



ISJO Board Papers

Thursday 24 September 2020

9.30 am – 12.30 pm

Via Zoom

Board Papers 24 September 2020

Contents

1. Welcome & Acknowledgement to Country.....	3
2. Attendees and apologies.....	3
3. Presentations & Guests including Parliamentary Members	4
4. Meeting Opening.....	4
4.1 Confirmation of previous minutes.....	4
4.2 Actions arising from previous minutes.....	4
4.3 Correspondence	5
4.4 Consideration of Late Business.....	5
4.5 Declaration of Interest.....	5
5. Reports.....	6
5.1 Chair’s minute	6
5.2 DPIE - Regional NSW Update	7
5.3 DPIE Office of Local Government Update.....	12
5.4 General Managers’ Committee Report.....	16
5.5 Management Report of Chief Executive.....	17
6. Matters for Strategic Decision Making.....	20
6.1 Associate Membership	20
6.2 ISJO’s Future Directions – Outcomes of July 2020 Board Workshop and Next Steps.....	22
6.3 Regional Waste Study on the Cost of Litter.....	24
7. Matters for Board Endorsement.....	25
7.1 ISJO Communications and Media Strategy	25
7.2 Illawarra Shoalhaven City Deal Prospectus	26
7.3 Regional Resource Sharing Strategy.....	27
8. Matters for Noting	28
8.1 Joint Organisation Chairs Network - Meeting Update.....	28
9. Late Business item.....	29
10. Next Meeting.....	30

1. Welcome & Acknowledgement to Country

to welcome Board and guests; and provide an Acknowledgement to Country.

2. Attendees and apologies

Member Council voting delegates:

Wollongong City

Clr Gordon Bradbery, Chairman

Clr David Brown

Shellharbour City

Clr Marianne Saliba, Deputy Chairman

Clr John Murray

Kiama Municipal

Clr Mark Honey

Clr Neil Reilly

Shoalhaven City

Clr Amanda Findley

Clr John Wells

Member Council General Managers

Non-voting Delegates

Carey McIntyre, Shellharbour City

Kerry McMurray, Kiama Municipal

Stephen Dunshea, Shoalhaven City

Greg Doyle, Wollongong City

ISJO Affiliates

Paul Knight, Illawarra Local Aboriginal Land

Council

Department of Planning Industry and Environment:

Regional NSW

Rachel Donnelly, (replacing Anthony Body)

Department Planning, Industry & Environment:

Office of Local Government

Elizabeth Dixon, Council Engagement Manager

ISJO

Leanne Taylor, Chief Executive

Nikki Sartor, Office Administration Officer

Guests

The Hon. Shelley Hancock MP, Minister for Local Government

The Hon. Gareth Ward MP, Minister for Families, Communities and Disability Services

The Hon. Andrew Constance MP, Minister for Transport and Roads

Apologies

Anthony Body, Director Illawarra Shoalhaven

The Hon. Gladys Berejiklian MP, NSW Premier

The Hon. Melinda Pavey MP, Minister for Water, Property and Housing

The Hon. Matthew Kean MP, Minister for Energy and Environment

The Hon. Don Harwin MLC, Special Minister of State and Minister for the Public Service and Employee Relations, Aboriginal Affairs and the Arts

The Hon. John Barilaro MP, Deputy Premier and Minister for Regional NSW, Trade and Industry

The Hon. Paul Toole MP, Minister for Regional Transport and Roads

3. Presentations & Guests including Parliamentary Members

Parliamentary Members:

09.30 – 09.50 The Hon. Gareth Ward MP, Minister for Families, Communities & Disability Services

10.00 – 10.20 The Hon. Shelley Hancock MP, Minister for Local Government

10.30 – 10.50 The Hon. Andrew Constance MP, Minister for Transport and Roads

As ISJO's September Board meetings have traditionally been held in NSW Parliament House to enable Ministerial meetings, the revised online meeting format has resulted in the Ministers joining us via Zoom.

4. Meeting Opening

4.1 Confirmation of previous minutes

Recommendation that the Board endorse the minutes of the meeting held on 26 June 2020.

4.2 Actions arising from previous minutes

Item	Topic	Completed
6.2.2	ISJO Chief Executive to arrange a Board workshop to review ISJO's regional priorities and strategies as the Strategic Plan needs to be re-scoped to fit within a post Covid-19 recovery phase context.	Pending recruitment of new Chief Executive
3.1	Source data around Covid-19 grants in the LGA and provide information to ISJO's Chief Executive.	Completed and distributed
3.2	Undertake advocacy with the NSW Government requesting that the S88 levy should be used to provide funds for Member Councils to undertake more recycling initiatives across the region.	Completed, response pending
5.2.2	Consider whether TAFE should be considered as a stakeholder for the NSW South Coast Hospitality and Tourism Centre of Excellence initiative and email findings to Clr Neil Reilly.	Completed
5.4.2	Schedule out of session Board meeting / Operations Review Workshop to finalise the review.	Completed

4.3 Correspondence

Letter dated 8 September 2020 from Minister Hancock re the NSW Government support for the Joint Organisation Chairs' Network. (copy attached)

Recommendation

4.4 Consideration of Late Business

The ISJO Constitution allows for the consideration of late business if, at the commencement of the meeting, items are listed for possible discussion at the conclusion of tabled business and if there is general agreement by delegates that it is appropriate to discuss the matters on the day.

Recommendation that any items of late business be noted for later discussion.

4.5 Declaration of Interest

In accordance with ISJO's Code of Meeting Practice and specifically Section 451 for the Local Government Act 1993, declarations of interest are required by Councilors and designated staff attending the meeting.

5. Reports

5.1 Chair's minute

Recommendation

That the information be received and noted.

There's been a well-used catchphrase during the past few months that says 'we're all in this together'. While true on so many levels throughout the pandemic, it's a theme that can't be abandoned as we work towards revitalising our communities and stimulating our economy.

In regions like ours it's important we don't stand still but rather be proactive in creating an inclusive and progressive region that is working hard to create a vibrant living experience for current and future generations. Regional leadership is what our community expects from us to make this happen.

In its relatively short lifespan, ISJO is firmly making its mark and as its Chair, I'm proud of its achievements. Along with new initiatives such as the recently announced regional cycling strategy and e-highway strategy, the ISJO team have been working within our communities on education programs for foreshore and roadside litter reduction and raising awareness of community recycling centres, asbestos and illegal dumping. We're partnering with the University of Wollongong in a benchmark study of bulky kerbside waste that will ultimately allow us to make informed decisions on improvements to existing collection practices. The ISJO team are also researching circular opportunities for waste output that will reduce landfill and developing a model that can be scaled and relocated to other regions of the country.

The increased focus on improving our region's transport connectivity has seen us partner with the IBC's Picton Road Campaign, deliver a Cross Regional Transport Forum and establish a Cross Regional Transport Advisory Group to advocate with NSW Government.

I would like to acknowledge the work that our Chief Executive Leanne Taylor and her team have achieved during her 18 months tenure. As you are aware, Leanne will be leaving her role at the end of September. To say farewell to Leanne after she has worked tirelessly to bring the Joint Organisation up to speed is most disappointing but I support her in her decision. She has given exceptional service and I know it wasn't easy for her to leave this post. Leanne has also worked diligently with us and the other Joint Organisations in the NSW network to represent our interests and concerns which has resulted in ISJO having a sound reputation among the other 12 Joint Organisations.

There is still so much more to do. We need to focus our attention on sorting our financial situation and rein in our costs as well as meet our statutory reporting deadlines. I have asked the General Managers to continue to work on these issues and bring before us possible solutions for the Boards' consideration.

Clr Gordon Bradbery AM
ISJO Chair

[Back to top](#)

5.2 DPIE - Regional NSW Update

Referred by: Anthony Body, Director Illawarra Shoalhaven

Attachments: Nil

Recommendation

That the Board accept and note the report.

NSW Government Update

Department of Regional NSW (DRNSW)

- On 26 June 2020, the Deputy Premier, the Hon. John Barilaro MP announced the Department of Regional NSW will be centred around four new NSW Government offices in Queanbeyan, Armidale, Dubbo and Coffs Harbour. The Illawarra Shoalhaven Regional Development team will continue to operate from its Wollongong and Nowra offices.
- DRNSW is responsible for driving the NSW State Outcome of 'optimised recovery, community wellbeing and economic growth in regional NSW' through the four priority pillars of Economic development, Regional youth, Aboriginal advancement and Workforce development.

Recovery and Resilience

- A new Illawarra Shoalhaven Leadership Executive Recovery and Resilience Sub-Committee (the Sub-Committee) has been established to drive a whole-of-government coordinated response to bushfire, floods and COVID-19 recovery and resilience in the Illawarra-Shoalhaven. It is co-chaired by Resilience NSW and DRNSW and its scope includes both COVID-19 and bushfires.
- The Sub-Committee reports to the State Recovery Committee and replaces the Southern Regional Recovery Committee. The Sub-Committee will oversee the implementation of relevant actions from the State and Southern Bushfire Recovery Action Plans, coordinate regional recovery and preparedness activities, identify priorities and gaps in support, share intelligence and influence state-wide policy.
- Local government is represented by the Illawarra Shoalhaven Joint Organisation on this Sub-Committee.

COVID-19

- The NSW Government has released its [COVID-19 Recovery Plan](#) detailing six priorities for building a resilient and self-sufficient economy:
 1. A guaranteed infrastructure pipeline to drive employment growth
 2. Growing world-leading industries through the Planning System Acceleration Program
 3. Overhauling the school curriculum and VET sector
 4. Becoming global leaders in digitisation
 5. Supporting advanced manufacturing and local supply chains to build a self-sufficient economy
 6. Reform federal-state relations
- DRNSW is now represented at the State Emergency Operations Centre (SEOC). The SEOC is responsible for the whole-of-government operational response to the COVID-19 pandemic. Regional issues and challenges can be escalated through the SEOC.

- Applications for the \$10,000 Small Business Support Grant and the \$3,000 Small Business Recovery Grant are now closed. A summary of the applications received across the Illawarra Shoalhaven are as follows:

	\$10,000 Small Business Support	\$3,000 Small Business Recovery
Wollongong	1,055	474
Shellharbour	261	116
Kiama	157	78
Shoalhaven	807	350

- Details on stimulus measures announced by the NSW Government since the last ISJO Board meeting are provided under 'Funding Announcements'.

Bushfire Recovery

- The State Bushfire Recovery Plan and the Southern NSW Regional Recovery Action Plan have now been finalised and will move into the implementation phase, driven at the regional level by the Recovery and Resilience Sub-Committee.
- Laing O'Rourke has completed its contract to clean-up properties damaged by the 2019/20 Bushfires. The company cleared close to 3,600 sites across NSW.
- Details on stimulus measures announced by the NSW Government since the last ISJO Board meeting are provided under 'Funding Announcements'.

Illawarra Shoalhaven Leadership Executive

- The Illawarra Shoalhaven Leadership Executive (ISLE) met on 11 September with focus on the visitor economy and creation of two new ISLE Sub-Committees:
 - The Recovery and Resilience Sub-Committee – responsibilities articulated above.
 - The Workforce Development Sub-Committee, responsible for strategic oversight of workforce development initiatives in the Illawarra Shoalhaven. This is co-chaired by DRNSW and Training Services NSW.
- Leanne continues to represent ISJO on joint projects with the NSW Government, including the Western Sydney Illawarra Shoalhaven Roadmap to Collaboration and electric vehicles project to expand the number of charging stations on the South Coast.

Workforce Development

- DRNSW and Training Services NSW are developing a state-wide Regional Workforce Development Framework and local Action Plans to ensure strategic alignment of workforce development initiatives across regional NSW. This will complement Training Services' Skilling for Recovery Program and the Commonwealth Government's Local Jobs Program.
- The ISLE Workforce Development Sub-Committee has been established (see above), with representatives from NSW Government, Local Government and Industry, to provide oversight of the Regional Action Plan. Some of the initiatives that will be captured by this work include:
 - The Local Government Infrastructure Skills Legacy Program pilot across Wollongong and Shellharbour.
 - Productivity Bootcamp on the South Coast to assist young people into construction jobs in road and health infrastructure.

Office of Regional Youth

- On 19 July 2020, the Hon. Bronnie Taylor, MLC, Minister for Regional Youth launched the Regional Youth Framework and Action Plan. The Framework outlines the strategic whole-of-government priorities across the four pillars of wellbeing, work ready, connectivity and community.
- The same day, the Regional Youth Taskforce met in Queanbeyan to discuss wellbeing and provided advice to the NSW Government on:
 - The impact of COVID-19 on youth mental health
 - Barriers to accessing health services, including psychologists, general practitioners and specialists
 - Access to employment and training opportunities
- Applications are now open for the 2021 Regional Youth Taskforce for eighteen new youth representations aged 12-24 living in regional NSW. Applications close on 18 October. Further information can be found [here](#).

Virtual Business Support Drop-In Centres

- The Virtual Business Support Drop-In Centres provide free, intensive and targeted support to bushfire-affected businesses in Kangaroo Valley/Shoalhaven, Eurobodalla, Bega Valley and Snowy Monaro. Community Leads, trained and supported by Ernst & Young Senior Managers, assist businesses to navigate the business support system as they recover from bushfires, floods and COVID-19.
- The pilot launched on 18 May 2020 and has assisted more than 395 businesses to access over \$1.23 million of financial incentives and support.
- The NSW Government has committed \$207,5000 to extend the pilot for an additional three months to December 2020 across four sites.

NSW South Coast Hospitality and Tourism Centre of Excellence

- Following consultation with key industry and government stakeholders, Ernst & Young has delivered a business case for the South Coast Hospitality and Tourism Centre of Excellence (the Centre) outlining options to deliver the Centre of Excellence.
- The Centre will facilitate targeted training to hospitality and tourism workers to better service high-yield customers and facilitate higher tourism yield through high-end product development and investment attraction.
- This will better position the South Coast as a destination for high-value visitors in order to aid economic recovery from the 2019/20 bushfires and COVID-19 pandemic.
- DRNSW is working with stakeholders to identify funding to deliver the Centre.

Illawarra Shoalhaven Regional Plan Review

- Illawarra Shoalhaven Regional Plan (Regional Plan) was released in 2015 and provides the vision and direction of housing, infrastructure and environmental priorities of for the next 20 years. The plan is currently under review.
- The draft refreshed Regional Plan is out for community consultation via an [online hub](#).
- Following community consultation, the draft Plan will be submitted to the Minister for Planning and Public Spaces and then placed on public exhibition in November 2020. The plan is due to be finalised in early 2021.

- The Department of Planning, Industry and Environment will brief the ISJO Board prior to the Plan going on public exhibition.

Western Sydney – Illawarra-Shoalhaven Roadmap to Collaboration

- The Western Sydney – Illawarra Shoalhaven Roadmap to Collaboration aims to improve economic, social and transport connections between the two regions.
- On 9 July, the ISJO hosted the Western Sydney – Illawarra Shoalhaven Cross-Regional Transport Forum. The Forum enabled cross-regional collaboration on transport connectivity initiatives to support economic growth.
- Attendees included Minister Constance, Minister Ayres, Minister Ward and representatives from state and local government and the private sector.
- The ISJO has established a Transport Advisory Group to agree cross-regional transport priorities, and prepare for a meeting with Minister Constance by the end of 2020.

Electric Vehicles

- DRNSW is preparing a proposal for the NRMA's consideration, to expand the availability of electric vehicle charging stations on the Princes Highway from Wollongong to the border. This will boost the visitor economy by encouraging high-value customers to visit the region.
- The ISJO, CRJO and Wollongong, Kiama, Shellharbour, Shoalhaven, Eurobodalla and Bega Councils are informing the development of the proposal.

Port Kembla Community Investment Fund (PKCIF) Round Four

- The objective of the PKCIF is to revitalise Port Kembla through investing in public, environmental and business infrastructure. \$2 million is available for Round Four.
- DRNSW has made changes to the program guidelines to allow projects in adjacent suburbs that bring benefit to Port Kembla to apply for funding. The delivery timeframe has also been extended to three years, providing flexibility to deliver longer-term projects.
- Applications for Round Four of PKCIF opened 1 September 2020 and closes 31 October 2020. Successful applicants will be announced in December 2020.
- DRNSW has received significant interest in the fund. To-date, 51 enquires have been received, of which 12 groups have been assessed as eligible for the program.
- DRNSW hosted an online information session for interested community groups. The recording can be found [here](#).

NSW Government Announcements

COVID-19

The NSW Government has announced over \$15 billion in COVID-19 stimulus support measures over the last six months. Stimulus funding and recovery support measures announced since 26 June include:

- \$700 million funding for Shellharbour Hospital (\$560,000 from NSW Government). The construction will support 2,800 new jobs and additional ongoing healthcare jobs.
- \$3,000 Small Business Recovery Grant
- Increase in the tax-free threshold for payroll tax from \$900,000 to \$1 million
- \$45 million Southern Border Small Business Support Grant
- \$5 million grant scheme to support locally manufactured Personal Protective Equipment

- Changes to the stamp-duty threshold for newly built homes to boost residential construction

Bushfire Recovery

Since 26 June 2020, the NSW Government has announced the following bushfire recovery measures:

- Extension of the Small Business Assistance Program to 15 December 2020, providing \$10,000 and \$50,000 small business grants to businesses in bushfire-affected communities.
- Over \$100 million support for bushfire-affected primary producers through the Special Disaster Grants Program

Going Global

- On 17 August the NSW Government announced a \$12 million Going Global Package. The package includes grants of up to \$10,000 for eligible businesses through the Export Assistance Grant Scheme. This will help local businesses enter the global marketplace.

[Back to top](#)

5.3 DPIE Office of Local Government Update

Referred by: Elizabeth Dixon, Council Engagement Manager

Attachments: Nil

Recommendation

That the Board accept and note the report.

Calendar of compliance and reporting requirements 2020 - 21

- The Calendar of Compliance and Reporting Requirements for 2020-21 is now available. It includes key statutory and other reporting deadlines for councils (including temporary deadline changes introduced in response to the COVID-19 pandemic).
- A Joint Organisation Calendar of Compliance and Reporting Requirements 2020-21 has also been prepared (Circular 20-34) and can be located at: <https://www.olg.nsw.gov.au/circulars/>

2021 Local Government Elections

- The next local government elections will be held on 4 September 2021.
- Councils that elected mayors in September 2018 must have mayoral elections in September 2020 when the 2-year term of the current mayor expires. The mayor elected in September 2020 will hold their office until ordinary elections are held on 4 September 2021.
- Mayors elected in September 2019 will continue to hold office until council elections are held on 4 September 2021.
- Councils will not be required to hold by-elections to fill vacancies or to apply to the Minister to dispense with the requirement to hold a by-election during the period specified in the orders.
- The composition of joint organisation boards may need to change in September 2020 if mayors of member councils elected by councillors are not re-elected.
- The postponement of the next ordinary local government elections will not affect the timing of future council elections, and the subsequent ordinary local government elections will still proceed in September 2024.
- Councils must also hold an election for deputy mayor if the deputy mayor's term has expired and county councils must elect a chairperson.

The Office of Local Government has issued a fact sheet on conducting mayoral elections which is available at <https://www.olg.nsw.gov.au/councils/councillors/mayoral-elections/>.

Model Code of Conduct

Changes have been made to the Model Code of Conduct for Local Councils in NSW to further improve the integrity, transparency and accountability of the local government sector.

The changes include strengthening investigation processes and penalties for councillor misconduct to target the small minority engaging in bad behaviour and protect the good reputation of the majority of councillors in NSW. The new Model Code of Conduct and Procedures take effect immediately. This is because the amendments to the Procedures largely reflect existing practice following the Supreme Court's decision and the amendments to the Model Code of Conduct are minor in nature.

Councils should adopt a code of conduct and procedures based on the prescribed Model Code of Conduct and Procedures as soon as possible.

The changes include:

- The process for censuring councillors for breaches of the code of conduct has been significantly strengthened to ensure councillors are made publicly accountable to their electors for their conduct. When censuring councillors, councils are required to specify in their resolution the grounds on which

the councillor is being censured by disclosing the investigator's findings and determination and any other grounds that the council considers may be relevant or appropriate.

- Councillors may seek to avoid public censure for breaches of the code of conduct by voluntarily agreeing to undergo training or counselling, to apologise for their conduct or to give undertakings not to repeat their conduct before the investigator finalises their report to the council. Investigators can finalise their investigations without a report to the council where they consider these to be an appropriate outcome to the matter they are investigating. However, it will remain open to investigators to finalise their report and to recommend censure where they consider this is appropriate and warranted.
- The process for referral by councils of code of conduct breaches by councillors to OLG for further disciplinary action under the misconduct provisions of the Act has been streamlined. Investigators are required to consult with OLG before recommending the referral of matters to ensure the conduct in question is sufficiently serious to warrant disciplinary action for misconduct and that there is sufficient evidence of the breach to allow OLG to take further disciplinary action.
- Providing councils with the option to increase the \$50 cap on gifts and benefits to \$100 so it does not capture items of relatively low value. The changes also clarify application of the cap in certain circumstances such as at council events.

The new Model Code of Conduct and Procedures are described in this circular:

<https://www.olg.nsw.gov.au/council-circulars/20-32-amendments-to-the-model-code-of-conduct-for-local-councils-in-nsw-and-procedures/>.

New requirement for councils to retain recordings of meetings on their websites for a minimum of 12 months

- The requirement for councils to retain recordings of meetings on their websites for at least 12 months is now prescribed under the Local Government (General) Regulation 2005.
- Councils must amend their codes of meeting practice to require recordings of meetings of the council and committees that comprise only of councillors to be retained on the council's website for 12 months or more if they do not already provide for this.
- Councils are still required to livestream their meetings via an audio-visual link where members of the public are excluded from attending meetings due to COVID-19.
- The amendments to the Regulation require each meeting of a council or committee that comprises only of councillors to be recorded by means of an audio or audio-visual device.
- The recording is to be made publicly available on the council's website at the same time as the meeting is taking place, or as soon as practicable after the meeting.
- At the start of each meeting of a council or council committee, the chairperson must inform the persons attending the meeting that the meeting is being recorded and made publicly available on the council's website, and persons attending the meeting should refrain from making any defamatory statements.
- These requirements do not apply to any part of a meeting that has been closed to the public in accordance with section 10A of the Local Government Act 1993.
- The requirements do not apply to joint organisations.

Extension of increased tendering exemption threshold for contracts for bushfire response and recovery to 31 December 2020

- The temporary higher \$500,000 tendering exemption threshold prescribed under the Local Government (General) Regulation 2005 (the Regulation) for contracts for the purpose of bushfire-

related response and recovery work has been extended for a further six months to 31 December 2020.

- Until 31 December 2020, councils will not be required to tender when entering into contracts with a value of up to \$500,000 that are primarily for the purpose of bushfire-related response and recovery.
- After 31 December 2020, the usual \$250,000 tendering exemption threshold will apply.

New Native Title Manager e-learning resource

Crown Lands is pleased to announce the release of a new digital resource for Native Title Managers. It also provides useful information for other Crown land managers and anyone with an interest in native title.

The resource explains the native title legislative framework and outlines the relevant provisions of the Native Title Act 1993 to consider when providing native title advice as required by the Crown Land Management Act 2016 (CLM Act). It provides a detailed step-by-step process for how to prepare native title advice and offers practical examples relevant to common activities and dealings on Crown reserves. Native title managers can use the resource to refresh their understanding of how the legislation applies to decisions on Crown land, or to educate and inform others in their organisation about native title. What information is covered in the resource?

- Background and history to native title including the key concepts of Australian native title law.
- An introduction to Native Title acts including the various types of Acts that form part of the advice process and influence approvals. These include past acts, intermediate acts and future acts.
- An overview of the Native title managers role including the responsibilities of Crown land managers (previously reserve trust managers) including Council and non-Council managers.
- Instruction regarding preparing native title advice –including how to prepare the written advice required under s. 8.7 of the CLM Act. NB: Crown land managers should obtain independent legal advice if unclear about how to provide advice.
- Worked Examples of how to apply the future acts regime to certain acts common to Crown Land Managers. NB: Additional examples are outlined in Part 5 of the Native Title Managers Workbook.

Website: nativetitlemanager.crownland.nsw.gov.au

COVID-19

Emergency Cleaning Stimulus Scheme

Councils are reminded that they are eligible to access the NSW Emergency Cleaning Stimulus Scheme to engage cleaning providers at lower cost than individual council procurement while helping to achieve better social outcomes.

Councils are encouraged to purchase from Australian Disability Enterprises, Aboriginal businesses, Small and Medium Enterprises (SMEs), regional suppliers and social enterprises where possible when engaging cleaning providers to protect against the spread of COVID-19.

More information on how to access the scheme can be found [at https://buy.nsw.gov.au/schemes/emergency-cleaning-stimulus-scheme](https://buy.nsw.gov.au/schemes/emergency-cleaning-stimulus-scheme) , or by contacting the NSW Procurement Service Centre on nswbuy@treasury.nsw.gov.au or by calling 1800 679 289.

COVID -19 information materials in community languages

A range of COVID-19 materials are now available in community languages and can be accessed <https://www.health.nsw.gov.au/Infectious/covid-19/Pages/multilingual.aspx> .

The materials include advice on self-isolation, physical distancing, getting tested, symptoms, and lots

more.

Factsheets, videos, information for children, and other educational materials in community languages can also be accessed <https://www.nsw.gov.au/covid-19/resources-other-languages> .

Local Government toolkit

The Department of Customer Service has prepared a toolkit for councils regarding the NSW/Victorian border closures – available at <https://www.olg.nsw.gov.au/wp-content/uploads/2020/07/Local-Government-Border-Closure-Toolkit-20200709.pdf>

Amendments to the Companion Animals Regulation 2018

- The NSW Government has introduced annual permits for non-desexed cats and restricted and dangerous dogs as part of its commitment to promoting responsible pet ownership and improving animal welfare standards.
- From 1 July 2020 cat and dog lifetime registration fees increased in line with the Consumer Price Index (CPI).
- The Companion Animals Regulation 2018 (the Regulation) has been amended to clarify certain aspects of these changes.
- Further changes to the Regulation also came into effect from 1 July 2020.

Further information is available to councils and other registration agents about registration and annual permit processes on the Annual Permits page of OLG's website

at <https://www.olg.nsw.gov.au/councils/responsible-pet-ownership/nsw-pet-registry/annual-permits/>.

[Back to top](#)

5.4 General Managers' Committee Report

Referred by: Leanne Taylor, Chief Executive

Attachments: Nil

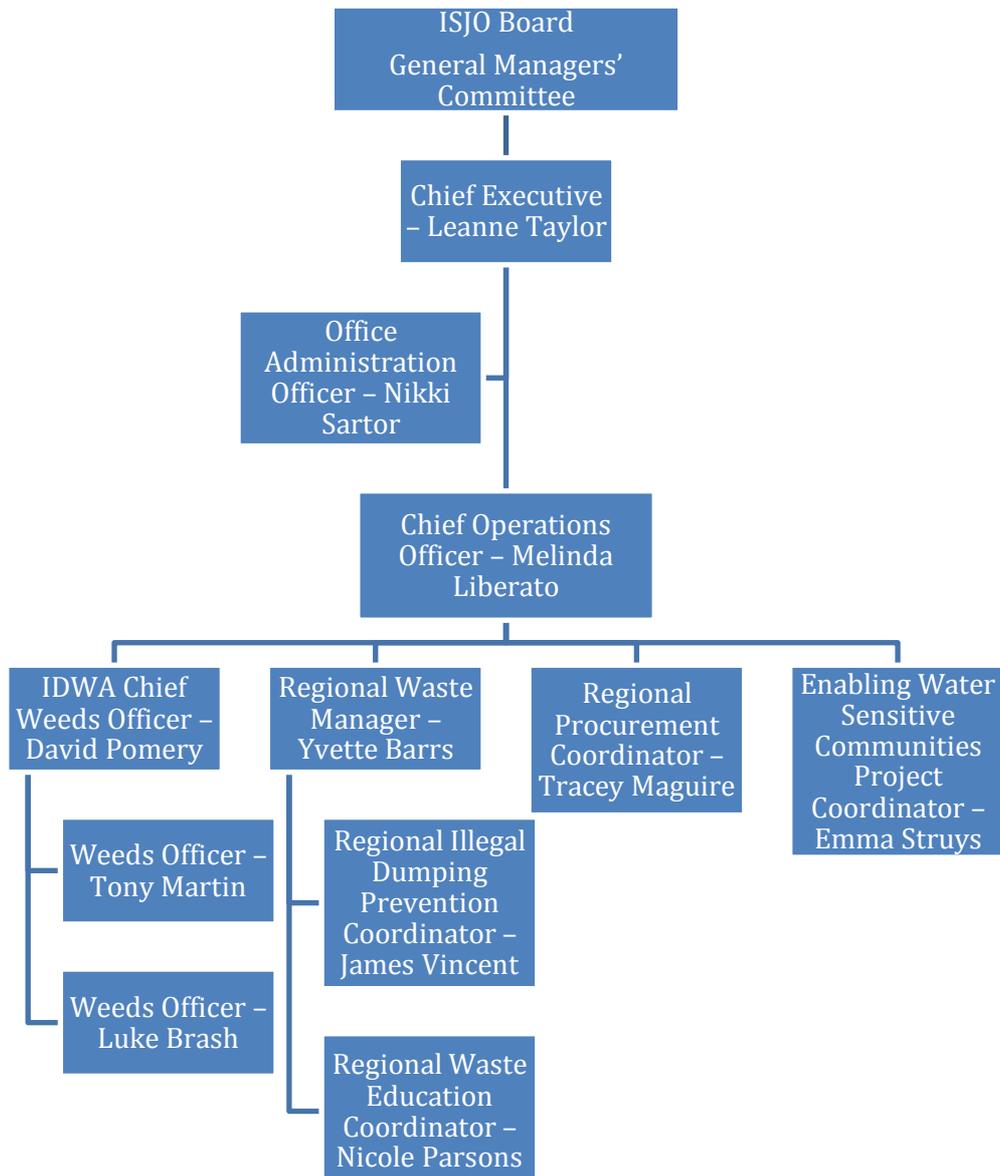
Recommendation

That the Board receive and note the report.

An update will be provided by the General Managers at the ISJO Board meeting on the following areas:

- Review of ISJO Finance Strategy, Budget Review for FY 20/21 and ongoing monitoring and forecasts
- Acting Arrangements for the Chief Executive role from 1 October 2020.

To support this update, below is a copy of the ISJO Organisation Chart as at September 2020:



5.5 Management Report of Chief Executive

Referred by: Leanne Taylor, Chief Executive

Prepared by:

Attachments: Nil

Recommendation

That the Board receive and note the Report.

Set out below is an update on the priority actions undertaken by the Joint Organisation this reporting period:

5.5.1 Western Sydney Illawarra Shoalhaven Cross Regional Transport Forum Outcomes

One of the key actions from the Western Sydney Illawarra Shoalhaven Roadmap to Collaboration strategy launched in late 2019, was the Western Sydney Illawarra Shoalhaven Cross Regional Transport Forum which ISJO hosted on 9 July 2020. The online Forum attracted well over 100 participants representing a good mix of organisations drawn from both Western Sydney and the Illawarra Shoalhaven. The Forum held a mix of transport thought leaders; panel discussion on cross regional transport priorities; as well as interaction with political leaders.

Of particular note was the level of interest shown by Minister Stuart Ayres and Minister Andrew Constance – both of whom are keen to engage with an ISJO led Cross Regional Advisory Group on a quarterly basis.

5.5.2 Western Sydney Illawarra Shoalhaven Cross Regional Transport Advisory Group

One of the outcomes of the abovementioned Cross Regional Transport Forum was the support to form a Cross Regional Transport Advisory Group with membership drawn from both Western Sydney and the Illawarra Shoalhaven. This Group comprises membership from ISJO – Clr Gordon Bradbery and Leanne Taylor; RDA Illawarra – Debra Murphy; Illawarra Business Chamber – Adam Zarth; NSW Ports – Greg Walls; Wollondilly Shire Council – Clr Matthew Deeth and Ben Taylor; Campbelltown City Council – Lindy Deitz and Kate Stares; Local Member – Mr Nathaniel Smith; and Regional NSW's Director – Anthony Body.

This Advisory Group initially met in August to collectively agree on the key priorities required to enable cross regional transport connectivity for both passenger and transport movements. These are:

1. Masterplanning to develop an integrated transport plan to enable access to the Aerotropolis from Wollondilly/Macarthur and the wider region for both passenger and freight.
2. Picton Road duplication to motorway standard.
3. Wilton Interchange
4. Mt Ousley Interchange
5. SWIRL (otherwise known as Maldon-Dombarton rail line) for both freight and passengers
6. Orbital extension
7. Fast rail

To date a meeting has been held with Executive from Transport for NSW (on behalf of Minister Constance); with a subsequent meeting is scheduled with the Minister in October.

Further meetings are also being scheduled with Minister Ayers – where a focus on improving transport connectivity between SW Sydney and the Aerotropolis, and ultimately that of the Illawarra Shoalhaven.

5.5.3 Illawarra Shoalhaven Regional Plan Review

Our region was the first in NSW to undertake a review of its Regional Plan and ISJO has actively partnered with DPIE's Planning team to ensure that its member councils play a key role in providing input and support. Since December 2019, ISJO and its member councils have actively participated in fortnightly working group meetings to ensure the review incorporates each member council's Local Strategic Planning Statement vision; as well as including a range of other factors relevant to our region. In addition to this, ISJO is actively involved in the Steering Committee guiding the review – which is Chaired by Carey McIntyre, General Manager of Shellharbour City Council.

More recently ISJO has partnered with DPIE's Communications team to connect member council communications managers in the planning process for community engagement. Mayoral columns, newsletters and social media posts have been aligned across the region in providing information to our community on how they can have a say by visiting the online engagement hub at <http://planning.nsw.gov.au/ISRP>

An update on the community engagement process will be provided to the ISJO Board on 16 October; followed by an update on the final document that will be placed on exhibition at the ISJO November Board meeting. In tandem with the Regional Plan Review, Transport for NSW have been reviewing the Illawarra Shoalhaven Transport Plan – with a presentation to the ISJO Board scheduled for the November Board meeting prior to the Plan being placed on exhibition.

5.5.4 Regional Cycling Strategy

ISJO has progressed the planning for a regional cycling strategy through partnering with Transport for NSW's Regional Planning team who are working on a range of multi-modal transport plans for the Illawarra Shoalhaven region. There has been a sharing of research including that undertaken by our member Wollongong City Council who has recently developed the Wollongong Cycling Strategy 2030 (which is currently out on exhibition). This partnership will enable all regional cycling plans, whether it be undertaken by the state government, local government or ISJO to be in alignment and designed to support the intent of all.

5.5.5 Planning for the Princes Highway to be the first e-highway in NSW

ISJO and the Canberra Region Joint Organisation (CRJO) have partnered with the NSW Government's Regional NSW and the NRMA to explore the potential for an additional 20 electric vehicle charging sites along the Princes Highway, making it the first e-highway in NSW. The NRMA have undertaken research on the uptake of electric vehicles over a 10 year timeline which shows compelling data and provides a strong foundation for this initiative.

Each member council has identified potential sites to accommodate the target of 20 additional sites along the Princes Highway. It is estimated that \$5m in funding will be required from the NSW to complete this ambitious target.

5.5.6 Smart Regions Co-operative Research Centre (CRC) Bid

The Illawarra Shoalhaven Joint Organisation and its member councils have partnered with the Smarter Regions CRC as an innovation showcase region through in-kind contribution, in a bid for funds from the Federal Government's CRC Program that involves 35 companies, 11 universities, Artesian Capital and 13 "Showcase Regions" from across Australia. Partners have committed \$90M in cash and \$156M in-kind making it one of the largest such bids in the Program's history. At this stage the bid has passed its first stage and is now in the second stage where the

governance of the CRC is being formed. If this funding is secured, the Illawarra Shoalhaven will be an innovation showcase region where operationalising the innovative research using smart technology and artificial intelligence will be showcased.

5.5.7 Regional Procurement

Our regional procurement team have procured the following contracts for member councils:

- External Printing – option to extend through to 27 March 2021 - Wollongong, Shellharbour & Shoalhaven
- Tree Services– option to extend through to September 2021– all 4 Member Councils
- Sanitary Services – option to extend through to June 2021 – all 4 Member Councils

Planning has commenced with Wollongong City Council's Procurement Manager for a Power Purchase Agreement. Further information will be provided as the project scope firms up.

5.5.8 Water Sensitive Urban Design

ISJO has engaged Water Sensitive Cities Index providers, Alluvium and Mosaic Insights to develop a water sensitive communities benchmarking and transition strategy for the region. The process is based on the benchmarking framework developed by the national Cooperative Research Centre for Water Sensitive Cities. The benchmarking is a key component of the first and second stages of the regional project generating an understanding of where are positioned in comparison with other regions; sharing regional case studies; and regional capacity building.

6. Matters for Strategic Decision Making

6.1 Associate Membership

Referred by: Leanne Taylor, Chief Executive

Prepared by:

Attachments: Nil

Recommendation

That the Board

1. Note and receive and note the Report
2. Agree on a discounted Program Associate Membership fee for Wollondilly Shire Council to become a Program Associate Member of ISJO

Background

In October 2019 ISJO's Chair and Chief Executive met with the Mayor, General Manager and Executive of Wollondilly Shire Council to discuss the advantages of Wollondilly Shire Council becoming an Associate Member of ISJO. While there was interest expressed in the opportunity, the General Manager had only recently commenced in the role and wanted to give the offer consideration.

At ISJO's December 2019 meeting, a paper setting out a tiered arrangement for ISJO Associate and Affiliate Memberships was endorsed. Here is an excerpt of the 13 December 2019 Board paper:

Proposed Membership Package

Associate Membership

A tiered model of Associate Membership is proposed for neighbouring Councils to the Illawarra Shoalhaven region as follows:

Full Associate Membership

- Councillor delegate to attend Board Meetings as non-voting member
- General Managers attend meetings, including networking breakfasts
- Partner with ISJO on all cross regional strategies
- Staff offered participation in all capacity building Working Groups
- Logo recognition in all appropriate marketing collateral, submissions and website
- 50% annual membership fee of ISJO councils (e.g. 2019/20 = \$27,595 ex GST)

Program Associate Membership

- Partner with ISJO on some cross regional strategies, such as Western Sydney Illawarra Shoalhaven Roadmap to Collaboration
- Logo recognition on relevant submissions and strategy collateral
- 25% or less annual membership fee of ISJO councils (e.g. 2019/20 = \$13,798 ex GST)

Following Board endorsement, the Chief Executive then contacted Wollondilly Shire Council's General Manager to provide advice on the two tiered options, which would make the offer more affordable.

Unfortunately shortly after this time, bushfires impacted both our region and Wollondilly followed by floods and the Covid-19 pandemic resulting in discussions being paused.

Current

More recently in August 2020, Wollondilly Shire Council's General Manager made contact with ISJO's Chief Executive to re-commence the discussions. At this time, a further request for a reduced membership fee was made.

Given the important partnership ISJO has with Wollondilly with the Western Sydney Illawarra Shoalhaven Cross Regional Transport Advisory Group along with many other cross border opportunities documented in the Roadmap to Collaboration, it is recommended that a discounted Program Associate Membership be offered to Wollondilly Shire Council.

[Back to top](#)

6.2 ISJO's Future Directions – Outcomes of July 2020 Board Workshop and Next Steps

Referred by: Leanne Taylor, Chief Executive

Prepared by: Leanne Taylor and Melinda Liberato (Chief Operations Officer)

Attachments: Outcomes of Board Workshop 24 July 2020

Recommendation

That the Board

1. Note and receive and note the Report
 2. The Board agree to prioritising Business Models 4 and 5 in the short term as these models are the ones most likely to generate an ongoing revenue stream to offset the budget deficit. This would require a minimum of two business cases to be developed to scope out the potential for an ISJO Consultancy to service member councils on existing outsourced services at a reduced rate; and for the development of a fee for service land management/weed control business; and or sustainability advisory services business
-

Background

Over the past 18 months issues relating to balancing ISJO's budget have been the subject of many reports and discussions. At the JO Chairs' Network meeting in May 2019, Minister Hancock reminded all Joint Organisations that the \$300,000 paid to establish Joint Organisations was a one off grant and that each Joint Organisation needed to explore strategies for financial sustainability: whether it be by charging 10% of grant funds received; or whether it be through entrepreneurial activities that generated an ongoing revenue stream.

At the September 2019 Board meeting, a number of entrepreneurial options were presented to the Board, but not endorsed. Following that meeting ISJO's Chief Executive facilitated a GMs' Think Tank with the General Managers' Committee in late September 2019 where the priority actions for the JO were determined to be Advocacy and Regional Procurement. Entrepreneurial activities were to be reviewed into the future.

In May 2020 the Board was being presented with the FY 20/21 Budget, which forecast a deficit budget for the second consecutive year. As a result, the Board asked the General Managers to consider options to resolve the deficit. This review resulted in a presentation to the ISJO Board meeting in June where the Board agreed to participate in a facilitated Workshop in July 2020. The outcomes of that Workshop are attached. In summary, the Board identified the following as potential revenue generating activities:

- Offer Weeds Expertise outside Region
- Regional Procurement
- Grant Application Writing
- Regional Training
- Internal Audit
- Cultural/Event promotion
- Sustainability Services (Resilience/Waste/Beach/Environmental Management)

Current Situation

Post Workshop, ISJO's Chief Executive and Chief Operations Officer identified five business models that these opportunities fit into:

Model One – Member Council to consolidate a Business Function already performed, eg Heritage Officer, Grant Writing. This option benefits member councils but brings a questionable financial return to ISJO. There is also the potential for conflicts in how time is apportioned and priorities set, not to mention how the position would be resourced given the unknown nature of the grant applications and success rate.

Model Two – Member Council engage ISJO to perform Business Function currently outsourced to External Consultant(s), eg Internal Audit, Workshop facilitation, Business Transformation/Culture Consultancy, ie other services that Councils pay a premium to consultants for. While this is a service that member councils would benefit from, the financial return from these activities would mean a fee structure would need to be identified that would generate an income stream for ISJO after paying for a staff resource to manage these functions.

Model Three – Member Councils engage ISJO to review existing business processes to establish savings, eg consolidation of training services. Undertaking activities on a regional basis brings a reduction in duplication and cost savings for member councils. A fee structure would need to be developed to generate an income stream after paying for the wages of staff to facilitate this.

Model Four – Member Councils engage ISJO to perform newly established Business Function not currently performed. There are key advantages to exploring this option as it brings strong benefits to member councils as well as ISJO in terms of cost reduction for councils and the opportunity to generate a significant income stream for ISJO.

Model Five – Entrepreneurial activities not related to member council operations or service delivery, eg Weeds Control fee for service for private landholders. While this model does not provide a direct benefit to member councils, it provides a strong benefit to ISJO in terms of generating revenue. This would require robust business case development to support opportunities. Longer term it also has the potential to generate profits that could mean ISJO may not require membership fees to support its principal functions.

There are funds available in the JO Capability Grant that could be used to pay for business case development. Any implementation of opportunities would need to be timed to fit when the Chief Executive role is recruited and the incumbent commenced.

Additional Information:

Feedback received from other Joint Organisations and Regions of Councils that have delivered some of the services that came out of the July Board Workshop have advised:

Code of Conduct Panel – This is a regional procurement initiative done every four years where an EOI process identifies a pool of panel members that member councils can select from. It is not income producing and is funded through a procurement rebate program. (ISJO has also undertaken this regional procurement for the Illawarra Shoalhaven Code of Conduct panel through ISJO's Regional Procurement program).

Grant Writing – This is a difficult area to resource as it has an uncertain workload and requires a fee for service for undertaking the work. Careful thought also needs to be given to how the resource is employed as there will be periods where no grants are open. Problems experienced with having a shared regional resource have been:

- If more than one member council wishes to apply for a grant, which one gets priority if they have to be completed at the same time?
- If there are several grants open at the same time, which grant and which member council gets priority?
- There can sometimes be a conflict when member councils are competing for the same grant funds.

6.3 Regional Waste Study on the Cost of Litter

Referred by: Leanne Taylor, Chief Executive
Prepared by: Nicole Parsons, Regional Projects & Education Coordinator – Waste
Approved by: Yvette Barrs, Regional Program Manager – Waste
Attachments: ISJO Regional Cost of Litter Study Report

This paper has been removed from the papers and **referred to the General Managers' Committee** for review in the first instance.

7. Matters for Board Endorsement

7.1 ISJO Communications and Media Strategy

Referred by: Leanne Taylor, Chief Executive

Prepared by:

Attachments: ISJO Communications and Media Strategy

ISJO Public Relations Report July – August 2020

Recommendation

That the Board:

1. Note and receive the Report.
2. Endorse the ISJO Communications and Media Strategy

As reported in previous board papers, ISJO has engaged local marketing and communications firm Waples on a one year contract to develop an ISJO Communications and Media Strategy in the first instance; followed by ongoing development of media releases; quarterly newsletters; and development of ISJO case studies.

This is an important piece of work as it enables key stakeholders within Government, our member councils and councilors, and regional stakeholders to have a greater appreciation of the value that ISJO provides. It also enables greater access to the media on a regular basis and underpins ISJO's strategic priorities for advocacy.

Attached is a copy of the ISJO Communications and Media Strategy. The Strategy has been developed in consultation with the ISJO team. This is being treated as a living document, as it needs to remain flexible and responsive to issues as they arise during the year.

Also attached is a copy of the latest ISJO Public Relations Report for July – August 2020. This showcases the exposure that ISJO has received across a range of media for this period.

[Back to top](#)

7.2 Illawarra Shoalhaven City Deal Prospectus

Referred by: Leanne Taylor, Chief Executive

Prepared by:

Attachments: Illawarra Shoalhaven City Deal Prospectus
Illawarra Shoalhaven City Deal Prospectus Summary

Recommendation

That the Board:

1. Receive and note the report.
 2. Endorse the Illawarra Shoalhaven City Deal Prospectus.
 3. All four member council Mayors to agree to participate in a Public Launch event at Kiama on 16 October 2020.
 4. All Board Delegates to advise their fellow Councillors of the Prospectus and Public Launch.
-

As reported previously, ISJO has partnered with RDA Illawarra and other regional stakeholders in the preparation of a regional narrative which has now been documented into an Illawarra Shoalhaven City Deal Prospectus. This proposed City Deal is expected to deliver transformative change to the region and generate over 12,000 jobs and billions in revenue from the key sectors of Aviation, Marine, Visitor Economy, Waste Management, the Arts and Civic Infrastructure. In addition to our four member councils, there are also 8 regional partners and a local commitment to the bid of \$47m.

Please refer to the two attachments for further information: Illawarra Shoalhaven City Deal Prospectus; and the Illawarra Shoalhaven City Deal Prospectus Summary.

The project is now at the stakeholder engagement process with next steps being a Public Launch of the Prospectus by our region's four Mayors on 16 October in Kiama. In the meantime additional data is being sourced on the numbers of actual jobs this City Deal could generate; along with the development of a dedicated Illawarra Shoalhaven City Deal website.

[Back to top](#)

7.3 Regional Resource Sharing Strategy

Referred by: Leanne Taylor, Chief Executive

Prepared by:

Attachments: ISJO Regional Resource Sharing Strategy

Recommendation

That the Board:

1. Receive and note the report.
 2. Endorse the ISJO Regional Resource Sharing Strategy
-

Background

During the first half of 2020, ISJO's Chief Executive met with the Executive teams from all 4 member councils to explore the appetite to formalise the secondment of staff across member councils. The outcome of this was an appetite to formally facilitate the secondment of staff to accommodate career development opportunities as well as to enable the short term filling of key skills gaps.

The strategy sets out the intent and process for these secondments, along with contract templates to formalise the secondment.

The strategy has been reviewed by the Executive of all member councils and is now ready for Board endorsement.

8. Matters for Noting

8.1 Joint Organisation Chairs Network - Meeting Update

Referred by: Leanne Taylor, Chief Executive

Attachments: Minutes of JO Chairs Meeting dated 6 August 2020

Recommendation

That the Board:

1. Receive and note the report.
-

The most recent Joint Organisation Chairs' Meeting was held on 6 August 2020. Clr Marianne Saliba represented ISJO's Chair who was on leave at the time along with ISJO's Chief Executive.

In summary the meeting discussed the following:

- Joint Organisation financial viability
- Suggested Terms of Reference for the Joint Organisation Review for forwarding to the Minister for Local Government
- Collaborations for advocacy on urban water in regional NSW; and waste
- Joint Organisation updates and sharing of 'wins' in the past 2 months

For more meeting details refer to the attached Minutes.

[Back to top](#)

9. Late Business item

Referred by:

Attachments:

Recommendation

That the Board:

1. Receive and note the report.
-

Background

10. Next Meeting

The next scheduled meeting for 2020 will be held on Friday 27 November 2020.

[Back to top](#)