



ILLAWARRA PILOT JOINT ORGANISATION

ANNUAL REPORT 2016



Leading, Advocating & Collaborating



TABLE OF CONTENTS

[INTRODUCTION](#)

[LEADERSHIP AND ADVOCACY](#)

[COLLABORATING](#)

[STRATEGIC PLANNING](#)

[WORKING WITH COUNCILS –ENHANCING STRATEGIC CAPACITY](#)

[WORKING WITH COMMUNITY –ENHANCING STRATEGIC CAPACITY](#)

[WORKING WITH COUNCILS – SERVICE DELIVERY](#)

[MANAGEMENT](#)



INTRODUCTION

BACKGROUND

Joint Organisations (JOs) provide a new way for local councils and the NSW Government to work together to deliver things that matter the most to regional communities. They represent a commitment to collaborate in the long term to develop and support a shared vision for the region. It is anticipated that JOs will be enabled through changes to the Local Government Act and other relevant legislation in 2017. Prior to legislative change, a pilot program with five regional JOs operated to test and refine the JO model. The Illawarra Pilot JO (IPJO) was one of the five pilots.

The core functions of the IPJO are regional strategic planning, inter-governmental collaboration and regional leadership and advocacy. The IPJO has also included optional functions of creating or enhancing councils' strategic capacity and undertaking some regional service delivery.

The pilot worked very closely with the regional Department of Premier & Cabinet and state agencies on identifying priorities across a number of themes. In addition the Councils continue to work closely together on strengthening capacity, particularly in procurement and asset management.



The IPJO came into effect as the replacement organisation for Southern Councils Group on 1st July 2015, in a seamless transition from the Southern Councils Group, which held its final meeting on 5th June 2015.

The IPJO's Vision for the Illawarra is:

A confident, vibrant and productive region that maximizes it's potential and looks after its people and environment.

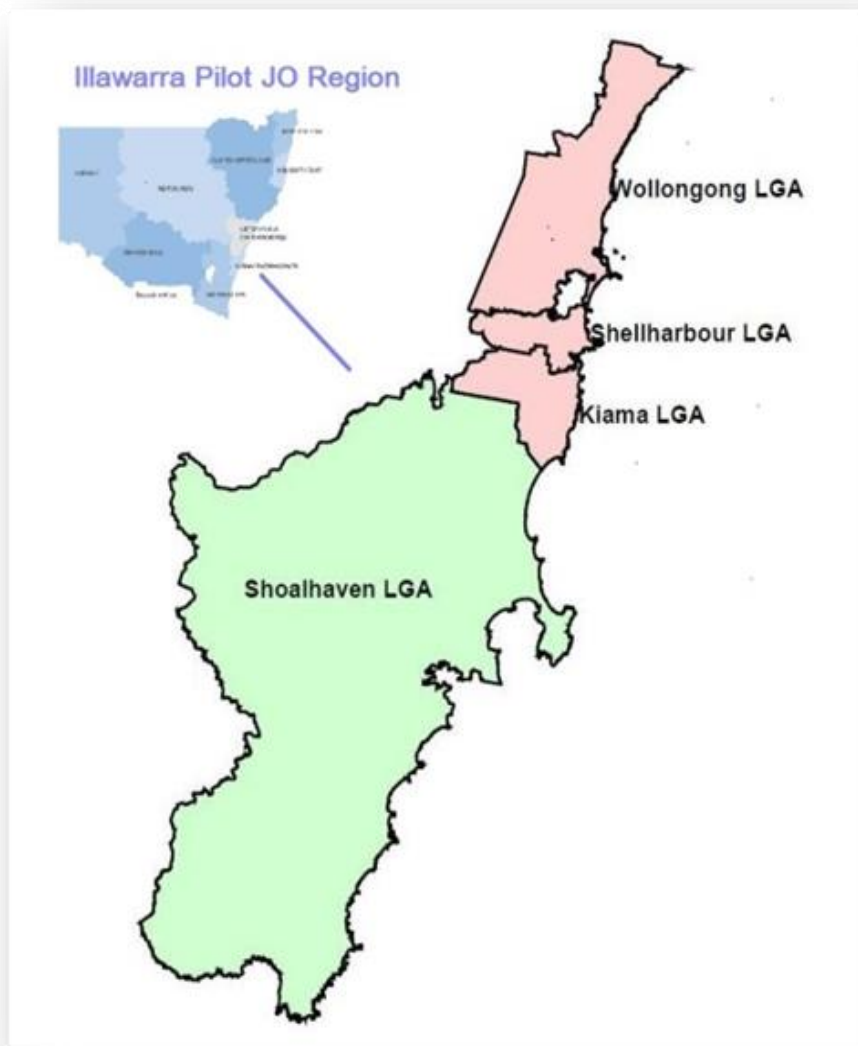
The IPJO will:

Lead, advocate and collaborate to maximize the region's potential and serve the interests of regional communities.

INTRODUCTION

WHO WE ARE

REPRESENTING THE COUNCILS OF KIAMA MUNICIPAL, SHELLHARBOUR CITY, SHOALHAVEN CITY AND WOLLONGONG CITY



CHAIRMAN'S REPORT

Chairing the IPJO throughout the whole course of 2016 was an unexpected honour on several fronts. The organisation fully expected to have removed 'pilot' from its title early in the year, and then with merger proposals on the table, my role as Chair was also in doubt.

It is very pleasing that despite these uncertainties we were able to forge ahead as a Joint Organisation with initiatives that demonstrated the effectiveness of the agreed core functions of the JO, particularly collaborative leadership and advocacy for our communities.

The Annual Report more fully documents this work, but leading real joint action on the issue of youth unemployment across our region has been of particular note. This was an issue we first identified as pertinent to us all in a Chairman's Minutes of November 2013. Aided by working with our colleague the Parliamentary Secretary Gareth Ward MP and the enhanced collaboration with the Department of Premier & Cabinet's regional team, we are seeing genuine outcomes in this endeavor for all our communities. Local Government has taken a decisive and exciting step with an IPJO procurement policy that recognizes and rewards tenderers who can demonstrate a youth employment outcome.

As the first region in NSW to implement the new regional planning framework, we have tested new approaches to tackling regional planning priorities and the close working relationship with Department of Planning staff in the region has been further enhanced.

Meanwhile regular meetings with the Regional Leadership Group have generated new ways of solving potential roadblocks regionally and preventing escalation of issues. The benefits of working together are further demonstrated by work such as that with the Office of Small Business project to improve a red tape burden, or the in-house design of a project addressing both environmental and social issues with better coordinated food rescue.

We have also joined forces with other lead agencies to tackle matters as diverse as suicide prevention, help prepare for refugee intakes, work towards a seamless roll-out of the National Disability Insurance Scheme, and create a World Health Organisation age friendly region.

The ability of the four member councils to lead and work closely together and with our State and industry colleagues having been amply demonstrated over the last two years, we can approach 2017 in a spirit of some optimism that was somewhat damper this time last year.

I would like to thank and recognise the contribution of former IPJO Board Members Councillors Joanna Gash (Shoalhaven), Brian Petschler and Warren Steel (Kiama) and Paul Rankin (Shellharbour) and look forward to continuing our work with newly joined Board Members, Councillors Amanda Findley and Mark Kitchener (Shoalhaven), Mark Honey and Kathy Rice (Kiama) and John Murray (Shellharbour). This is of course, not forgetting the hard work and commitment of our continuing Board Members Councillors Chris Connor, Marianne Saliba and John Wells.

LEADERSHIP & ADVOCACY

I once again thank and recognise the contributions of the JO Secretariat and Projects team who have also travelled the uncertain 2016 road while ensuring that the work of the organisation was maintained and extended consistently with the vision we had set as a pilot Board in 2015.



A handwritten signature in black ink, appearing to read 'Gordon Bradbery'.

Gordon Bradbery
Lord Mayor, Wollongong City Council
Chairman, Illawarra Pilot Joint Organisation

IPJO SUPPORT FOR RIO DE JANEIRO OLYMPIANS

Councillor Gordon Bradbery officially welcomed 16 regional Olympians home from the Rio de Janeiro games in his capacity as Illawarra Pilot Joint Organisation Chair and Wollongong City Council Lord Mayor and presented Keys to the City to gold medallists Emma McKeon, Nicole Beck and Emma Tonegato.



LEADERSHIP & ADVOCACY

PARLIAMENTARY SECRETARY

The role of the Parliamentary Secretary for the Illawarra and South Coast was recognised by the IPJO Board in 2015 as an important new pathway for regional leadership and advocacy. Gareth Ward MP has continued to support the IPJO and maintained a strong commitment to working closely with the organisation throughout 2016. The benefits this brings include informing his Cabinet reporting process and having a strong advocate within Parliament.

REGIONAL LEADERSHIP GROUP

One of the key pieces of work that the Illawarra Pilot JO trialed with Department of Premier and Cabinet was to streamline a previously complex way of local government coming together with State Agencies to share information, identify opportunities and report on activity. This approach continued in 2016 with two joint meetings held in March and December.

LAUNCH OF THE ILLAWARRA YOUTH EMPLOYMENT STRATEGY



The official launch of one of the IPJO's most important initiatives with State Government and industry partners was held in Kiama on Friday 22 July 2016 and was well attended by the community. The welcome was delivered by Anthony Body, Director Illawarra South East NSW, Department of Premier & Cabinet followed by an address by the Parliamentary Secretary for the Illawarra and South Coast, Gareth Ward MP.

IPJO Deputy Chair, Clr John Wells gave an overview of the program with Mr Matt O'Hara from ClubsNSW speaking from an employer's perspective. A range of speakers assisting, partnering and participating in the program provided some insights into the approach and what it sets out to achieve.

LEADERSHIP & ADVOCACY

BOARD FORUMS

MARCH 2016

Hosted by **Shellharbour City Council** at the Council Chambers

- ▶ Annual General Meeting and 1st Business Meeting of IPJO
- ▶ Presentation by Tim Hurst, Acting Chief Executive, Office of Local Government on an update on Fit for the Future
- ▶ Youth Employment Action Plan discussed with IPJO and ISGN

MAY 2016

Hosted by **Wollongong City Council** at the Council Chambers

- ▶ 2nd Business Meeting of IPJO
- ▶ Forum by Grahame Gould, Executive Director of Lifeline South Coast and Alex Hains, Coordinator of the Illawarra Shoalhaven Suicide Prevention Collaborative

JULY 2016

Hosted by **Kiama Municipal Council** at the Pavilion, Kiama

- ▶ 3rd Business Meeting of IPJO
- ▶ “Enabling Adaptation in the South East project” presentation by Aaron Coutts-Smith, Senior Project Officer from the Office of Environment and Heritage
- ▶ Presentation by Marcel Green, Program Leader for the Shark Strategy & Threatened Species from the Department of Primary Industries
- ▶ Launch of YES Program – IPJO & DPC with Government stakeholders

DECEMBER 2016

Hosted by **Department of Premier & Cabinet** at the State Office Block, Wollongong

- ▶ 4th Business Meeting of IPJO
- ▶ Anthony Body, Senior Regional Coordinator, Department of Premier & Cabinet provided an update of the Premier’s Priorities
- ▶ Linda Davis, Manager Regional Growth Planning, Department of Planning delivered information on the Illawarra Shoalhaven Regional Plan Draft Annual Monitoring Report 2016

SUBMISSIONS

- ▶ Submission to the Council Boundary Review – February 2016
- ▶ Submission to Council Mergers – February 2016
- ▶ Submitted to the NSW Treasurer – The Hon Gladys Berejiklian MP
 - ▶ Emergency Services Property Levy - April 2016
- ▶ Submitted to the Independent Reviewer – The Hon Warwick Smith
 - ▶ Independent Review of the Effectiveness of the RDA Program – November 2016.

LEADERSHIP & ADVOCACY

IPJO MEMBERSHIP AS AT 31 DECEMBER 2016

<p>Wollongong City Council Chair, Clr Gordon Bradbery Clr Chris Connor Mr David Farmer, General Manager</p>	
<p>Shellharbour City Council Clr Marianne Saliba Clr John Murray Mr Carey McIntyre, General Manager</p>	
<p>Kiama Municipal Council Clr Mark Honey Clr Kathy Rice Mr Michael Forsyth, General Manager</p>	
<p>Shoalhaven City Council Clr Amanda Findley Deputy Chair, Clr John Wells Clr Mark Kitchener Mr Russ Pigg, General Manager</p>	
<p>Department of Premier & Cabinet Mr Anthony Body Senior Regional Coordinator Illawarra and South East NSW (non-voting representative)</p>	
<p>Illawarra Pilot Joint Organisation Ms Lesley Scarlett Executive Officer (non-voting representative)</p>	

COLLABORATING

ILLAWARRA SHOALHAVEN SUICIDE PREVENTION

The Illawarra Shoalhaven Suicide Prevention Collaborative (the Collaborative) was established in August 2015 in the belief that suicide prevention is everyone's business, and not exclusive to any one service or sector. People at risk of suicide and those who care for them often access support from various services and sectors, and so any successful approach will require a collaborative cross-sectoral approach. IPJO agreed to lend its support to a grant application made by the Collaborative; and to have senior Council representatives attend the monthly meetings to assist in identifying opportunities for their respective Councils to contribute in reducing suicide deaths in the community.

ILLAWARRA ACADEMY OF SPORT

The former Illawarra Region of Councils acted as an umbrella organisation for the Academy for many years, and member Councils have continued active involvement. The Deputy Chair of the Illawarra Academy of Sport provided an update to IPJO in May on a review of the Academies and advised that the term of the current Illawarra Board would be extended for six months during which time a constitutional review of the organisation would be undertaken.

SE NSW MULTICULTURAL COMMITTEE

In March 2016 Multicultural NSW approached IPJO for nomination of "a local government senior staff member with a deep understanding of the social policy issues local Councils face, as well as significant experience working around cultural diversity, social cohesion and community harmony", to represent the South East of NSW on the relevant one of eight new Regional Advisory Councils. Following consultation with the Canberra Region Joint Organisation two representatives, Kerry Hunt, Manager Community Cultural and Economic Development from Wollongong City Council and Kathryn Baget-Juelf, Group Manager Community Connections at Shellharbour City Council have been attending on behalf of local government across both regions.

ILLAWARRA REFUGEES COMMITTEE

It was agreed that Wollongong City Council would act as lead local government representative in preparatory work required for refugee intake within the Illawarra Shoalhaven.

ENDEAVOUR ENERGY CUSTOMER CONSULTATIVE COMMITTEE

The Executive Officer has continued as local government representative on the Committee which acts as a forum for consultation with the communities that Endeavour Energy service. Discussion during the year has encompassed customer engagement strategy development, tariff reform, capital infrastructure programs, and network reliability.

COLLABORATING

ILLAWARRA SHOALHAVEN NDIS GOVERNMENT WORKING GROUP

Department of Premier and Cabinet established and convened the first meeting of the above group in 2016, to prepare for the local roll out and implementation of the National Disability Insurance Scheme (NDIS) and ensure as smooth a transition as possible for the region from July 2017. The NDIS is a new way of providing individualised support for eligible people with permanent and significant disability, their families and carers. It will present opportunities and challenges to the way government agencies provide services to the community.

The Working Group is chaired by NSW Family and Community Services and membership comprises senior government staff representing agencies that will be interfacing with the NDIS. This Working Group enhances communication and collaboration between government agencies to ensure a successful NDIS transition.

The IPJO represents local government on the Working Group. Local Government will have a role in leadership, working with our communities to assist the smooth transition and maintaining core services where applicable, as will the various interface agencies.

TAFE ILLAWARRA NSW ADVISORY COUNCIL

The Executive Officer has continued as a Ministerial appointee to the Council, attended four meetings of the Council, the impressive TAFE Illawarra Annual Awards ceremony and the opening of the new Dapto Connected Learning Centre.

Enrolments in the region increased significantly, particularly in carpentry, the Diploma of Nursing was introduced to Queanbeyan and Batemans Bay campuses, and the sale of the Shellharbour Campus saw reinvestment in the Dapto Connected Learning Centre, opened by the Minister in April. TAFE Illawarra tendered for RMS Vehicle Inspection training and is the lead institute for this, worked on development of the Equine Industry Community of Practice, inaugurated the Business and Education Faculty and sought accreditation for a Bachelor of Applied Leadership in Aged Services.

Late 2016 saw the transitioning of TAFE Illawarra NSW into the newly branded One TAFE NSW which will see some changes to the coverage and composition of the Regional Advisory Councils across NSW during 2017.

AGE FRIENDLY ILLAWARRA ALLIANCE

The Executive Officer represented Councils on the Alliance which held a well attended Forum of stakeholders in August and went on to draft a three year strategy and seek recognition of the region under the World Health Organisation criteria. A successful Liveable Communities application for funding will see increased resourcing of this initiative over the next 12 months.

COLLABORATING

OUTDOOR MARKETS POLICY PILOT PROJECT

The Office of the NSW Small Business Commissioner (OSBC) and the Illawarra Joint Organisation and its four member councils – Wollongong, Shellharbour, Kiama and Shoalhaven agreed late last year to work together to develop and trial a consistent Outdoor Markets Policy.

Once developed, the Policy will be consistently applied across the Illawarra region enabling small businesses (market stall operators and stall holders) to easily move between or operate across all four council areas and not be hindered by overly burdensome and inconsistent local government regulation.

REGIONAL STRATEGIC WEED MANAGEMENT COMMITTEE

The Executive Officer represents IPJO on the SE Regional Strategic Weed Management Committee (SERWC) and attended a number of meetings in Queanbeyan convened by SE Local Land Services, and contributed to discussions on the development of the SE Regional Strategic Weed Management Plan which is open for comment in February – March 2017.

The Plan is under-pinned by the SE Weeds Action Program 2015-20 which was developed and is managed by Queanbeyan–Palerang Council. IPJO and its two Local Control Authorities, the IDNWA and Shoalhaven City Council have subsequently seen the loss of a considerable resourcing from this program. IPJO believes that while the SE Regional Strategic Weed Management Plan recognises the significantly different sub-regions of the SE Tablelands and the coast, the SEWAP fails to take these differences into account, and in 2016, IPJO has sought a review of the Program to recognise the high risk weed burden of the coast and a more appropriate risk/threat approach in the Weed Action Program.

IPJO ADVISORY COMMITTEES

GENERAL MANAGERS COMMITTEE

The General Managers Committee met on five occasions in 2016 to oversee and contribute to the development of the organisation and ensure its smooth operation with the collaboration of their Councils.

ECONOMIC DEVELOPERS COMMITTEE

The Economic Development staff of member Councils met on 3 occasions with colleagues from the economic development agencies. A meeting including industry presentations dedicated to transport matters was convened by Shoalhaven City Council early in the year.

COLLABORATING

LG PROFESSIONALS NSW - RURAL MANAGEMENT CHALLENGE

Once again IPJO collaborated with LG Professionals NSW in September 2016 when teams from IPJO member Councils were joined by teams from the Councils of Goulburn-Mulwaree and Eurobodalla for two days to participate in the LGProfessionals NSW Rural Management Challenge held in Kiama.

Teams showed enthusiasm, passion and energy to work their way through the set tasks. These tasks highlight the scope of services offered by councils to their communities. At the end of the challenge LGP collated scores and the winning team was announced which for our session in Kiama was Goulburn-Mulwaree Council.



Eurobodalla Shire Council



Shellharbour City Council



Shoalhaven City Council



Wollongong City Council



Goulburn-Mulwaree Council



Kiama Municipal Council

REGIONAL STRATEGIC PLANNING

ILLAWARRA SHOALHAVEN REGIONAL PLAN

The Illawarra Shoalhaven Regional Plan was released on 24 November 2015 and adopts five goals:

1. A PROSPEROUS ILLAWARRA-SHOALHAVEN
2. A VARIETY OF HOUSING CHOICES, WITH HOMES THAT MEET NEEDS AND LIFESTYLES
3. A REGION WITH COMMUNITIES THAT ARE STRONG, HEALTHY AND WELL-CONNECTED
4. A REGION THAT MAKES APPROPRIATE USE OF AGRICULTURAL AND RESOURCE LANDS
5. A REGION THAT PROTECTS AND ENHANCES THE NATURAL ENVIRONMENT

The Plan has a strong focus on leveraging the region's economic assets and competitive advantages to support a strong, diversified and resilient economy by growing:

- ▶ the national competitiveness of Metropolitan Wollongong by integrating the city's five precincts – health, education, the commercial core, waterfront and the University of Wollongong's Innovation Campus;
- ▶ the capacity of the port of Port Kembla;
- ▶ priority growth sectors including tourism; health, disability and aged care; ICT/knowledge services; education and training; aviation, defence and advanced manufacturing; and freight and logistics;
- ▶ the economic capacity of assets like Albatross Aviation Technology Park, Illawarra Regional Airport, Shellharbour City Centre, Nowra Centre and The Waterfront Shell Cove; and
- ▶ new and expanded industrial activity by providing well-located and well-serviced supplies of industrial land.

The Regional Plan also ensures that there is more than enough capacity across a range of housing choices to accommodate growth in the region:

- ▶ The Government's growth projections indicate that the region will need at least 35,400 new homes between 2016 and 2036. Government projections estimate that the population of the region will increase by 60,400 people between 2016 and 2036.
- ▶ The region is able to accommodate double this growth projection through its supply of strategically identified new land release areas and the capacity for increased densities in existing areas. The region has capacity for 45,840 new houses in strategically identified release areas. There is also a feasible capacity to develop at least 24,100 additional homes in existing urban areas under current market conditions. As the property market has strengthened over the last two years, this infill capacity figure is a conservative estimate.

The Plan focuses on ensuring that new release areas are zoned, serviced and development ready and that planning controls around existing centres support greater housing choice.

Progressing the Plan in the first year has included:

Governance Framework

- ▶ The Illawarra-Shoalhaven Coordinating and Monitoring Committee (CMC) has been established to oversee the implementation of the Regional Plan, bringing together the agencies and organisations responsible for delivering the majority of the outcomes under the Regional Plan. The CMC which is jointly chaired by the Department of Planning and Environment, and the Chair of the Illawarra JO also developed Terms of Reference and collaboratively identified priorities for implementation. The CMC also informed the preparation of an Annual Monitoring Report and an Implementation Plan for the Regional Plan, due for release in the near future
- ▶ The new Environment and Resources Group and the Metro Coordination Group have also been established, each with their own area of responsibility in delivering the Regional Plan. This is addition to the existing Illawarra-Shoalhaven Urban Development Program and Committee.

Identification of priority implementation areas (all currently underway)

- ▶ Growing the national competitiveness of Metro Wollongong to provide jobs and housing (Direction 1.1)
- ▶ Investigating opportunities to better utilise industrial landholdings at Port Kembla, and reducing land use conflict by managing buffers around the port and its supporting freight network (Actions 1.4.1 and 1.2.1)
- ▶ Renew and revitalise Nowra Centre by coordinating State agency input into precinct planning and by revising capacity for expanded health-related uses (Action 1.3.1)
- ▶ Develop a stronger marine based tourism industry, capitalising on the region's numerous small ports and building on The Waterfront Shell Cove marine facility (Action 1.3.5)
- ▶ Coordinate infrastructure delivery to support West Lake Illawarra and Nowra-Bomaderry release areas (Action 2.3.1)
- ▶ Finalise biodiversity certification for West Dapto (Action 2.4.1)
- ▶ Protect the region's biodiversity corridors in local planning controls (Action 5.1.3)
- ▶ Create a consistent approach to protect important riparian areas in planning and development controls (Action 5.1.4)
- ▶ Implement a risk-based decision making framework to manage water quality and waterway health outcomes for all coastal lakes and estuaries in the region where development is planned, with priority given to sensitive lakes and estuaries in the Illawarra (Action 5.4.2 and 5.4.3)
- ▶ Monitor land and housing supply through the Illawarra-Shoalhaven Development Program and incorporate the Shoalhaven local government area (Action 2.5.1). Note: Shoalhaven has now been incorporated into the Urban Development Program.

ILLAWARRA ECONOMIC OUTLOOK - 360°



Illawarra Economic Outlook



PURPOSE

The region is developing an information prospectus which highlights the regional and net-state benefits of the Illawarra connecting to economic opportunities in surrounding regions.

The prospectus will provide a '360 degree' overview of how the Illawarra's skills, assets and capabilities can connect with identified future growth opportunities and economic drivers in Sydney; Western Sydney; the South Coast/ACT; and the Port Kembla international trade gateway.

TAKING ACTION

The project is being undertaken in two stages over the next 6 months with consultants engaged after a comprehensive procurement process:

Stage 1 – Evidence Base (Literature Review and Economic Modelling)

Stage 2 - Stakeholder engagement and development of the 'Economic Outlook' strategic document.

DELIVERY PARTNERS

This project is being developed in partnership with the Department of Premier & Cabinet, Wollongong City Council, the NSW Department of Industry and the University of Wollongong. A number of key stakeholders will also be consulted throughout the development of the evidence base and brochure, including:

Illawarra and NSW Business Chambers

Regional Leadership Groups - Illawarra and other regions

Regional Development Australia Committees - Illawarra and Far South Coast Inc.

Industry clusters and peaks bodies - Illawarra and other regions

FUNDING

Contributions & In-Kind support from the partners listed above.

PROGRAM COVERAGE



FOR THE FUTURE

The prospectus will:

- provide a cohesive regional narrative on future growth for regional stakeholders
- Identify opportunities external to the region, underpinned by an evidence base.
- Highlight the net state benefits that can be derived from the Illawarra strengthening its economic connectivity with the identified regions.
- Highlight the infrastructure investment required over a 5, 10 and 20 year timeframe required for the identified opportunities to be realised.
- Promote greater strategic interaction and engagement between stakeholders and all levels of government on potential economic development opportunities for the Illawarra region.

ILLAWARRA YOUTH EMPLOYMENT STRATEGY



2016 - 2017

A partnership to improve employment opportunities for young people in the Illawarra region.

Empowering our youth

Youth unemployment is a major challenge for all Australians and here in the Illawarra we are no exception. In fact, youth unemployment (people aged 15-24 years old) is one of the most significant economic and social issues facing the Illawarra region.

We know that to give our young people the best chance at employment and a bright future we need to take action.

The NSW Government and the Illawarra Pilot Joint Organisation have worked with industry and other partners to develop a Youth Employment Strategy for the Illawarra Region. The strategy covers the Kiama, Shellharbour, Shoalhaven and Wollongong local government areas.

The strategy aims to connect young people with the right skills and qualifications needed to secure jobs within key industries across the region.

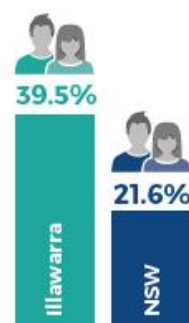
Taking action

The Illawarra Youth Employment Strategy is a simple package of actions that focuses on connecting employers' needs with job outcomes for young people.

The actions are a starting point, a building block, a first step in a long-term partnership across government, industry and other services.

Our aim is to deliver a sustained and collective impact on youth employment in the region.

Our hope is that young people will start their first job under this strategy, and that it is the first job of many in a varied and rewarding career in our region.



In 2011, 39.5% of people who were unemployed across the Illawarra region were young people (15-24 years old) compared to 21.6% for NSW (ABS, 2011).

ILLAWARRA YOUTH EMPLOYMENT STRATEGY 2016 - 2017



ACTION	WHAT'S INVOLVED	LEAD
1	Establish the construction Industry youth training course 'Productivity Bootcamp' in the Illawarra region	Illawarra Business Chamber
2	Deliver the Retail Ready Job program for young people across the Illawarra region	Australian Retailers Association
3	Develop and run an aged and disability services training, work experience and job program across the Illawarra region	Aged Care Illawarra Workforce Action Group and Illawarra Disability Alliance
4	Establish and run a hospitality-based training and work experience program across the Illawarra region	ClubsNSW
5	Establish a training and job-placement program across the Illawarra region for entry level employment in contact centres	AusContact Association and TAFE Illawarra
6	Strengthen youth employment opportunities in Local and State Government, especially through procurement processes.	Illawarra Pilot Joint Organisation (IPJO)
7	Engage the community and promote the activity of the #IllawarraYES	Illawarra Business Chamber
8	Investigate options to establish an Illawarra Youth Employment Action Fund	Illawarra Pilot Joint Organisation (IPJO)
9	Strengthen employment and career advice for young people seeking entry level employment	University of Wollongong and Illawarra Workplace Learning

Delivery partners



REGIONAL WASTE COORDINATION STRATEGY AND PROGRAM



Regional Waste Coordination Program



PURPOSE

Regional co-ordination of waste and the development of a Regional Waste Strategy to address NSW Government Waste and Resource Recovery (WARR) objectives and targets. The themes pursued under the regional strategy include:

- Avoid and reduce waste
- Increase recycling
- Increase community reuse and recycling and improve problem waste capture
- Reduce littering and increase public place recycling
- Reduce illegal dumping

TAKING ACTION

Highlights to date include:

A REGIONAL WASTE AVOIDANCE AND RESOURCE RECOVERY STRATEGY

- Preparation and endorsement of the Strategy by Councils in 2014 and action plans monitored by Regional Waste Working Group.

BETTER COORDINATION

- Regular sharing of ideas and opportunities with member councils at quarterly waste working group meetings and with other regions at quarterly EPA meetings of regional waste coordinators.
- A regional response to the EPA Discussion Paper on the Container Deposit Scheme.
- A region-wide Community Recycling Centres (CRCs) Communication Plan.
- A "litterology" workshop for council staff on how to develop a successful litter reduction project.
- An extension to and additional funding for the Regional Illegal Dumping program.

INCREASING AWARENESS

A region-wide education program for waste avoidance and product reuse includes initiatives such as "Boomerang Bag", a community volunteers cleanup project called PIC IT UP and Community Recycling Centre Regional communication plan.

PROJECTS

Projects are designed to meet strategy themes and matched to grant opportunities, available from Waste Less, Recycle More program including the Better Waste and Recycling Fund.

A feasibility study and infrastructure grant funding of \$0.4m for the Illawarra Food Hub to further reduce the amount of food going to landfill.

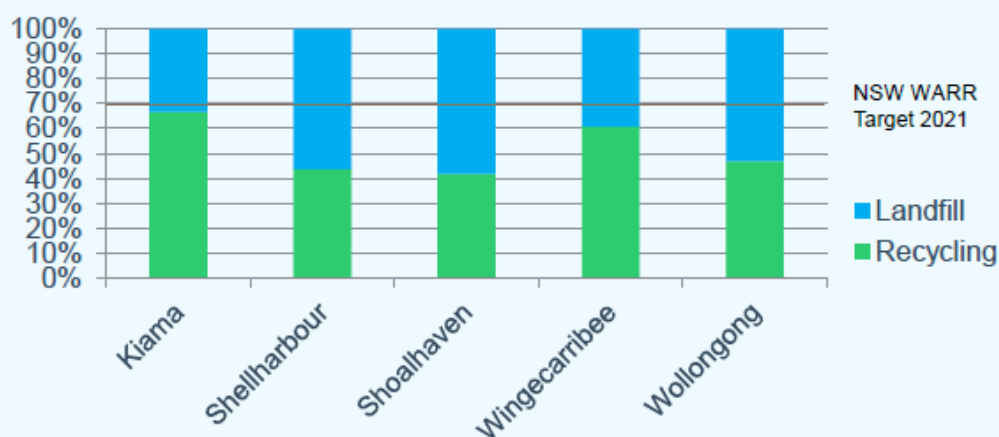
A study of public place recycling bins across the region to identify what works, what doesn't and what can be improved to increase recycling and reduce litter.

A regional litter and marine debris data collection project to better understand the type and source of litter polluting our rivers, beaches and ocean across the region.

Development of a regional litter plan and funding for a regional project to reduce litter on highways.

FACTS & FIGURES

Landfill vs Recycling % by Council



17

JACOBS

PROGRAM COVERAGE



DELIVERY PARTNERS

- NSW EPA
- Member Councils
- Wingecaribee Shire
- Consultancies as required

TIDY ROADS STEERING COMMITTEE

- EPA
- RMS
- DPC
- McDonald's Australia
- Woolworths
- Australian Food & Grocery Council
- Imperial Tobacco Assoc.

FUNDING

\$600,000 provided over four years to June 2017 for Regional Waste Coordination and Regional Strategy development and review.

\$376,593 provided over three years for Better Waste and recycling projects including a part time regional waste educator.



REGIONAL PROCUREMENT PROGRAM



Regional Procurement Program

PURPOSE

The IPJO manages a program of regional procurement on behalf of its member councils based on agreed priorities and an Opportunity Analysis conducted with the assistance of ArcBlue, to deliver administrative and operational savings and efficiencies for Councils.

PROJECTS

UNDERTAKEN TO DATE

- Consultants for a panel of Code of Conduct Reviewers - all Councils
- Trade Services Panel - 3 Councils
- Construction materials - all councils - led by Wollongong
- Legal Services Panel - 3 Councils
- Tree Services - all Councils
- Security Services - technical assistance provided by LGP

BEING FINALISED

- Sanitary Services - all Councils
- Stationery Supplies - regional basket all Councils

UNDER DEVELOPMENT

Road Line Markings

LISTED FOR 2017

- Plant
- Temporary Labour (social procurement potential)
- Building Hardware
- Chemicals
- Computer Software

2015 NSW Organisation Award

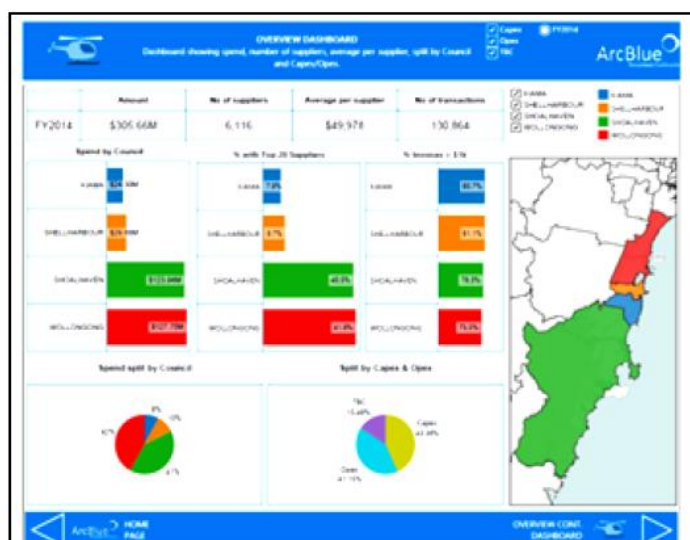
The IPJO's ability to undertake procurement on behalf of member councils was recognised by Local Government Procurement NSW for the Trade Services tender.

"While 'getting it right' was considered essential, ensuring that everyone understood the increased equity, probity and robustness of the process was also considered of paramount importance".

FACTS & FIGURES

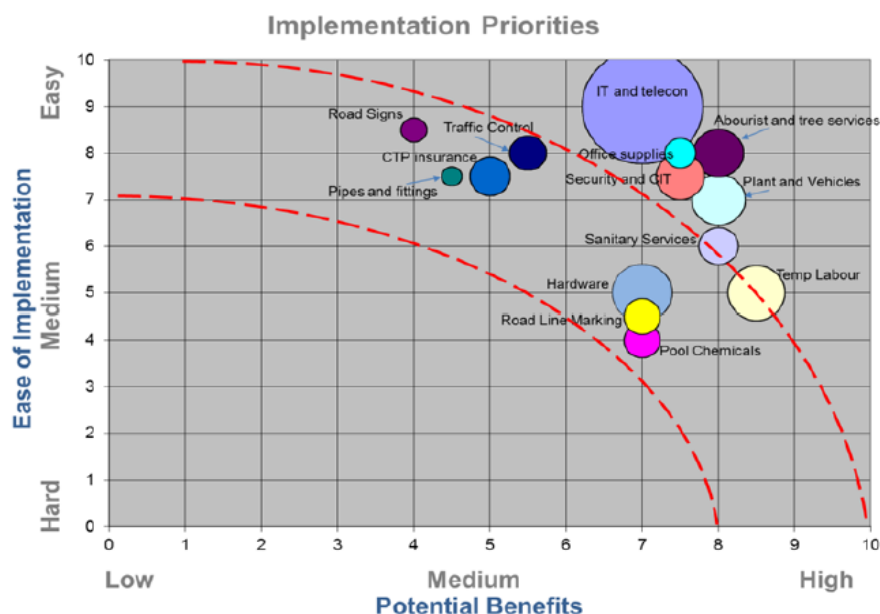
In 2014-15 IPJO Councils expended \$305.6m on goods and services with 6,116 suppliers.

In 2015-16 IPJO Councils expended \$26.2m using LGP Contracts, generating a rebate of \$151,834.



REGIONAL PROCUREMENT PROGRAM

REGIONAL PROCUREMENT PRIORITIES



A REGIONAL ROADMAP

A Regional Procurement Roadmap was developed in October 2012.

The roadmap included both "foundational" and "strategic" activities.

Foundational activities

- Standardisation of procurement documentation - eg. procurement plans, requests for tenders, contracts.
- Training for procurement staff - eg. use of VendorPanel, Diploma of Procurement.
- Use of technology to improve procurement processes - eg VendorPanel, Tenderlink.

Strategic activities

- Opportunity analysis to identify suitable joint procurement opportunities.
- Increasing the value of LGP rebates and investing the returns into regional procurement activities for the benefit of all councils.
- Obtaining a regional VendorPanel licence.

DELIVERY PARTNERS

Member Councils

LGP NSW


NSW Department of Premier & Cabinet

THE FUTURE


- The value of rebates is expected to exceed \$200,000 in 2016–2017
- Regional procurement policies will be developed addressing local preference and social outcomes.
- Making VendorPanel available to all member councils to manage and record requests for quotes (RFQ), evaluate responses, and select best fit suppliers, from IPJO and LGP panels, to meet business requirements.

REGIONAL ILLEGAL DUMPING PROGRAM



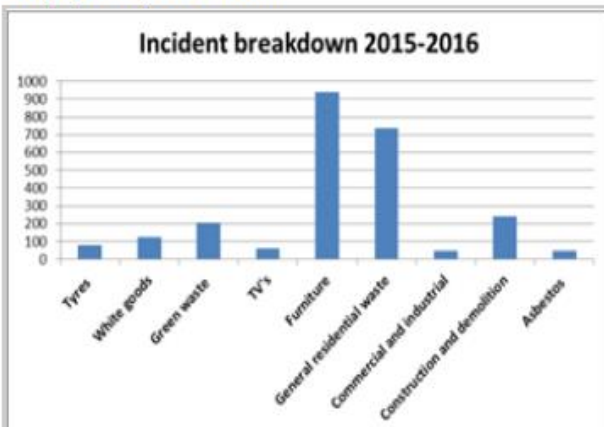


Regional Illegal Dumping Program




<p>PURPOSE</p> <p>To operate the Regional Illegal Dumping program across 7 LGAs:</p> <p>CAPACITY BUILD To increase the capacity of seven Councils to prevent and respond to illegal dumping incidents at both the local and regional level.</p> <p>PREVENT & ENFORCE To develop and deliver operations locally and regionally for effective prevention and enforcement, monitoring and reporting of illegal dumping activities.</p> <p>RAISE AWARENESS To inform the community of the impacts of illegal dumping and options for proper disposal of waste.</p>	<p>TAKING ACTION</p> <p>2016 focus:</p> <p>GOOD DATA Councils maximising the capture of information and the timely recording of ID incidents.</p> <p>RAPID RESPONSE Regular use of surveillance equipment across the whole region.</p> <p>AWARENESS RAISING Completion of the regional signage program.</p> <p>ENFORCEMENT Investigation and prosecution of ID incidences.</p>	<p>FUNDING</p> <div style="border: 1px solid black; padding: 5px; background-color: #e0f0ff;"> <p>Funding of \$406,000pa from the EPA for the regional program.</p> </div> <p>FACTS & FIGURES</p> <p>\$288,000 of this is distributed to Councils to supplement local efforts.</p> <p>In 2015-16 3,254 incidents reported across the region, 2,456 of which were on Council land.</p> <p>Enforcement 2015-16:</p> <ul style="list-style-type: none"> • PINs 42 • Clean up notice 3 • Cautions 41
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Incident breakdown 2015-2016



Waste Type	Number of Incidents
Tyres	100
White goods	150
Green waste	200
TV's	100
Furniture	900
General residential waste	750
Commercial and industrial	50
Construction and demolition	250
Asbestos	50

PROGRAM COVERAGE



REGIONAL LITTER PLAN



Regional Litter Plan



PURPOSE

The NSW Premier has announced, as part of new state priorities, a NSW litter reduction target of reducing the volume of litter in NSW by 40% by 2020. The IPJO Board in collaboration with the Department of Premier and Cabinet and State agencies has committed to supporting this target in the Illawarra region. The EPA sponsored *Litter - Regional Implementation Program* (L-RIP) will be the primary vehicle to deliver litter plans and actions aimed at reducing litter across the region.

PLAN

The Regional Litter Plan (2016/17 – 2018/19) has been prepared in consultation with councils through a shared understanding (based on surveys and litter counts) of the problem of litter and how it can best be addressed using a combination of enforcement, education, infrastructure and cleanup actions.



The highest priority sites for the region are highways and major arterial roads and foreshore recreation parks and associated car parks with the most prevalent litter types being takeaway food and drink containers and cigarette butts.

TAKING ACTION

To date we have undertaken:

- A "litterology" workshop for council staff on how to develop a successful litter reduction project
- A workshop to develop the regional litter plan and projects
- Completed the regional litter plan and application for funding
- Participated in the State Tidy Roads Steering Committee
- Completed operational plans for the highways litter project focussing on reducing take away food packaging and containers littered on the regions highways and main roads.
- Litter events are planned for mid December 2016, late January and February 2017

FACTS & FIGURES

Beverage and takeaway food containers make up 45% and 23% respectively of litter by volume.

FUNDING

Funding of \$91,080 provided by the EPA for regional litter projects in 2015-16.

PROGRAM COVERAGE

Wollongong, Shellharbour, Kiama, Shoalhaven and Wingecarribee Councils are participating in the regional litter program.



ILLAWARRA PIC IT UP PROJECT



Illawarra Pic It Up Project



PURPOSE

The Picitup program aims to provide the training and tools to existing community groups and individuals to collect litter on their daily walks and record critical data including location, weather, weight, volume and item specific information. This information is then entered into the Australian Marine Debris database. The database has an open access policy meaning volunteers can keep a track of their sites as well as Councils being able to access valuable data which was previously non-existent.

STRATEGY

The Picitup program supports the Regional Litter Strategy and complements actions such as the marine debris monitor project and the litter free highways project. (See facts sheet on litter.)

FUNDING

Funding of \$83,400 has been provided for this project by the Australian Packaging Covenant and the EPA.

TAKING ACTION

The following activities have been undertaken:

- Litter workshops
- Registration events
- Advertising



MORE INFORMATION

Over the entire region the most common items removed were:

- Cigarette butts & filters
- Plastic bits & pieces hard & solid
- Foam insulation & packaging
- Plastic film remnants
- Plastic food packaging

Picitup kits were distributed directly by Councils and through joint community events. Public events were held to engage likeminded volunteers within the community. Large scale clean-up efforts at popular locations drew the community's attention to the program and raise awareness of the environmental impacts of litter and marine debris on a local scale.

FACTS & FIGURES

Number of collection sites—**46**
 Number of volunteer hours—**791**
 Participants—**743**
 Total number of items—**51384**
 Total weight removed from the Ecosystem approx—**931kg**
 Which is the equivalent volume of **206** large kerbside bins

PROGRAM COVERAGE

Wollongong, Shellharbour, Kiama, Shoalhaven and Wingecarribee Councils are participating in the regional Picitup program.



ILLAWARRA FOOD HUB



ILLAWARRA FOOD HUB

Fighting Waste, Feeding People



Illawarra Food Hub Project



PURPOSE

The Illawarra Food Hub Project brings together local agencies, charity organisations, volunteers and businesses involved in the donation rescue and distribution of food.

By working collaboratively, the Project will:

- Nearly double the food rescued in the region from 33 tonnes per week to 58 tonnes per week.
- Add more than 2,600 sit down meals, 2,500 food hampers and 2,100 outreach meals.
- Increase overall delivery to more than 7,000 meals each week to families in the Illawarra region.

FUNDING

A \$396,663 Grant to IPJO under Stream 3, EPA Organics Infrastructure (Large and Small) Grants Program for Infrastructure and Equipment.

FACTS & FIGURES

The Grant has funded the purchase of one large and two medium refrigerated trucks, a forklift, a walk-in container freezer and cool room; and fridges, chest freezers, cupboards and shelving.

TAKING ACTION

IPJO commissioned a feasibility study in August 2015 to assess options for reducing food waste going to landfill by developing and expanding the existing Food Fairness Illawarra (FFI) network of food recovery and distribution.

The study helped to:

- Identify a suitable operating model for the region;
- Determine the infrastructure needs and priorities; and
- Demonstrate the need for collaboration among existing charities to maximise food recovery and distribution.

DELIVERY PARTNERS

Hope Centre Food Barn Warrawong
Illawarra Shoalhaven Local Health District
Healthy Cities Illawarra
Bellambi Community Centre
Warrawong Community Kitchen
Darcy House (Baptist Care)
Inspire Food Care

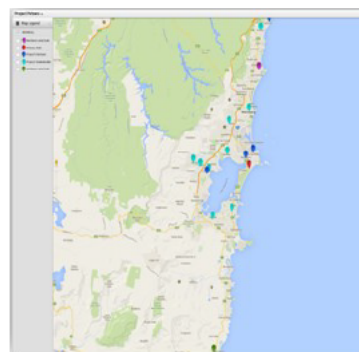
Wollongong, Shellharbour and Kiama Councils have also contributed \$52,000 for Illawarra Food Hub to employ a project coordinator for 12 months to manage the food recovery and distribution operations using volunteer staff.

PROGRAM COVERAGE

The Illawarra Food Hub operates from the Hope Centre Food Barn warehouse in Warrawong.

The northern satellite of the hub operates at the Bellambi Community Centre.

Illawarra Food Hub currently services 19 community organisations.



FOR THE FUTURE

- More community organisations accessing the IFH.
- A southern satellite facility established to improve access for charities and their clients in Kiama and the Shoalhaven.

ILLAWARRA DISTRICT NOXIOUS WEEDS AUTHORITY



Illawarra District Noxious Weeds Authority



PURPOSE

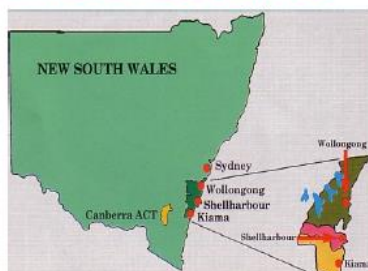
Established in 1993 under a simple joint venture agreement, this is a unique approach to jointly delivering the regulatory noxious weeds functions of the three local government areas of Wollongong City, Shellharbour City and Kiama Municipal Council.

TAKING ACTION

The IDNWA undertakes:

- Strategic preventative activity.
- Inspections and surveillance.
- Control and management of priority weeds on Council lands.
- Community capacity building, education & awareness.
- Service provision to private land-owners on a competitive basis.

PROGRAM COVERAGE



DELIVERY PARTNERS

The IDNWA Committee

Appointed representatives of the three Councils provide direction and approve strategy and delegated regulatory functions.

Kiama Council

Managing council, employs the staff, and undertakes HR, fleet management, and accounting services on a fee-for-service basis.

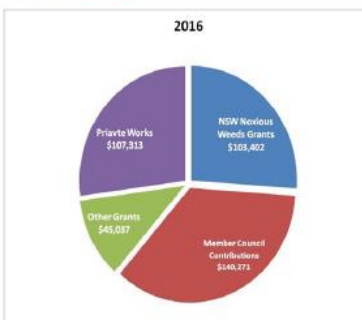
The Joint Organisation

Executive Officer acts as Secretary to the IDNWA Committee and oversees management of the staff and functions.

South East Local Land Services

Develops and coordinates the collaborative approach of the SE NSW Regional Weeds Strategic Plan.

FUNDING



FACTS & FIGURES

In 2015-16 the IDNWA:

- Undertook 1,000 inspections of private and public lands
- Aerially sprayed 286 ha of Bitou Bush on public and private land
- Managed and protected 6 Ecologically Endangered Communities

Class 1- 3 Weeds.

- Inspected and controlled 212 sites
- Recorded 33 new incursions
- Inspected 202 High Risk sites - 10 Class 1 weeds found
- Inspected and treated 528 km of other roadsides for weeds
- Treated 109 ha of Class 1-3 weeds in public reserves

High Risk Pathways

- Inspected 1,393 km - Controlled 43 km of high risk weeds

Class 4 weeds.

- Inspected and controlled 142 km of roadsides including 60 km of priority pathways
- Treated 105 ha of Class 4 weeds in public reserves including control of 102 ha on 21 priority sites.

MANAGEMENT

SECRETARIAT REPORT

After an exciting and busy Pilot in 2015 as a Joint Organisation, 2016 was a year of consolidation and development, pending the introduction of enabling legislation. With member Councils and their staff also encountering a state of considerable flux during proposed mergers, the JO was fortunate to have a clear workload and a firm basis of trust to aid its delivery.

The requirements of Board and Committee meetings in 2016 were less onerous than the previous transitional year. Only four of the usual five Board Meetings were held, with elections in September for two of the Councils precluding the meeting at Parliament House. Two of the meetings, March and May, attended by the Parliamentary Secretary Gareth Ward MP, were combined with the Department of Premier and Cabinet Regional Leadership Group meetings.

Smooth functioning of the Secretariat underpinned the new agendas of joint State-local activity, capacity development work with member Councils, and the service delivery function of the IDWNA, as existing staff took on new roles or expanded their activity.

The outcomes of this work are comprehensively reviewed in the Annual Report. The Chairman's Report touches on the core State-local collaboration and strategic planning functions which underpin the leadership and advocacy role. Highlights included the introduction of the Illawarra Shoalhaven Regional Plan, the success of the Illawarra YES project, and the commencement of the 360° Economic Outlook project.

Despite the additional demands and pressure that impending mergers placed on member Councils, the JO continued to receive strong support, and communications and engagement were excellent, with numerous newsletters widely distributed and significant participation in joint activity.

Once again, the New Year has brought major change including in the State leadership and much of the remaining uncertainty was clarified following the cancellation of the Shellharbour and Wollongong merger proposal.

The IPJO now looks forward to the introduction of the enabling legislation for the JOs and to working closely with our neighbours and peers as we build on the success of the model and this new way of doing business.



Lesley Scarlett
Executive Officer

MANAGEMENT

MANAGING COUNCIL REPORT

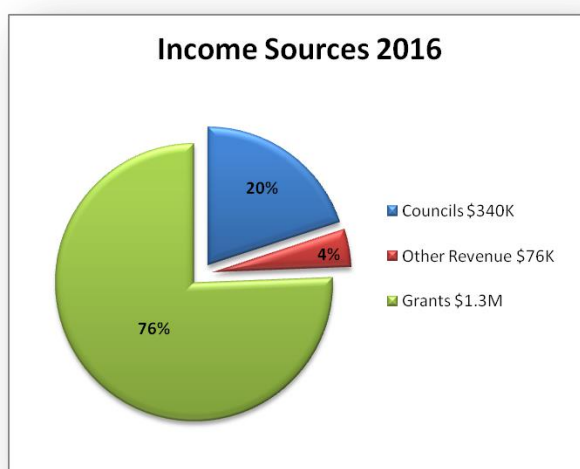
Kiama Council acts as managing Council for IPJO activity and provides accounting, human resource and fleet management services on a fee-for-service basis. The staff of IPJO is employed through Kiama Council and the organisation operates under all Kiama Council policies and procedures.

Two full audited financial statements for the IPJO Secretariat, and the IDNWA, are available on the IPJO website and a copy of the Auditors Report for IPJO is included overleaf, along with a summary of the two Income Statements and Balance Sheets.

As flagged last year, changes to the nature and scope of activity of the organisation, with a reduction in member Councils and in program activity resulted in a large but expected drop in revenue.

The financial situation remains sound with good prospects for increased activity.

IPJO staff and operational activity were all compliant with Kiama Council policy and procedures.



Michael Forsyth
General Manager
Kiama Municipal Council
Hon. Treasurer



PITCHER PARTNERS
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INDEPENDENT AUDIT REPORT TO THE MEMBERS OF THE ILLAWARRA PILOT JOINT ORGANISATION

Report on the Financial Report

We have audited the accompanying financial report being a special purpose financial report, of the Illawarra Pilot Joint Organisation ("IPJO"), which comprises the Balance Sheet as at 30 June 2016, Income Statement, Statement of Changes in Equity, Cash Flow Statement for the year then ended and accompanying notes to the special purpose financial statements.

The responsibility of those charged with governance

The IPJO's management committee is responsible for the preparation of the financial report and has determined that the basis of accounting described in Note 1 to the financial statements is appropriate to meet the financial reporting needs of the management committee.

The IPJO management committee's responsibility also includes such internal control as the management committee determine is necessary to enable the preparation of a financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. No opinion is expressed as to whether the accounting policies used, as described in Note 1 to the financial statements, are appropriate to meet the needs of the members. We conducted our audit in accordance with Australian Auditing Standards. Those Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by those charged with governance, as well as evaluating the overall presentation of the financial report.

Page 1 of 2

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The financial report has been prepared for distribution to members of the IPJO for the purpose of fulfilling the management committee's financial reporting requirements. We disclaim any assumption of responsibility for any reliance on this report or on the financial report to which it relates to any person other than the members, or for any purpose other than that for which it was prepared.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

In conducting our audit, we have complied with APES 110 Code of Ethics for Professional Accountants.

Opinion

In our opinion, the financial report presents fairly, in all material respects the financial position of the IPJO as at 30 June 2016 and of its financial performance and its cash flows for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements.

Basis of Accounting

Without modifying our opinion, we draw your attention to Note 1 to the financial statements, which describes the basis of accounting. The financial statements have been prepared to assist the IPJO to meet the financial reporting needs of the members as determined by the management committee. As a result, the financial statements may not be suitable for another purpose.

A handwritten signature in dark ink, appearing to read 'Peter Barlow'.

PITCHER PARTNERS

A handwritten signature in dark ink, appearing to read 'C R Millington'.

C R MILLINGTON
Partner

PITCHER PARTNERS

Sydney, 2 December 2016

MANAGEMENT

FINANCIAL STATEMENTS

SUMMARY INCOME STATEMENT	TOTAL	IPJO SECRETARIAT	IDNWA
Income from continuing operations			
Constituent Council contributions	340,271	200,000	140,271
Interest	72,229	44,821	27,408
Grants & contribs for operating purposes	1,289,717	1,155,908	133,809
Grants & contribs for capital purposes		-	-
Gain from the sale of assets	3,605	3,605	-
Other revenues from ordinary activities	380,893	267,590	113,303
TOTAL INCOME FROM CONTINUING OPERATIONS	2,086,715	1,671,924	414,791
Expenses from continuing operations			
Employee costs	710,271	475,703	234,568
Borrowing costs		-	-
Depreciation and amortisation	41,394	21,271	20,123
Loss from the disposal of assets		-	-
Other expenses from ordinary activities	1,057,540	967,639	89,901
TOTAL EXPENSES FROM CONTINUING OPERATIONS	1,809,204	1,464,612	344,592
	-		
BEFORE CAPITAL AMOUNTS	277,511	207,312	70,199
Grants & Contributions provided for capital purposes		-	-
AFTER CAPITAL AMOUNTS	270,632	207,312	63,321
Extraordinary items		-	-
SURPLUS (DEFICIT)FROM ALL ACTIVITIES	270,632	207,312	63,321

MANAGEMENT

FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL POSITION - SUMMARY	TOTAL	IPJO SECRETARIAT	IDNWA
Assets			
Current Assets			
Cash assets	2,586,701	1,671,163	915,538
Investment securities	-	-	-
Receivables	-	-	-
Inventories	-	-	-
Other	-	-	-
Total Current Assets	2,586,701	1,671,163	915,538
Non-Current Assets	-	-	-
Property, plant & equipment	116,200	50,316	65,884
Total Non-Current Assets	116,200	50,316	65,884
TOTAL ASSETS	2,702,901	1,721,479	981,422
Liabilities	-	-	-
Current Liabilities	-	-	-
Payables	-	-	-
Interest Bearing Liabilities	-	-	-
Provisions	168,228	-	169,228
Total Current Liabilities	874,318	705,089	169,228
Total Non-Current Liabilities	-	-	-
TOTAL LIABILITIES	874,318	705,089	169,228
Net Assets	1,828,583	1,016,389	812,194
Equity			
Accumulated Surplus	1,828,583	1,016,389	812,194
Asset Revaluation Reserve	-	-	-
TOTAL EQUITY	1,828,583	1,016,389	812,194

STATEMENT OF CHANGES IN EQUITY	TOTAL	IPJO SECRETARIAT	IDNWA
Balance at beginning of the period	1,551,072	809,077	741,995
Change in net asset resulting from operations	277,508	207,312	70,196
other adjustments	1	1	
Balance at end of reporting period	1,828,580	1,016,389	812,191





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