

BOARD MEETING

12 November 2020

MEETING:	RAMJO Board Meeting		
DATE:	Thursday 12 th November 2020		
TIME:	1:00PM – 4:00PM (arrive midday for lunch)		
LOCATION:	Robert Brown Room, Albury City Council, 552 Kiewa Street, ALBURY, NSW, 2640		
CHAIR:	Cr. Kevin Mack		
ATTENDEES:	Council / Organisation	Voting Member	Non-Voting Member
	Albury City Council	Cr. Kevin Mack	Mr. Frank Zaknich
	Berrigan Shire Council	Cr. Matthew Hannan	Mr. Rowan Perkins
	Carrathool Shire Council	Cr. Darryl Jardine	Mr. Rick Warren
	Edward River Council	Cr. Norm Brennan	Mr. Philip Stone
	Federation Council	Cr. Pat Bourke	Mr. Adrian Butler
	Griffith City Council	Cr. John Dal Broi	Mr. Brett Stonestreet
	Hay Shire Council	Cr. Jenny Dwyer	Mr. David Webb
	Leeton Shire Council	Cr. Paul Maytom	Ms. Jackie Kruger
	Murray River Council	Cr. Chris Bilkey	Mr. Des Bilske
	Murrumbidgee Council	Cr. Ruth McRae	Mr. John Scarce
	Narrandera Shire Council	Cr. Neville Kschenka	Mr. George Cowan
	Regional NSW		Mr. James Bolton
	Office of Local Government		Mr. Cameron Templeton
RAMJO STAFF:	Ms Bridgett Leopold – Executive Officer E: bleopold@alburycity.nsw.gov.au M: 0408 498 534		
	Ms Bridget De La Haye – Office Manager / Project Manager E: BDeLaHaye@alburycity.nsw.gov.au M: 0436 370 772		
	Ms Rosie O’Keeffe – Media and Grants Administration Officer E: ROkeeffe@alburycity.nsw.gov.au Ph: 02 6023 8755		
OTHER ATTENDEES	Name	Organisation	Role
	Justin Finlayson	Albury City	Service Leader
	Sacha Rolph	Crowe Australasia	Rep NSW Audit Office
	Matthew Dudley	RAMJO	Project Manager
	Andrea Baldwin	Albury City / RAMJO	Team Leader Waste
	Kirstie Muntz	Albury City / RAMJO	Resource Recovery Lead
	Ashlee Bowen	Albury City / RAMJO	Riverina Waste Group Coord
	Peter Craze	Albury City / RAMJO	Murray Waste Group Coord
	Scott Barber	Murray River Council	RAMJO Water Committee
Gerard Simms	Leeton Shire Council	RAMJO Digital Committee	

MEETING AGENDA

Item	Topic	Time
1	Chair Welcome <ul style="list-style-type: none"> Acknowledgement of traditional custodians Newcomers and RAMJO Member Council staff 	1:00
2	Apologies and Leave of Absence	1:05
3	Declaration of Items of Pecuniary or Other Interest – Board Members / Designated Persons	1:07
4	Minutes from the last meetings: <ul style="list-style-type: none"> 12th August 2020 – Attachment A 14th October 2020 – Attachment B 	1:10
5	Matters arising from previous Board meetings: <ul style="list-style-type: none"> 12th August 2020 14th October 2020 	1:15
6	GOVERNANCE AND FINANCE <ul style="list-style-type: none"> 6.1 Crowe Australasia (NSW Audit Office representative) & Justin Finlayson (Albury City Council): 2019 – 2020 RAMJO Draft General Purpose Financial Statements and 2019-2020 Draft Engagement Closing Report 6.2 Bridgett Leopold: 2019 – 2020 Annual Performance Statement 6.3 Bridget De La Haye: Q1 2020-2021 Budget Report 6.4 Bridgett Leopold: Staffing Update 	1:20
7	RAMJO PRIORITY SHOWCASE <ul style="list-style-type: none"> 7.1 Andrea Baldwin and Kirstie Muntz: RAMJO’s new cooperative waste arrangements 	1:50
BREAK		2:20
8	OFFICE OF LOCAL GOVERNMENT UPDATE <ul style="list-style-type: none"> 8.1 Mr. Cameron Templeton: Office of Local Government Update 	2:30
9	STRATEGIC PRIORITIES <ul style="list-style-type: none"> 9.1 Cr. Chris Bilkey: Water Sub-Committee Update 9.2 John Scarce: Digital Connectivity Sub-Committee Update 9.3 George Cowan: Energy Security Sub-Committee 9.4 Bridget De La Haye: Infrastructure Mapping 9.5 David Webb: Regional Freight Transport Plan 9.6 Bridgett Leopold: Best Practice Aggregated Procurement 	2:40
10	YEAR IN REVIEW <ul style="list-style-type: none"> 10.1 Bridgett Leopold: A review of annual progress 	3:00
11	SERVICE DELIVERY <ul style="list-style-type: none"> 11.1 Bridget De La Haye: Adverse Event Management Plans 11.2 Bridgett Leopold: Far West Joint Organisation Proposal 	3:15

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Item	Topic	Time
12	PROJECT UPDATES 12.1 Matthew Dudley: Contaminated Land Management 12.2 Report: Council Energy Programs 12.3 Report: Regional Waste Groups	3:30
13	OPERATIONAL MATTERS 13.1 Cr. Kevin Mack: Board dates and locations for 2021 13.2 Bridgett Leopold: Terms of reference for JO review process 13.3 Engineers and General Managers Group Minutes	3:40
14	ADVOCACY – Bridgett Leopold 14.1 Public spaces 14.2 JO Chairs Forum advocacy, including: <ul style="list-style-type: none"> • Submission into the Integrity, Efficacy and Value for Money of NSW Government Grant Programs • Ongoing waste funding • Greater alignment between Regional NSW and the JO network • Town water and Local Water Utilities 14.3 Murray River Group of Councils	3:50
15	GENERAL BUSINESS 15.1 Acknowledgement and Farewell	3:55
Meeting Close		4:00

Agenda Item 1 – Welcome

Chair Kevin Mack to welcome attendees including:

- newly elected Mayor of Hay Shire, Cr. Jenny Dwyer
- newly appointed GM of Edward River, Philip Stone
- newly appointed RAMJO media, grants and digital officer, Rosie O’Keefe
- newly established Albury City / RAMJO Waste Team: Andrea Baldwin, Kirstie Muntz, Ashlee Bowen and Peter Craze
- Justin Finlayson, Service Leader for Strategy and Performance and Albury City
- Scott Barber from Murray River Council
- Gerard Simms from Leeton Shire Council
- Representative from the NSW Audit Office, Crowe Australasia

Agenda Item 2 – Apologies and Leave of Absence

Apologies:

- Cr. Darryl Jardine and Mr Rick Warren – Carrathool Shire Council
- Mr. James Bolton, Director Regional NSW, Riverina and Murray region

Agenda Item 3 – Declaration of Items of Pecuniary or Other Interest – Board Members / Designated Persons

Agenda Item 4 – Matters arising from previous RAMJO Board Meetings

- Executive Officer to request early meeting with Sir Angus Houston for RAMJO Water Security Sub-Committee and its Member Councils: **COMPLETE**
- Executive Officer to consider releasing joint media release with other JOs regarding Best Practice in Aggregated Procurement: **IN PROGRESS**
- Member Council Mayors or GMs to attend regional meetings as RAMJO representatives where RAMJO’s finite resources cannot extend: **ONGOING**
- RAMJO Office Manager to provide accompanying letter to Leeton Shire Council regarding Rural Fire Service assets on Council registers, as an advocacy matter: **COMPLETE**
- Chair Kevin Mack to circulate Mayoral Minute on National Cabinet advocacy: **COMPLETE**
- Mr Brett Stonestreet to raise Public Spaces Legacy Program grant inequities at the RAMJO Ministerial Roundtable forum: **COMPLETE**
- Office Manager to draft a letter on behalf of RAMJO Chair to the NSW Cross Border Commissioner, Mr James McTavish, acknowledging his efforts and commitment to the impacts of the NSW/VIC border closing: **COMPLETE**
- General Managers to provide RAMJO Executive Officer with seasonal impacts of border closures to their region for advocacy purposes: **COMPLETE**
- Invite Water NSW Director Vince Kelly to RAMJO Water Security Sub Committee meeting to seek clarity on planned infrastructure changes: **ONGOING**
- 12 month Service Agreement between RAMJO and FWJO as a shared service measure: **IN PROGRESS – to be addressed in item 11.2.**
- Office Manager position variation: **IN PROGRESS**

Recommendation:

- That the RAMJO Board **note** the status of matters arising from previous Board meetings.

Agenda Item 5 – Minutes of 12th August and 14th October 2020

- Minutes of 12th August 2020 – **Attachment A**
- Minutes 14th October 2020 – **Attachment B**

Recommendation:

- That the RAMJO Board **receive** and **approve** the minutes from the Board meetings of 12th August 2020 and 14th October 2020.

Agenda Item 6 – Governance and Finance

6.1: 2019 – 2020 Draft General Purpose Financial Statements and Draft Engagement Closing Report

A copy of RAMJO's 2019-2020 Draft General Purpose Financial Statements is provided at **Attachment C**.

The statements have been prepared by Albury City Council on RAMJO's behalf and in consultation with the appointed auditor (Crowe Australasia) on behalf of the NSW Audit Office.

The main points of interest include a base line deficit for 2019-2020, which is the result of spending 'roll over' waste funds that were received in the 18/19 Financial Year.

A representative from Crowe Australasia will speak to their Engagement Closing Report that is to be distributed separately.

Recommendation:

That the Members of the RAMJO Board:

- **Receive** and **note** the Riverina and Murray Joint Organisation's General Purpose Financial Statements for the year ended 30 June 2020;
- **Receive** and **note** the draft Auditor's report; and
- **Authorise** the Chair, Deputy Chair and Executive Officer to sign the Statement by Members of the Board and Management made pursuant to Section 413(2)(c) of the *Local Government Act 1993*.

6.2: 2019 – 2020 Annual Performance Statement

Within 5 months from the end of each year, a Joint Organisation must prepare a report (Annual Performance Statement) for that year reporting as to its progress in implementing its strategies and plans for delivering its strategic regional priorities.

In accordance with this requirement, the Executive Officer has drafted the Riverina and Murray Joint Organisation 2019-2020 Annual Performance Statement (**Attachment D**). This report meets requirements under the NSW *Local Government Act (1993)* and will be presented to the Minister for Local Government, The Hon Shelley Hancock MP *Act s 428(5)*.

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Once endorsed by the Board, the Joint Organisation's Annual Performance Statement will be posted on the JO website: www.ramjo.nsw.gov.au.

Recommendation:

- That the RAMJO Board **receive** and **endorse** the RAMJO 2019 – 2020 Annual Performance Statement.

6.3: Q1 2020 – 2021 Budget Report

The Office Manager has prepared a quarterly report at **Attachment E**. Of note is that RAMJO does not have quarterly budgets, rather an annual budget as spending (other than wages) is not on a regular basis. Therefore, there are some variances in the report, however spending remains on track with budgeted items.

Recommendation:

- That the Board **receive** and **note** the Q1 Budget report.

6.4: Staffing Update

The recruitment process is complete for the Media and Grants Administration Officer, welcome to Rosie O'Keeffe. This position is a 6-month role, funded from the OLG JO Capacity Building Funds.

The process of bringing waste 'in house' has been completed, with Kirstie Muntz filling the Waste Coordinator Project Lead role with overarching support from Andrea Baldwin, Team Leader at Albury City. The recruitment process for the supporting Waste Coordinators has also been completed, with Ashlee Bowen and Peter Craze being the successful applicants in the roles. A deep dive on the structure and intended outcomes will be addressed in agenda item 7.

Welcome to all new staff members.

Recommendation:

- That the Board **note** the staffing updates.

Agenda Item 7 – Priority Showcase – RAMJO Waste Management

Andrea Baldwin and Kirstie Muntz will provide a presentation on the new arrangements and intended work program and outcomes.

Recommendation:

- That the Board **note** the briefing from the new RAMJO Waste Team.

Agenda Item 8 – Office of Local Government Update

Cameron Templeton will provide a verbal update from the Office of Local Government.

Recommendation:

- That the Board **note** the briefing from the Office of Local Government.

Agenda Item 9 – Strategic Priorities

9.1: Water

- The Water Security Sub Committee met on Monday 9th November via Zoom. Items of interest include the consideration of town water management (which is being pursued by multiple JOs) and the consideration of the 20 Year Water Infrastructure Study.
- Over the past few months advocacy on water has been ongoing as a direct outcome of the RAMJO Water Position Paper. Two meetings have been held with Sir Angus Houston, the new MDBA Chair, and Sir Angus has also met with many individual Councils over the past 3 months. RAMJO was invited to provide direct feedback into the 2020 MDBA Annual Review of the Implementation of the Plan, and to the MDBA Peak Bodies annual briefing.
- RAMJO continues to be part of the One Basin partnership, represented by the Office Manager and the Chair of the Water Security Sub Committee.

9.2: Digital Connectivity

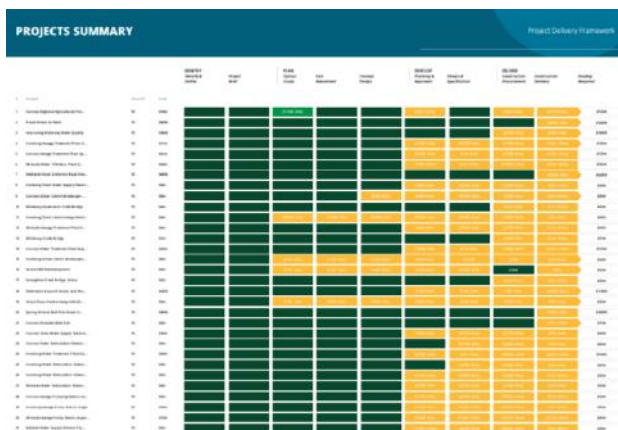
- RAMJO has provided significant input to a funding proposals led by telecommunication providers under the Regional Connectivity Program. A few Councils have been selected for inclusion in various proposals, based on compatibility to grant funding criteria, including: lack of existing NBN, sources of co-contribution, cross border outcomes and existing infrastructure.
- RAMJO’s persistence in finding regional solutions for connectivity have been recognised, with the Chair of the Digital Connectivity Sub Committee and the Executive Officer being invited to the Deputy Premier’s office on Friday 27th November to share RAMJO’s work and advocate for regional solutions via the Snowy Hydro or Cross Border Commissioner’s funding.

9.3: Energy Security

- The Energy Security Sub Committee met on Friday 30th October and discussed progress via Council and shared intended outcomes through working with the DPIE Sustainable Councils and Communities team. Councils have opted in for a range of different outcomes through working with the team, with the intention to aggregate Council data into a regional picture to allow for the development of a Regional Energy Strategy. A full report is at agenda item 12.2.

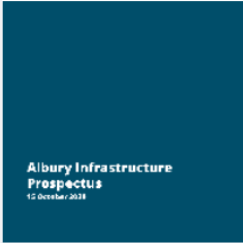

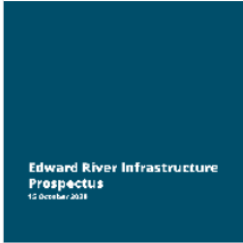




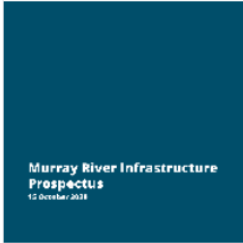


9.4: Infrastructure Mapping

- The mapping for Councils of infrastructure priorities into the software is almost complete. Following the completion, RAMJO will create a series of regional infrastructure lists for advocacy purposes. If your Council is having difficulty finding resource to populate the software, please let us know and we can attempt to assist.




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Infrastructure Mapping – RAMJO Documents by Council

				
Albany_Infrastructure_P... a49.pdf	Berrigan_Infrastructure... 5c6.pdf	Edward_River_Infrastru... b7c.pdf	Federation_Infrastructu... 253.pdf	Griffith_Infrastructure_P... 694.pdf
				
Hay_Infrastructure_Pro... 781.pdf	Leeton_Infrastructure_P... 829.pdf	Murray_River_Infrastruc... 6ed.pdf	Murrumbidgee_Infrastr... f37.pdf	Narrandera_Infrastructu... 3f3.pdf

9.5: Regional Freight Transport Plan

- The Plan is complete and a hard copy will be circulated to members at the Board meeting. An electronic copy can be found at: <https://ramjo.nsw.gov.au/strategic-regional-priorities/transport-connectivity/>

9.6: Best Practice Aggregated Procurement

- This project is a capacity building project which is being jointly undertaken by 4 JOs and led by Central NSW JO. The participating JOs include: RAMJO, RivJO, Central NSW JO and Canberra JO, spanning to almost 40 Councils. The project team has completed the tender process for Stage 2 and appointed a successful supplier. Stage 2 has kicked off with the successful vendor, WRI, undertaking detailed interviews with each JO. The timeframe for completion of this stage is between February and April 2021. This project is also being funded under the OLG JO Capacity Building Funds and will be the showcase item at the next RAMJO Board meeting in February.
- Simultaneously, RAMJO has commenced a Procurement working group which kicked off in early November. The priorities for this group will be based around information sharing and sharing best practice. The working group will also identify areas of common need where joint procurement could be undertaken by the JO.
- RAMJO and Leeton Shire Council are also working together to develop a procurement manual template, which could be used by any RAMJO Council for onboarding.

Recommendation:

- That the Board **note** the update from the strategic priority committees.

Agenda Item 10 – Year in Review

The Executive Officer will provide a presentation on a review of the year and achievements to date.

Recommendation:

- That the Board **receive** and **note** the presentation from the Executive Officer.

Agenda Item 11 – Service Delivery

11.1: Adverse Event Management Plans

The Final Draft of the Adverse Event Management Plans were circulated to each participating Council on the week commencing 12th October 2020. Individual Councils have provided their feedback with finals being sent in late October or early November, depending on the Council's preference. The final drafts are due to Commonwealth Government on 18th December 2020.

Berrigan Shire Council's Plan is still being further developed due to a different approach from the other Councils.

RAMJO has also been approached by Armidale Regional Council and has agreed to complete their Adverse Events Plan for the same fee charged to our Member Councils (\$25,000). This Plan is due to be completed in early December.

Following the completion of Berrigan Shire Council and Armidale Regional Council's plans in early December, this RAMJO service delivery project will be complete and will have added \$175,000 to the organisation's income for 2020-2021.

Recommendation:

- That the Board **receive** and **note** the update on the Adverse Events Plans project from the Office Manager.

11.2: Far West Joint Organisation

On Thursday 29th October 2020, the RAMJO Executive Officer presented to the Board of the Far West JO (Balranald, Wentworth, Central Darling and Broken Hill) regarding an arrangement whereby RAMJO could offer to provide interim Executive Officer support. The discussion also included the identification of:

- work streams which are duplicated at both JOs
- a need to create some additional rigour and structure within the JO and its operations with Member Councils; and
- the need to progress FWJO's strategic priorities on their behalf.

RAMJO is in the process of drafting a work plan and staffing plan to be able to manage the additional workload, and calculating a percentage of overheads relevant to the staffing of the JO. Details of this model will be distributed separately prior to the board meeting, however it is likely to be a 'cost recovery' model. This is not dissimilar from other models whereby RAMJO (or other JOs) will manage a grant project on behalf of multiple JOs, and will send monthly or quarterly invoices on a cost recovery basis. This is also the model that RAMJO employs for the Contaminated Lands Management project, which is run by RAMJO in partnership with REROC.

The outcomes for RAMJO include:

- capacity building of our neighbouring Councils and JO in regional NSW
- ability to find efficiencies within our JO by extending a shared resourcing model for duplicate tasks
- supplemented income for RAMJO in 2021

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This partnership offers an opportunity to also collaborate on items of strategic relevance across regional NSW.

Recommendation:

- That the Board
 - **agree** to RAMJO providing interim support to the FWJO for the 12-month period commencing in January 2020.
 - **endorse** the cost recovery model.
 - **agree** to the Executive Officer recruiting additional resourcing for that 12-month period and funded via a cost recovery basis from the FWJO.

Agenda Item 12 – Project Updates

The following attachments provide a brief update of each project currently being managed by RAMJO. Matthew Dudley will provide a verbal update on the Contaminated Lands Project.

- Attachment 12.1: Contaminated Lands Management – Underground Petroleum Storage Systems (UPSS)
- Attachment 12.2: RAMJO Energy – Council Audit and Plan Development
- Attachment 12.3: Riverina Waste Group & Murray Waste Group

Recommendation:

- That the Board **receive** and **note** the project updates.

Agenda Item 13 - Operational Matters

13.1 – Board Dates and Locations

The Chair requests that recommendations be put forward for Board meeting locations in 2021. A schedule of dates will be presented at the Board meeting for consideration.

Recommendation:

- That the Board Members **nominate** a series of locations and **adopt** the meeting schedule.

13.2 – JO Review Terms of Reference

At the JO Chairs forum on 5th November 2020 (via Zoom), the Chairs were informed that the funding for a review of JOs has been secured and this will take place in 2021.

The JO Chairs' Forum have provided the following input to the Minister for Local Government regarding the Terms of Reference for the review:

That the JO Chairs' Forum note the report on the Terms of Reference for the Review of Joint Organisations and:

1.Support in principle a terms of reference as follows

- a. What is working including achievements of the various JOs over the past two years and why?
- b. What is not working and why?
- c. Specific commentary with regard to the \$150k capacity building program for JOs
- d. What does JO network success look like?
- e. What are the barriers to getting results?
- f. What are the enablers? and
- g. Recommendations; and

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2. Seek and further feedback from member JOs;
3. Provide this resolve to the Minister for Local Government;
4. Along with Local Members and President of LGNSW; and
5. Note the extensive work by Jenny Bennett for this individual report and the wider forum papers.

Recommendation:

- That the Board Members **note** the JO review timeline and the input provided by the JO Chairs' forum.

13.3 – Engineers and General Managers Meeting Minutes

The RAMJO Engineers Group and the General Managers Group met on the 5th August 2020 and 23rd October 2020 respectively. The minutes are at **Attachments 13A and 13B**).

Recommendation:

- That the Board **note** the minutes from the RAMJO Engineers and General Managers forums.

Agenda Item 14 - Advocacy

14.1: Public Spaces

Following the matter being raised at the RAMJO Ministerial Roundtable by Mr Brett Stonestreet, the Chair Kevin Mack raised the matter with a neighbouring JO, the Riverina. A letter has been received in response to this matter from Riverina JO (**Attachment F**), and the RAMJO Executive Officer has placed a formal request with Minister Stokes office to discuss the matter with the JO.

Recommendation:

- That the Board Members **note** the progress regarding advocacy on the Public Spaces Legacy Program and the correspondence from the Riverina JO.

14.2: JO Chairs Advocacy

Following the most recent JO Chairs' Forum on 5th November 2020, there are several items of importance for which the JO network is collectively advocating. Please find attached (Attachment G) a copy of the recent JO Chair's Forum papers, including briefings and recommendations on the following matters:

- Submission into the Integrity, Efficacy and Value for Money of NSW Government Grant Programs
- Ongoing and interim waste funding
- Greater alignment between Regional NSW and the JO network
- Town water and Local Water Utilities

Recommendation:

- That the Board Members **note** the progress regarding collaborative advocacy via the JO Chairs' Forum.

14.3: Cross Border Coordination

Following a meeting between the RAMJO Chair and Executive Officer and the Murray River Group of Councils, it was agreed that a cross border workshops would be scheduled for the first quarter of 2021 to address items of common concern. Should the event be productive, it was agreed that an annual event could be considered for those councils with a cross border focus.

Recommendation:

- That the Board **agree** to RAMJO hosting a cross border workshop with the Murray Group of Councils to consider matters in common and seek opportunities for collaboration.

Agenda Item 15 – General Business

15.1 – Recognition and Farewell

The RAMJO Chair would like to recognise the contribution of the following individuals to the RAMJO forum: Cr. Bill Sheaffe and Des Bilske, and wish them all the best in their future endeavours.