

BOARD MEETING

12 May 2021

MEETING:	RAMJO Board Meeting		
DATE:	Wednesday 12 th May 2021		
TIME:	10:00am – 1:00pm (arrive at 9:30am for coffee)		
LOCATION:	Deniliquin Ute Muster Museum, Conargo Road, Deniliquin		
CHAIR:	Cr. Kevin Mack		
ZOOM:	https://zoom.us/j/95781609895?pwd=TTZ1ZmduWVlxbnR6NngwcXJTcDNwZz09 Meeting ID: 957 8160 9895 Passcode: 219395		
ATTENDEES:	Council / Organisation	Voting Member	Non-Voting Member
	Albury City Council	Cr. Kevin Mack	Mr. Frank Zaknich
	Berrigan Shire Council	Cr. Matthew Hannan	Vacant
	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. Terry Dodds
	Murrumbidgee Council	Cr. Ruth McRae	Mr. John Scarce
	Narrandera Shire Council	Cr. Neville Kschenka	Mr. George Cowan
	Regional NSW		Mr. Giles Butler
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 Nicola Gleeson Coopes – Office Manager E: Nicola.GleesonCooopes@alburycity.nsw.gov.au M: 0436 370 772		
	Ms Rosie O’Keeffe – Media and Grants Administration Officer E: ROkeeffe@alburycity.nsw.gov.au		
	Ms Bella Thomas – Governance and Administration Officer E: BThomas@alburycity.nsw.gov.au		
OTHER ATTENDEES	Name	Organisation	Role
	Andrea Baldwin	Albury City / RAMJO	Team Leader Waste
	Kirstie Muntz	Albury City / RAMJO	Resource Recovery Lead
	Russell Tait & Vicki Lowry	Deniliquin Ute Muster	Chairman and GM

MEETING AGENDA

Item	Topic	Time
	OPENING	
	Russell Tait & Vicki Lowry: Chairman and General Manager of Deniliquin Ute Muster Museum	10:00
1	Chair Welcome <ul style="list-style-type: none"> • Acknowledgement of traditional custodians • Welcome: Terry Dodds General Manager Murray River Council 	10:01
2	Apologies and Leave of Absence	10:02
3	Declaration of Items of Pecuniary or Other Interest – Board Members / Designated Persons	10:03
4	Matters arising from previous Board meetings: <ul style="list-style-type: none"> • 10th February 2021 	10:04
5	Minutes from previous Board meeting: <ul style="list-style-type: none"> • 10th February 2021 	10:05
6	Russell Tait: Chairman of <i>Play on the Plains Festival Ltd</i> & Deni Ute Muster Museum Presentation on disused railway line opportunities for local fundraising	10:06
8	GOVERNANCE AND FINANCE <ul style="list-style-type: none"> 5.1 Bridgett Leopold: Q3 2020-2021 Budget Report 5.2 Bridgett Leopold: 2021-2022 Draft Budget 5.3 Bridgett Leopold: Statement of Revenue Policy 5.4 Bridgett Leopold: Code of Conduct Panel of Reviewers 	10:35
9	OFFICE OF LOCAL GOVERNMENT UPDATE <ul style="list-style-type: none"> 6.1 Mr. Cameron Templeton: Office of Local Government Update 	11:00
10	ADVOCACY <ul style="list-style-type: none"> 7.1 OLG Review of Joint Organisations 7.2 ACCC Final Report: Murray Darling Basin Water Markets Inquiry 7.3 Legislative Assembly Committee on Investment, Industry and Regional Development: Final Report into support for drought affected communities 	11:15
	BREAK	11:30
11	STRATEGIC PRIORITIES <ul style="list-style-type: none"> 11.1 Cr. Chris Bilkey: Water Sub-Committee Update 11.2 John Scarce: Digital Connectivity Sub-Committee Update 11.3 George Cowan: Energy Security Sub-Committee 11.4 David Webb: Regional Freight Transport Plan 11.5 Bridgett Leopold: Best Practice Aggregated Procurement 11.6 Phil Stone / John Scarce: Health Committee Update 	11:45
12	PROJECT UPDATES <ul style="list-style-type: none"> 12.1 Matthew Dudley: Contaminated Land Management (written update only) 	12:00

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Item	Topic	Time
	12.2 Kirstie Muntz and Andrea Baldwin : Regional Waste Kerbside Contract & Waste Groups 12.3 Bridgett Leopold : Southern Lights (written update only)	
13	OPERATIONAL MATTERS 13.1 Office of the Children’s Guardian – opportunity for collaboration 13.2 General Managers Group Minutes 13.3 NSW JO Chairs Meeting Minutes	12:20
14	GENERAL BUSINESS <ul style="list-style-type: none">Housing affordability and availability	12:40
Meeting Close & Lunch		13:00

Agenda Item 1 – Welcome

Chair Kevin Mack to welcome attendees including:

- Newly appointed General Manager of Murray River Council – Terry Dodds
- Deni Ute Muster Museum Chairman and General Manager – Russell Tait and Vicki Lowry

Agenda Item 2 – Apologies and Leave of Absence

Apologies:

- Mr Adrian Butler – General Manager of Federation Council
- Mr Giles Butler – Director Regional NSW

Acknowledgement of Mr Rowan Perkins retirement from Berrigan Shire Council after 22 years' service, and from the RAMJO Board as a non-voting member.

Recommendation:

- That apologies be accepted and that leave of absence be granted.
- The prior service of Mr. Rowan Perkins on the RAMJO and RAMROC boards be recognised via a letter of acknowledgement.

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

ITEM	STATUS
Executive Officer to consider releasing joint media release with other JOs regarding Best Practice in Aggregated Procurement	IN PROGRESS
Invite Water NSW Director Vince Kelly to RAMJO Water Security Sub Committee meeting to seek clarity on planned infrastructure changes	IN PROGRESS
RAMJO to host a cross border workshop with the Murray Group of Councils to consider matters in common and seek opportunities for collaboration	IN PROGRESS
Executive Officer and General Managers' Advisory Committee to prepare a detailed report indicating the financial sustainability position of the JO for the May 2021 Board meeting.	COMPLETE
RAMJO undertake Code of Conduct EOI process via LGP on behalf of Member Councils	IN PROGRESS

Recommendation:

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

Agenda Item 5 – Minutes of 10th February 2021

- Draft Minutes of 10th February 2021 – **Attachment A**

Recommendation:

- That the minutes of the RAMJO Board Meeting held 10th February 2021 be received and the recommendations therein be adopted.

Agenda Item 6 – Russel Tait Presentation

Russel Tait, Chairman of the Deniliquin Ute Muster Museum and Event, will provide a short presentation regarding revenue raising opportunities across the region via repurposing disused railway materials.

Recommendation:

- That the presentations by the Chairman of the Deniliquin Ute Muster Museum and Event be received.

Agenda Item 8 – Governance and Finance

8.1: Q3 2020-2021 Budget Report

Please find at **Attachment C** a spreadsheet documenting Q3 spend to date against budgeted items for FY2020-2021.

Relating to income:

- RAMJO budgeted to receive \$505,142, but rather \$518,070 has been received.
- Of this number:
 - \$217,144 is from Membership Fees
 - \$55,000 from energy 'service delivery'
 - \$175,000 from 'service delivery' - Adverse Event Management Plans for 9 Councils (including Armidale)
 - \$61,000 from LGP and PA procurement rebate
 - \$17,499 from 5% Project Administration fee for the Waste Coordinator funds only

Relating to expenses:

- RAMJO budgeted to spend \$420,950, rather we have spent \$336,070 by Q3 end.
- Significant underspends relate to:
 - Website maintenance & social media of nearly \$9,000 (via employment of media officer with OLG grant)
- Significant overspends appear as:
 - Water Committee Media and Marketing (\$9,500)
 - Provision for Consultancy (\$16,510) – these costs actually relate to FWJO support and will be recovered
 - Office Manager Costs (\$53,835) – which is a journal issue and must be recovered from OLG capacity building grants (will be completed before end FY).

It is anticipated that RAMJO will spend another \$70k-\$100k before year end, however the FWJO has not yet been invoiced for any works. The MOU agreed to a monthly sum of \$24,050 (over 12 months).

Finally, a review of 'unrestricted internal cash' at the start of FY2020-2021 was previously reported as \$84,000. Following the completion of a review of all transactions via the GPFS, and the resolution of remaining legacy issues

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(including the acquittal of outstanding grants dating back to 2014), RAMJO is now confident in reporting that figure is actually \$226,005.

Recommendation:

- That the RAMJO Board receive and note the Q3 2020-2021 budget variance report.

8.2: 2021-2022 Draft Budget

Based on RAMJO's standard revenue sources and estimated annual expenses, there will be a deficit operational budget heading into 2021-2022 FY. It was anticipated that the cost sharing model with the FWJO would bring some relief to the sharing of overheads (RAMJO/FWJO 60/40 split), and additional resources to work efficiently by undertaking similar tasks on behalf of both JOs. However this arrangement will need to be reviewed.

The draft budget highlights the following concerns and opportunities:

- Predicted income, based on standard income streams: **\$353,206** (Membership fees are slightly lower than last year, due to population decreases and rate peg decrease)
- Predicted operating expenses: **\$606,408***
- An operational deficit of **\$252,872** is currently predicted
- There are sufficient unrestricted cash reserves to cover this deficit in the 2021-2022FY, but not into the 2022-2023FY
- Cost sharing agreement with the FWJO, which was predicted to reduce RAMJO's costs by **\$288,000** over a 12 month period, will need to be reviewed with uncertainty remaining on the model
- Assumptions relating to any potential Audit, Risk and Improvement Committee requirements for JOs have not been included
- Future income opportunities include:
 - several grant applications which are currently under assessment, which could contribute up to \$200,000 in grant related income for administering the grant.
 - Findings of the review of the JOs, including the potential for a recommendation for NSW State Government to contribute.
 - Opportunity to continue arrangement with FWJO based on some current requests which are underway
 - Increase from 5% to 15% of administration funds allocated from waste coordinator funding (from \$17,499 to \$52,497) which is due to be allocated to RAMJO around mid year
 - Also allocating the waste funding to cover majority of the media and grants role (alternatively, contract ends 30th June 2021). The individual has been working heavily on waste websites, waste social media and media campaigns.

**Note that some of these costs may be recoverable from the FWJO partnership and existing grant funding*

Previously, RAMJO has agreed to pursue a 'service delivery' model, which would allow the undertaking of functions on behalf of member councils. For 2020-2021, this included the Adverse Events Management Plans which were completed by December 2020. This placed significant strain on the very lean resources (2 at the time) and overlapped with other critical milestones and reporting.

A flexible service delivery model, while excellent in principle, is not conducive with work conditions that allow for appropriate strategic planning around resources and managing workload of the staff. A service model which allows for a base of ongoing staff (of 3 – 4) with a continuous scope of works is more achievable under current resourcing.

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It is anticipated the Board workshop which will take place before the meeting will provide insight into support for a more sustainable model.

Recommendation:

The RAMJO Board:

- **adopt** the draft budget at **Attachment D**
- **note** an operational deficit of \$252,872 which is able to be managed by unrestricted cash in bank for the 2021-2022FY
- **agree** to defer a final decision regarding ongoing financial sustainability of the Joint Organisation until the results of the JO review are known

8.3: Statement of Revenue Policy

A Statement of Revenue Policy has been prepared in accordance with legislative requirements at **Attachment E**.

It does not differ substantially from previous years.

Recommendation:

- That the Board **adopt** the Statement of Revenue for 2021-2022FY

8.4: Code of Conduct Panel of Reviewers

Following approval at the previous Board meeting, RAMJO developed an Expression of Interest (EOI) which was released to the LGP Legal Services Panel providers. The EOI closes on Tuesday 18th May 2021, following from which RAMJO will undertake an assessment of the submissions received. A list of providers will be informed of their suitability and corresponding information, briefings, and support documentation will be delivered to Councils for their upcoming Council meeting in late May to late June. A review of Council meeting dates is underway to ensure sufficient time remains for Councils to consider and adopt recommendations for select providers from the regional panel.

Life Cycle

- Open**
This consultation is Open for contributions.
- Under Review**
Contributions to this consultation are closed for evaluation and review. The Project team will report back on key outcomes.
- Final report**
The final outcomes of the consultation are documented here. This may include a summary of all contributions collected as well as recommendations for future action.

Recommendation:

- That the Board **note** the timing for the Regional Panel of Reviewers to be provided to individual Councils for endorsement.

Agenda Item 9 – Office of Local Government Update

Mr 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 10 – Advocacy

10.1: OLG Review of Joint Organisations

The Minister for Local Government, The Hon. Shelley Hancock, has written to the RAMJO Chair informing of the appointment of a firm, ARTD, to undertake the review of Joint Organisations (**Attachment F**). All General Managers, Chairs and two nominated additional contacts are asked to participate via survey of phone interview.

The findings of the review are due mid-year.

Recommendation:

- That the Board **note** the correspondence received from Minister for Local Government and the appointment of the independent firm to review the Joint Organisation model.

10.2: ACCC Final Report: Murray Darling Basin Water Markets Inquiry

The ACCC has released their report which is over 700 pages in total. The Water Sub Committee is reviewing this report, which includes references to RAMJO and the submission made by the JO relating to this matter. The report can be found at: <https://www.accc.gov.au/focus-areas/inquiries-ongoing/murray-darling-basin-water-markets-inquiry/final-report>

Recommendation:

- That the Board **note** the Final Report by the ACCC on Murray Darling Basin Water Markets Inquiry.

10.3: Legislative Assembly Committee on Investment, Industry and Regional Development: Final Report into support for drought affected communities

The Legislative Committee has released their report relating to drought affected communities, to which RAMJO made a submission. The report can be found at:

<https://www.parliament.nsw.gov.au/ladocs/inquiries/2554/Final%20report%20into%20support%20for%20drought%20affected%20communities%20in%20NSW.pdf>

Recommendation:

- That the Board **note** the Final Report into support for drought affected communities by the Legislative Assembly Committee on Investment, Industry and Regional Development.

Agenda Item 11 – Strategic Priorities

11.1: Cr. Chris Bilkey: Water

- The Chair of the Water Sub-Committee, Chair of RAMJO and the Executive Officer undertook a regional tour of 'Riverina' Councils with the Office of the Interim Inspector-General of Water Compliance in order to be the first region to provide a showcase and details workshops and forums to engage the Interim Inspector. Leveraging the Water Position Paper, RAMJO is the only region in the MDB who has arranged a roadshow and meet and greet of its kind. This is the first roadshow, with a second focusing along the Murray to be scheduled for May. This is an opportunity for RAMJO to demonstrate the true impacts of water regulation, and the economic, environmental and social assets which are at risk.

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- Feedback from the participants, member councils and the interim inspector is that the tour was incredibly beneficial.

11. John Scarce: Digital Connectivity

- A paper on digital connectivity is yet to be drafted. However, RAMJO participated in the grant application process via support for providers who intended on applying for funding via the Commonwealth's Regional Connectivity Programme. Several of these applications were successful with future infrastructure now planned for the region.
- In addition, RAMJO has applied for grant funding under the MBD Economic Development Fund which aims to draw detailed analysis on the direct correlation between inability to access digital connectivity and the barrier this creates towards innovation, efficiency and adaptation. The Executive Officer proposes waiting until the outcome of the grant funding is known before commencing on the RAMJO position paper on digital connectivity.

11.3: George Cowan: Energy Security

- The Energy Audit and Strategy / Masterplan development for each Council is well underway. A total DPIE contribution to RAMJO Member Councils of \$261,000 has been received by the 9 participating Councils.
- In addition, both Narrandera and Leeton have completed their Masterplans, with other Councils all due to be completed by July 2021.

Council	Project	Contractor	Start	DPIE contribution	End Date	Next Step/Action
Completed						
Completed Energy Strategy						
Energy Strategy commenced						
Proposed/Concept						
Albury	Water Treatment Solar Assessment	FG Advisory	Oct-20	\$ 16,200	Completed	ACC not proceeding due to low ROI
	Carbon 101 for Staff	100% Renewables	TBC	TBC	Not yet commenced	On hold as HR position vacant
	Carbon 101 for Staff	100% Renewables	6-May	\$ 5,900	30-Jun	Kick off meeting 6/05/2021
Berrigan	Energy Audit and Strategy	100% Renewables	Feb-21	\$ 20,000	21 st May	Kick off meeting March 11
Carrathool	Not participating					
Edward River	Energy Strategy	100% Renewables	May-21	\$ 20,000	June	Purchase Order Created
	Energy Audit	FG Advisory	Jan-21	\$ 26,200	April	Draft audit is completed
Federation	Energy Plan	FG Advisory	Jan-21	\$ 17,200	April	Commenced
Griffith	Not participating					
Hay	Energy Audit	FG Advisory		\$15,200	Completed	seek grant funding for priority projects
Leeton	Energy Strategy	100% Renewables	Jul-20	\$21,450	Complete	seek grant funding for priority projects
Murray River	Energy Audit and Strategy	100% Renewables	Jan-21	\$16,500	Apr-21	Site visits completed
	Energy Strategy	TBC	TBA	\$20,000	Jun-21	Brief sent to Vicki Sutton
Murrumbidgee	PPA Assessment	ITP	Feb-21	\$1,000	Completed	Vicki reviewing
Narrandera	Energy Strategy	100% Renewables	Jul-20	\$16,000	Completed, adopted	Seeking grant funding for priority projects
RAMJO	Assisting with Regional Energy Strategy		TBC			\$30-\$50k - discussion with Bleopold
	Murray Darling Basin Ec Dev Program	DPIE support	Mar-21	\$0	Completed	Revolving solarfunding application
	Advice on Circular Economy	DPIE support	ongoing	\$0		
	Roll out of SunSpot to all participating	APVI	Sep-20	\$66,000	\$5k-\$7k per LGA	Approx \$5-\$7k per LGA
	Training of solar providers			\$29,000		Compliments the grant
			TOTAL	\$ 261,650		
			Value per participating Council	\$ 29,072		

- An example of the savings achievable via implementation of the plans is as follows:

Opportunity (annual cost savings)	Capital costs	Payback (ROI)	Comment
\$184,098	\$1,024,182	5.6years	Equates to about 17% in energy use

- RAMJO has recently applied for \$250,000 per Council of grant funding via the Murray Darling Basin Economic Development Programme in order to provide funding for the investment of energy savings infrastructure at each

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Council in line with the plans. The grant proposal also includes training for local providers to ensure they meet the CRC Australia-wide accreditation (regional upskilling).

11.4: David Webb: Regional Freight Transport Plan

- The Plan is gaining some interest, with the NSW Government contacting RAMJO requesting a meeting to discuss the priorities outlined in the Plan and how they might align with the Snowy Hydro Fund Freight Linkages Priority. David Webb and Brad Ferris will attend the meeting with RAMJO Executive Officer.
- The meeting will cover the following points:
 - products that are most likely to be relevant to the program based on demand from key regional NSW export markets
 - challenges and constraints to regional NSW supply chains that the program could address
 - opportunities that the program could leverage to improve regional NSW supply chains
 - industry and private sector interest to collaborate and co-invest in projects that improve the supply chain and freight network in regional NSW
- RAMJO recently provided a submission to the Snowy Hydro regional freight routes EOI opportunity.

11.5: Bridgett Leopold: Best Practice in Aggregated Procurement (BPAP)

- This project is coming close to the final stages in collaboration with Central NSW JO, Riverina JO and Canberra JO.
- A recent workshop was held with General Managers to discuss the findings, opportunities, measuring or demonstrating benefits of aggregated procurement (including a 'basket of goods'), and talking through income opportunities to offset membership fees for RAMJO Member Councils.
- The General Managers have requested a demonstration of savings and agreement on calculating savings before progressing further with this project.

11.6: Phil Stone & John Scarce: Health

- Various Committee hearings have been held across the region recently regarding Health outcomes and access to health and hospital services in rural, regional and remote New South Wales inquiry. Several RAMJO GMs have provided submissions and have attended in person.

Recommendation:

- That the RAMJO Board **note** the strategic priorities updates.

Agenda Item 12 – Project Updates

Andrea Baldwin and Kirstie Muntz will provide a verbal presentation on regional waste opportunities, including collaborative kerbside waste management contracts (including cross border options).

- **Attachment 12.1:** Contaminated Lands Management – Underground Petroleum Storage Systems (UPSS) update
- **Attachment 12.2:** Riverina Waste Group & Murray Waste Group
- **Attachment 12.3:** Southern Lights Update

Recommendation:

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

Agenda Item 13 – Operational Matters

13.2 – Office of the Children’s Guardian

Member councils would be aware that the NSW Government has adopted the National Childsafe Principles and Standards which emanated from the Federal Royal Commission into Institutional Responses to Child Sexual Abuse and has also enacted the NSW Children’s Guardian Act 2019.

Several Councils have resolved to adopt the Code of Conduct – Vulnerable People and Children Policy and to place the policy on public exhibition for a period of 28 days.

To comply with the requirements of the Act, councils will need to:

1. Undertake a Childsafe audit.
2. Ensure compliance with the Childsafe Standards.
3. Develop and Implement a Childsafe Action Plan
4. Educate staff, volunteers, sub-contractors, and committee members about councils Code of Conduct, the 10 Childsafe Standards and their responsibilities under the Children’s Guardian Act 2019.

Because of the likely significant cost of the initial development of action plans, education of staff and general implementation and compliance with the Act, a proposal has been made by Murray River Council (MRC) to collaborate on this matter. MRC believes that the member councils of RAMJO could significantly reduce individual costs associated with the requirement of the Act by collaborating on this project under the umbrella of RAMJO.

For that reason, Murray River Council further resolved to:

- Request that the Chief Executive Officer write to Riverina and Murray Joint Organisation seeking its support to:
 - a) Appoint a consultant to undertake Childsafe Audits of member councils (external)
 - b) Appoint a Childsafe Officer on a fixed term contract to engage with individual member councils to rectify deficiencies identified in their Childsafe Audit, including:
 - Identify the risks/gaps observed as non-compliant to the Childsafe Standards.
 - Make immediate adjustments to high risk of high liability operational activities.
 - Formulate an implement a Childsafe Action Plan (continuous improvement plan) mapped to the Standards.
 - Oversee the implementation of the Childsafe Action Plan.
 - Monitor the Childsafe Action Plan implementation
 - Induct Staff/Vol/Subcontractor/MRC Associates.
 - Develop the administrative documents for the Reportable Conduct Scheme obligations of RAMJO councils.
 - Conduct an evaluation, review, and reporting of the implementation of the Childsafe Action Plan across RAMJO councils.

Following from the meeting with RAMJO General Managers, it has been identified that various Councils have some policies and procedures in place. MRC intends to undertake a full process to ensure compliance with NSW Children’s Guardian Act 2019 and invites collaboration opportunities across RAMJO Member Councils.

Recommendation:

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- That the RAMJO Board Members **indicate their initial interest** in this matter, with a working group meeting to be scheduled in the coming weeks.

13.3 – General Managers Group Meeting Minutes

At the meeting on 16 April 2021, the General Managers met to undertake a robust discussion regarding the financial sustainability of the JO. The meeting yielded some valuable outcomes and the minutes can be found at [Attachment G](#).

13.4 – RAMJO Engineers Group

The RAMJO Engineers Group met on Wednesday 5th May 2021, however the minutes for this meeting were not yet available at the time of the RAMJO Board meeting.

13.4 – JO Chairs Meeting Minutes

The JO Chairs met in Sydney on 4th March 2021. A copy of the minutes are at [Attachment H](#).

Recommendation:

- That the Board Members **note** the minutes and updates from the various groups.

Agenda Item 15 – General Business

A call for General Business items will be made by the Chair.

MEETING CLOSE