitors due to the local caravan park and visitors coming to this area.

Project Information

OVERVIEW

Wastewater <i>Project Type</i>	Pipe <i>Visibility</i>	42 mo. <i>Est. Project Duration</i>	\$7m <i>Est. Project Cost</i>
Jugiong <i>Project Location</i>	Cootamundra <i>State Electorate</i>		
Hilltops Council <i>Local Government Area</i>	Riverina <i>Federal Electorate</i>	Inland Southern <i>Regional Development Area</i>	
Canberra Joint Regional Organization <i>Joint Organisations</i>			



Purpose

Provide a new community sewerage scheme to address serious public health concerns with 1) a Scoping Study estimated at \$100K, seeking a contribution of \$50K and 2) project design and construction.

Rationale for Investment

The community has experienced considerable growth from Hume Highway traffic that use Jugiong as stopover area. It has also become a popular day-trip destination. It is located on the banks of the Murrumbidgee River, a very sensitive waterway with multiple water extraction permits issued downstream from Jugiong, which could be impacted by sewerage overflows. There is a significant creek that flows through the centre of the community and discharges into the Murrumbidgee River, immediately upstream of the Goldenfields WTP which supplies water to over 20,000 residents and significant intensive agricultural industries in the region (horticulture, poultry, piggeries, viticulture, orchards, and abattoirs). Due to the condition of existing septic tanks, frequency of sewage overflows, and seepage from the effluent disposal fields that have become overloaded due to failure, much of this runoff is finding its way into nearby water courses and the local creek system.

Benefits

- Health benefits for Jugiong community and the region.
- Urgent need to secure and improve the overall water quality within the Murrumbidgee River catchment that rely on Goldenfields Water to supply potable water throughout this region.
- Preserve the local economy and businesses in the Jugiong area that would otherwise be adversely impacted if this sewerage scheme wasn't to proceed.

Regional Strategies

- Integrated Watercycle Management Plan (IWCMP)
- Council Resolution

Premiers Priorities

- Creating jobs
- Delivering infrastructure

Strategies

None

RPMO Shovel Ready Update

Project Funding - Grants

None.

Project Totals

\$600k - 22 mo.
to Shovel Ready

42 mo.
Total Time to Complete

42 mo.
Est. Project Duration

\$7m
Total Est. Cost

Project Delivery Framework

IDENTIFY
*Identify &
Define*

*Project
Brief*

PLAN
*Option
Study*

*Site
Assessment*

*Concept
Design*

DEVELOP
*Planning &
Approvals*

*Design &
Specification*

DELIVER
*Construction
Procurement*

\$100k 6mo.

\$100k 6mo.

\$50k 2mo.

\$250k 6mo.

\$100k 2mo.

KEY



Completed



Under Preparation, Funding Required



Submitted, Awaiting Funding



Declined Funding

Gunning Sewage Treatment Plant

Project #UHJvamVjdDo2NA== · Wastewater

PROJECT AT A GLANCE

Refurbish the Gunning Sewage Treatment Plant at an estimated cost of \$4.95M, with a project duration of 27 months.

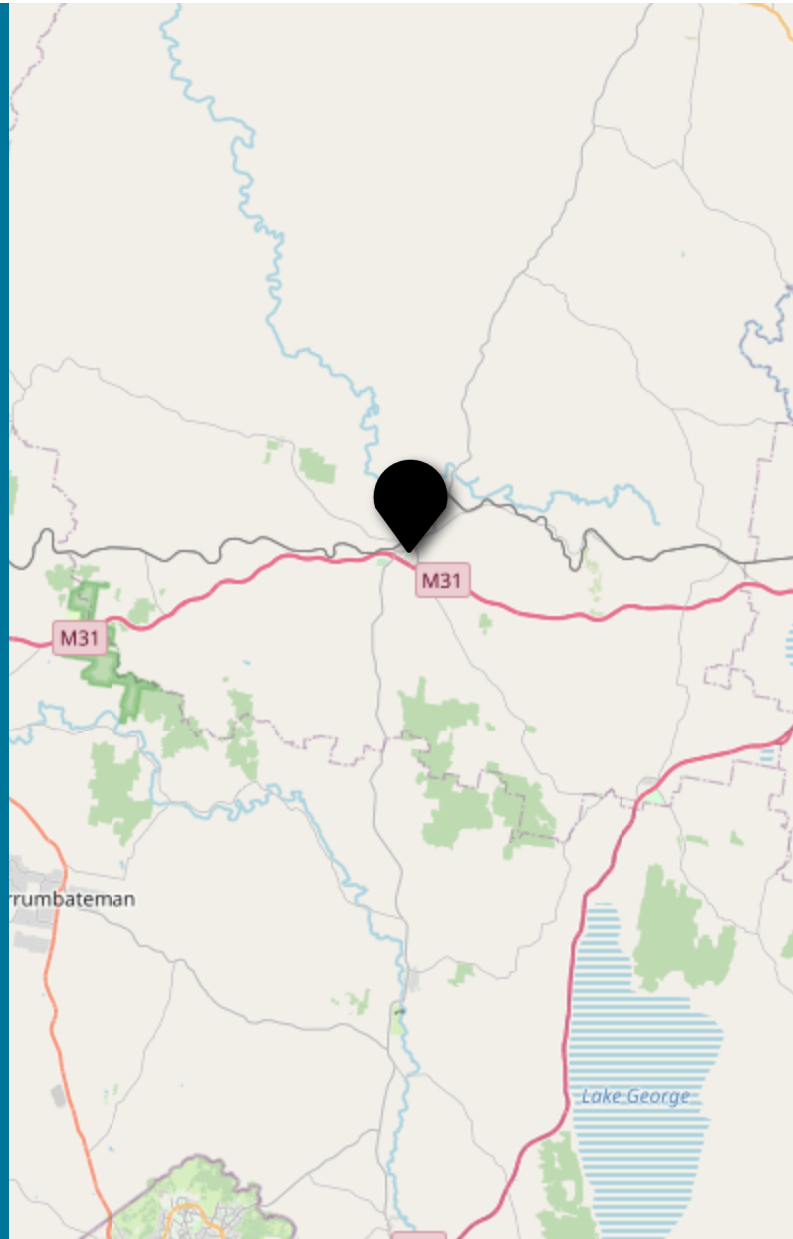
PROJECT BRIEF

Refurbishment of Gunning Sewage Treatment Plant.

Project Information

OVERVIEW

Wastewater <i>Project Type</i>	Pipe <i>Visibility</i>	72 mo. <i>Est. Project Duration</i>	\$5m <i>Est. Project Cost</i>
Gunning <i>Project Location</i>	Goulburn <i>State Electorate</i>		
Upper Lachlan Shire Council <i>Local Government Area</i>	Hume <i>Federal Electorate</i>	Inland Southern <i>Regional Development Area</i>	
Canberra Joint Regional Organization <i>Joint Organisations</i>			



Purpose Refurbish the Gunning Sewage Treatment Plant.	Rationale for Investment TBD	Benefits <ul style="list-style-type: none"> ● Provide an efficient sewage treatment system and minimise the risk of environmental pollution due to proximity to the water body. ● Aged infrastructure has reached the end of its serviceable limit ● Support expansion areas. ● Reduced risk of EPA breach and accept storm flow treatments
Regional Strategies <ul style="list-style-type: none"> ● Integrated Watercycle Management Plan (IWCN) 	Premiers Priorities <ul style="list-style-type: none"> ● Creating jobs ● Delivering infrastructure 	Strategies None
RPMO Shovel Ready Update		

Project Funding - Grants

None.

Project Totals

\$750k - 36 mo. <i>to Shovel Ready</i>	72 mo. <i>Total Time to Complete</i>	72 mo. <i>Est. Project Duration</i>	\$5m <i>Total Est. Cost</i>
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Project Delivery Framework

IDENTIFY <i>Identify & Define</i>	Project <i>Brief</i>	PLAN <i>Option Study</i>	Site <i>Assessment</i>	Concept <i>Design</i>	DEVELOP <i>Planning & Approvals</i>	Design & <i>Specification</i>	DELIVER <i>Construction Procurement</i>
\$250k 6mo.		\$300k 6mo.		\$250k 12mo.	\$50k 6mo.	\$350k 12mo.	\$100k 6mo.

Crookwell Sewerage Augmentation Works

Project #UHJvamVjdDo2Ng== · Wastewater

PROJECT AT A GLANCE

Undertake Crookwell Sewerage Augmentation Works at an estimated cost of \$6.75M, with a project duration of 30 months.

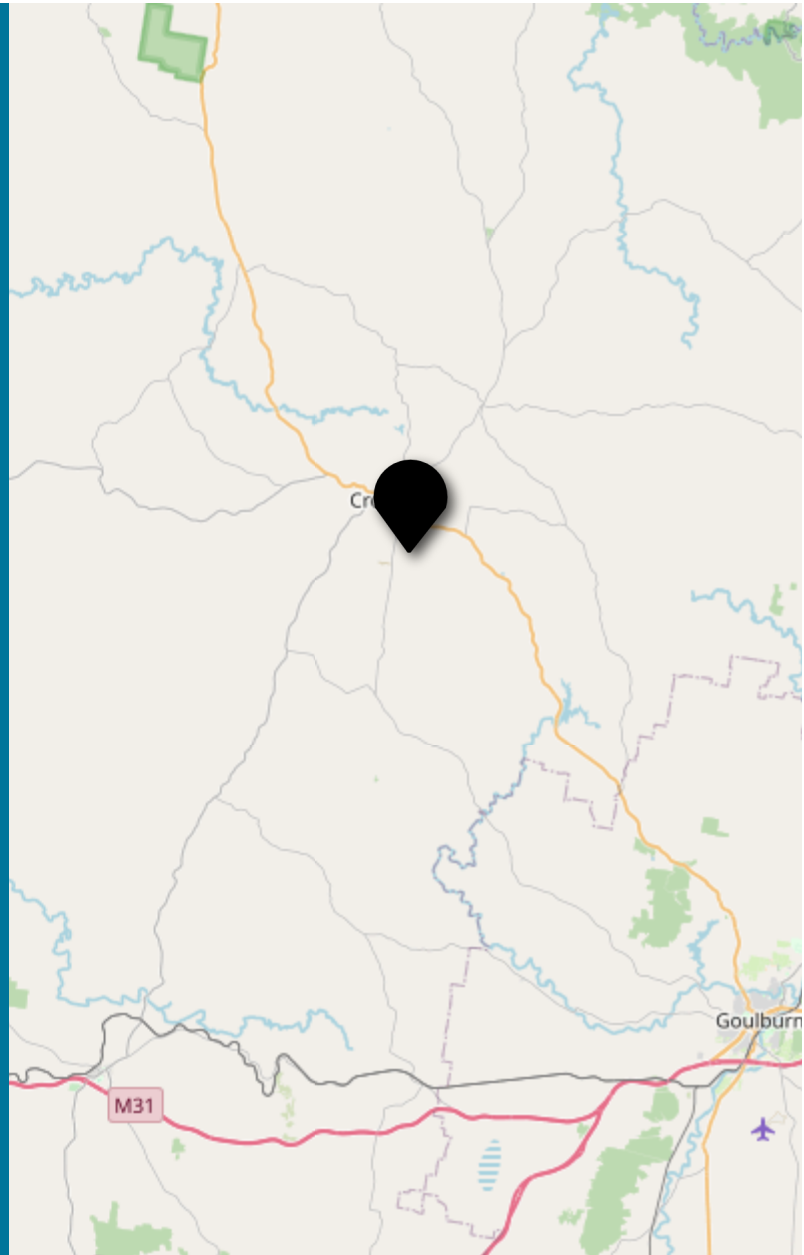
PROJECT BRIEF

Undertake Crookwell Sewerage Augmentation Works.

Project Information

OVERVIEW

Wastewater <i>Project Type</i>	Pipe <i>Visibility</i>	36 mo. <i>Est. Project Duration</i>	\$7m <i>Est. Project Cost</i>
Crookwell <i>Project Location</i>	Goulburn <i>State Electorate</i>		
Upper Lachlan Shire Council <i>Local Government Area</i>	Hume <i>Federal Electorate</i>	Inland Southern <i>Regional Development Area</i>	
Canberra Joint Regional Organization <i>Joint Organisations</i>			



Purpose

Undertake Crookwell Sewerage Augmentation Works.

Rationale for Investment

TBD

Benefits

- Provide an efficient sewage treatment system and minimise the risk of environmental pollution due to proximity to the water body.
- Aged infrastructure has reached the end of its serviceable limit
- Reduced WHS risk to Council operating staff
- Reduced risk of EPA breach and accept storm flow treatments
- Improved waste processing

Regional Strategies

- Integrated Watercycle Management Plan (IWCN)
- Strategic Business Plan of the LGA

Premiers Priorities

None

Strategies

None

RPMO Shovel Ready Update

Project Funding - Grants

None.

Project Totals

\$700k - 21 mo.
to Shovel Ready

33 mo.
Total Time to Complete

36 mo.
Est. Project Duration

\$7m
Total Est. Cost

Project Delivery Framework

IDENTIFY
Identify & Define

Project Brief

PLAN
Option Study

Site Assessment

Concept Design

DEVELOP
Planning & Approvals

Design & Specification

DELIVER
Construction Procurement

\$250k 3mo.

\$100k 6mo.

\$50k 3mo.

\$250k 6mo.

\$50k 3mo.

KEY



Completed



Under Preparation, Funding Required



Submitted, Awaiting Funding



Declined Funding

Bombala Sewage Treatment Plant Augmentation

Project #UHJvamVjdDoyNDA= · Wastewater

PROJECT AT A GLANCE

The Bombala Sewage Treatment Plant Augmentation has progressed to the construction phase, with completion set for December 2020.

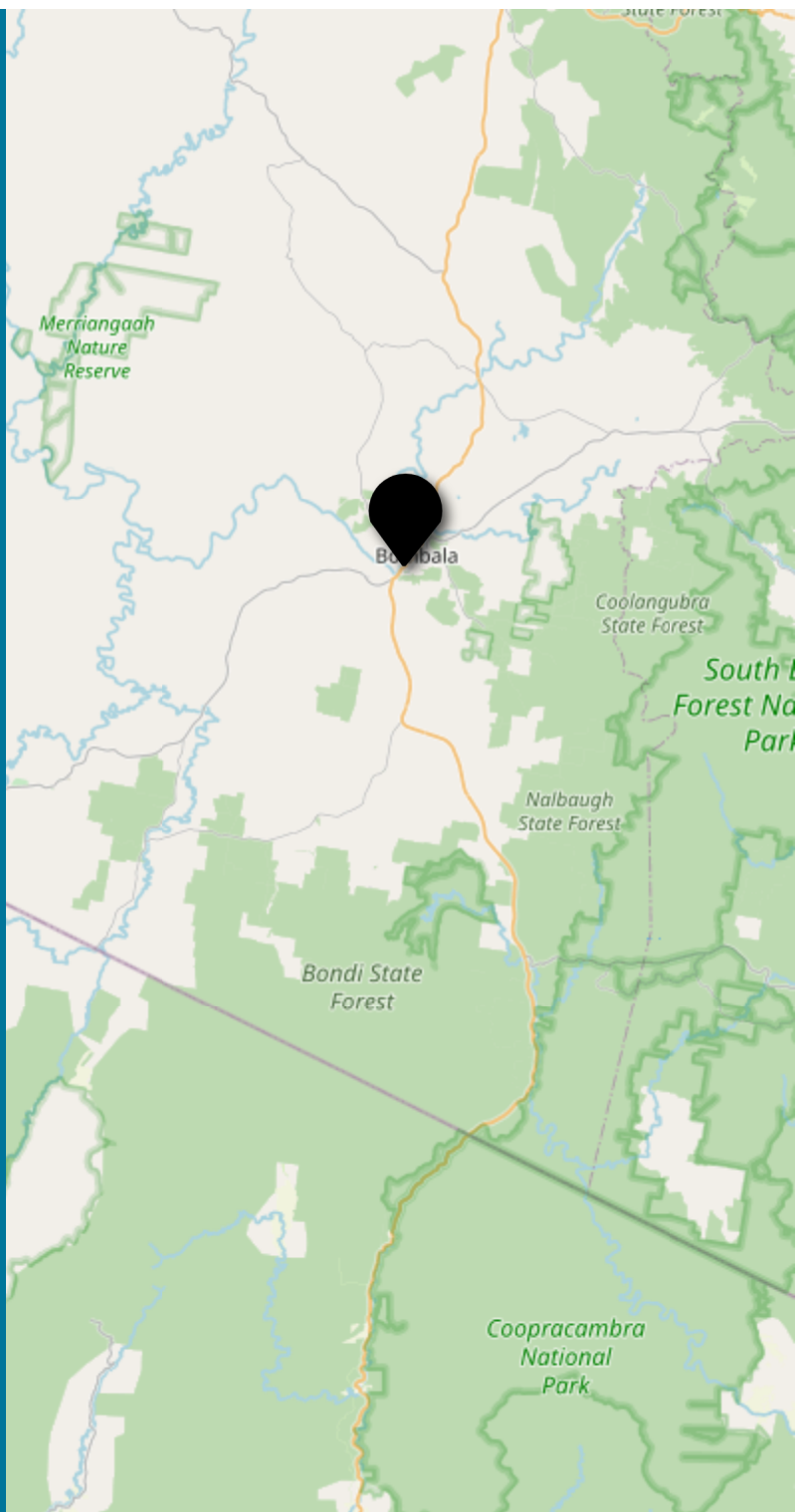
PROJECT BRIEF

Design, development and construction of the Bombala Sewage Treatment Plant augmentation and upgrade including construct and operate a new STP compound, to replace the current, outdated facility which was intended for decommissioning, inlet works, aeration & mixing systems, alum & caustic dosing facility, chemical facility wall & roof structure, UV disinfection building, retaining walls, main switchboard, lightning protection system, site security system, fire detection system, earthing, pipework, signage. The works are being carried out with completion set for December 2020. History - Throughout 2018 and early 2019 The Environmental Factor worked closely with Hunter H2O and Snowy Monaro Regional Council to develop a comprehensive Review of Environmental Factors for the proposed upgrades to the Bombala Sewage Treatment Plant (STP).

Project Information

OVERVIEW

Wastewater <i>Project Type</i>	Pipe <i>Visibility</i>	7 mo. <i>Est. Project Duration</i>	\$7m <i>Est. Project Cost</i>
Bombala <i>Project Location</i>	Monaro <i>State Electorate</i>		
Snowy Monaro Regional Council <i>Local Government Area</i>	Eden-Monaro <i>Federal Electorate</i>	Inland Southern <i>Regional Development Area</i>	
Canberra Joint Regional Organization <i>Joint Organisations</i>			



Purpose

To replace aged infrastructure with a new sewage treatment plant to accept storm flows and reduce risk of environmental diaster.

Rationale for Investment

Bombala is a small regional community that will benefit from the project, which is being delivered using local procurement and employment. The sewage treatment plant had reached the end of its useful life and would become an environmental risk.

Benefits

- Environmental protection of the Bombala River downhill from the STP
- Aged infrastructure has reached the end of its serviceable limit
- Reduced WHS risk to Council operating staff
- Reduced risk of EPA breach and accept storm flow treatments
- Improved waste processing

Regional Strategies

- Integrated Watercycle Management Plan (IWCM)
- Council Resolution
- Community Strategic Plan of the LGA
- EPA Licence

Premiers Priorities

- Creating jobs
- Delivering infrastructure

Strategies

- [RPMO - Yass, SV, SMRC, ULSC, HTC](#)
- [RPMO - Shovel-Ready](#)

RPMO Shovel Ready Update

This project is shovel-ready and underway. It will be completed in December 2020.

Project Funding - Grants

None.

Project Totals

\$0 - 0 mo.
Shovel Ready

7 mo.
Total Time to Complete

7 mo.
Est. Project Duration

\$7m
Total Est. Cost

Project Delivery Framework

IDENTIFY
Identify & Define

Project Brief

PLAN
Option Study

Site Assessment

Concept Design

DEVELOP
Planning & Approvals

Design & Specification

DELIVER
Construction Procurement

KEY



Completed



Under Preparation, Funding Required



Submitted, Awaiting Funding



Declined Funding

Leesville Sewage Pump Station

Project #UHJvamVjdDoyNDE= · Wastewater

PROJECT AT A GLANCE

Support the growth in Jindabyne by providing additional sewerage service capacity at Leesville at an estimated cost of \$1.8M, with a project duration of 2 years.

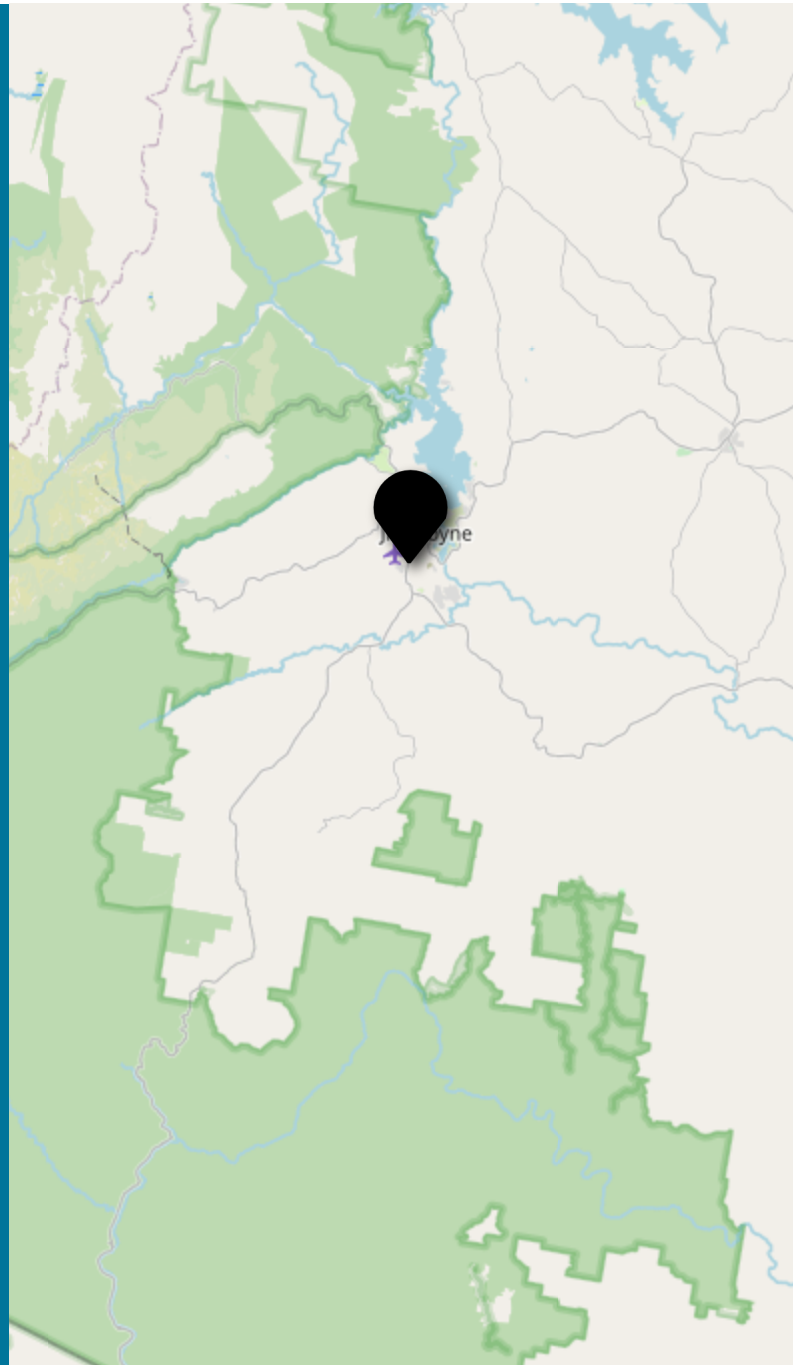
PROJECT BRIEF

Jindabyne sewerage network has sufficient dry weather flow capacity, except for Kalkite Street and Leesville Pump Stations. Leesville Sewage Pump Station: The catchment, in the vicinity of the sewage pump station, is experiencing very high growth, especially from the sport and recreational centre and industrial area of Leesville. There have been a few incidents of overflows from the pump stations in the past as this pump station doesn't have enough storage. The proposal is to construct a new pump station and overflow storage.

Project Information

OVERVIEW

Wastewater <i>Project Type</i>	Pipe <i>Visibility</i>	16 mo. <i>Est. Project Duration</i>	\$3m <i>Est. Project Cost</i>
Leesville <i>Project Location</i>	Monaro <i>State Electorate</i>		
Snowy Monaro Regional Council <i>Local Government Area</i>	Eden-Monaro <i>Federal Electorate</i>	Inland Southern <i>Regional Development Area</i>	
Canberra Joint Regional Organization <i>Joint Organisations</i>			



<h3>Purpose</h3> <p>To increase sewerage pumping capacity for Jindabyne to accommodate growth, cater for storm flows, and protect the environment.</p>	<h3>Rationale for Investment</h3> <p>The region is experiencing very high growth, especially from the sport and recreational centre and industrial area of Leesville. There have been ongoing incidents of overflows from the pump stations in the past into the Lake. This is an environmental disaster.</p>	<h3>Benefits</h3> <ul style="list-style-type: none"> ● Provide an efficient sewage reticulation and treatment system and minimise the risk of environmental pollution due to proximity to the water body. ● Provide capacity for existing and future residential and commercial developments. ● Reduced WHS risk to Council operating staff ● Reduced risk of EPA breach and accept storm flow treatments ● Improved waste processing
<h3>Regional Strategies</h3> <ul style="list-style-type: none"> ● Integrated Watercycle Management Plan (IWCMP) ● EPA Licence ● Council Resolution 	<h3>Premiers Priorities</h3> <p>None</p>	<h3>Strategies</h3> <ul style="list-style-type: none"> ● RPMO - Yass, SV, SMRC, ULSC, HTC ● RPMO - Shovel-Ready

RPMO Shovel Ready Update

Project Funding - Grants

None.

Project Totals

\$0 - 0 mo. <i>Shovel Ready</i>	16 mo. <i>Total Time to Complete</i>	16 mo. <i>Est. Project Duration</i>	\$3m <i>Total Est. Cost</i>
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Project Delivery Framework

IDENTIFY <i>Identify & Define</i>	Project <i>Brief</i>	PLAN <i>Option Study</i>	Site <i>Assessment</i>	Concept <i>Design</i>	DEVELOP <i>Planning & Approvals</i>	Design & <i>Specification</i>	DELIVER <i>Construction Procurement</i>
						\$200k 2mo.	\$100k 2mo.

NSW JOINT ORGANISATION CHAIRS' FORUM

ACTIONS – 2019 | 2020

UPDATED MARCH 2020



CANBERRA REGION
JOINT ORGANISATION



Hunter
Joint Organisation
of Councils



Mid North Coast
Joint Organisation

mncjo



NEW ENGLAND
JOINT ORGANISATION
nejo



NORTHERN
RIVERS
JOINT ORGANISATION



RIVERINA JO
JOINT ORGANISATION



JOINT ORGANISATION CHAIRS' FORUM – 5 MARCH 2020		
DATE	ITEM	STATUS
05.03.20	5.1 FUNDING EXTENSION – 2020/21 FY. <i>That the NSW Joint Organisation (JOs) Chairs' Forum write to the Minister for Local Government seeking operational funding for the 2020/21 Financial Year.</i>	Completed
05.03.20	5.2 NSW JOINT ORGANISATION (JOS) CHAIRS' FORUM – ELECTION OF CHAIR <i>That the NSW Joint Organisation (JOs) Chairs' Forum write to the Minister for Local Government requesting a review of the election of the JO Chairs' following local government elections.</i>	Completed
05.03.20	5.3 RINGFENCING OF JOINT ORGANISATION FUNDING PROGRAMS <i>That the NSW Joint Organisation (JOs) Chairs' Forum write to the Minister for Local Government requesting that funding be ring-fenced specifically for Joint Organisation programs.</i>	Completed
05.03.20	7.3 MINISTERIAL BRIEF – JOINT ORGANISATIONS <i>That the JO's Ministerial Advisory Committee seek feedback in writing from the Minister for Local Government prior to the next NSW Joint Organisation (JOs) chairs' forum.</i>	Underway
05.03.20	7.4 NSW JOINT ORGANISATION STRATEGIC COMMUNICATION PLAN <i>2. Each Joint Organisation implements the Strategic Communication Plan.</i> <i>3. The Executive Officer's network evaluates and monitor the implementation of the Strategic Communications Plan and report to the Chairs Forum as required.</i>	EO Meeting – 15 May 2020
05.03.20	9. JOINT ORGANISATION UPDATE <i>That each of the JOs and the Office of Local Government and Local Government NSW to prepare written reports or updates on activities which are be provided to the JO Chairs' Forum Secretariat one week prior to the scheduled JO Chairs' Forum.</i>	Ongoing

JOINT ORGANISATION CHAIRS' FORUM - 31 OCTOBER 2019		
DATE	ITEM	STATUS
31.10.19	<u>2.1 LOCAL GOVERNMENT AND REGIONAL PLANNING</u> <u>PROTFOLIO UPDATE</u> <i>That a copy of the presentation provided by the Director Policy and Sector Development, Office of Local Government, be circulated with the Minutes.</i>	Completed
31.10.19	<i>That an item be included on the Agenda of the next forum to enable Chairs to discuss the implications of Joint Organisation data being included on the "Your Council" website.</i>	Ongoing
31.10.19	<u>3. NSW JO CHAIRS' FORUM TERMS OF REFERENCE</u> <i>That the draft Terms of Reference for the NSW Joint Organisations (JO) Chairs' Forum, with the inclusion of a Chair and Deputy Chair being appointed for a 12- month period, be considered and endorsed by each individual JO and reported back next forum.</i>	Completed
31.10.19	<u>4. BALLOT - INTERIM FORUM CHAIR</u> <i>That the appointment of the Chair and Deputy Chair be endorsed at the next forum meeting.</i>	Completed
31.10.19	<u>6. LG NSW UPDATE</u> <i>That outputs from the recent LGNSW JO Summit, including who is involved in the subsequent working group, be provided by LGNSW and distributed for Chair review.</i>	Ongoing
31.10.19	<u>7. NSW JO STRATEGIC COMMUNICATION PLAN</u> <i>NSW JO Strategic Communication Plan to be included as an Agenda item at the next meeting.</i>	Ongoing
31.10.19	<u>8. REGIONAL WATER PROGRAM AND NSW GOVERNMENT DROUGHT RESPONSE</u> <i>That this agenda item be carried forward to the next meeting.</i>	
31.10.19	<u>10. GENERAL BUSINESS</u> <i>Canberra Region JO to draft a template for future Chairs' Forum correspondence, for review and endorsement at the next Forum.</i>	Completed
31.10.19	<u>ITEMS FOR NEXT MEETING AGENDA</u> <ul style="list-style-type: none"> • 12- month appointment of Chair and endorsement of Interim Chair & Deputy Chair • Invitation to Auditor General to discuss JO fixed audit costs • Implications of JO data being included on the 'Your Council' Website • Review of Outputs from the recent LGNSW JO Summit • NSW JO Strategic Communication Plan • Hon Melina Pavey be invited to provide update on Regional Water Program and NSW Government Drought Response • JO Sustainability Taskforce outcomes • Review of letter template for future Chairs Forum correspondence • Update from OLG on the JO Capability Building Projects (\$150,000) 	

JOINT ORGANISATION CHAIRS' MEETING – 2 AUGUST 2019														
DATE	ITEM	STATUS												
02.08.19	<p><u>2.7.1 NSW AUDIT OFFICE EXTERNAL AUDITS</u></p> <p><i>That a meeting be arranged with the Auditor General to express the JO Chairs' and Eos' concerns of the cost proposals for external audits. Representing the JO Chairs will be Lord Mayor Clr Gordon Bradbery (ISJO) and Clr Jamie Chaffey (Namoi Unlimited); and representing the EOs will be Leanne Taylor (ISJO) and Joe James (HRJO).</i></p>	Completed												
02.08.19	<p><u>4. JO CHAIRS' MEETINGS TERMS OF REFERENCE</u></p> <p><i>That the draft Terms of Reference be adopted, with the exception of Point 6 – Chair to reflect the following: At the next JO Chairs' meeting, appoint a Chair for a period of up to 12 months; with the role being rotated annually. A decision regarding the Secretariat (i.e. the appointed Chair's EO or a dedicated externally funded Secretariat position) to be determined when the JO funding model is better understood. The current Chair to report back to the next JO Chairs' meeting.</i></p>	Completed												
02.08.19	<p><u>8. MINISTER FOR JUSTICE, FAMILIES AND DISABILITY – THE HON. GARETH WARD: PORTFOLIO UPDATE</u></p> <p><i>ISJO CE to write to Minister Ward formally requesting access to Forecasting Future Outcomes 2018 Insights Report, Taylor Frye.</i></p>	Underway												
02.08.19	<p><u>9. LOCAL GOVERNMENT MINISTER UPDATE: THE HON. SHELLEY HANCOCK</u></p> <p><i>That a Taskforce on JO Financial Sustainability be established to provide recommendations to the Minister. The Taskforce to comprise 4 JO Chairs and 2 JO EOs:</i></p> <table><tr><th>JO CHAIRS</th><th>JO EXECUTIVE OFFICERS</th></tr><tr><td>Lord Mayor Clr Gordon Bradbery AM, ISJO</td><td>Julie Briggs, Riverina JO</td></tr><tr><td>Clr Jamie Chaffey, Namoi Unlimited</td><td>Isabel Perdriau, NRJO</td></tr><tr><td>Clr Rowena Abbey, CRJO</td><td></td></tr><tr><td>Clr Danielle Mullholland, NRJO</td><td></td></tr><tr><td></td><td></td></tr></table>	JO CHAIRS	JO EXECUTIVE OFFICERS	Lord Mayor Clr Gordon Bradbery AM, ISJO	Julie Briggs, Riverina JO	Clr Jamie Chaffey, Namoi Unlimited	Isabel Perdriau, NRJO	Clr Rowena Abbey, CRJO		Clr Danielle Mullholland, NRJO				Underway
JO CHAIRS	JO EXECUTIVE OFFICERS													
Lord Mayor Clr Gordon Bradbery AM, ISJO	Julie Briggs, Riverina JO													
Clr Jamie Chaffey, Namoi Unlimited	Isabel Perdriau, NRJO													
Clr Rowena Abbey, CRJO														
Clr Danielle Mullholland, NRJO														
02.08.19	<p><u>11. NEXT MEETING – NOVEMBER 2019</u></p> <p><i>Next meeting Agenda to include:</i></p> <ul style="list-style-type: none"><input type="checkbox"/> 12 month appointment of Chair<input type="checkbox"/> Feedback on outcome of meeting with Auditor General re audit costs<input type="checkbox"/> Minister Ward's de-identified data and individual region service needs<input type="checkbox"/> JO Taskforce outcomes	Completed												

JOINT ORGANISATION CHAIRS' MEETING – 30 MAY 2019		
DATE	ITEM	STATUS
30.05.19	<u>2. ROUNDTABLE DISCUSSION</u> <i>That the JO Chairs write to the Minister for Local Government stating that JO's require a more collaborative partnership approach to the proposed business model of funding. JO's request on-going base line funding for each JO of \$300,000 per JO per annum for the next 3 years. A response from the Minister is to be requested within 28 days.</i>	Correspondence was prepared at the meeting and signed by all present. The letter was provided to the Minister by Mayor Abbey 31 May 2019.
30.05.19	<u>3. FEES FOR JO CHAIRS</u> <i>That individual JO's raise the issue of fees for Chairpersons with their Boards and return to the next joint meeting with their Boards stance.</i>	Underway
30.05.19	<u>4. EMERGENCY SERVICES LEVY</u> <i>That each JO write to all the Ministers responsible recommending that due to timing and lack of consultation that the imposition of the ESL be deferred for 12 months then shown as a separate line item outside the rate cap. JO's to include relevant State members in the correspondence.</i>	Completed
JOINT ORGANISATION CHAIRS' MEETING – 7 MARCH 2019		
DATE	ITEM	STATUS
07.03.19	<u>2. NSW GOVERNMENT'S PERSPECTIVE ON THE FUNDING OPPORTUNITY FOR JOINT ORGANISATIONS OF COUNCILS (STEVE ORR EXECUTIVE DIRECTOR, NSW DEPARTMENT OF PREMIER AND CABINET REGIONAL BRANCH, REGIONAL NSW GROUP)</u> <ul style="list-style-type: none"> • If any Chair would like to talk about their DPC representation they are to contact Steve Orr. • Specific questions and or examples about the frustrations and timing for decisions can be forwarded to Steve Orr. • Chairs could consider making a collective application to the Remuneration Tribunal. 	Ongoing
07.03.19	<u>3. BEST PRACTICE, EXCELLENCE, OUTCOMES AND OPPORTUNITIES</u> <i>JOs to coordination presentations and topics for the May meeting (Riverina and Murray will be the Chair) are: Hunter – Intergovernmental funding project and Illawarra Shoalhaven – Youth Strategy.</i>	Ongoing
07.03.19	<u>4. STANDING ITEM THIS AND FUTURE AGENDA'S – ADVOCACY</u> <i>Namoi Unlimited will prepare a issues paper for the next Chairs meeting about NSW Treasury Guidelines and application of BCRs for road funding where Councils in NSW have:</i> <ul style="list-style-type: none"> • Provided a BCR from a reputable consultant • The consultant's work determined a BCR of over 1 • The investment in BCRs that are then deemed unsuccessful for funding • Inconsistency of the application of BCRs for funding, for example a project with a BCR of greater than 1 will be funded • Identify the differing requirements in BCRs across the NSW and Australian Governments 	Ongoing



The Hon. Shelley Hancock MP
Minister for Local Government

Ref: A691386

Ms Rebel Thomson
Executive Officer, Namoi Unlimited
437 Peel Street
TAMWORTH NSW 2340

By email: r.thomson@namoiunlimited.nsw.gov.au

Dear Ms Thomson

Thank you for your correspondence of 14 February 2020 on behalf of the Joint Organisation Advisory Committee (the Committee) outlining progress to date in recommending measures to secure the financial sustainability of Joint Organisations (JOs).

Firstly, I would like to acknowledge the considerable progress the Committee has made in understanding the potential issues, barriers and opportunities to securing the future financial sustainability of JOs. The paper reflects a robust understanding of the key areas in which future thought and work may be required.

In working towards a model for ongoing financial sustainability, the Committee has outlined an ambitious program of next steps and I am delighted to say that I am able to endorse many of them, including:

That the Committee consult JOs on potential revenue streams and investigate required governance and business structures – Appropriate governance and business structures are critical to the ongoing success of JOs. Some JOs have explored these issues in depth and are well placed to support the continuation of this work, which commenced during the initial development of the JO model in consultation with the local government sector.

That the Committee reviews expense streams of JOs – Expenses will differ between JOs based on their scale of operations and functions. For example, some JOs gain income through opening membership to associate members. Others have business units which, while incurring expenses, generate ongoing income for the JO. Notwithstanding my support for this step, the review would need a clear strategic objective to maximise the benefits.

That the Committee works with the Office of Local Government (OLG) to identify duplication in compliance and reporting requirements – Some of the concerns expressed by JOs around reporting and compliance reflect a period of adjustment to new governance requirements associated with being a local government entity. OLG will continue to provide support and advice to ease this transition and to identify possible areas where duplication and red tape may be reduced.

That the Committee seeks, collates and analyses procurement models – It is logical for JOs to seek to deliver better procurement value for their member councils as a means of improving their financial sustainability. I note that a number of JOs will be undertaking joint procurement initiatives as projects under the Joint Organisation Capacity Building Fund, so I encourage the Committee to draw from the findings of these projects when undertaking this task.

That the Committee consults on the potential for cross regional and boundary collaboration – There is considerable potential for JOs to support cross regional and boundary

collaboration, particularly in relation to environmental management and similar issues where shared issues cross regional boundaries. The Committee notes that JOs may be able to assist in rebuilding and recovery work arising from recent drought, floods and bushfires and I encourage this collaborative approach.

That the Committee provides advice on the role of a State Agency Group including its role, function and membership – JOs have access to State agencies through their participation in the Regional Leadership Executives, and Regional NSW Directors are the State Government's representative on the board of each JO. JOs are encouraged to collaborate with agencies at the regional level to ensure that their strategic priorities are aligned with and considered when planning for the region. However, if JOs are experiencing barriers in their engagement with State agencies, OLG could play a role in negotiating with agencies to better engage with JOs. Accordingly, I would encourage the Committee to identify any road blocks or barriers experienced by JOs in their engagement with State agencies and report these to OLG for possible resolution through existing inter-governmental channels.

That the Committee draft a toolkit for financial sustainability – I commend the idea of a toolkit which seeks to share the collective experience and know-how of the JOs and look forward to seeing a draft.

That the Committee request that OLG identifies areas where JOs could a) contribute to sector capacity, capability and development, and b) reduce OLG's workloads in regulation and compliance – OLG will continue to provide advice from a State Government perspective, and support JOs through the provision by Government of \$150,000 to JOs for capacity, capability and development programs.

The final steps are best pursued by JOs themselves. These include:

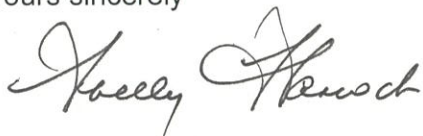
That the Committee request that OLG advises the Committee about government functions and projects JOs can undertake to assist the government in their pursuit of strategic regional priorities and inter-governmental relations – This is a core function of JOs and it is important for JOs themselves to liaise directly with State agencies in relation to identifying, developing and implementing projects that address joint strategic regional priorities. This helps to ensure robust, co-design of the chosen projects and supports building good inter-governmental relationships regionally. However, again I would encourage the Committee to identify any road blocks or barriers experienced by JOs in their engagement with State agencies and report these to OLG for possible resolution through existing inter-governmental channels.

That the Committee request that OLG seeks advice from compliance and regulatory agencies for potential roles for JOs – It is a key role for JOs to liaise directly with State agencies in relation to the functions and services they can offer to support State agencies responsible for undertaking compliance and regulation functions. I note that the Government response to IPART's review of regulation and compliance burden on local government, when formulated and released, will be a relevant input to these discussions.

That the Committee request that the Minister considers the development of a strategy for JOs on potential partnerships with the Australian Government through the NSW Government – It may be that some JOs wish to consider entering into certain partnerships with the Australian Government. I believe that resources should continue to focus on supporting JOs to build relationships with State agencies as JOs continue to mature in the first few years of establishment.

I am very supportive of the direction the Committee has taken. The Committee has set out an ambitious roadmap and I look forward to continuing to work with and support the Committee as it works towards a model to secure the financial sustainability for JOs.

Yours sincerely

A handwritten signature in black ink, reading 'Shelley Hancock' in a cursive style.

The Hon. Shelley Hancock MP

Minister for Local Government

28 APR 2020

cc: Canberra Region JO, Central NSW JO, Far North West JO, Hunter JO, Illawarra
Shoalhaven JO, Mid North Coast JO, New England JO, Northern Rivers JO, Orana JO,
Riverina and Murray JO, Riverina JO, The Far West JO.

Balance Sheet

Canberra Region Joint Organisation As at 29 February 2020

29 FEB 2020

Assets

Bank

Business Account	528,724.59
Provision Account	19,444.51
Term Deposit 2	500,000.00
Total Bank	1,048,169.10

Current Assets

Accounts Receivable	30,189.33
Total Current Assets	30,189.33

Fixed Assets

Computer Equipment	1,591.20
Less Accumulated Depreciation on Computer Equipment	(1,591.20)
Motor Vehicles	121,341.61
Less Accumulated Depreciation on Motor Vehicles	(25,101.73)
Total Fixed Assets	96,239.88

Total Assets	1,174,598.31
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Liabilities

Current Liabilities

Accounts Payable	41,621.26
Wages Payable - Payroll	152.35
Superannuation Payable	8,865.20
PAYG Withholdings Payable	37,244.00
ELE Liability	29,000.12
GST	(9,370.99)
Rounding	(0.05)
Workers Compensation Payable	(361.07)
Credit Card Facility	2,756.74
Total Current Liabilities	109,907.56

Total Liabilities	109,907.56
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Net Assets	1,064,690.75
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Equity

Current Year Earnings	(67,282.21)
Retained Earnings	1,131,972.96
Total Equity	1,064,690.75

Profit and Loss

Canberra Region Joint Organisation For the 8 months ended 29 February 2020

	JUL 2019-FEB 2020	19/20 BUDGET	BUDGET REMAINING	% REMAINING
Income from Continuing Operations				
Revenue				
Other Revenues				
Member Contributions	369,100.38	369,000.00	(100.38)	-0.03%
Management Fees	-	139,000.00	139,000.00	100.00%
Procurement Rebate	104,623.78	80,000.00	(24,623.78)	-30.78%
Other Revenue	-	383,295.00	383,295.00	100.00%
Motor Vehicle Private Use Contributions	11,680.01	7,200.00	(4,480.01)	-62.22%
Interest and Investment Revenue				
Interest Income	1,305.25	5,000.00	3,694.75	73.90%
Operating Grants				
Operating Grants	384,500.00	671,719.00	287,219.00	42.76%
Operating Contributions	-	45,000.00	45,000.00	100.00%
Total Income from Continuing Operations	871,209.42	1,700,214.00	829,004.58	48.76%
Gross Profit	871,209.42	1,700,214.00	829,004.58	48.76%
Expenses from Continuing Operations				
Employee Benefits and On-Costs				
Wages and Salaries	525,379.08	730,500.00	205,120.92	28.08%
Superannuation	32,049.35	51,900.00	19,850.65	38.25%
Provision of Annual Leave	16,993.19	-	(16,993.19)	-
Provision for Long Service Leave	(37,543.82)	-	37,543.82	-
Training & Development	1,119.08	12,569.00	11,449.92	91.10%
Travel - National	31,989.35	23,500.00	(8,489.35)	-36.12%
Borrowing Costs				
Interest Expense	4,405.37	-	(4,405.37)	-
Materials and Contracts				
Audit Fees	11,000.00	16,500.00	5,500.00	33.33%
Consulting & Accounting	110,112.48	481,050.00	370,937.52	77.11%
Legal expenses	-	3,000.00	3,000.00	100.00%
Depreciation				
Depreciation	14,406.46	24,100.00	9,693.54	40.22%
Other Expenses				
Advertising	7,095.30	4,000.00	(3,095.30)	-77.38%
Administration Contingency	-	139,000.00	139,000.00	100.00%
Bank Fees	418.06	150.00	(268.06)	-178.71%
Cleaning	1,654.23	1,000.00	(654.23)	-65.42%
CRJO Meeting Expenses	42,496.77	85,000.00	42,503.23	50.00%
Freight & Courier	295.26	-	(295.26)	-
General Expenses	116,791.49	18,000.00	(98,791.49)	-548.84%

	JUL 2019-FEB 2020	19/20 BUDGET	BUDGET REMAINING	% REMAINING
Insurance	6,244.53	16,000.00	9,755.47	60.97%
Light, Power, Heating	655.41	2,000.00	1,344.59	67.23%
Motor Vehicle Expenses	21,765.46	38,000.00	16,234.54	42.72%
Office Expenses	5,663.36	19,040.00	13,376.64	70.26%
Printing & Stationery	6,485.05	1,500.00	(4,985.05)	-332.34%
Rent	4,836.37	-	(4,836.37)	-
Subscriptions	8,574.63	2,000.00	(6,574.63)	-328.73%
Telephone & Internet	5,605.17	6,500.00	894.83	13.77%
Total Expenses from Continuing Operations	938,491.63	1,675,309.00	736,817.37	43.98%
Operating Result	(67,282.21)	24,905.00	92,187.21	370.16%

Profit and Loss

Canberra Region Joint Organisation For the 8 months ended 29 February 2020

Project is CRJO Operations, CRJO - Tablelands Tourism, OLG - JO Capacity Building Funding.

	JUL 2019-FEB 2020	19/20 BUDGET	BUDGET REMAINING	% REMAINING
Income from Continuing Operations				
Revenue				
Other Revenues				
Member Contributions	369,100.38	369,000.00	(100.38)	-0.03%
Management Fees	-	139,000.00	139,000.00	100.00%
Procurement Rebate	104,623.78	80,000.00	(24,623.78)	-30.78%
Other Revenue	-	150,000.00	150,000.00	100.00%
Motor Vehicle Private Use Contributions	4,616.27	7,200.00	2,583.73	35.89%
Interest and Investment Revenue				
Interest Income	1,305.25	5,000.00	3,694.75	73.90%
Operating Grants				
Operating Contributions	-	45,000.00	45,000.00	100.00%
Total Income from Continuing Operations	479,645.68	795,200.00	315,554.32	39.68%
Gross Profit	479,645.68	795,200.00	315,554.32	39.68%
Expenses from Continuing Operations				
Employee Benefits and On-Costs				
Wages and Salaries	353,427.83	415,000.00	61,572.17	14.84%
Superannuation	16,057.93	25,000.00	8,942.07	35.77%
Provision of Annual Leave	8,888.78	-	(8,888.78)	-
Provision for Long Service Leave	(37,543.82)	-	37,543.82	-
Training & Development	613.63	2,000.00	1,386.37	69.32%
Travel - National	26,300.82	10,000.00	(16,300.82)	-163.01%
Borrowing Costs				
Interest Expense	4,405.37	-	(4,405.37)	-
Materials and Contracts				
Audit Fees	11,000.00	15,000.00	4,000.00	26.67%
Consulting & Accounting	69,427.94	175,000.00	105,572.06	60.33%
Legal expenses	-	3,000.00	3,000.00	100.00%
Depreciation				
Depreciation	6,508.78	6,400.00	(108.78)	-1.70%
Other Expenses				
Advertising	729.65	4,000.00	3,270.35	81.76%
Bank Fees	316.99	150.00	(166.99)	-111.33%
Cleaning	1,105.72	1,000.00	(105.72)	-10.57%
CRJO Meeting Expenses	41,731.60	85,000.00	43,268.40	50.90%
General Expenses	1,157.01	-	(1,157.01)	-

	JUL 2019-FEB 2020	19/20 BUDGET	BUDGET REMAINING	% REMAINING
Insurance	2,465.69	16,000.00	13,534.31	84.59%
Light, Power, Heating	476.74	2,000.00	1,523.26	76.16%
Motor Vehicle Expenses	10,495.73	12,500.00	2,004.27	16.03%
Office Expenses	3,451.48	15,000.00	11,548.52	76.99%
Printing & Stationery	1,293.22	1,500.00	206.78	13.79%
Rent	2,236.37	-	(2,236.37)	-
Subscriptions	8,574.63	2,000.00	(6,574.63)	-328.73%
Telephone & Internet	3,158.60	5,000.00	1,841.40	36.83%
Total Expenses from Continuing Operations	536,280.69	795,550.00	259,269.31	32.59%
Operating Result	(56,635.01)	(350.00)	56,285.01	-16,081.43%

Profit and Loss

Canberra Region Joint Organisation For the 8 months ended 29 February 2020

Project is OEH - Biodiversity.

	JUL 2019-FEB 2020	19/20 BUDGET	BUDGET REMAINING	% REMAINING
Income from Continuing Operations				
Revenue				
Other Revenues				
Motor Vehicle Private Use Contributions	459.76	-	(459.76)	-
Operating Grants				
Operating Grants	90,057.00	87,557.00	(2,500.00)	-2.86%
Total Income from Continuing Operations	90,516.76	87,557.00	(2,959.76)	-3.38%
Gross Profit	90,516.76	87,557.00	(2,959.76)	-3.38%
Expenses from Continuing Operations				
Employee Benefits and On-Costs				
Wages and Salaries	11,704.90	-	(11,704.90)	-
Superannuation	767.94	-	(767.94)	-
Training & Development	-	569.00	569.00	100.00%
Travel - National	-	500.00	500.00	100.00%
Materials and Contracts				
Consulting & Accounting	1,483.75	68,488.00	67,004.25	97.83%
Other Expenses				
Administration Contingency	-	15,000.00	15,000.00	100.00%
Insurance	250.78	-	(250.78)	-
Motor Vehicle Expenses	686.57	3,000.00	2,313.43	77.11%
Office Expenses	43.16	-	(43.16)	-
Telephone & Internet	267.24	-	(267.24)	-
Total Expenses from Continuing Operations	15,204.34	87,557.00	72,352.66	82.63%
Operating Result	75,312.42	-	(75,312.42)	-

Profit and Loss

Canberra Region Joint Organisation For the 8 months ended 29 February 2020

Project is EPA - Contaminated Land Eastern Cluster, EPA - Contaminated Land Western Cluster.

	JUL 2019-FEB 2020	19/20 BUDGET	BUDGET REMAINING	% REMAINING
Income from Continuing Operations				
Revenue				
Other Revenues				
Other Revenue	-	150,000.00	150,000.00	100.00%
Motor Vehicle Private Use Contributions	2,925.90	-	(2,925.90)	-
Operating Grants				
Operating Grants	-	304,162.00	304,162.00	100.00%
Total Income from Continuing Operations	2,925.90	454,162.00	451,236.10	99.36%
Gross Profit	2,925.90	454,162.00	451,236.10	99.36%
Expenses from Continuing Operations				
Employee Benefits and On-Costs				
Wages and Salaries	99,319.24	93,300.00	(6,019.24)	-6.45%
Superannuation	9,435.38	8,900.00	(535.38)	-6.02%
Provision of Annual Leave	5,207.63	-	(5,207.63)	-
Training & Development	-	4,000.00	4,000.00	100.00%
Travel - National	3,331.15	3,000.00	(331.15)	-11.04%
Materials and Contracts				
Audit Fees	-	1,500.00	1,500.00	100.00%
Consulting & Accounting	-	237,562.00	237,562.00	100.00%
Depreciation				
Depreciation	4,877.92	4,900.00	22.08	0.45%
Other Expenses				
Advertising	285.00	-	(285.00)	-
Administration Contingency	-	82,000.00	82,000.00	100.00%
Bank Fees	65.07	-	(65.07)	-
CRJO Meeting Expenses	78.73	-	(78.73)	-
General Expenses	1,055.65	10,000.00	8,944.35	89.44%
Insurance	2,186.66	-	(2,186.66)	-
Motor Vehicle Expenses	6,747.73	7,500.00	752.27	10.03%
Office Expenses	1,322.95	-	(1,322.95)	-
Printing & Stationery	544.81	-	(544.81)	-
Rent	2,009.09	-	(2,009.09)	-
Telephone & Internet	1,221.51	1,500.00	278.49	18.57%
Total Expenses from Continuing Operations	137,688.52	454,162.00	316,473.48	69.68%
Operating Result	(134,762.62)	-	134,762.62	-

Profit and Loss

Canberra Region Joint Organisation For the 8 months ended 29 February 2020

Project is EPA - Contaminated Land Eastern Cluster.

	JUL 2019-FEB 2020	19/20 BUDGET	BUDGET REMAINING	% REMAINING
Income from Continuing Operations				
Revenue				
Other Revenues				
Other Revenue	-	41,648.00	41,648.00	100.00%
Motor Vehicle Private Use Contributions	328.40	-	(328.40)	-
Operating Grants				
Operating Grants	-	140,000.00	140,000.00	100.00%
Total Income from Continuing Operations	328.40	181,648.00	181,319.60	99.82%
Gross Profit	328.40	181,648.00	181,319.60	99.82%
Expenses from Continuing Operations				
Employee Benefits and On-Costs				
Wages and Salaries	60,807.69	111,100.00	50,292.31	45.27%
Superannuation	5,776.76	9,000.00	3,223.24	35.81%
Provision of Annual Leave	3,055.97	-	(3,055.97)	-
Training & Development	-	3,000.00	3,000.00	100.00%
Travel - National	2,971.92	5,000.00	2,028.08	40.56%
Depreciation				
Depreciation	2,060.94	6,400.00	4,339.06	67.80%
Other Expenses				
Advertising	285.00	-	(285.00)	-
Administration Contingency	-	21,000.00	21,000.00	100.00%
Bank Fees	56.07	-	(56.07)	-
CRJO Meeting Expenses	78.73	-	(78.73)	-
General Expenses	963.01	4,000.00	3,036.99	75.92%
Insurance	1,338.77	-	(1,338.77)	-
Motor Vehicle Expenses	3,620.33	7,500.00	3,879.67	51.73%
Office Expenses	477.03	2,020.00	1,542.97	76.38%
Printing & Stationery	544.81	-	(544.81)	-
Rent	1,029.09	-	(1,029.09)	-
Telephone & Internet	857.24	-	(857.24)	-
Total Expenses from Continuing Operations	83,923.36	169,020.00	85,096.64	50.35%
Operating Result	(83,594.96)	12,628.00	96,222.96	761.98%

Profit and Loss

Canberra Region Joint Organisation For the 8 months ended 29 February 2020

Project is EPA - Contaminated Land Western Cluster.

	JUL 2019-FEB 2020	19/20 BUDGET	BUDGET REMAINING	% REMAINING
Income from Continuing Operations				
Revenue				
Other Revenues				
Other Revenue	-	41,648.00	41,648.00	100.00%
Motor Vehicle Private Use Contributions	2,597.50	-	(2,597.50)	-
Operating Grants				
Operating Grants	-	140,000.00	140,000.00	100.00%
Total Income from Continuing Operations	2,597.50	181,648.00	179,050.50	98.57%
Gross Profit	2,597.50	181,648.00	179,050.50	98.57%
Expenses from Continuing Operations				
Employee Benefits and On-Costs				
Wages and Salaries	38,511.55	111,100.00	72,588.45	65.34%
Superannuation	3,658.62	9,000.00	5,341.38	59.35%
Provision of Annual Leave	2,151.66	-	(2,151.66)	-
Training & Development	-	3,000.00	3,000.00	100.00%
Travel - National	359.23	5,000.00	4,640.77	92.82%
Depreciation				
Depreciation	2,816.98	6,400.00	3,583.02	55.98%
Other Expenses				
Administration Contingency	-	21,000.00	21,000.00	100.00%
Bank Fees	9.00	-	(9.00)	-
General Expenses	92.64	4,000.00	3,907.36	97.68%
Insurance	847.89	-	(847.89)	-
Motor Vehicle Expenses	3,127.40	7,500.00	4,372.60	58.30%
Office Expenses	845.92	2,020.00	1,174.08	58.12%
Rent	980.00	-	(980.00)	-
Telephone & Internet	364.27	-	(364.27)	-
Total Expenses from Continuing Operations	53,765.16	169,020.00	115,254.84	68.19%
Operating Result	(51,167.66)	12,628.00	63,795.66	505.19%

Profit and Loss

Canberra Region Joint Organisation For the 8 months ended 29 February 2020

Project is EPA - Regional Coordination Support Fund.

	JUL 2019-FEB 2020	19/20 BUDGET	BUDGET REMAINING	% REMAINING
Income from Continuing Operations				
Revenue				
Other Revenues				
Other Revenue	-	150,000.00	150,000.00	100.00%
Motor Vehicle Private Use Contributions	3,678.08	-	(3,678.08)	-
Operating Grants				
Operating Grants	244,443.00	304,162.00	59,719.00	19.63%
Total Income from Continuing Operations	248,121.08	454,162.00	206,040.92	45.37%
Gross Profit	248,121.08	454,162.00	206,040.92	45.37%
Expenses from Continuing Operations				
Employee Benefits and On-Costs				
Wages and Salaries	60,927.11	93,300.00	32,372.89	34.70%
Superannuation	5,788.10	8,900.00	3,111.90	34.97%
Provision of Annual Leave	2,896.78	-	(2,896.78)	-
Training & Development	505.45	4,000.00	3,494.55	87.36%
Travel - National	2,280.97	3,000.00	719.03	23.97%
Materials and Contracts				
Audit Fees	-	1,500.00	1,500.00	100.00%
Consulting & Accounting	39,195.27	237,562.00	198,366.73	83.50%
Depreciation				
Depreciation	3,019.76	4,900.00	1,880.24	38.37%
Other Expenses				
Advertising	285.00	-	(285.00)	-
Administration Contingency	-	82,000.00	82,000.00	100.00%
Bank Fees	36.00	-	(36.00)	-
Cleaning	548.51	-	(548.51)	-
CRJO Meeting Expenses	686.44	-	(686.44)	-
General Expenses	1,287.18	10,000.00	8,712.82	87.13%
Insurance	1,341.40	-	(1,341.40)	-
Light, Power, Heating	178.67	-	(178.67)	-
Motor Vehicle Expenses	3,835.43	7,500.00	3,664.57	48.86%
Office Expenses	829.65	-	(829.65)	-
Printing & Stationery	23.38	-	(23.38)	-
Rent	590.91	-	(590.91)	-
Telephone & Internet	957.82	1,500.00	542.18	36.15%
Total Expenses from Continuing Operations	125,213.83	454,162.00	328,948.17	72.43%

Profit and Loss

	JUL 2019-FEB 2020	19/20 BUDGET	BUDGET REMAINING	% REMAINING
Operating Result	122,907.25	-	(122,907.25)	-

Profit and Loss

Canberra Region Joint Organisation For the 8 months ended 29 February 2020

Project is EPA - Household Chemical Cleanup.

JUL 2019-FEB 2020

Gross Profit	-
Expenses from Continuing Operations	
Other Expenses	
General Expenses	96,358.57
Total Expenses from Continuing Operations	96,358.57
Operating Result	(96,358.57)

Profit and Loss

Canberra Region Joint Organisation For the 8 months ended 29 February 2020

Project is EPA - Container Deposit Scheme.

JUL 2019-FEB 2020

Gross Profit	-
Expenses from Continuing Operations	
Other Expenses	
General Expenses	4,400.00
Office Expenses	16.12
Printing & Stationery	3,772.73
Total Expenses from Continuing Operations	8,188.85
Operating Result	(8,188.85)

Profit and Loss

Canberra Region Joint Organisation For the 8 months ended 29 February 2020

Project is EPA - CRC Education 2019-21.

JUL 2019-FEB 2020

Income from Continuing Operations

Revenue

Operating Grants

Operating Grants	50,000.00
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Total Income from Continuing Operations	50,000.00
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Gross Profit	50,000.00
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Expenses from Continuing Operations

Other Expenses

Advertising	5,495.65
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General Expenses	1,250.00
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Total Expenses from Continuing Operations	6,745.65
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Operating Result	43,254.35
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Profit and Loss

Canberra Region Joint Organisation For the 8 months ended 29 February 2020

Project is EPA - Litter Project.

JUL 2019-FEB 2020

Gross Profit	-
Expenses from Continuing Operations	
Employee Benefits and On-Costs	
Travel - National	76.41
Materials and Contracts	
Consulting & Accounting	5.52
Other Expenses	
Advertising	300.00
Freight & Courier	239.46
General Expenses	9,688.08
Printing & Stationery	850.91
Total Expenses from Continuing Operations	11,160.38
Operating Result	(11,160.38)



CANBERRA REGION
JOINT ORGANISATION

CRJO Business Plan 2020-2021



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1. Introduction

Overview

The framework for this Business Plan is the CRJO Strategic Plan 2019-2021. The Strategic Regional Priorities were reviewed in August 2019 at a workshop with the General Managers Advisory Group (GMAG). At the workshop timelines and actions were more accurately identified over the short, medium and long term.

The Strategic Plan will be renewed after the 2020 Local Government Elections.

The CRJO Business Plan 2020-2021 provides a detail timing for implementation of the Regional Strategic Priorities and identifies key management issues that will be addressed.

The CRJO has successfully established as a joint organisation entity under the Local Government ACT and this plan is targeted at building on the current relationships and collaborative spirit that has been developed between all CRJO members.

The CRJO will advocate for regional issues and collaborate with members to ensure that the existence of the CRJO 'makes a difference' at the local, regional and state level.

Vision

Our Region.....Dynamic, Innovative, ConnectedCompelling!

Purpose

"Working together to deliver better outcomes for our communities and the region".

Functions

CRJO's Charter defines its principal functions as:

- establishing strategic regional priorities, projects and programs for the CRJO region and developing strategies and plans for delivering these priorities;
- providing regional leadership for the CRJO region and being an advocate for strategic regional priorities; and
- identifying and taking up opportunities for intergovernmental cooperation on matters relating to the CRJO region.

In addition to the principal functions, the Charter provides for CRJO to:

- undertake joint procurement (where agreed between parties);
- undertake collaboration between members to achieve outcomes for the region or individual members;
- provide the key regional linkage to the South East and Tablelands Regional Plan, Destination Southern NSW and Regional Economic Development strategies; and
- employ appropriately qualified personnel to deliver grants, JO-funded programs and projects; and
- undertake any other function the Board may determine.

Our Operating Principles

CRJO has committed to the following operating principles in all its activities.

- ✓ **Cohesive** - speaking with one voice on regional issues and valuing equal representation.
- ✓ **Collaborative** - by working transparently and in the spirit of trust across member councils, communities, governments and with a wide range of partners.
- ✓ **Aligned** - by providing consistency between member councils and NSW Government on regional strategies and policies.
- ✓ **Efficient** - by avoiding duplication and using resources within and available to member Councils wherever possible.
- ✓ **Evidenced based** - when introducing or transitioning programs and shared services.
- ✓ **Educative** - challenging and improving as a sector and sharing information and opportunities between participating councils and the ACT.
- ✓ **Flexible** - Opportunities to operate at the sub-regional as well as regional level. Ability to opt in/opt out when deemed appropriate.
- ✓ **Effective** - delivering real outcomes for the region through collaboration and shared delivery

Operating Objectives

At the Strategic Planning workshop held on the 26 November 2018, five objectives were identified relation to our decision making:

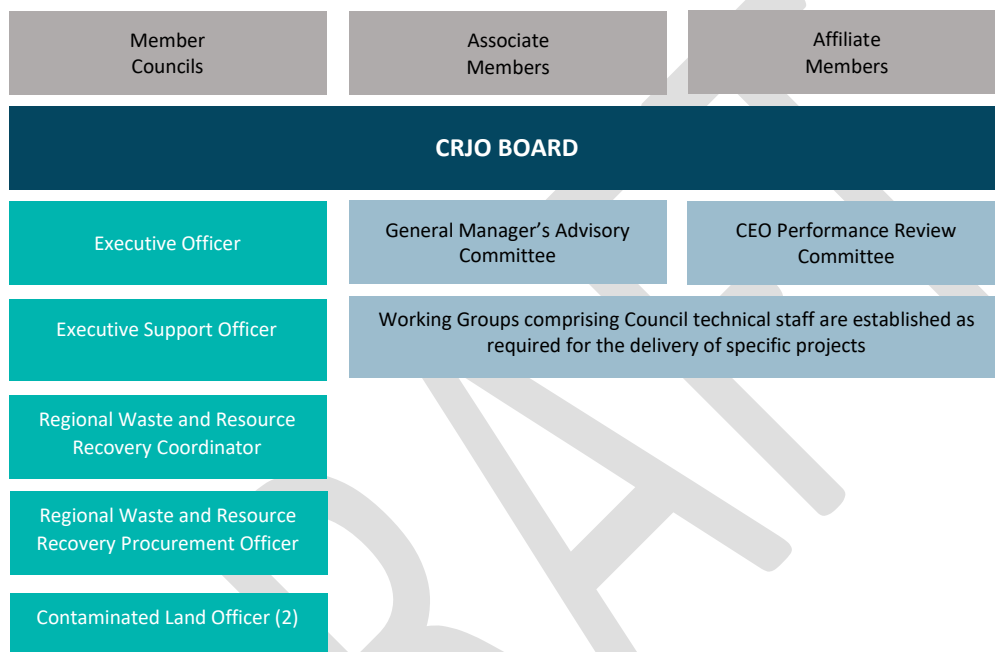
1. ***We are collaborative***
2. ***We add value***
3. ***We amplify the voice of our members***
4. ***We optimise and leverage***
5. ***We are always looking beyond the horizon***

2. Organisational Structure

The organisational structure (below) was adopted by the Board on 27th February 2020 to ensure that the CRJO can deliver projects for item members, lead advocacy for the region and implement appropriate governance measures. The limited physical and financial resources available to the CRJO places an onus on members to be active, cooperative and collaborative if the CRJO is to deliver the projects identified in this Business Plan in a timely manner.

Opportunities to expand the resources of the CRJO to deliver regional projects will be examined on a case-by-case basis where there is potential for new positions to be self-funded.

Where there is potential for new positions to be self-funded.



3. Financial Management

Establishment Funding

All Joint Organisations were provided with funding of \$300k from the NSW Government to assist with the establishment of the organisation, with all funds required to be spent by 30 June 2020. The funding has now been fully expended on projects as detailed in following table.

Project	\$ Budget	\$ Actual
Video Conferencing Facilities	140,000	133,500
Transport and Freight Prospectus	40,000	67,027
CRJO Branding	20,000	30,004
Office Establishment	30,000	43,250
Corporate and Strategic Plans	30,000	18,640
Website Development	10,000	3,646
Canberra Region Economic Development Strategy	10,000	10,000
Procurement Tenders	20,000	0
Total	300,000	306,067

Membership Fees

The Membership Fee of \$10,000 flat fee plus a \$0.77 population fee provides the CRJO with the necessary funding to take advantage of opportunities that may arise for the benefit of its Members. This includes a more cost-effective procurement program to achieve economies of scale and streamlined contractual processes across all Member councils. The methodology used to revise the Membership fee enables the CRJO to deliver on its strategic priorities and provides a return on investment for its Members and the wider community.

To ensure the sustainability of the CRJO, it was also important that Membership Fees reflect legislative increases such as salary and wage inflation (usually 3% p.a.) and other economic factors impacting business as usual costs. Based on the 2018 population figures, Membership Fees represent an increase of 15.6% to the 2019/20 financial year.

The below Membership Fees for 2020/21 were endorsed on the 6 December 2019 by the CRJO Board.

\$10,000 Flat Fee + \$0.77 per head			0.77				2.50%		
LGA	Population (2018)	Flat Fee	Population Fee	Full Fee	Factor	2020-2021	2021-2022	First Year Increase	%
Bega Valley	34348	\$10,000	\$26,448	\$36,448	1	\$36,448	\$37,359	\$4,854	15.36%
Eurobodalla	38288	\$10,000	\$29,482	\$39,482	1	\$39,482	\$40,469	\$5,063	14.71%
Goulburn Mulwaree	30852	\$10,000	\$23,756	\$33,756	1	\$33,756	\$34,600	\$4,679	16.09%
Hilltops	18782	\$10,000	\$14,462	\$24,462	1	\$24,462	\$25,074	\$3,760	18.16%
Queanbeyan-Palerang	59959	\$10,000	\$46,168	\$56,168	1	\$56,168	\$57,572	\$7,068	14.40%
Snowy Monaro	20733	\$10,000	\$15,964	\$25,964	1	\$25,964	\$26,613	\$3,913	17.75%
Upper Lachlan	7961	\$10,000	\$6,130	\$16,130	1	\$16,130	\$16,533	\$3,124	24.02%
Yass Valley	16953	\$10,000	\$13,054	\$23,054	1	\$23,054	\$23,630	\$3,782	19.62%
Wingecarribee	50493	\$10,000	\$38,880	\$48,880	1	\$48,880	\$50,102	\$6,254	14.67%
Snowy Valleys	14532	\$10,000	\$11,190	\$21,190	1	\$21,190	\$21,720	\$3,469	19.58%
Wagga Wagga	64820	\$10,000	\$49,911	\$59,911	0.75	\$44,934	\$46,057	\$5,185	13.04%
ACT	411667	\$10,000	\$316,984	\$326,984	MOU	\$44,934	\$46,057	\$5,185	13.04%
East Gippsland	46818	\$10,000	\$36,050	\$46,050	0.25	\$11,512	\$11,800	\$1,478	14.73%
Total Member Contributions						\$426,914	\$437,586	\$57,814	15.66%

2019/20 Budget

At the request of the GMAG, the CRJO underwent a thorough review of its financial governance and systems to improve the accuracy and transparency of its operating position. This review prompted the engagement of an external third-party Jennifer Lang Australia to oversee the day-to-day running of the accounting functions and provide financial assurance to the Acting Executive Officer.

The review also identified processes that would allow for the proactive management of budget variances and establish a clear financial governance model moving forward. These processes included:

- Provision of regular reporting to the Executive Officer and Program Co-ordinators.
- Stringent procurement management and expenditure approval processes (as outlined in the Procurement and Credit Card Policies); and
- Management of the receipt of revenue as outlined in the Revenue Policy (i.e. timely invoice generation and debtor management).

For the 2020/21 financial year, the CRJO is budgeted to achieve an operating surplus of \$15k with total income of \$1,638k and expenses of \$1,623k.

The budget supports the delivery of new strategic priorities including the development of the Regional Workforce Strategy, Best Practice in Aggregated Procurement modelling and Shared Services Project and the Disaster Preparedness Program, in addition to the continuation of core programs such as Regional Coordination Support and Contaminated Lands.

CRJO Administration Budget

Income

➤ Management Fees

The CRJO receives management fees from each active program for the reimbursement of administrative overheads. For clarity, the management fee incorporates the following:

- Time spent by staff not otherwise funded by the program (for example meeting attendance by the Executive Officer or administration tasks performed by the Executive Support Officer);
- Accounting and Audit expenses incurred on behalf of the Program;
- Public liability insurance; and
- IT support.

For the 2020/21 year, it is assumed that the CRJO will receive a 10% management fee from all Waste Programs and a flat \$40k fee from Contaminated Lands (as stipulated in the contract).

Expenditure

➤ Staffing

The CRJO Administration Budget incorporates two Full-Time Equivalent (FTE) positions, including the Executive Officer and Executive Support Officer as per the resolution of the Board on 27 February 2020. The budget assumes the standard 3% CPI increase on salaries from 1 July 2020.

Total employee benefits and on-costs total \$356k.

➤ Programs

The budget includes a number of Grants from the Office of Local Government (OLG) and the NSW Government to undertake its strategic priorities for the 2020/21 financial year.

This budget assumes funding for the following initiatives:

- Regional Workforce Strategy	\$175k
- Shared Services Strategy	\$20k
- Best Practice in Aggregated Procurement	\$30k
- Disaster Preparedness Program	\$30k
Total	\$255k

These programs are expected to have a nil overall impact on the operating result as all funds are to be expended throughout the course of the financial year.

➤ **Other Operational Expenditure**

An overview of the significant day-to-day operational expenses is provided below:

Expense	\$ 000's	Detail
CRJO Meeting Expenses	25	CRJO meeting expenses incorporates all incidental costs associated with CRJO related meetings including those for GMAG and the Board. Examples include venue hire and catering.
CRJO Sitting Fees	25	Payment of sitting fees and allowances to Board members and the Chair.
Depreciation	13	Depreciation of two vehicles allocated to the CRJO administration budget includes: <ul style="list-style-type: none"> - 2019 Subaru Outback - Nissan X-Trail (Pool Car)
Rent	7	Allocation of rent on a per FTE basis for the Goulburn offices.
Subscriptions	14	Subscriptions include Zoom (reimbursed by Member Councils), Xero Accounting and the Australian Tourism Data Warehouse
Expense Contingency	60	Allows for timing differences in Program delivery expenditure and offsets a potential reduction in Management Fees due to Program changes.

Waste Program

In addition to the core Regional Coordination Support Fund Program, the overarching Waste Program currently incorporates several smaller, one-off initiatives that are due for completion by 30 June 2020 including:

- Illegal Dumping;
- Container Deposit;
- Litter Project; and
- Love Food, Hate Waste.

The continuing Waste Program is budgeted to have an operating loss of \$28k for the 2020/21 financial year. As all initiatives under this program are fully funded by the Environment Protection Authority, this loss represents the timing difference between the receipt of income and delivery expenditure from prior years.

The Regional Coordination Support Program on a whole is cashflow positive, with **estimated** available funds of approximately \$150k to be brought forward and expended in 2020/21.

Income

➤ Operational Grants

The CRJO secured a three-year funding agreement with the Environment Protection Authority (EPA) for the delivery of the Regional Coordination Support Program that commenced in 2019. The agreement provides funding to employ a full-time role, namely the Regional Waste & Resource Recovery Coordinator to deliver waste initiatives in collaboration with member councils.

The budget also assumes that existing Programs Household Chemical Clean-up and Community Recycling Centre (CRC) Education will again be funded and delivered.

➤ Management Fees

A Procurement Officer has been appointed for the Waste program to streamline procurement services across councils and achieve economies of scale when engaging large suppliers. Although the Procurement Officer is a dedicated program resource, it is anticipated that external parties or projects could benefit from this service, generating an independent revenue source for the Waste Program.

The 2020/21 budget conservatively assumes that 25% of the Procurement Officer wage and on-costs are funded from external sources, generating further income of \$21k for the financial year.

Expenditure

➤ Staffing

The Waste Program includes two FTE's, Regional Waste & Resource Recovery Coordinator and the Regional Waste & Resource Recovery Procurement Officer. Staff wages and on-costs absorb 52% of total funding received.

As detailed above, there may be an opportunity for the Procurement Officer to extend procurement services to other initiatives external to the Waste Program. As this is a fully funded position, the budget assumed that this time will be reimbursed.

➤ Programs

The budget includes expenditure for the following programs in 2020/21:

- Regional Coordination Support Fund (\$225k);
- Household Chemical Clean-up (\$100k) (delivered based on a calendar year); and
- Community Recycling Centre (CRC) Education (\$50).

In addition to these core funding agreements above, the CRJO will, from time to time, apply for available grants to carry out other initiatives that are seen to be of benefit to our Member Councils. The program team are currently undertaking grant applications for:

- Food Donation Education Program (\$100k)
- Bin Trim Program (\$240k)

These new programs are expected to have a nil overall impact on the operating result as all funds are to be expended throughout the course of the financial year.

➤ Other Operational Expenditure

An overview of the significant day-to-day operational expenses is provided below:

Expense	\$ 000's	Detail
Depreciation	6	Depreciation of the Toyota Camry.
Motor Vehicle Expenses	8	Includes fuel and all running costs of the vehicle.
Rent	7	Allocation of rent on a per FTE basis for the Fairbairn offices.
Office Expenses	2	Provision for the purchase of IT equipment (laptop etc) for the new Procurement Officer.

Contaminated Lands

Income

➤ Operational Grants

The CRJO secured a three-year funding agreement with the Environment Protection Authority (EPA) for the delivery of the Contaminated Lands Program that commenced in May 2019. The agreement provides funding to employ two full-time roles (Eastern and Western Clusters) to build capacity within local councils to manage contaminated lands.

In addition to the EPA funding of \$280k per year, participating councils will also make an annual cash contribution to the Program of \$74k per year and in-kind contributions to the value of \$43k.

Expenditure

The expenditure budget for the Contaminated Lands Program is clearly quantified in the three-year agreement and has been used as the basis of the 2020/21 budget.

➤ Staffing

The Contaminated Lands Program budget includes two FTE's for the delivery across the Eastern and Western regional councils. The primary purpose of the funding was to engage dedicated resources, as a result, employee benefits and on-costs account for 75% of total the program income (\$273k p.a.).

➤ Other Operational Expenditure

An overview of the significant day-to-day operational expenses is provided below:

Expense	\$ 000's	Detail
Motor Vehicle Expenses	30	Includes fuel and running costs of the Nissan X-Trail plus depreciation.
Project Management	40	Project Management fee paid to the CRJO for administrative overheads.

CANBERRA REGION JOINT ORGANISATION BUDGET 2020-21

	CRJO Operations	Contaminated Lands	Regional Support Fund	CONSOLIDATED
Income				
Interest and Investment Revenue				
Interest Income	\$2,400	\$0	\$0	\$2,400
Total Interest and Investment Revenue	\$2,400	\$0	\$0	\$2,400
Operating Grants				
Operating Contributions	\$46,908	\$74,040	\$0	\$120,948
Operating Grants	\$0	\$280,000	\$374,443	\$654,443
Total Operating Grants	\$46,908	\$354,040	\$374,443	\$775,391
Other Revenue				
Management Fees	\$87,444	\$0	\$21,401	\$108,846
Member Contributions	\$451,914	\$0	\$0	\$451,914
Motor Vehicle Private Use Contributions	\$0	\$6,000	\$6,000	\$12,000
Other Revenue	\$180,000	\$0	\$0	\$180,000
Procurement Rebate	\$108,000	\$0	\$0	\$108,000
Total Other Revenue	\$827,358	\$6,000	\$27,401	\$860,760
Total Income	\$876,666	\$360,040	\$401,844	\$1,638,551
Gross Profit	\$876,666	\$360,040	\$401,844	\$1,638,551

	CRJO Operations	Contaminated Lands	Regional Support Fund	CONSOLIDATED
Less Operating Expenses				
Borrowing Costs				
Interest Expense	\$0	\$0	\$0	\$0
Total Borrowing Costs	\$0	\$0	\$0	\$0
Depreciation				
Depreciation	\$13,294	\$0	\$6,168	\$19,462
Total Depreciation	\$13,294	\$0	\$6,168	\$19,462
Employee Benefits and On-Costs				
Provision of Annual Leave	\$21,540	\$16,920	\$14,091	\$52,551
Superannuation	\$26,600	\$18,000	\$17,402	\$62,002
Training & Development	\$9,600	\$8,700	\$4,000	\$22,300
Accommodation	\$26,000	\$18,000	\$0	\$44,000
Travel - National	\$14,000	\$8,700	\$3,000	\$25,700
Wages and Salaries	\$258,460	\$203,080	\$169,087	\$630,627
Total Employee Benefits and On-Costs	\$356,200	\$273,400	\$207,580	\$837,180
Materials and Contracts				
Project Management	\$0	\$40,000	\$37,444	\$77,444
Audit Fees	\$12,000	\$0	\$0	\$12,000
Accounting & Bookkeeping	\$9,600	\$0	\$0	\$9,600
Consulting	\$255,000	\$0	\$0	\$255,000
Legal expenses	\$10,000	\$0	\$0	\$10,000
Total Materials and Contracts	\$286,600	\$40,000	\$37,444	\$364,044
Other Expenses				
Advertising	\$0	\$0	\$0	\$0
Bank Fees	\$600	\$0	\$0	\$600
Cleaning	\$1,200	\$0	\$0	\$1,200
CRJO Meeting Expenses	\$25,000	\$0	\$0	\$25,000
CRJO Sitting Fees	\$25,000	\$0	\$0	\$25,000
Entertainment	\$0	\$0	\$0	\$0
General Expenses	\$0	\$0	\$150,000	\$150,000
Insurance	\$7,987	\$6,600	\$5,225	\$19,812
Light, Power, Heating	\$840	\$0	\$0	\$840
Motor Vehicle Expenses	\$21,390	\$30,000	\$7,500	\$58,890
Office Expenses	\$10,112	\$2,000	\$2,000	\$14,112
Printing & Stationery	\$1,500	\$0	\$0	\$1,500
Rent	\$7,200	\$0	\$7,200	\$14,400
Subscriptions	\$13,528	\$0	\$3,800	\$17,328
Telephone & Internet	\$2,880	\$2,040	\$2,880	\$7,800
Expense Contingency	\$60,000	\$6,000	\$0	\$66,000
Total Other Expenses	\$177,237	\$46,640	\$178,605	\$402,482
Total Operating Expenses	\$833,331	\$360,040	\$429,797	\$1,623,168
Net Profit	\$43,336	\$0	-\$27,953	\$15,383

5. 2020-21 Actions

Key Strategic Documents

PILLAR	DOCUMENT	STATUS
LEADERSHIP	<ul style="list-style-type: none"> • Statement of Strategic Regional Priorities • Strategic Plan 2019-2021 • 2050 Canberra Region Vision • Regional Workforce Strategy • Regional Advocacy Strategy <ul style="list-style-type: none"> – Regional Advocacy Plan • Communication and Engagement Plan 	<ul style="list-style-type: none"> • Completed • Completed • TBA • Underway • Completed • Completed
ECONOMIC	<ul style="list-style-type: none"> • Canberra Region Economic Development Strategy (external) • South East and Tablelands Regional Plan 2036 (external) • Destination Southern NSW, Destination Management Plan 2018 – 2020 (external) 	<ul style="list-style-type: none"> • Underway • Completed • Completed
INFRASTRUCTURE	<ul style="list-style-type: none"> • Transport & Freight Infrastructure Prospectus • Water & WasteWater Prospectus • Roads and Bridges Register • Recreation, Tourism & Cultural Prospectus 	<ul style="list-style-type: none"> • Completed • Completed • Completed • Completed • Under development
COMMUNITY SERVICES	<ul style="list-style-type: none"> • Regional Social Infrastructure Prospectus 	<ul style="list-style-type: none"> • Under development
ENVIRONMENT	<ul style="list-style-type: none"> • Regional Waste Action Plan 	<ul style="list-style-type: none"> • Completed

2020/21 ACTIONS



CANBERRA REGION
JOINT ORGANISATION

ITEM	2020/21 ACTIONS	RESPONSIBILITY	WHEN
i. Effective Policy Framework implemented	<ul style="list-style-type: none"> Identify policies to be developed [Procurement, HR Workplace safety, staff evaluation, purchasing, records management, payment of expenses, website, privacy, investment, recruitment EEO, credit card, document management system] Policies drafted and approved by Board 	A/ EXECUTIVE OFFICER	Completed
ii. Organisational risks identified and managed	<ul style="list-style-type: none"> Develop Risk Register Risk Register adopted by Board Report on IT and Systems implementation 	A/ EXECUTIVE OFFICER	Underway
ii. Organisational Structure implemented that is responsive and efficient	<ul style="list-style-type: none"> Functional gaps identified Structure adopted by Board Structure implemented 	GMAG	Completed
v. Staff are effectively managed and have the relevant professional training	<ul style="list-style-type: none"> Ensure staff have clear performance plans with achievable objectives Professional development needs identified 	A/ EXECUTIVE OFFICER	Underway
v. CRJO is financially sustainable	<ul style="list-style-type: none"> Identify issues affecting financial sustainability and develop strategy to address concerns Advocate to government for increased financial support for JOs 	A/ EXECUTIVE OFFICER	Ongoing
vi. Sound financial management	<ul style="list-style-type: none"> 2020/21 Budget developed 2020/21 Budget adopted by Board Report to GMAG Financial Services Ensure proper financial controls are in place Quarterly Financial Report to Board 	A/ EXECUTIVE OFFICER	Underway
ii. All statutory requirements are met	<ul style="list-style-type: none"> Develop system for identifying and tracking all statutory requirements Financial Statements to OLG Annual Report to Board 	A/ EXECUTIVE OFFICER	Completed
ii. Effective management of Working Groups	<ul style="list-style-type: none"> Ensure all working groups have clear terms of reference and operating guidelines Provide support for working groups 	A/ EXECUTIVE OFFICER	Completed
x. Regular reporting on achievements	<ul style="list-style-type: none"> Quarterly Report to Board on progress against Operational Plan objectives 	A/ EXECUTIVE OFFICER	Ongoing
x. Effective Stakeholder Management	<ul style="list-style-type: none"> Monthly meetings with Executive of GMAG Quarterly GMAG meetings Regular meetings with key NSW government departments 	A/ EXECUTIVE OFFICER	Ongoing

2020/21 ACTIONS



CANBERRA REGION
JOINT ORGANISATION

ITEM	2020/21 ACTIONS	RESPONSIBILITY	WHEN
	<ul style="list-style-type: none"> Regular meetings with key ACT government departments Regular meetings and liaison with DPC and OLG Active participant in RLE Communication & Engagement Strategy 		Completed
xi. Effective advocacy on specific regional issues	<ul style="list-style-type: none"> CUC Canberra Airport Masterplan Regional Infrastructure Agenda <ul style="list-style-type: none"> Water, WasteWater Roads and Bridges Freight and Transport 	A/ EXECUTIVE OFFICER	Ongoing
ii. Increase services to member Councils	Develop business case to provide additional services to member Councils on a cost recovery basis as opportunities arise. Three per year - commence with Complaints Management	A/ EXECUTIVE OFFICER	Ongoing
ii. Regional Complaints Management System	<ul style="list-style-type: none"> Establish CRJO Code of Conduct Panel Develop Business Case for internal ombudsman 	A/ EXECUTIVE OFFICER	Completed Ongoing
v. Value Proposition	Active participation in OLG's evaluation framework Develop CRJO framework for reporting value	A/ EXECUTIVE OFFICER	Completed Ongoing
v. CRJO coordinated activities	Councillor Training Community Survey ICAC Training	A/ EXECUTIVE OFFICER	Ongoing
vi. Code of Conduct	Establish Panel	A/ EXECUTIVE OFFICER	Completed

CRJO STRATEGIC REGIONAL PRIORITIES

The strategic regional priorities were adopted by the Board at its meeting in February 2019. The Strategic Priorities were reviewed and reclassified at a GMAG workshop in August 2019, with key areas being identified. These areas include:

- Focus
- Operation
- Strategy
- Capability

The focus pillar reflects the key strategy with the other three pillars identifying delivery and execution of each strategy.

2020/21 ACTIONS - CRJO STRATEGIC REGIONAL PRIORITIES				
FOCUS	OPERATIONS	STRATEGY		CAPABILITY
		FY20		
Strategy <ul style="list-style-type: none">At Regional Scale, based on Sub-region, with each Local Government Chapter	Consolidate Meeting format <ul style="list-style-type: none">StructureTerms of Reference/Brief	Participate <ul style="list-style-type: none">Regional SportsSnowy FuturesRegional Workforce Strategy	Prepare Strategies <ul style="list-style-type: none">Canberra Region Economic Development Strategy (CREDS)Regional Project Management Office (RPMO)Regional Workforce Strategy (RWFS)	
		Update Prospectus <ul style="list-style-type: none">Water & Wastewater		
		Advocacy Plan <ul style="list-style-type: none">AlertsSubmissionsBriefs		
		Arrange Wellbeing and Satisfaction Surveys		
		FY21		
Regional Planning	Undertake Audit (financial and establishment)	Prepare Regional Strategies <ul style="list-style-type: none">Regional Water StrategyRegional Waste Strategy	Prepare Regional Prospectuses <ul style="list-style-type: none">CulturalRecreationTourismWaste	Native Title (LGA staff training) Crown Lands (LGA staff training and PoM) Contaminated Lands Stocktake and LGA staff training)
		FY22		
Inter-government collaboration	Revise Business Plan (priorities) Contribute to Cross Border Workplan	Prepare strategies: <ul style="list-style-type: none">Energy strategyConnectivity strategyBiodiversity strategyBiosecurity strategySmart city plan		Biodiversity (LGA staff training) Biosecurity (remote sensing technology/drone)
		FY23		
Advocacy (influence)	Revise Structure (inc. EO recruitment)	NSW Election <ul style="list-style-type: none">Advocacy ProjectsCross border work plan Implementation review Revise Strategies <ul style="list-style-type: none">Workforce Update Wellbeing and Satisfaction Surveys		Regional Disaster Preparedness Program (DRP, recovery review and training)
Resource Share / Procurement	Waste Procurement Officer	Regional Workforce Strategy		JO Strategy <ul style="list-style-type: none">Community Strategic Plans /DP (LGA Chapter)Integrate Staff work plans
Charter <ul style="list-style-type: none">Regional focusFull, Frank and Fearless	Financial <ul style="list-style-type: none">Statement, budgetRevenue policy Prepare Improvement Plan			Joint procurement <ul style="list-style-type: none">Southern LightsSmart Cities

Circular Details	20-10 / 25 March 2020 / A696536
Previous Circular	20-06 Novel Coronavirus (COVID-19) Development Updates
Who should read this	Councillors / General Managers / All council staff
Contact	Council Governance Team/ 02 4428 4100/ olg@olg.nsw.gov.au
Action required	Information

Postponement of the September 2020 Local Government Elections

What's new or changing?

- The Minister for Local Government has announced that the September 2020 local government elections will be postponed to address the risks posed by the COVID-19 virus.
- The *Local Government Act 1993* (the Act) has been amended to confer on the Minister, a time-limited power to postpone council elections.
- The amendment, which operates for only a limited period of 12 months, allows the Minister by an order published in the Gazette, to postpone elections for 12 months from the date of the order. The order may be extended for an additional period to 31 December in the year after the order is made.
- The postponement of the next election will not change the future schedule of council elections, and the subsequent election will still proceed in September 2024.

What this will mean for your council

- Where the Minister exercises the power to postpone elections under section 318B, the election requirements of the Act are suspended for the period specified in the order and current councillors will continue to hold their civic offices.
- Popularly elected mayors will continue to hold their office until an ordinary election is held. In the case of mayors elected by councillors, mayoral elections will need to be held for mayors elected in September 2018 when their two year-terms expire. Mayors elected in September 2019 will continue to hold office until September 2021, once the election date is determined.
- The composition of joint organisation boards may need to change if mayors of member councils elected by councillors are not re-elected.
- The postponement of elections will have implications for the activities councils may be required to undertake in the current and next integrated planning and reporting (IP&R) cycles. In general, OLG will seek to extend the current IP&R cycle for 12 months, with a next cycle to be truncated to 3 years. The Office of Local Government will be providing further detailed guidance on this and other changes to statutory timeframes that may become necessary as a result of deferring elections.

Where to go for further information

- For further information please contact the Council Governance Team on 02 4428 4100 or by email at olg@olg.nsw.gov.au.



Tim Hurst
Deputy Secretary
Local Government, Planning and Policy

Schedule 7A – Election of chairpersons of joint organisations

PART 1 PRELIMINARY

1. When election is to be held

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

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

2. Returning officer

The returning officer is to be:

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

3. Notification of vacancy

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

4. Nomination

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

5. Election

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

PART 2 ORDINARY BALLOT OR OPEN VOTING

6. Application of Part

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

7. Marking of ballot-papers

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

8. Count—two candidates

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

9. Count—three or more candidates

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

PART 3 PREFERENTIAL BALLOT

10. Application of Part

This Part applies if the election proceeds by preferential ballot.

11. Ballot-papers and voting

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

12. Count

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

13. Tied candidates

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

PART 4 GENERAL

14. Choosing by lot

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

15. Result

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

- a) to be declared to the representatives on the board at the board meeting at which the election is held by the returning officer, and
- b) to be delivered or sent to the Departmental Chief Executive.

16. By-elections

1. Subject to subclause (2), a by-election to fill a vacancy in the office of chairperson of a joint organisation is to be held at the next meeting of the board of the joint organisation occurring after the vacancy occurs.
2. No such by-election is to be held if the vacancy occurs after an ordinary election of councillors under Chapter 10 of the Act and before an election of chairperson of the joint organisation in accordance with clause 1 (a) of this Schedule.



Executive Officer

Candidate Information Pack



About the Region

The Canberra Region is a unique and diverse geographic region which stretches from the South-West Slopes, through the Sydney-Canberra Corridor across the Eurobodalla down to the Sapphire Coast and then up to the Snowy Mountains.

The Canberra Region Joint Organisation (CRJO) provides a forum for councils, state agencies and other stakeholders to work together at a regional level to identify shared priorities. This will help to deliver important regional projects, delivering better outcomes for communities.

Core Functions

- Regional strategic planning and priority setting
- Intergovernmental collaboration
- Regional leadership and advocacy

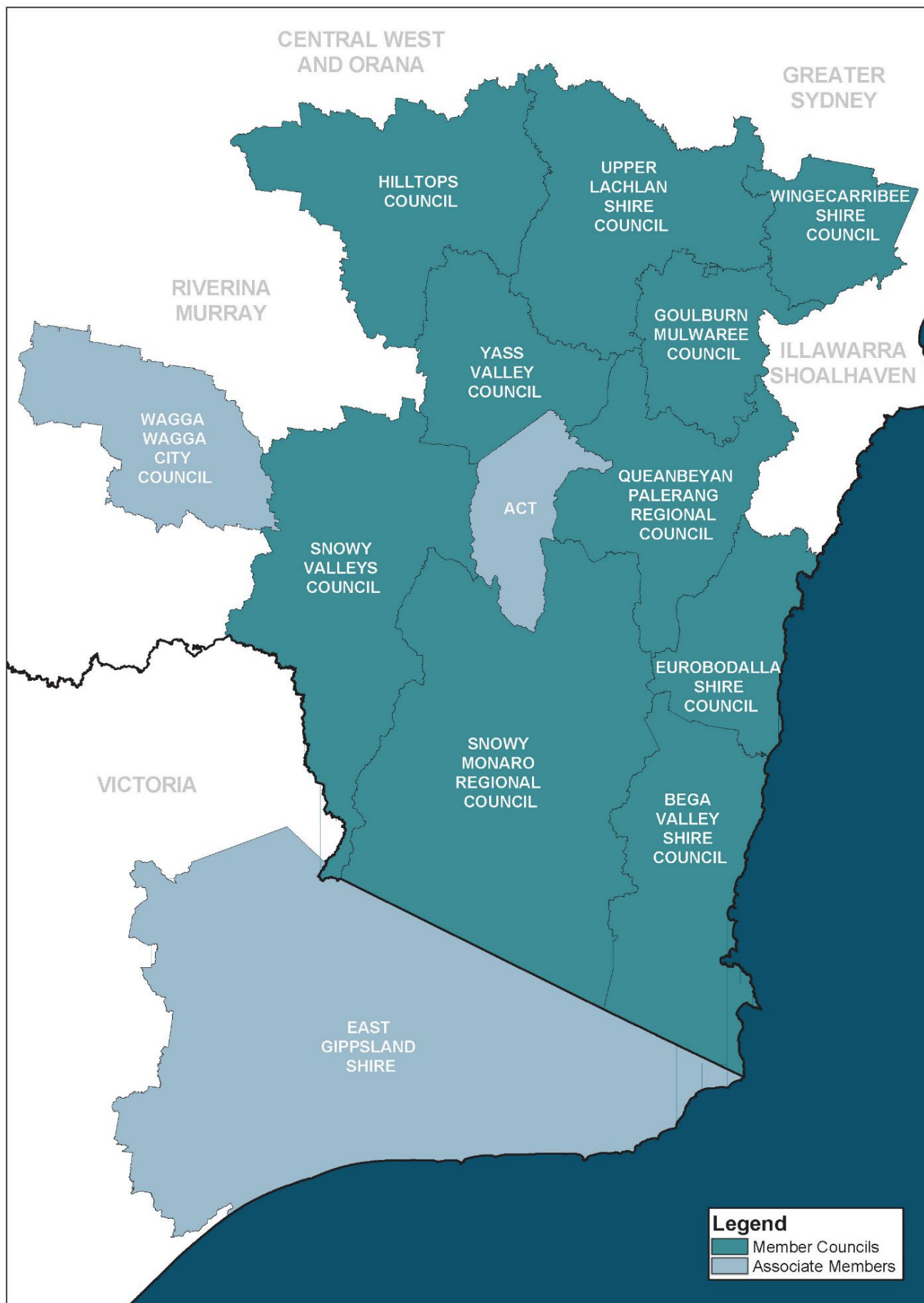
The mission of the CRJO is to be a regional leader that facilitates opportunities and partnerships to create sustainable vibrant communities.

Purpose

- Drive regional growth and economic development projects, particularly in the space of export, investment and new business opportunities
- Act in an advocacy role for the Region
- Provide a forum to address Regional Issues
- Coordinate Local Government services and facility provision
- Facilitate resource sharing between Councils
- Facilitate cost savings for Councils
- Enhance the image of Local Government
- Facilitate information dissemination and exchange
- Facilitate economic development in the region
- Seek and administer financial assistance/grants from other sources
- Promote communication and cooperation
- Provide a forum for the discussion of any matter which has a regional interest to Local Government Councils, and to issue advice to any Council, State Department or Corporation on any matter of regional significance

The Canberra Region is a unique and diverse geographic region which stretches from the South-West Slopes, through the Sydney-Canberra Corridor across the Eurobodalla down to the Sapphire Coast and then up to the Snowy Mountains. The total population of the CRJO region including the ACT is 750,000 and the total area of the region is 48,000 km². The region produces and supports a wide range of primary industries including high quality meats, fine wool, dairy, horticulture, fishing and forestry. There is a significant tourism industry across the whole region, with health, education, public administration and construction being the main employment sectors in the ACT and Queanbeyan.

CRJO Membership Boundary Map



Member Councils

The Canberra Region Joint Organisation (CRJO) represents 10 Councils in South-East NSW and includes the ACT Government. The NSW member councils include:

1. Bega Valley Shire Council
2. Eurobodalla Shire Council
3. Goulburn Mulwaree Council
4. Hilltops Council
5. Queanbeyan-Palerang Regional Council
6. Snowy Monaro Regional Council
7. Snowy Valleys Council
8. Upper Lachlan Shire Council
9. Wingecarribee Shire Council
10. Yass Valley Council



Associate Members

1. ACT Government
2. Wagga Wagga City Council
3. East Gippsland Shire Council



Collectively with the ACT Government, they form the Canberra Region Joint Organisation (CRJO).

Our Vision

To be the voice of a strong and cohesive region which recognises and celebrates unique sub regions.

Our Mission

To be a regional leader, advocating for all parts of the region in partnership to create vibrant communities.

Recruitment Process – Executive Officer

Applications are invited from suitably qualified and experienced professionals for the position of Executive Officer at Canberra Region Joint Organisation. This information pack will assist you to understand the requirements of the position and the application/selection process.

For further information about Canberra Region joint Organisation, please visit [the website](#).

Application Process

Canberra Region Joint Organisation uses a merit-based recruitment and selection process when filling vacant positions. The candidate who best meets the position requirements and future needs of the organisation will be given preference for appointment to this position.

All applications received will be assessed on merit against the position description and successful candidates will be invited to meet with the M^cArthur consultants for the first-round interview process.

Canberra Region Joint Organisation is committed to providing a fair and equitable selection process.

Selection and Shortlisting

All applicants will be asked to obtain a copy of the information pack from Susanne Lyall, susanne.lyall@mcArthur.com.au.

Applications must be submitted via the email address susanne.lyall@mcArthur.com.au

Your application must contain:

1. A cover letter with your response on how you meet the Essential and Desirable Selection Criteria as outlined in the Position Description (**Microsoft Word Format**)
2. Your CV detailing your work history (**Microsoft Word Format**)

Shortlisted candidates will be contacted by M^cArthur consultants for the first-round interview process.

Upon completion of all first-round interviews, M^cArthur consultants will provide detailed findings to CRJO recruitment working party for discussion and selection of the candidates who will progress to the panel interview stage

Shortlisted candidates may also be required to undertake certain pre-employment checks to verify information provide with their application:

- Reference checks
- Police/criminal history check
- Verification of academic qualifications

Psychometric Testing

The assessment of all candidates throughout the recruitment process will involve scrutiny of their CV, preliminary behavioural based interview with independent consultants and final panel interview with representatives from both Canberra Region Joint Organisation and McArthur.

In addition to this all candidates shortlisted will be asked to complete an online psychometric assessment.

Notification of Outcome

During the recruitment and selection process you will be kept fully advised by McArthur on the progress of your application and the date on which each stage will be completed.

Recruitment Timeline

Applications open:	Monday 20 th April 2020
Applications close:	5pm Monday 15th May 2020
First round interviews with McArthur:	Monday 25 rd May – Friday 29 th May 2020
Panel interviews with CRJO Recruitment Working party:	Tuesday 9 th June 2020
Presentation to CRJO full board:	Friday 19 th June 2020

If you encounter any issues with your application, please contact Susanne Lyall [\(02\) 9277 7000](tel:0292777000).

Canberra Region Joint Organisation

Serving our community

Position Description

Executive Officer

Reporting To	Chairperson CRJO Board
Location	Canberra or Goulburn
Classification/Grade/Band	Executive
Position Code	CRJO_001
Date position description approved	27 February 2020

CRJO overview

CRJO is a joint organisation comprising the Councils of Yass Valley, Queanbeyan-Palerang, Eurobodalla, Wingecarribee, Goulburn-Mulwaree, Upper Lachlan, Snowy Monaro, Snowy Valley, Hilltops, and Bega Valley, working in partnership with the ACT Government. The CRJO was proclaimed as a Joint Organisation under the Local Government Act 1993 in July 2018.

The Joint Organisation seeks to be a regional leader, advocating for all parts of the region in partnership and provide for the exchange and recognition of information and ideas amongst its members and other agencies, to create vibrant communities. This will be achieved through the development of strong relationships and close interactions with other spheres of government and regional stakeholders.

CRJO values

The guiding principles of respect, trust, accountability, leadership, innovation, collaboration, and excellence in customer service define how CRJO strengthens its working environment to deliver on the aspirations of our communities.

Primary purpose of the position

To lead and manage the organisation to achieve the long and short term strategic objectives and priorities as set by the board and fulfil the obligations for the Executive Officer as defined by the *Local Government Act 1993* and its associated regulation and any other responsibilities delegated by the Board.

As CRJO will be one of the first JOs to be proclaimed, this position will set the pace by driving early success and exploring new ways of working between communities, local and state governments to promote and achieve regional cooperation.

It will also:

- Provide regular updates on performance and delivery of actions, activities and shared service functions
- Ensure efficient collaboration and engagement with State agencies to deliver on strategic regional planning priorities.

Key accountabilities

- Implementing the Strategic Plan
- Providing leadership and management of the organisation including
 - Preparing delivering, and monitoring on operating plan and budgets
 - Managing staff to ensure key objectives required by the Board are communicated and delivered accurately and on time
 - Establishing controls to monitor staff performance, ensuring achievement of the Boards objectives and effective implemented
- Service the governance of the Board and the General Manager Advisory Group including that all member Councils are treated equitably
- Ensure annual budgets are consistent with the principles identified in Boards long term financial plan
- Monitor the external environment to identify potential risks, threats and opportunities (i.e. financial, legal, political, ecological, technological and social factors) and ensures these are clearly communicated to Boards in advance and incorporated into the decision making process of Board.
- Ensure the establishment of effective working relationships with Governments (including the ACT Government) and statutory authority representatives and major interest groups in order to further or protect Councils interests.
- Build and maintain a strategic network of partner organisations and individuals that can assist CRJO achieve its strategic objectives;
- Manage public relations, media communications including CRJO's website and social media platforms
- Open doors to facilitate direct engagement with Ministers and senior public servants (NSW, ACT and Federal) to enable strategy, policy and project advocacy and negotiation by the CRJO and its member Councils.
- Coordinate the development of regional strategies and priorities
- Provide a coordination role for the CRJO Working and Network Groups'
- Assist member Councils implement advocacy strategies on identified issues
- Coordinate Board meetings and advocacy opportunities

Key challenges

- Maintaining communication with internal and external stakeholders in a new and evolving political framework for regional cooperation.
- Building a regional profile and achieving and sustaining measurable regional outcomes consistent with CRJO's adopted strategies.
- Identifying the future development opportunities for CRJO.

Key internal relationships

Who	Why
Board Members	The Board is responsible for establishing CRJO's strategic direction while the EO is responsible for providing sound advice and the efficient implementation of Board decisions and the day-to-day management of the organisation.
Member Councils	It is critical that member Councils remained fully informed and engaged with CRJO. This will primarily be through the member Council General Managers or their nominated delegates.
Employees	The Executive Officer is responsible for the health and well being, performance and ongoing professional development of CRJO employees.

Key external relationships

Who	Why
Government Agencies	Advocacy with key agencies such as the OLG and the Federal Department of Infrastructure and Regional Development to further develop partnerships to assist CRJO program delivery.
State and Federal Members and Ministers	Optimal engagement to further CRJO's objectives.
Contractors and Consultants	Manage contracts and monitor the provision of service to ensure compliance with contract and service agreements and the achievement of value for money. Negotiate and approve contracts and services agreements.
Industry Associations	Optimal engagement to further CRJO's objectives.

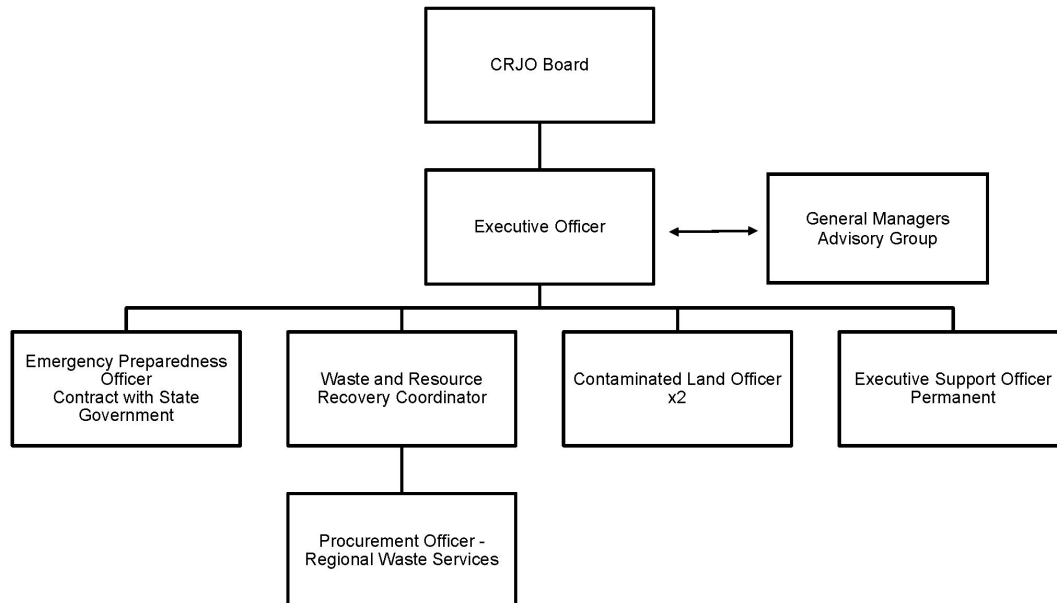
Decision making

Operates as the Executive Officer as defined by the *Local Government Act 1993* and within the policies and delegations established by the Board.

Reports to

CRJO Board through the Chairperson.

Organisation Structure



Budget (operating and capital expenditure)

\$1.8m

Personal Requirements

Essential Criteria:

- Executive level management experience of a relevant multi-functional organisation
- Demonstrated application of strategic leadership in the development of innovative approaches, concepts and opportunities
- Demonstrated ability to provide strong leadership and create a team environment through a progressive, consultative and flexible management approach
- Proven ability to endorse, commit to and implement board decisions
- Experience in political interaction / involvement with State Government
- Experience in regional policy development
- Experience in investigating regional service delivery functions
- Highly developed strategic, communication and interpersonal skills
- Strong commercial acumen and an entrepreneurial drive to maximise value within a long term financial management framework
- Demonstrated ethical leadership skills and the ability to adhere to organisational values
- Experience in the development and implementation of strategies to ensure long term financial sustainability
- Current NSW Class C drivers licence (or equivalent)


Desirable Criteria:

- Appropriate tertiary qualifications and understanding of modern management principles
- Post graduate qualifications in Management or Local Government or similar
- Previous experience in establishing and developing an organisation
- Ability to interpret and understand legislation impacting local government
- Sound understanding of contemporary sustainability and environmental issues
- Knowledge of and experience within local government and the social, political and legal frameworks within which it operates

Capabilities for the role

The Local Government Capability Framework describes the core knowledge, skills and abilities expressed as behaviours, which set out clear expectations about performance in local government: “how we do things around here”. It builds on organisational values and creates a common sense of purpose for elected members and all levels of the workforce. The Local Government Capability Framework is available at <https://www.lgnsw.org.au/capability>

Below is the full list of capabilities and the level required for this position. The capabilities in bold are the focus capabilities for this position. Refer to the next section for further information about the focus capabilities.

Local Government Capability Framework		
Capability Group	Capability Name	Level
 Personal attributes	Manage Self	Highly Advanced
	Display Resilience and Adaptability	Advanced
	Act with Integrity	Highly Advanced
	Demonstrate Accountability	Highly Advanced
 Relationships	Communicate and Engage	Highly Advanced
	Community and Customer Focus	Advanced
	Work Collaboratively	Highly Advanced
	Influence and Negotiate	Highly Advanced
 Results	Plan and Prioritise	Advanced
	Think and Solve Problems	Highly Advanced
	Create and Innovate	Highly Advanced
	Deliver Results	Highly Advanced
 Resources	Finance	Advanced
	Assets and Tools	Advanced
	Technology and Information	Advanced
	Procurement and Contracts	Highly Advanced
 Workforce Leadership	Manage and Develop People	Highly Advanced
	Inspire Direction and Purpose	Highly Advanced
	Optimise Workforce Contribution	Highly Advanced
	Lead and Manage Change	Highly Advanced

Focus capabilities

The focus capabilities for the position are those judged to be most important at the time of recruiting to the position. That is, the ones that must be met at least at satisfactory level for a candidate to be suitable for appointment.

Local Government Capability Framework		
Group and Capability	Level	Behavioural Indicators
Personal Attributes Demonstrate Accountability	Highly Advanced	<ul style="list-style-type: none"> Acts in the public interest at all times Is prepared to act and take ownership for difficult decisions Supports and stands by people in the organisation who have made an honest mistake Creates a climate in which people feel supported to take responsibility for outcomes Establishes effective governance systems to ensure safe work practices and to mitigate and manage organisational risks
Relationships Work Collaboratively	Highly Advanced	<ul style="list-style-type: none"> Communicates the expectation of collaboration across the organisation Celebrates successful outcomes of collaboration across the organisation, region and sector Establishes systems, structures and practices to facilitate sharing and learning across the organisation, region and sector Develops respectful relationships with stakeholders who hold different, even directly conflicting, views Sets a tone of inclusiveness and an expectation that all staff respect diversity in people, experiences and backgrounds
Relationships Influence and Negotiate	Highly Advanced	<ul style="list-style-type: none"> Credibly promotes the organisations position in the community, region and sector Builds and maintains a wide network of professional relationships outside the organisation Obtains the commitment of key stakeholders to major projects and ensures ongoing communication Uses understanding of decision-making processes and networks to determine the organisations bargaining strategy Uses sound evidence-based arguments supported by expert opinion to influence outcomes Pre-empts and avoids conflict by identifying contentious issues and directing discussion towards an acceptable resolution
Results Create and Innovate	Highly Advanced	<ul style="list-style-type: none"> Models and promotes the value of initiative and continuous improvement Stays up to date with industry, national and global best practices and trends Encourages people to challenge the status quo and actively seek opportunities to improve Creates an organisational climate in which people feel supported to experiment to test new ideas and innovations Uses diversity to foster innovation and drive change

Local Government Capability Framework

Group and Capability	Level	Behavioural Indicators
Results Deliver Results	Highly Advanced	<ul style="list-style-type: none"> Creates a culture of achievement by setting stretch goals and high expectations for self and others Shares leadership responsibility and decision making authority, where possible Drives organisational activity in an environment of ongoing change and uncertainty Identifies and removes potential hurdles to achievement of sustainable outcomes
Resources Finance	Advanced	<ul style="list-style-type: none"> Ensures the design/delivery of services is within budget Explains the organisations financial drivers to others in plain language Evaluates strategic business cases including the relative cost benefits of direct provision or purchase of services Models the highest standards of financial probity, demonstrating respect for public monies and other resources Promotes the role of sound financial management and its impact on long term financial sustainability Seeks and applies specialist financial advice to inform decisions
Resources Procurement and Contracts	Highly Advanced	<ul style="list-style-type: none"> Ensures procurement and contract management policy and practices are in line with guidelines Ensures effective governance of procurement processes and management of supplier and contractor performance Monitors and evaluates compliance with and effectiveness of procurement and contract management policies and procedures
Workforce Leadership Lead and Manage Change	Highly Advanced	<ul style="list-style-type: none"> Communicates a compelling case for change and articulates vision, objectives and benefits for different audiences Analyses the change context to develop the right change approach for the organisation, community and region Ensures regular communication throughout the change effort to build awareness, understanding, support and commitment Ensures organisational structures, systems, processes and leadership are aligned to support and embed changes Anticipates, plans for and addresses cultural barriers to change

The Canberra Region Joint Organisation (CRJO)

Emergency Preparedness Program

Introduction

The CRJO Disaster Preparedness Program (DPP) is a 2-year initiative funded by the NSW Government which will be managed jointly through the Office of Emergency Management (OEM) and CRJO.

The aim of the Program is to initiate and implement projects that create improved local government and community resilience in preparation for, response to and recovery from emergencies. This Program is one of 3 pilots that will be formally evaluated with a view to implementing the initiative more broadly and permanently. Each Program has a Regional Disaster Preparedness Officer (RDPO) and project funding, to assist in developing and implementing the projects.

To commence this initiative, considerable consultation has been undertaken across CRJO State and Local Government bodies in an endeavour to understand the emergency management issues that need to be addressed.

This consultation is now being used to present a number of projects that address the common issues raised. The projects are explained later in this document.

However, whilst these are defined projects there is a recognition that The Region has recently suffered a considerable impact from bush fires and that the recovery efforts for these fires, is ongoing. There is also recognition that The Region is also currently attempting to manage an even larger health emergency.

As such, it is aimed to remain flexible, so that projects surrounding more urgent resilience programs can be undertaken to ensure local governments are able to address immediate emergency management needs and concerns.

Project 1

Creation of the “CRJO Local Government Emergency Management Enhancement Group” (LEMEG)

All CRJO Local Governments working together to establish an Emergency Management Cadre that operates under Terms of Reference (TOR) that set minimum standards of achievement and outcomes.

At a minimum, The Cadre will involve all Local Emergency Management Officers (LEMOs), Regional Emergency Management Officers (REMOs) and the RDPO.

Whilst setting up the normal governance procedures, some of the minimum standards that the TOR may set and that the LEMEG will collectively work towards are:

- Set standardisation and reporting on the establishment of emergency risk assessments, emergency plans and Standard Operating Procedures (SOPs),
- The establishment and implementation of Council Business Continuity Plans and associated Action Plans that effectively cater for council operations in an emergency,
- Effective compliance with legislative requirements,
- Standardised reporting on the operation and functions of Local Emergency Management Committees (LEMCs)
- The compulsory development and conduct of Regional Training Exercises,
- Networking opportunities with emergency management subject matter experts,
- Emergency Management Case study presentations, and
- The establishment of standardised emergency management information networks and multi-media portals.

Implementation - It is envisaged that the RDPO, with cooperation from the REMOs, will work collectively and individually with all councils to establish and operate this project.

Funding – OEM Project Budget.

Project 2

Creation of a Web-based Information Emergency Management Page(s) attached to Council Corporate Pages.

The development of a standardised link/page within all CRJO Council Corporate Websites which specifically provides **Emergency Management Resilience Information** for both Council/Staff and the community. Examples of content are:

- General Information and links on how to prepare for, respond to and recover from emergencies. That is, fire, flood, pandemic, heat events etc.
- Information on and links to business/economic resilience in and for emergencies,
- Recovery and Evacuation Centre Information,
- Relevant redacted emergency plans,
- Links to emergency services sites and information,
- Information on fire restrictions,
- Information on climate change Programs and resilience, and
- Possible Social Media links etc.

Implementation – The RDPO will work with REMOs, LEMOs, Council Information Officers, other relevant Council Stakeholders and a contracted software writer to implement this project.

Funding – OEM Project Budget.

Project 3

Write and enact a Regional Recovery Plan

The development of a Strategic Recovery Plan for the South Eastern Region of NSW. Whilst this project does not directly involve the CRJO Local Governments, it is a necessary requirement to ensure that Local Government and Regional Recovery Plans are aligned. In that way there will be a seamless operation between region and local government bodies, for recovery, in

The Canberra Region Joint Organisation (CRJO)

Emergency Preparedness Program

the event of an emergency. At the present time, this plan does not exist.

Implementation – This project will be undertaken by the RDPO in consultation with relevant Regional State Government Managers and Stakeholders.

Funding – OEM Project Budget.

Evaluation

A rigorous evaluation framework and process is to be conducted by Elton Consulting. Canberra/South East Region stakeholders will be engaged to ensure the Joint Organisation has input into the establishment of the evaluation and that all data sources are accurately captured.

The evaluators will then capture baseline, mid-term and final measurements from the relevant stakeholders and other sources that are developed as part of the evaluation. Measurements may include the Local Government Critical Infrastructure Resilience Self-Assessment, Capability needs assessment and the Emergency Management Health Check.

Project(s) Rationale

There are many reasons why resilience projects are important to both local governments and local communities. Some of these include:

Addressing the increased impact of climate change.

Over the last 26 years average temperatures across most of Australia have increased year on year. Over the last 16 years the Earth's atmosphere has increased in temperature by approximately 1.6 degrees.

These increases create more volatility in the weather patterns which in turn leads to more frequent and violent changes of weather; a leading cause of more frequent natural disasters.

It is predicted that the average temperature, in the Canberra Region, over

the next 10 years, will further increase by between 0.6 degrees and 1.3 degrees, further adding to this volatility and the frequency of Natural Disasters. It is essential as a Region that we are prepared to manage these events and that we have in place programs of climate mitigation and emergency resilience.

(Timbal, B et al., 2015, Murray Basin Cluster Report, Climate Change in Australia Projections for Australia's Natural Resource Management Regions: Cluster Reports, eds. Ekström, M et al., CSIRO and Bureau of Meteorology, Australia)

For this to occur, Emergency Management and land use planning need to take a collaborative approach and recognise that no one organisation can address all of the impacts of a particular hazard, either in a proactive or reactive sense. Critical infrastructure, human and support services, and emergency agencies must collaborate to overcome the effects of climate change.

This is particularly so in local communities, LGAs and geographical regions, where it has long been recognised that the best efforts in managing emergencies and the causes of emergencies start at a local level.

Implementing a culture and practice of continued improvement and learning for emergencies.

Given the current increased occurrence of emergencies, in our communities, it is more important than ever to ensure that councils and their communities are not only prepared for but continually improve their planning, response and recovery processes, ensuring lessons are learnt from each emergency.

Research and practice over recent times, has clearly shown that this can be achieved best by undertaking proper risk assessments, producing workable action plans, practising or exercising those plans and reviewing all out comes, both in a training and actual emergency environments.

The projects, within this Program, are all aimed at providing continual improvement

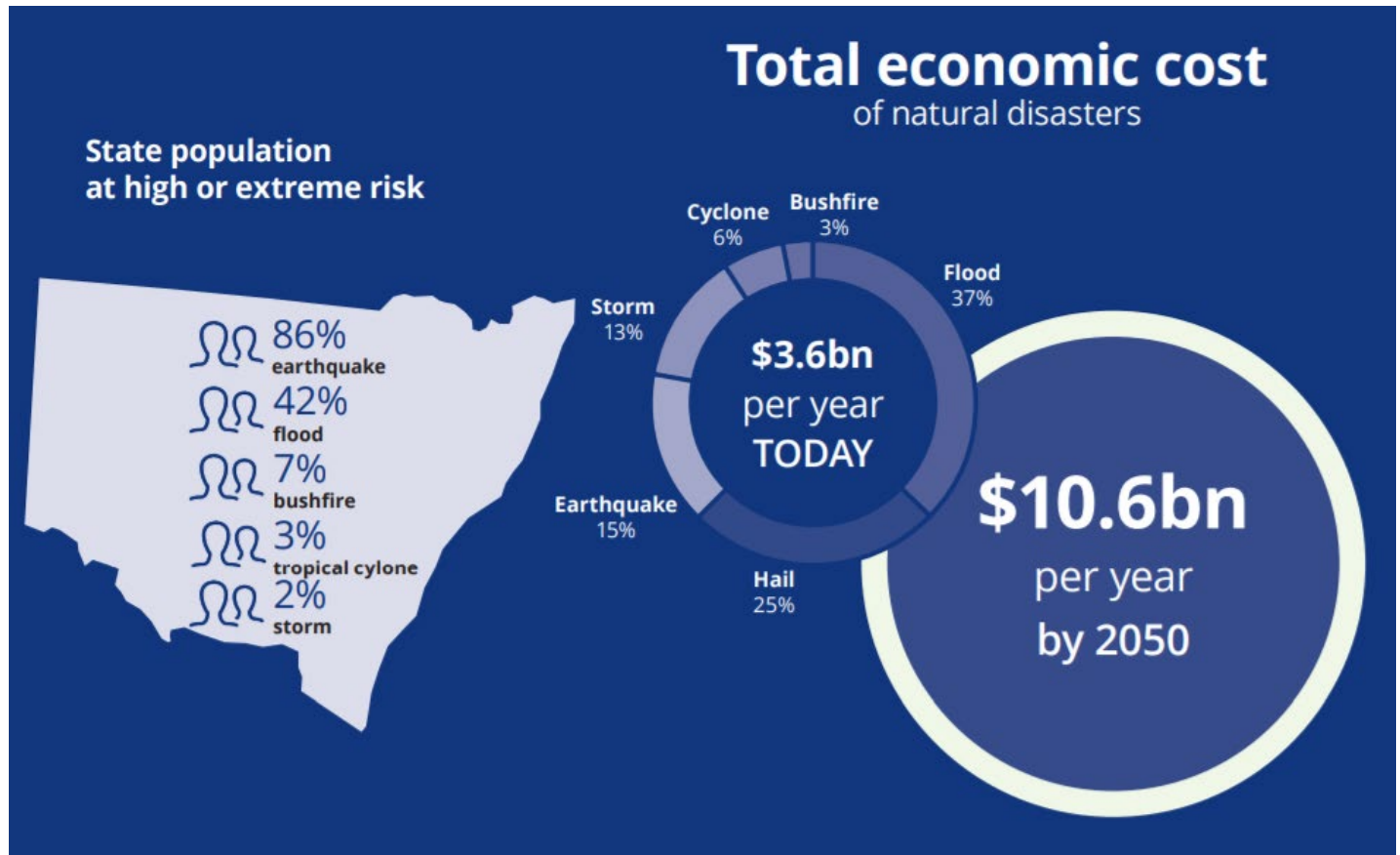
of recognised standards in the management of emergencies by both local governments and communities.

Increasing EM management capability and decreasing the cost of emergencies.

One of the most significant outcomes from emergencies is the cost to both State, Regional and local governments and communities. Recent events with fires and pandemics have highlighted this in a significant manner. (See Figure 1 for a general overview of some costs associated with Emergencies)

This Program and it's Projects are designed to ensure, that through the concept of proper preparation and governance, the management costs of emergencies can be reduced. This is reliant on the concept of getting ahead of the impacts and occurrence of emergencies by having, proper planning, processes and education in place.

The Canberra Region Joint Organisation (CRJO) Disaster Preparedness Program



The World Bank estimates that, if integrated early in the design phase, spending just an additional 1% of new infrastructure project budget can provide effective mitigation to natural hazards and climate change.