

7.1 Membership matter

Authorised by Chief Executive Officer

Conflict of Interest

Officers preparing this report have no conflict of interest to declare.

Executive Summary

Under section 66(2) of the *Local Government Act 2020* a meeting considering confidential information may be closed to the public. Pursuant to sections 3(1) and 66(5) of the *Local Government Act 2020*, the information contained in this report is confidential because it contains Council business information being information that would, if released, prejudice the Council's position in commercial negotiations.

The purpose of this report is for Council to resolve on its membership of the Canberra Region Joint Organisation (CRJO).

Joint Organisations are an initiative of the NSW Government seeking to encourage Councils in a region to work better together.

Council has been a member of the CRJO since 2018. During that time Council has participated in Board Meetings, delegations to Canberra to advocate for the Southeast of Australia and contributed to various strategies.

Over recent time there has been a marked refocus on NSW centric matters and advocacy. To this end there has been less matters that provide a benefit to East Gippsland for its membership and commitment.

Membership and members are covered by the CRJO Charter. A proposed change to the Charter is required to be presented to the CRJO Board for consideration.

Officer Recommendation

That Council:

- 1. receives and notes this report and all attachments pertaining to this report;***
- 2. resolves to discontinue its membership of the Canberra Region Joint Organisation;***
- 3. writes to the Chairperson of the Canberra Region Joint Organisation Board advising of Council's decision to discontinue its membership and requesting the notification be tabled at the next Board meeting to allow amendment of the CRJO Charter; and***
- 4. resolves that all discussions in relation to this matter remain confidential until acknowledgement from Canberra Region Joint Organisation of Council's decision is received, at which point this report and its attachments will no longer be confidential.***

Background

The CRJO is a NSW Government initiative enacted through legislation passed in 2017.

“The joint organisations are local government entities with legal powers to enable councils to work together at a regional level and with state agencies and other organisations to achieve better planning, economic development and service delivery outcomes in regional NSW.”
<https://crjo.nsw.gov.au/what-we-do/> accessed on 4 January 2022.

Other than being a legislated organisation, the intent is not dissimilar to that of the One Gippsland alliance.

The CRJO is comprised of Councils from the South East corner of NSW including Bega Valley Shire Council, Snowy Monaro Regional Council, Snowy Valleys Council, Eurobodalla Shire Council, Queanbeyan-Palerang Regional Council, Yass Valley Council, Goulbourn Mulwarre Council, Hilltops Council, Upper Lachlan Shire Council and Wingecarribee Shire Council.

East Gippsland Shire Council, Wagga Wagga City Council and the Australian Capital Territory Government are associate members. Canberra Airport is an affiliate member.

Council has been an associate member of the CRJO since 2018.

The CRJO has a Board consisting of Mayors (voting members) and General Managers/Chief Executive Officers (non-voting members) from each member Council. As an associate member East Gippsland Shire Council is a non-voting member.

Council has good working relationships with our NSW neighbouring Councils of Bega Valley Shire Council and Snowy Monaro Regional Council.

The Mayor has generally attended Board Meetings with the Chief Executive Officer. Previous Mayors have also attended delegations to Canberra, with the last one being just after the Black Summer Fires and before COVID-19 lock downs. The CEO attends the General Managers Group meetings as and when possible, although it usually clashes with One Gippsland meetings, which are prioritised.

Over the last three years, there has been contact with neighbouring NSW CEOs on a range of issues; however, during and after the Black Summer fires and COVID-19 border restrictions, there has been regular contact to support our border communities. It is difficult to determine whether membership of the CRJO assisted these interactions or whether they would have happened anyway, there was a level of familiarity that assisted.

There is no doubt that membership of the CRJO provides a conduit for information and opportunities. However, over the last 12-18 months there has been a greater tendency to be NSW Government focused, unsurprisingly. The 2020/21 annual report includes actions against the Statement of Strategic Regional Priorities show that of the 22 actions just two relate specifically to cross border collaboration. Whilst Council can and does get involved in CRJO regional strategies, often these are very NSW focussed and funded, thus making our input or benefit challenging.

There are four Joint Organisations that run along the Victorian / NSW border. Information from other Victorian border Council CEOs suggests some interaction, but limited. At the time of writing this report no other Victorian Council was a member of a Joint Organisation.

The CRJO Annual Performance Statement 2020-2021 is at **Attachment 2** for information.

Legislation

On 24 March 2020 the Government passed the *Local Government Act 2020* (the new Act). As of 1 July 2021, all provisions from the new Act have commenced. Some provisions of the *Local Government Act 1989*, that have not been repealed, will remain applicable until such time as they are revoked.

This report has been prepared in accordance with *Local Government Act 2020*.

Under section 66(2) of the *Local Government Act 2020* a meeting considering confidential information may be closed to the public. Pursuant to sections 3(1) and 66(5) of the *Local Government Act 2020*, the information contained in this report is confidential because it contains Council business information being information that would prejudice the Council's position in commercial negotiations.

The implications of this report have been assessed and are not considered likely to breach or infringe upon the human rights detailed in the Victorian Government's Charter of *Human Rights and Responsibilities Act 2006*.

The implications of this report have been assessed and align with the principles and objects of the Gender Equality Act 2020.

Collaborative procurement

Not applicable.

Council Plan

This report has been prepared and aligned with the following strategic objectives set out in the Council Plan 2021-2025:

Strategic Objective 5: 5.2 Strong relationships with government, partners and stakeholders are maintained and strengthened to advocate for the community.

Council Policy

Not applicable.

Options

Option 1

Continue membership.

Option 2

Discontinue membership for the reasons listed above (preferred option).

Membership is covered in the CRJO Charter. The Charter states:

"This Charter may be amended to change non-voting members of the Board. In deciding whether to propose or support a change in membership, the CRJO will:

- *At the request of a member, consider a draft resolution seeking membership change, and*
- *Following a resolution in support, amend this Charter..."*

A copy of the Charter is as **Attachment 3**.

Resourcing

Not applicable.

Financial

The 2021/22 membership fee for EGSC of the CRJO is \$12,980 (incl GST). This is 25% of the calculated fee. See CRJO Statement of Revenue Policy attached.

In comparison the 2021 membership of One Gippsland was \$22,733 plus additional one-off costs for project work on an as needed basis.

Plant and equipment

Not applicable.

Human Resources

Not applicable.

Risk

Not applicable.

Economic

In 2017 EGSC was invited to speak to the CRJO Board about cross border collaboration and in particular the Canberra Region Economic Development Strategy later to be replaced by the Regional Economic Development Strategies (REDS). Previous Mayor, Cr Rettino was a strong advocate for cross border collaboration and membership of the CRJO particularly around economic development and tourism opportunities.

Social

Not applicable.

Gender Impact Statement

The report has been assessed as not requiring a Gender Impact Assessment (GIA). The Gender Equality Act 2020 was considered in the preparation of this report.

Environmental

Not applicable.

Climate change

This report has been prepared and aligned with the following Climate Change function/category:

This report is assessed as having no direct impact on climate change.

Engagement

Not applicable.

Attachments

1. CRJO Statement of Strategic Priorities [7.1.1 - 1 page]
2. CRJO Annual Performance Statement 2020-2021 [7.1.2 - 44 pages]
3. CRJO Charter October 2021 [7.1.3 - 12 pages]
4. CRJO 2021-2022 Statement of Revenue Policy [7.1.4 - 8 pages]

STATEMENT OF STRATEGIC REGIONAL PRIORITIES

“Working together to deliver better outcomes for our communities and the region”



PILLAR	LEADERSHIP		ECONOMIC		INFRASTRUCTURE		COMMUNITY		ENVIRONMENT		CROSS-BORDER		
STRATEGIC PRIORITIES	GOALS	CRJO is a recognised leader in regional advocacy and the delivery of regional programs		Our economy is strong and diverse, with extensive business and job opportunities		Our region is connected and serviced by infrastructure that meets contemporary, emerging and future expectations		Our community is resilient and feels informed, connected, capable and valued		Our environment is valued and enhanced for future generations		Our region operates seamlessly across all boundaries	
	PRIORITY ACTIONS	1. Develop Regional Advocacy Plan 2. Develop a strategy to influence legislation and government policies 3. Develop Regional Workforce Strategy 4. Develop Regional Project Management Model 5. Investigate opportunities for regional collaboration 6. Develop creative and futuristic 30-year vision for shaping the region		7. Develop the Canberra Region Economic Development Strategy 8. Support the development of a regional Agrifood Export Precinct		9. Develop further infrastructure prospectus – recreation and cultural 10. Facilitate funding to eliminate telecommunication blackspots 11. Facilitate regional communities to embrace smart technology 12. Refine and update strategic CRJO infrastructure documents		13. Advocate for funding to assist Councils manage Crown Land and Native Title issues 14. Provide direct support to assist Councils manage Crown Land and Native Title issues 15. Develop Regional Social Infrastructure Prospectus		16. Facilitate an increase in the capacity of Councils to deal with biodiversity 17. Advocate for funding support to assist Councils with contaminated land management 18. Develop Regional Waste Action Plan 19. Develop Regional Energy Action Plan 20. Develop Regional Climate Adaptation Plan		21. Cross-border impacts and opportunities are considered in the delivery of all strategic regional priorities 22. Advocate for positive cross-border connectivity	
	2019 - 2021 OUTCOMES	1.1 Successful implementation of the Regional Advocacy Plan measured by regular meetings, excellent relationships with key stakeholders and successful funding bids 2.1 Legislation and government policies actively benefit the region, measured by the number of successful submissions resulting in positive changes to legislation and/or policy 3.1 Staff capability and retention in councils is increased due to effective training programs and attraction/retention strategies, measured by an increase in skill levels and reduction in the number of vacancies and staff turnover compared to sector benchmarks 4.1 Regional Project Management Model developed, funded and implemented resulting in increased effectiveness and efficiency in delivering projects, measured by the number of projects through a centralised model. 5.1 Identified opportunities for collaboration implemented with success measured by greater efficiency and cost savings for Councils 6.1 30 year Plan to address effective decentralisation for the region is developed in collaboration with futurists and the community, with success measured by acceptance of the Plan by the State and Federal Governments		7.1 Successful implementation of the Canberra Region Economic Development Strategy measured by an increase in the regional GDP 8.1 The Canberra Region is recognised as an export precinct, measured by market awareness and an increase in the volume and type of food and manufactured products exported from the region		9.1 Prospectus developed for recreation and cultural infrastructure with success measured by recognition of regional priorities by Councils and State Government agencies 10.1 Telecommunications black spots in the region minimised or eliminated measured by a reduction in identified black spots and improved coverage 11.1 Progress towards each LGA implementing smart technology measured by smart technology implemented across community infrastructure 12.1 Strategic infrastructure documents align with state and regional plans and remain current and up to date measured by increased project grant funding and coordinated delivery of projects across the region		13.1 Funding provided to assist Councils manage Crown Land and Native Title issues, measured by the level of funding received 14.1 Support provided to ensure Councils have appropriate plans of management for crown lands, measured by all NSW member councils demonstrating they have effective management plans in place 14.2 Support provided to ensure Councils build their capacity to deal with Native Title, measured by an increase in staff awareness and ability to manage Native Title issues 15.1 Identification of issues, stakeholders and priority actions measured by recognition and support by individual Councils and an improvement in well-being measures over time 15.2 Voice against Violence and State of Mind programs successfully run in each LGA, measured by a reduction in domestic violence and mental health impacts and an increase in awareness and treatment of mental health issues		16.1 Successful biodiversity training programs and procedures developed, measured by increased capacity of Councils to deal with biodiversity matters and the number of staff trained and procedures implemented 17.1 Successful contaminated land management training programs and procedures developed, measured by an increase in the number of matters resolved 18.1 Successful implementation of the Regional Waste Action Plan measured by greater community awareness of reuse and recycling options, recycling embedded in council procurement policies and DAs and less construction and demolition waste to landfill 19.1 Regional Energy Action Plan adopted and stakeholder engagement strategy implemented measured by opportunities for regional collaboration to establish or utilise renewable energy options identified 20.1 Regional Climate Adaptation Plan developed and implemented with success measured by action taken by councils to manage or reduce the adverse consequences of climate change		21.1 Cross-border issues have been considered in the development of all plans and projects outlined herein, measured by the individual outcomes 21.2 Successful implementation of the MOU with the ACT Government, measured by the level of engagement and satisfaction of both parties 22.1 Inclusion and funding of priority projects in ACT/NSW/CRJO workplans and agency strategies measured by action taken to provide cross-border transport, utilities, telecom and energy network connections 22.2 Model developed for borderless government measured by progress towards implementation	

See also Canberra Region Joint Organisation Strategic Plan 2019-21

Statement of Regional Strategic Regional Priorities – Final 15 Feb 2019



CANBERRA REGION
JOINT ORGANISATION

CRJO Annual Performance Statement 2020-21 Financial Year

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Canberra Region Joint Organisation Profile

In 2017, amendments to the *Local Government Act* were passed to enable Joint Organisations to be established. Joint Organisations are new local government entities with legal powers established by proclamation designed to bring regional and rural councils together for better regional outcomes. The Canberra Region Joint Organisation was proclaimed a corporate entity within the NSW Local Government Act on 1 July 2018.

The Canberra Region is a unique and diverse geographic region which stretches from the South-West Slopes, through the Sydney-Canberra Corridor across the Eurobodalla down to the Sapphire Coast and then up to the Snowy Mountains. The Canberra Region Joint Organisation (CRJO) consists of the following 10 member councils, three (3) associate member councils and one (1) affiliate member. The total population of the CRJO region, including the ACT, is 750,000 with a total area of 48,000km² and a gross regional product (GRP) of \$9.82 billion.

Member Councils



Associate Members



Affiliate Member



Role and Purpose

Our Role

The CRJO provides a forum for councils, State agencies and other stakeholders to work together at a regional level to identify shared priorities; delivering important regional projects and better outcomes for communities.

CRJO's core objectives include:

- Establish strategic regional priorities for the Joint Organisation area and develop strategies and plans for delivering these priorities.
- Provide regional leadership for the Joint Organisation area and to be an advocate for strategic regional priorities.
- Identify and take up opportunities for intergovernmental cooperation on matters relating to the Joint Organisation area.

Vision & Principles

The Canberra Region Joint Organisation is the regional body advocating for strong regional partnerships that delivers improved outcomes for our regional communities.

The CRJO Mission

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

The CRJO Vision

"Our region...dynamic, innovative, connected...compelling!"



Message from Chair

The past year has marked a journey of recovery and resilience for the communities of the Canberra Region. Challenged by the ongoing impacts of border closures and the pandemic as well as continued recovery from bushfires, flood and drought, it has been a year like no other. However, during this time, members of the Canberra Region Joint Organisation (CRJO) have continued to work collaboratively to ensure the success and wellbeing of community members and to support each other. Beyond this, there has been a strong focus on growth and development initiatives that will carry the Canberra Region into the future.

Following NSW's first wave of COVID-19 in March 2020, the severity and duration of the pandemic's impact has been unprecedented. Despite the widespread impacts, including workforce shutdowns, small business and tourism downturns and pressure on infrastructure and building sectors throughout the past year, bushfire and flood recovery works progressed at pace. So too did exciting new projects across the region including new cultural and community facilities in Queanbeyan and Goulburn, exploration of the Special Activation precincts in Jindabyne and Wagga Wagga, continued progress on the Snowy Hydro 2.0 and a multitude of other regional roads and bridges projects, and greater traction with both the State and Federal governments.

The CRJO has continued to advocate strongly for the region through submissions and representations as well as securing vital new funding through a range of competitive grant programs. These projects will assist member councils in progressing their vision for resilience and to better equip staff to undertake important work in land management and protection of the environment. With the release of the new NSW 20-Waste and Resource Recovery strategy the CRJO is looking forward to further identifying regional opportunities to assist in the transition to a circular economy. Likewise as we seek additional support for critical infrastructure we will ensure priority projects are supported by all the members and where possible coordinated procurement delivers better value for money.

The outcomes achieved by the CRJO and its members last year are great examples of how effective we have been in our joint efforts to improve the positions of the region more broadly. This has been underpinned by the shared understanding that regional collaboration is the key to sustainable long term development.

I would like to acknowledge the excellent work of the outgoing CRJO Board during its term. I have been honoured to have led the current Board, General Managers group and the dedicated staff of the CRJO and to have witnessed the wonderful progress that we have made for our communities.

Sincerely



Cr Rowena Abbey

Canberra Region Joint Organisation



Strategic Regional Priorities

The CRJO developed an inaugural Statement of Strategic Regional Priorities that were endorsed by the Board in February 2019.

This Statement of Strategic Regional Priorities 2019-2021 encompassed six vital pillars including Leadership, Economic, Infrastructure, Community, Environment and Cross-Border. These six pillars demonstrated the overarching strategic goals for the region and were supported by several Priority Actions for their actualisation.

Of the 22 Priority Actions the following were delivered in the 2020/2021 year and represent the culmination of actions against this plan. An updated set of Strategic Regional Priorities for 2021-2024 is in development and will be endorsed by the incoming CRJO Board following the Local Government Elections in December 2021.

Leadership	
CRJO is a recognised leader in regional advocacy and the delivery of regional programs.	
Priority Actions	
1. Develop Regional Advocacy Plan	The CRJO attended ministerial meetings with the NSW Government in July 2021. Due to COVID-19, face-to-face opportunities were limited, although this limitation was overcome by increased virtual correspondence to address key issues as needed.
2. Develop a strategy to influence legislation and government policies	Over the financial year the CRJO worked to influence legislation and government policies through the following actions: <ol style="list-style-type: none"> 1. Submissions and representations to: <ul style="list-style-type: none"> - the NSW Government's Regional Housing Taskforce; - Infrastructure Development Contributions Reform - The Local Government Compliance Levy - DPIE Water reforms - NSW Joint Standing Committee on Road Safety - OLG's review of JOs - Emergency Services Levy - IPART Review of Rating Reform - IPART Review of Domestic Waste Charges - Inquiry into Integrity of NSW Government Grant Programs - Inquiry into Inland Rail 2. Inclusion of an Office of Local Government representative at each GMAG and Board meeting. 3. Attendance of DPIE, LGNSW, EPA, TfNSW, Destination NSW, and other government agencies and external stakeholders at CRJO Working Group meetings.
3. Develop regional Workforce Strategy	Completed in 2019.



4. Develop Regional Project Management Model	Regional Project Management Office trial established in 2020 led by Wagga Wagga City Council. Participating Councils include Queanbeyan-Palerang and Snowy Monaro Regional Council.
5. Investigate opportunities for regional collaboration	The CRJO together with several other JO entities has participated in the Southern Lights projects. Following a review of the project the CRJO Board resolved to suspend membership in September 2021. CRJO in association with three other JOs delivered the best practice in aggregated procurement project. The CRJO has subsequently agreed to engage a full time procurement manager to progress opportunities for regional procurement in 2021-2022. A Regional Community Strategic Plan is being developed with seven CRJO member Councils and is being managed the Wellbeing and IP&R Working Group. This CSP is expected to be drafted and exhibited to councils between December 2021 and February 2022, with adoption expected for March 2022.
6. Develop creative and futuristic 30 year vision for shaping the region	Postponed to late 2021, due to COVID-19 meeting restrictions. The vision will be encapsulated into the revised Strategic Regional Priority statement for 2021-2024
Economic	
Our Economy is strong and diverse with extensive business and job opportunities.	
Priority Actions	
7. Develop the Canberra Region Economic Development Strategy	Together with NSW Government and ACT Government a regional framework was developed throughout 2019. The Draft CREDS was presented by ACT Government to GMAG in May 2020. The CRJO Regional Economic Development Working Group, with ACT Government and NSW Government continue to develop the strategy and look for opportunities for implementation.
8. Support the development of a regional Agrifood Export Precinct	In 2020/21 progress on this initiative was impacted by Covid-19 and the suspension of international flights from Canberra.
Infrastructure	
Our region is connected and serviced by infrastructure that meets contemporary. Emerging and future expectations.	
Priority Actions	
9. Develop further infrastructure prospectuses – recreation and cultural	CRJO member council continued to utilise innovative software to record infrastructure and transport initiatives across the region. Member worked through the year to further develop the following prospectuses: <ul style="list-style-type: none"> • Freight and Transport • Road and Bridges • Water & Waste Water • Tourism, Culture and Recreation
10. Facilitate funding to eliminate telecommunication black spots	Throughout the year, the CRJO has maintained an alliance with Telstra to explore opportunities to build and support the regional network. Meetings are ongoing to discuss opportunities for collaboration to capitalise on upcoming Commonwealth funding initiatives.
11. Facilitate regional communities to embrace smart technology	The development of a smart cities model has been discussed based on the EVO-cities work across NSW. Led by Goulburn



	Mulwaree Council, Queanbeyan-Palerang Regional Council and Wagga Wagga City Council this project will continue to evolve in 2021 and seek to integrate emerging technology that includes regional data, jobs, housing, and education information.
12. Refine and update strategic CRJO infrastructure documents	Continued refinement of the CRJO Infrastructure prospectus has been delivered through member councils subscription to the PIPE software platform.
Community	
Our community is resilient and feels informed, connected and capable and valued.	
Priority Actions	
13. Advocate for funding to assist Councils manage Crown Land and Native Title Issues	The issue of Crown Land and Native Title issue was addressed by the CRJO in submissions to the NSW Regional Housing Taskforce in late August 2021. These submissions include advocacy for investigation into these issues by the taskforce.
14. Provide direct support to assist Councils manage Crown Land and Native Title issues	As above.
15. Develop Regional Social Infrastructure prospectus	Continued refinement of the CRJO Regional Social Infrastructure prospectus has been delivered through member councils subscription to the PIPE software platform.
Environment	
Our environment is valued and enhanced for future generations.	
Priority Actions	
16. Facilitate an increase in the capacity of councils to deal with biodiversity	Since the cessation of funding for the CRJO's Biodiversity Officer in 2019, the CRJO has sought to progress relevant initiatives from the NSW Department of Industry, Planning and Environment through the General Managers Advisory Group and relevant CRJO Working Groups including Infrastructure and Planning.
17. Advocate for funding support to assist Councils with contaminated land management	Funding from Environment Protection Authority (EPA) for two contaminated land officers to assist the 10 member councils to increase capacity was awarded in December 2018. Since their commencement, these officers have worked with regional communities in member councils to develop the CRJO Contaminated Land Policy, which will guide councils in their contaminated land management. The CRJO will continue working with councils to ensure smooth implementation of the policy and associated procedures.
18. Develop Regional Waste Action Plan	The inaugural Regional Waste Action Plan was developed in 2018 and underwent review by the CRJO Waste Working Group October 2019. This policy is currently in the process of being renewed, guided by the NSW Government's newly released 20-year waste strategy. The CRJO has also worked collaboratively with NSW EPA, ACT Government and the member councils adjoining the ACT to work on resolving issues related to soil and VENM material within the cross border region.
19. Develop Regional Energy Action Plan	To be progressed in 2021/22.
20. Develop Regional Climate Adaptation Plan	The CRJO participated in an early trial to host an Emergency Preparedness Officer in 2020. The role has since transitioned to



	<p>the new Resilience NSW agency but continues to be actively involved in grant funded resilience projects with the CRJO. In addition to this, the CRJO has created the Climate Resilient Housing Toolkit in conjunction with the Insurance Council of Australia and the Minderoo Foundation to promote community-lead preparedness through housing development and upgrades. This toolkit has been rolled out in two workshops so far to emergency management officers, in addition to government and industry partners.</p> <p>The CRJO has been successful in securing three project grants through the Bushfire Community Recovery and Resilience fund to progress a suite of projects including; A Simtable for assisting communities understand fire related risks, a contaminated lands database to determine vulnerable land across the region and development of an overarching Blueprint for resilience. These projects will be further developed and implemented in 2021-2022.</p>
Cross-Border	
Our region operates seamlessly across all boundaries.	
Priority Actions	
21. Cross-border impacts and opportunities are considered in the delivery of all strategic regional priorities	<p>The CRJO signed an MoU with the ACT Government in September 2018. The MoU outlines six key themes for Cross Border collaboration and regional engagement.</p> <ol style="list-style-type: none"> 1. Infrastructure 2. Freight & Logistics 3. Economic Development 4. waste management & Resource Recovery 5. Sorts, Culture & Wellbeing 6. Procurement & Shared Services <p>The CRJO has also participated in discussions regarding the draft MoU between the NSW Government and ACT particularly around infrastructure. The MOU is due to be refreshed in 2022.</p>
22. Advocate for positive cross-border connectivity	<p>The CRJO actively engages with the ACT and East Gippsland Shire Council as they strongly advocate a borderless approach to collaboration and shared ideas.</p> <p>This has been especially important during the recent border closures as a result of the Covid-19 pandemic.</p>

In summary, the CRJO Councils, associate and affiliate members have worked in collaboration, engaging with Government (both NSW and ACT) agencies, organisations, State and Federal Ministers to bolster the JO's capability and deliver on its key strategic priorities.

The CRJO continues to grow its capability and has been awarded several grants that support funded positions including:

- Waste and Resource Recovery Coordinator (commenced 2018 - *continuing*)
- Food Donation Officer (2020-2021)
- Waste and Resource Recovery Officer (commenced 2021)
- Contaminated Land Officer – Eastern Cluster (commenced 2019 - *continuing*)
- Contaminated Land Officer – Western Cluster (commenced 2019 - *continuing*)



Attachment 7.1.2

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- Data Engagement Officer (Due to commence 2021)
- Blueprint for a Resilient SE NSW project team (6FTE commencing in September 2021)

These positions assist member councils to deliver important projects and to grow their skills in specialist areas. Looking ahead the CRJO will continue to seek opportunities for collaboration and delivery of joined up services delivering value for money and efficiency across critical service areas.



Review of Strategic Regional Priorities

The CRJO has undertaken a preliminary review of Strategic Regional Priorities to inform the next iteration of the organisation's 2021-2024 business plan. The Priorities and Plan will be finalised in early 2022 pending additional input from the newly elected CRJO Board and the outcomes of the independent review of Joint Organisations conducted the Office of Local Government. The updated strategic pillars aligns more closely with emerging regional priorities and the key components of the Local Government Integrated Planning and Reporting framework.

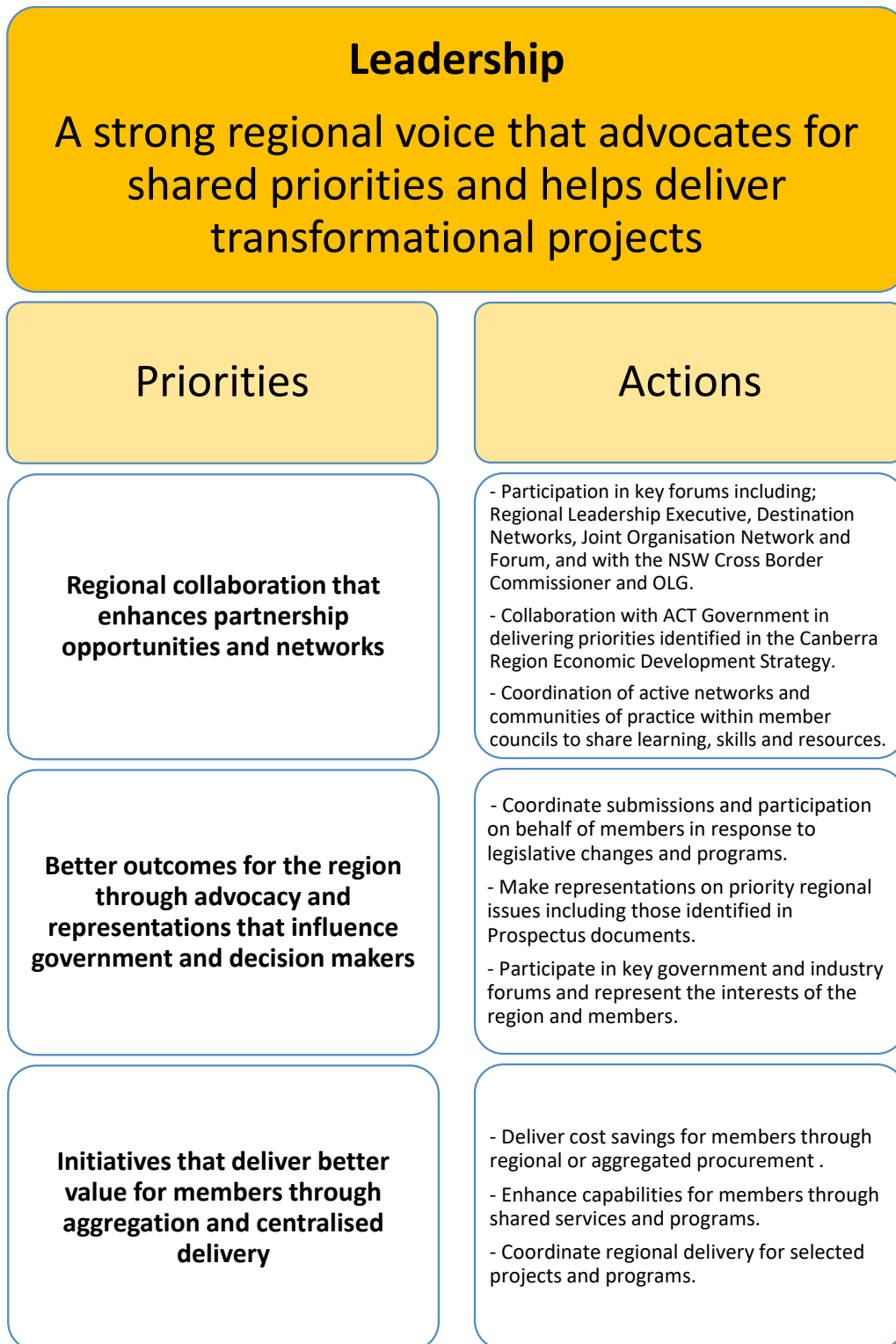


Community A resilient and informed community that is connected, capable and confident	
Priorities	Actions
Communities are prepared and able to respond and recover when faced with unexpected shocks	<ul style="list-style-type: none"> - Support members with disaster and resilience planning in close collaboration with Resilience NSW. - Develop a regional resilience plan for the South East (subject to grant).
Diverse education and employment opportunities that meet known and emerging needs	<ul style="list-style-type: none"> - Seek opportunities for regional skills and training programs to be delivered with members. - Support members to implement recommendations identified in the CRJO Regional Workforce Strategy.
Improved understanding of the health and wellbeing of our communities	<ul style="list-style-type: none"> - Collaborate with social researchers to identify and monitor health and wellbeing indices across the South East.
Housing options and supply meet the needs of growing regional communities	<ul style="list-style-type: none"> - Support development of a regional housing strategy and land use planning strategy with members



Environment A healthy and productive environment that is protected for future generations	
Priorities	Actions
A secure and reliable water supply for towns, farms and industry	<ul style="list-style-type: none"> - Develop a regional water and wastewater prospectus. - Advocate for priority regional water infrastructure. - Collaborate with JO Forum, State Govt, Utilities and LGNSW on key water strategies incl Town Water supply
Efficient waste and resource recovery initiatives	<ul style="list-style-type: none"> - Provide education and services for members in waste, resource recovery and contaminated lands management. - Seek opportunities for regional investment in emerging circular economy industries and programs.
Enhanced biodiversity outcomes and effective land management regimes	<ul style="list-style-type: none"> - Provide education and services for members in biodiversity and land management. - Support members in implementing changes and reforms to land management requirements including the management of Crown Lands.
Progress towards Net Zero emissions through regional energy savings	<ul style="list-style-type: none"> - Seek opportunities to deliver energy saving programs for members.





Economy A thriving regional economy with diverse opportunities and supporting infrastructure	
Priorities	Actions
Support the delivery of transformative and region enhancing infrastructure	<ul style="list-style-type: none"> - Develop a regional prospectus series for infrastructure, cultural and tourism facilities and recreation/community infrastructure. - Advocate for regional infrastructure priorities using prospects documents).
Reliable freight and transport linkages that connect the communities of the South East	<ul style="list-style-type: none"> - Advocate for an East-West freight linkage. - Participate in regional transport and freight planning forums.
A vibrant and resilient visitor economy	<ul style="list-style-type: none"> - Support the rollout of Canberra Region branded programs and products. - Participate in regional tourism and visitor economy forums including NSNSW and Visit Canberra.
A comprehensive telecommunications network and application of emerging smart technologies	<ul style="list-style-type: none"> - Advocate for elimination of telecommunications blackspots and for telecommunication infrastructure improvements to deliver reliable services. - Seek opportunities to support members develop and embrace smart technology programs and infrastructure



General Purpose Financial Statements & Audit Reports

The 2020-2021 audited General Purpose Financial Statements and Independent Auditor's Report are included on the following pages.



Canberra Region Joint Organisation

GENERAL PURPOSE FINANCIAL STATEMENTS

For the year ended 30 June 2021



Canberra Region Joint Organisation

General purpose financial statements for the year ended 30 June 2021

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Canberra Region Joint Organisation is constituted under the Local Government Act 1993 (NSW) and has its principal place of business at:

Canberra Region Joint Organisation
Suite 6B
2 Brindabella Circuit
Canberra Airport ACT 2609

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: <http://www.crjo.nsw.gov.au>

Canberra Region Joint Organisation
Statement by Members of the Board
for the year ended 30 June 2021

Canberra Region Joint Organisation

Statement by Members of the Board and Management made pursuant to Section 413 (2c) of the *Local Government Act* 1993 (NSW)

The attached general purpose financial statements have been prepared in accordance with:

- the *Local Government Act 1993* (NSW) and the regulations made thereunder
- the Australian Accounting Standards – Simplified Disclosures and other pronouncements of the Australian Accounting Standards Board
- the Joint Organisations Supplement to the Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these statements:

- present fairly Canberra Region Joint Organisation operating result and financial position for the period
- accord with Canberra Region Joint Organisation accounting and other records.

We are not aware of any matter that would render this report false or misleading in any way.

Signed in accordance with a resolution of the Board of CANBERRA REGION JOINT ORGANISATION
made on 29 October 2021.



Rowena Abbey
Chairperson
29/10/2021



Kalina Koloff
Executive Officer
29/10/2021



James Hayes
Voting Representative Board Member
29/10/2021

Attachment 7.1.2

Canberra Region Joint Organisation
Income Statement Other Comprehensive Income
for the year ended 30 June 2021

Canberra Region Joint Organisation

Statement of Income and Accumulated Surplus for the year ended 30 June 2021

	Notes	2021 \$	2020 \$
Income			
Member council contributions	B1-1	426,914.00	369,100.38
User charges and fees	B1-2	292,943.59	94,158.49
Grants provided for operating purposes	B1-3	1,062,119.25	463,227.00
Grants provided for capital purposes	B1-3	-	-
Interest and investment revenue	B1-4	3,695.80	7,502.16
Other income	B1-5	300,114.58	173,471.45
Total income		2,085,787.22	1,107,459.48
Expenses			
Employee benefits and on-costs		764,572.51	819,681.19
Administrative expenses	B2-1	1,155,535.46	798,016.73
Borrowing costs	B2-2	38.18	4,405.37
Depreciation	C1-4/C2-1	54,905.26	25,191.80
Total expenses		1,975,051.41	1,647,295.09
Net operating result for the period		110,735.81	(539,835.61)
Net result for the period		110,735.81	(539,835.61)
Accumulated surplus at 1 July		581,555.69	
Restatement of accumulated surplus for changes in accounting policy	F3		
Restatement of accumulated surplus for corrections in prior year periods	F3		
Accumulated surplus as at 30 June		692,291.50	581,555.69

*The above Income Statement and Other Comprehensive Income should be read in conjunction with the accompanying notes.

Attachment 7.1.2

Canberra Region Joint Organisation
Statement of Financial Position
for the year ended 30 June 2021

Canberra Region Joint Organisation

Statement of Financial Position as at 30 June 2021

	Notes	2021 \$	2020 \$
ASSETS			
Current assets			
Cash and cash equivalents	C1-1	1,537,299.27	931,941.46
Investments	C1-2	504,141.05	504,141.05
Receivables	C1-3	73,178.80	47,220.98
Other		2,583.12	-
Total current assets		2,117,212.24	1,533,303.49
Non-current assets			
Investments	C1-2	-	-
Property, plant and equipment	C1-4	62,203.07	86,535.60
Right of use assets	C2-1	55,058.77	-
Total non-current assets		117,261.84	86,535.60
Total assets		2,234,474.08	1,619,839.09
LIABILITIES			
Current liabilities			
Payables	C3-1	172,930.20	421,203.46
Contract liabilities	C3-2	1,296,590.91	617,079.94
Lease liabilities	C2-1	24,465.79	-
Employee benefit provisions	C3-3	17,586.60	-
Total current liabilities		1,511,573.50	1,038,283.40
Non-current liabilities			
Contract liabilities	C3-2	-	-
Lease liabilities	C2-1	30,609.08	-
Employee benefit liabilities	C3-3	-	-
Total non-current liabilities		30,609.08	-
Total liabilities		1,542,182.58	1,038,283.40
Net assets		692,291.50	581,555.69
EQUITY			
Accumulated surplus		692,291.50	581,555.69
Total equity		692,291.50	581,555.69

*The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Canberra Region Joint Organisation**Statement of Cash Flows
for the year ended 30 June 2021**

	Notes	2021 \$	2020 \$
Cash flows from operating activities			
Receipts:			
Contributions from member councils		469,605.40	406,469.89
User charges and fees		581,787.87	93,163.10
Grants		1,657,078.01	1,128,526.30
Investment received		3,695.80	7,502.16
Other		174,522.80	195,250.19
Payments:			
Employees and services		(2,214,607.29)	(845,576.17)
Borrowing costs		-	(4,405.37)
Other		-	(793,254.07)
Net cash flows from operating activities		672,082.59	187,676.03
Cash flows from investing activities			
Receipts:			
Proceeds from Sale of property, plant and equipment		-	2,119.80
Payments:			
Payments for property, plant and equipment		(12,219.81)	(46,610.25)
Other		(2,583.12)	-
Net cashflows from investing activities		(14,812.93)	(44,490.45)
Cash flows from financing activities			
Receipts:			
Proceeds from investments		-	4,874.77
Other		-	-
Payments:			
Repayment of lease liabilities		-	-
Other		(51,911.85)	-
Net cash flows from financing activities		(51,911.85)	4,874.77
Net change in cash and cash equivalents		605,377.81	148,060.35
Cash and cash equivalents at beginning of year		1,436,082.51	1,288,022.16
Cash and cash equivalents at end of year	C1-1	2,041,440.32	1,436,082.51

*The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Canberra Region Joint Organisation

Notes to the Financial Statements for the year ended 30 June 2021

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A. About the Joint Organisation and these financial statements

A1. Basis of preparation

These financial statements were authorised for issue by the Board of the Joint Organisation on 29/10/2021. The Board has the power to amend and reissue these financial statements.

The principal accounting policies adopted in the preparation of these financial statements are set out below.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards – Simplified Disclosures, the Local Government Act 1993 (NSW) and Regulations, and the Joint Organisation Code of Accounting Practice and Financial Reporting. CRJO is a not-for-profit entity. The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

a. New and amended standards adopted by CRJO

No new AASB standards were adopted for the 2021 financial year.

b. Historical cost convention

These financial statements have been prepared under the historical cost convention.

c. Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the CRJO's accounting policies. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the CRJO and that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

CRJO makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

employee benefit provisions – refer Note C3-4.

Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the Statement of Financial Position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities that are recoverable from, or payable to the taxation authority are presented as operating cash flows.

COVID-19 Impacts

COVID-19 has had no impact on the operations of the Canberra Region Joint Organisation. There have been no financial impacts to date, and it is anticipated COVID-19 will have no financial impacts in future years.

B. Financial performance**B1. Sources of income****B1-1 Member Council contributions**

	2021	2020
	\$	\$
Bega Valley Shire Council	36,448.00	31,593.77
East Gippsland Shire Council	11,512.00	10,034.43
Eurobodalla Shire Council	39,482.00	34,418.80
Goulburn Mulwaree Council	33,756.00	29,077.42
Hilltops Council	24,462.00	20,701.67
Queanbeyan Palerang Regional Council	56,168.00	49,099.61
Snowy Monaro Regional Council	25,964.00	22,051.39
Snowy Valley Council	21,190.00	17,720.52
Upper Lachlan Shire Council	16,130.00	13,006.46
Wagga Wagga City Council	44,934.00	39,748.73
Wingecarribee Shire Council	48,880.00	42,626.37
Yass Valley Shire Council	23,054.00	19,272.48
ACT Government	44,934.00	39,748.73
Total member council contributions	426,914.00	369,100.38

Accounting policy

Contributions by member councils are recognised as revenue at the point in time when the amount to be paid for the period has been determined and communicated to councils. The contribution may be in the form of a cash payment or non-monetary contribution (which is recorded at its fair value).

The methodology for determining the contribution is:

- equal contributions by all member councils in order to perform the principal functions of delivering on strategic regional priorities, regional leadership and intergovernmental cooperation.
- contributions by participating member councils for other functions of enhancing strategic capacity and direct service

Attachment 7.1.2

Canberra Region Joint Organisation
Notes to the financial statements
for the year ended 30 June 2021

B1-2 User charges and fees

	2021 \$	2020 \$
EPA Contaminated Land (Western Cluster)	25,678.68	-
EPA Contaminated Land (Eastern Cluster)	25,009.56	40,000.00
EPA Regional Co-Ordination Support	-	24,444.00
EPA Litter Project	32,050.83	4,483.00
EPA Illegal Dumping	9,000.00	2,000.00
EPA CRC Education	11,500.00	5,000.00
EPA Love Food Hate Waste	-	2,000.00
Private Vehicle User Fees	17,976.20	16,231.49
EPA – Green Waste Data Collection	24,811.33	-
OLG - JO Capacity Building Program	42,601.27	-
EPA – Household Chemical Cleanup	27,790.06	-
Paintback Program	2,794.35	-
Regional Community Strategic Plan	73,731.31	-
Total user charges and fees	292,943.59	94,158.49

Timing of revenue recognition for user charges and fees

User charges and fee recognised over time	274,967.39	-
User charges and fee recognised at a point time	17,976.20	-
Total user charges and fees	292,943.59	-

Accounting policy

Revenue arising from user charges and fees is recognised when or as the performance obligation of providing the related service is completed, and the customer receives the benefit of the goods / services being provided.

Attachment 7.1.2

Canberra Region Joint Organisation
Notes to the financial statements
for the year ended 30 June 2021

B1-3 Grants

	2021 <u>Operating</u> \$	2020 <u>Operating</u> \$
EPA – Regional Coordination Support Fund	23,985.32	244,443.00
EPA – Household Chemical Cleanout	108,285.00	
EPA – Contaminated Land Eastern Cluster	119,791.51	-
EPA – Contaminated Land Western Cluster	128,688.28	-
EPA – CRC Education 2019-2021	122,667.00	
EPA – Litter Regional Implementation	29,888.00	-
EPA – EPA Green Waste Data Collection	56,000.00	-
EPA – Waste Less Recycle More	316,437.98	
DPIE – Bin Trim	103,200.00	64,800.00
EPA – Love Food Hate Waste	(8,837.32)	
EPA – Regional Waste Education Support	(4,262.00)	
DCJ – BCCRF	(0.70)	
DPIE – Regional Support Officer	(16,461.82)	
OLG – JO Capacity Building Funding	15,868.00	134,832.00
OLG – Climate Resilient Housing Toolkit	26,870.00	-
OEH – Regional BioDiversity Officer	40,000.00	19,852.00
Total grants	1,062,119.25	463,227.00
Comprising:		
– Commonwealth funding	-	-
– State funding	1,062,119.25	463,227.00
– Other funding	-	-
	1,062,119.25	463,227.00

Accounting policy

Grants - enforceable agreement with sufficiently specific performance obligations

Grant revenue arising from an agreement which is enforceable and contains sufficiently specific performance obligations is recognised as or when control of each performance obligations is transferred.

The performance obligations vary in accordance with each individual agreement.

Performance obligations may be satisfied either at a point in time or over time and this is reflected in the revenue recognition pattern. Point in time recognition occurs when the beneficiary obtains control of the goods / services at a single time (e.g. completion of the project when a report / outcome is provided), whereas over time recognition is where the control of the services is ongoing throughout the project (e.g. provision of community health services through the year).

Where control is transferred over time, generally the input methods of costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

Capital grants

Capital grants received under an enforceable contract for the acquisition or construction of infrastructure, property, plant and equipment to identified specifications which will be under the JO's control on completion are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project.

For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the JO.

Other grants

Assets (e.g. cash) received from other grants are recognised at fair value when the asset is received. The JO considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received

Attachment 7.1.2

Canberra Region Joint Organisation
Notes to the financial statements
for the year ended 30 June 2021

B1-4 Interest and investment income

	2021 \$	2020 \$
Interest on financial assets measured at amortised cost	3,695.80	7,502.16
Other	-	-
Total interest and investment income	3,695.80	7,502.16

Accounting policy

Interest and investment income is recognised using the effective interest rate at the date that interest is earned.

B1-5 Other Income

	2021 \$	2020 \$
(d) Other Income		
Procurement rebate	110,583.00	104,623.78
Management Fees	144,531.58	68,847.67
Reimbursements	45,000.00	-
	300,114.58	173,471.45

Accounting policy

Other income is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

Gains and losses on disposals are determined by comparing proceeds with carrying amount. The gain or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer and the asset is de-recognised.

B2. Cost of providing services

B2-1 Administrative expenses

	2021 \$	2020 \$
(a) Administrative expenses		
Accommodation	7,051.90	-
Accounting	16,535.00	-
Advertising	82,858.20	45,659.69
Audit Fees	11,275.00	
Bank Fees	466.82	710.96
Cleaning	3,213.21	2,874.63
Consulting	447,263.41	382,065.96
Freight & Courier	607.50	295.26
General Expenses	185,793.67	207,278.84
Insurance	14,991.46	10,444.51
Legal expenses	2,535.34	3,800.00
Light, Power, Heating	385.85	905.59
Meeting Expenses	36,263.97	46,229.06
Motor Vehicle Allowances	814.31	-
Motor Vehicle Expenses	19,944.80	28,043.34
Office Expenses	28,898.79	17,691.77
Printing & Stationery	2,805.63	6,721.40
Project Management	198,244.85	-

CRJO Financial Statements 2021

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Attachment 7.1.2

Canberra Region Joint Organisation
Notes to the financial statements
for the year ended 30 June 2021

Rent	3,304.56	4,609.18
Repairs and Maintenance	311.37	-
Sitting Fees	28,750.00	-
Subscriptions	56,973.14	7,308.70
Telephone & Internet	6,246.68	8,663.84
Operating leases:		-
– Buildings	-	12,274.00
– Computers	-	1,440.00
Total administrative expenses	1,155,535.46	787,016.73

Accounting policy

Employee benefit expenses

Employee benefit expenses are recorded when the service has been provided by the employee. Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Administrative expenses

Administrative expenses are recorded on an accruals basis as the JO receives the goods or services.

B2-2 Borrowing costs

	2021 \$	2020 \$
Interest on leases	38.18	-
Other borrowing costs	-	4,405.37
Total borrowing costs	38.18	4,405.37

Accounting policy

Borrowing costs are expenses as incurred.

Attachment 7.1.2

Canberra Region Joint Organisation
Notes to the financial statements
for the year ended 30 June 2021

C1. Assets we manage

C1-1 Cash and cash equivalents

	2021 \$	2020 \$
Cash at bank and on hand	1,543,910.87	1,442,426.64
Deposits at call	504,141.05	-
Credit Facility	(6,611.60)	(6,344.13)
	2,041,440.32	1,436,082.51
Restricted cash and cash equivalents		
External restrictions	1,296,590.91	1,023,680.03
Internal restrictions	-	-
Unrestricted	744,849.41	413,000.00
	2,041,440.32	1,436,082.51
Reconciliation of cash and cash equivalents		
Total cash and cash equivalents per statement of financial position	2,041,440.32	1,436,082.51
Less: bank overdraft	-	-
Balance as per statement of Cash Flows	2,041,440.32	1,436,082.51

Accounting policy

For Statement of Cash Flow presentation purposes, cash and cash equivalents include: cash on hand; deposits held at call with financial institutions; other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value; and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the Statement of Financial Position.

C1-2 Investments

	2021		2020	
	Current \$	Non-current \$	Current \$	Non-current \$
Debt securities at amortised cost				
- Term Deposits	504,141.05	-	504,141.05	-
	504,141.05	-	504,141.05	-

Accounting policy

Term deposits are initially recognised at fair value and then subsequently classified and measured at amortised cost. Interest income, impairment and gains or loss on derecognition are recognised in profit or loss.

Attachment 7.1.2

Canberra Region Joint Organisation
Notes to the financial statements
for the year ended 30 June 2021

C1-3 Receivables

	2021 Current \$	2020 Current \$
Receivables from member councils	45,678.80	35,127.32
Grant receivables	27,500.00	-
GST	-	12,093.66
Total	73,178.80	47,220.98
Less: provision for impairment:		
– Other (specify if material)	-	-
	-	-
Net receivables	73,178.80	47,220.98

Accounting policy

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

The JO applies the simplified approach for receivables in providing for expected credit losses prescribed by AASB 9, which permits the use of the lifetime expected loss provision. To measure the expected credit losses, debtors have been grouped based on shared credit risk characteristics and the days past due.

Attachment 7.1.2

Canberra Region Joint Organisation
Notes to the financial statements
for the year ended 30 June 2021

C1-4 Property, plant and equipment

	At July 1 2020			Movements			At 30 June 2021		
	Gross Carrying Amount	Accum Depn	Net Carrying Amount	Additions	Disposals	Depn	Gross Carrying Amount	Accum Depn	Net Carrying Amount
Office Equip	4,792	(4,792)	-	12,220	-	(12,220)	17,012	17,012	-
Vehicles	119,222	(32,686)	86,536	-	-	(24,333)	119,222	57,019	62,203
Totals	124,014	(37,478)	86,536	12,220	-	(36,552)	136,234	74,031	62,203

Accounting policy

Plant and equipment are measured on the cost basis less depreciation and impairment losses.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the JO and the cost of the item can be measured reliably. All other repairs and maintenance are expensed during the year in which they are incurred.

When property, plant and equipment are acquired by the JO for significantly less than fair value, the assets are initially recognised at their fair value at acquisition date.

Depreciation is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives.

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

C2. Leasing activities

C2-1 Joint Organisation as a lessee

(a) CRJO as a lessee

CRJO has leases over a range of assets including land and buildings and IT equipment. Information relating to the leases in place and associated balances and transactions is provided below.

Terms and conditions of leases

Buildings

The CRJO held a property lease over an office facility at 24 Richmond Avenue Canberra Airport Fairburn ACT. This lease was entered into on 1/8/2019 and expired on 31/7/2020.

The CRJO executed a property lease over an office facility at 6B & 6B-M, 2 Brindabella Circuit, Canberra Airport ACT 2609. This lease was entered into on 1/10/2020 and expires on 30/9/2023.

Attachment 7.1.2

Canberra Region Joint Organisation
Notes to the financial statements
for the year ended 30 June 2021

Right-of-use assets

	Buildings \$	Office and IT \$	Other \$	Total \$
Opening balance at 1 July 2020	64	-	-	64
Additions of right-of-use assets	73,412	-	-	73,412
Adjustments to right-of-use assets due to remeasurement of lease liability	-	-	-	-
Depreciation Charge	18,353	-	-	18,353
Impairment of right-of-use assets	64	-	-	64
Balance at 30 June 2021	55,059	-	-	55,059

Lease liabilities

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below.

< 1 year \$	1-5 year \$	> 5 year \$	Total \$	Total per statement of financial position \$
24,500	30,625	-	55,125	55,075

Extension options

Nil

Statement of Income and Accumulated Surplus

The amounts recognised in the Income Statement relating to leases where the CRJO is a lessee are shown below.

	\$
Interest on lease liabilities	40
Depreciation on right-of-use assets	18,353
Variable lease payments based on usage not included in the measurement of lease liabilities	-
Income from sub-leasing right-of-use assets	-
Expenses relating to short-term leases	-
Expenses relating to low-value assets	1,440

Statement of cash flows

	\$
Total cash outflow for leases	19,833

Leases at significantly below market value – Concessionary/peppercorn leases

Nil

Accounting policy

At inception of a contract, the CRJO assesses whether a lease exists – i.e. does the contract convey the right to control the use of an identified asset for a period of time in exchange for consideration?

CRJO has elected not to separate non-lease components from lease components for any class of asset and has accounted for payments as a single component.

At the lease commencement, the CRJO recognises a right-of-use asset and associated lease liability for the lease term. The lease term includes extension periods where the JO believes it is reasonably certain that the option will be exercised.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives. The right-of-use asset is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

The lease liability is initially recognised at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however where this cannot be readily determined then the CRJO's incremental borrowing rate for a similar term with similar security is used.

Attachment 7.1.2

Canberra Region Joint Organisation
Notes to the financial statements
for the year ended 30 June 2021

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is re-measured when there is a lease modification or change in estimate of the lease term or index upon which the lease payments are based (e.g. CPI).

Where the lease liability is re-measured, the right-of-use asset is adjusted to reflect the re-measurement.

Exceptions to lease accounting

CRJO has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. CRJO recognises the payments associated with these leases as an expense on a straight-line basis over the lease term

C3. Liabilities of the joint organisation

C3-1 Payables

	2021 Current \$	2020 Current \$
Payables		
Trade payables	132,177.67	313,595.77
Superannuation Payable	-	5,408.20
PAYG Tax Payable	15,026.00	60,804.00
GST	25,726.53	-
Other	-	1,040.76
Total payables	172,930.20	421,203.46
Borrowings		
Bank overdraft	-	-
Total borrowings	-	-

Accounting policy

The JO measures all financial liabilities initially at fair value less transaction costs; subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

Trade payables represent liabilities for goods and services provided to the JO prior to the end of financial period that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

C3-2 Contract liabilities

	2021 Current \$	2020 Current \$
Funds to construct JO controlled assets	-	-
Funds received prior to performance obligation being satisfied	1,296,590.91	617,079.94
Other	-	-
Total payables	1,296,590.91	617,079.94

Accounting policy

When an amount of consideration is received from a customer / fund provider prior to CRJO transferring a good or service to the customer, CRJO presents the funds which exceed revenue recognised as a contract liability

Attachment 7.1.2

Canberra Region Joint Organisation
Notes to the financial statements
for the year ended 30 June 2021

C3-3 Employee benefits

	2021		2020	
	Current	Non-current	Current	Non-current
	\$	\$	\$	\$
Employee benefit provisions				
Annual leave	17,586.60	-	40,354.73	-
Long-service leave	-	-	-	-
Total provisions	17,586.60	-	40,354.73	-

Current provisions not expected to be settled within the next 12 months

- - -

Accounting policy

Short-term obligations

Liabilities for wages and salaries (including non-monetary benefits and annual leave expected to be wholly settled within 12 months after the end of the period in which the employees render the related service) are recognised in respect of employees' services up to the end of the reporting period, and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

Other long-term employee benefit obligations

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits, and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

On-costs

The employee benefit provisions include the aggregate on-cost liabilities that will arise when payment of current employee benefits is made in future periods.

These amounts include superannuation, payroll tax and workers compensation expenses that will be payable upon the future payment of certain leave liabilities which employees are entitled to at the reporting period.

The obligations are presented as current liabilities in the Statement of Financial Position if the JO does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur.

D. Risks and accounting uncertainties

D1. Financial risk management

Risk management

The JO's activities expose it to a variety of financial risks, including credit risk, liquidity risk, and interest rate risk.

Financial risk management is carried out by the finance team under policies approved by the JO Board.

D2. Contingencies

The CRJO has nil contingent assets or liabilities.

E. People and relationships

E1. Related part disclosures

E1-1 Key management personnel

Key management personnel (KMP) of the JO are those persons having the authority and responsibility for planning, directing and controlling the activities of the JO, directly or indirectly.

The aggregate amount of KMP compensation included in employee expenses is \$210,000

E1-2 Other related parties

The CRJO has nil other related party disclosures.

E2. Other relationships

E2-1 Audit fees

	2021 Current \$	2020 Current \$
Auditors of the CRJO – NSW Auditor General		
Audit of financial statements	11,365.00	11,275.00
Other services	-	-
Total fees paid to Auditor General	11,365.00	11,275.00

Attachment 7.1.2

Canberra Region Joint Organisation
Notes to the financial statements
for the year ended 30 June 2021

F. Other matters

F1. Commitments

The CRJO has Nil Commitments

F2. Events occurring after the reporting date

The CRJO has Nil events to report

F3. Changes from prior year

The CRJO has Nil changes to report



Ms Rowena Abbey
Chairperson
Canberra Region Joint Organisation
6B & 6B-M, 2 Brindabella Circuit
Canberra Airport

Contact: Lisa Berwick
Phone no: 02 9275 7165
Our ref: D2121928/1857

29 October 2021

Dear Ms Abbey

Report on the Conduct of the Audit for the year ended 30 June 2021 Canberra Region Joint Organisation

I have audited the general purpose financial statements (GPFS) of the Canberra Region Joint Organisation (the Joint Organisation) for the year ended 30 June 2021 as required by section 415 of the *Local Government Act 1993* (the Act). I expressed an unmodified opinion on the Joint Organisation's GPFS.

This Report on the Conduct of the Audit (the Report) for the Joint Organisation for the year ended 30 June 2021 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

PERFORMANCE

Net result

The Joint Organisation's net result for the year ended 30 June 2021 was \$110,736.

The Joint Organisation's primary income source during the year was from operating grants of \$1,062,119 which contributed to 51 per cent of the Joint Organisation's income from continuing operations of \$2,085,787. The NSW Environmental Protection Agency was the main source of operating grants. The Joint Organisation also received \$426,914 of income from member council contributions.

The Joint Organisation's total operating expenses from continuing operations for the year ended 30 June 2021 was \$1,975,051 which primarily consisted of employee benefits and on-costs of \$764,573 and administration expenses of \$1,155,535.

Financial position

At 30 June 2021, the Joint Organisation had total assets of \$2,234,474 and net assets of \$692,292. The Joint Organisation's main assets consist of cash and investments of \$2,041,440 and Receivables of \$73,179.

OTHER MATTERS

Legislative compliance

My audit procedures did not identify any instances of non-compliance with legislative requirements or a material deficiency in the Joint Organisation's accounting records or financial statements. The Joint Organisation's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.



Lisa Berwick
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

cc: Ms Kalina Koloff, Chief Executive Officer



INDEPENDENT AUDITOR'S REPORT

Report on the general purpose financial statements

Canberra Region Joint Organisation

To the Board of the Canberra Region Joint Organisation

Opinion

I have audited the accompanying financial statements of Canberra Region Joint Organisation (the Joint Organisation), which comprise the Statement by Members of the Board and Management, the Statement of Income and Accumulated Surplus for the year ended 30 June 2021, the Statement of Financial Position as at 30 June 2021, and Statement of Cash Flows for the year ended 30 June 2021 and notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion:

- the Joint Organisation's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
 - have been prepared, in all material respects, in accordance with the requirements of this Division
 - are consistent with the Joint Organisation's accounting records
 - present fairly, in all material respects, the financial position of the Joint Organisation as at 30 June 2021, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards—Simplified Disclosures
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Joint Organisation in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Attachment 7.1.2

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of joint organisations
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

The Board's Responsibilities for the Financial Statements

The Board is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards–Simplified Disclosures and the *Local Government Act 1993*, and for such internal control as the Board determines is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for assessing the Joint Organisation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Joint Organisation carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Lisa Berwick
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

29 October 2021
SYDNEY

Payment of Expenses Provision of Facilities and Allowances to Board Members

The Payment of Expenses Provision of Facilities and Allowances to Board Members Policy was ratified at the CRJO Board meeting of 15 February 2019. Costs and expenses related to CRJO Board members for the 2020-21 year are outlined below:

Provision of dedicated office equipment allocated to Board Members.	Nil. Refer clause 5.4 of policy.
Telephone calls made by Board Members.	Nil Refer clause 5.4 of policy.
Attendance of Board Members at conferences and seminars.	Nil. Refer clause 5.4 of policy.
Interstate visits, including transport, accommodation and other out-of-pocket travelling expenses.	Not applicable. No interstate travel undertaken by Board members.
Overseas visits, including transport, accommodation and other out-of-pocket travelling expenses.	Not applicable. No international travel undertaken.
Expenses of any spouse, partner or other person who accompanies Board Members in the performance of his or her civic functions.	Not applicable. CRJO does not meet the cost of Board Members' spouses, partners and accompanying persons. Refer clause 5.3 of policy.
Expenses involved in the provision of care for a child of, or an immediate family member of a Board Member.	Not applicable. Refer clause 5.7.2 in policy.
Board Member sitting fees.	Total: \$11,000.00
Board meeting expenses.	Total: \$5,122 (Ex GST)



Details of Contracts Awarded by CRJO

The CRJO did not award any contracts above \$150,000 during the 2019/2020 financial year.

Other minor contracts of \$100,000 or less for advice and services included;

- Audit Office of New South Wales
- Baker Deane & Nutt
- Biota Sustainability
- Eaton Gorge Theatre Company Pty Ltd
- Edge Environment Pty Ltd
- Impact Environmental Consulting
- Jennifer Lang Australia
- Kategic Strategic Solutions
- KPMG Australia
- Kyla Davies Creative & Interactive Design
- Lib Creative
- Little Waste Co
- Mia Swainson
- Moulis Legal
- MRA Consulting Group
- N.Marinovic
- OPC IT
- People Dynamics
- Pikes & Verekers Lawyers
- Projectura Pty Ltd

Grants

The CRJO received continued funding for the UPSS Contaminated Lands Program and the Regional Waste and Resource Recovery Program from the NSW EPA which supported 4 FTE positions and associated project costs.

The CRJO was successful in attracting a number of grants to deliver expanded services to member Councils from programs aimed at supporting Bushfire impacted communities.

Grant	Snapshot	Amount
Increasing Resilience to Climate Change Grants – NSW Government, DPIE with additional contributions from Insurance Council of Australia Th Minderoo Foundation	<u>The Canberra Region Climate Resilient Housing Toolkit</u> The Toolkit will provide guidance to homeowners on action they can take to protect their homes from bushfires, floods and other natural hazards. Council will be able to work with their communities to build resilience and reduce insurance liability for existing homes.	\$179,500
The Bushfire Community Recovery and Resilience Fund	<u>Simtable for the South East</u> This project will provide a state of the art tool to engage communities in localised place-based emergency information sessions. This will assist communities to understand their hazard and bushfire risk and identify how they can plan for future disasters.	\$216,529
The Bushfire Community Recovery and Resilience Fund	<u>Identifying Vulnerable Contaminated Lands</u> Development of a Spatial Data Mapping Tool to assist Councils identify land parcels and sites containing unknown underground Petroleum Storage Systems (UPSS) and other contamination substances of a combustible or accelerant nature that pose a hazard risk.	\$223,225
The Bushfire Community Recovery and Resilience Fund	<u>A Blueprint for a Resilient SE NSW</u> Enabling the communities of SE NSW to be better prepared for recovery and resilient to hazards by 1. building awareness; 2. facilitating community empowerment in decisions; and 3. embedding resilience in community, Council and regional planning documents. <i>*This project has been awarded a grant of \$2,760,500 in 2021/22 through the Bushfire Local Economic Recovery Fund to expand and implement the Blueprint</i>	\$299,285



Legal Costs

The CRJO incurred no legal costs in relation to legal proceedings taken either by or against the CRJO.

Delegated Functions

The CRJO did not engage any external body to exercise functions delegated by the CRJO.

Interest

The CRJO does not control or hold interest in any corporations, partnerships, trusts, joint ventures, syndicates or other bodies and did not participate with any of the abovementioned entities (whether or not incorporated) during the year.

Equal Employment Opportunity (EEO)

In 2020-21, the CRJO employed two full-time staff, the Chief Executive Officer and an Executive and project Support Officer. Three full-time staff were employed under grant agreements to deliver Regional Waste and Resource Recovery Program and the Contaminated Land Program. A further casual staff member was engaged to deliver the grant funded Regional Food Donation project.

Remuneration Package of Executive Officer

The total remuneration package for the CRJO Chief Executive Officer in 2020-21 was \$200,000 including salary, superannuation. No bonus, performance or other payments that do not form part of the salary component were included.

The CRJO had no other senior staff members during this period.

Capital Works Projects

The CRJO did not undertake any capital works projects.

Government Information Public Access (GIPA)

The CRJO received no requests for public access to government information.

Information included on public disclosure activity

The CRJO has a Public Disclosure Policy and register, however did not receive any public requests for access.



Attachment 7.1.3



Policy title	CRJO Charter
Responsible Officer	Chief Executive Officer
Review Period	Annually
Endorsed by CRJO Board	October 2021
Next revision	October 2022
Version	3

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Preamble

The operation of and governance principles for the Canberra Region Joint Organisation is guided by this Charter, which has been adopted by resolution of the board.

Name and legal status

- a. The name of the joint organisation is the **Canberra Region Joint Organisation (CRJO)**.
- b. The Canberra Region Joint Organisation is a body corporate proclaimed under the *Local Government Act 1993* (the Act) with the legal capacity and powers of an individual.

See the proclamation forming this joint organisation at

<https://legislation.nsw.gov.au/regulations/2018-192.pdf> for further information about the membership and functions of the Canberra Region Joint Organisation and other key matters.

- c. While the principal functions of the joint organisation are provided for in the Act and through this Charter, powers are also conferred on the joint organisation as a statutory corporation under section 50 of the *Interpretation Act 1987*. Other functions may be conferred on a joint organisation by legislation and may be delegated to a joint organisation by one or more member councils.

Interpretation

This Charter is to be interpreted in accordance with the *Local Government Act 1993* and *Local Government (General) Regulation 2005* and the *Interpretation Act 1987*.

Definitions

In this Charter, the following terms are used as below. 'Act' means the *Local Government Act 1993*.

Regulation	The <i>Local Government (General) Regulation 2005</i> .
Affiliate	Means a person(s) or an entity other than a government organisation that has been determined by the Board to be a non-voting member and includes corporate and not-for-profit organisations.
Board	Means the joint organisation board, consisting of the mayors of each member council, any additional voting representatives of these member councils appointed under section 400T of the Act and any other non-voting representatives who may attend, but are not entitled to vote at, a meeting.
Charter	Means this document, outlining the operational and governance principles for the Joint Organisation and any other agreed matters, consistent with the Act and other laws.
Chair	Means the person, who is a mayor, elected to the office of chairperson by the voting representatives on the Board from among the voting representatives who are mayors.

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Councillor	Means a person elected or appointed to civic office and includes a mayor.
Chief Executive Officer	Means the person employed by the Joint Organisation to conduct the day-to-day management of the Joint Organisation in accordance with strategic regional priorities and other plans, programs, strategies and policies of the Joint Organisation and to implement without delay the lawful decisions of the joint organisation. The Chief Executive Officer has the role and functions of the Executive Officer as defined under the Act.
General Manager	Means the person employed by a council to conduct the day-to-day management of the council in accordance with strategic plans, programs, strategies and policies of the council and to implement without delay the lawful decisions of the council.
Joint organisation (JO)	Means an organisation established under Part 7 Chapter 12 of the <i>Local Government Act 1993</i> .
Member council	Means those councils proclaimed under the Act to be part of the Canberra Region Joint Organisation.
Associate member council	Means those councils that are not proclaimed under the Act to be part of the Canberra Region Joint Organisation.
Mayor	Means a person elected or appointed to civic office, who is the leader of the council.
Non-voting member	Means those councils and other organisations or individuals that are members of the Joint Organisation but do not have the right to vote.
Non-voting representative	Means the chosen representative of a non-voting member of the Board (sometimes called an 'associate member'). This includes: <ul style="list-style-type: none">• An employee of the public service nominated by the Secretary, Department of Planning, Industry and Environment.• Any other individual or representative of a council or other organisation invited by the Board to represent a non-voting member of the Board.• Any other person or a member of a class of persons prescribed by the Regulation.
Voting representative	Means a representative of a member council on the Board.
Majority	Means 50% plus one (1) of voting members

Adopting the Charter

- a. The Draft Charter was formally considered by the Canberra Region Joint Organisation at its inaugural Board meeting held on Friday, 29 June 2018. The Board resolved to refer the document to member Councils for comment. The Charter was adopted at the Board meeting held on 14 September 2018.
- b. This Charter is available via the following website administered by the Joint Organisation <http://www.crjo.nsw.gov.au>.

Amending the Charter

This Charter will be reviewed every two years at the time of the election of the Chair or at any other time by resolution of the board.

2. Establishment

Vision & Mission

Vision - the Canberra Region Joint Organisation is the regional body advocating for strong regional partnerships that delivers improved outcomes to our regional communities.

Principles

The CRJO commits to applying the following operating and governance principles in all its activities:

a. Operating Principles

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

b. Governance Principles

- i. **Understanding** the role of the JO in assisting Councils and the State Government to deliver outcomes
- ii. **Ethics and Integrity** are embedded in operations and decision making
- iii. **Accountability** – there are clear lines of responsibility and delegations
- iv. **Finance Sustainability** – the organisation can meet all its ongoing financial commitments
- v. **Communication** – is open, responsive and transparent for all parties
- vi. **A Governance Framework** comprises:
 - **Policies** - Policies adopted by the Board and those policies that are outward looking or affect the Board
 - **Protocols** - Staff policies adopted via General Managers Advisory Group (GMAG) decision.
 - **Procedures** - Operational procedures to be implemented by the EO in consultation with GMAG.

Principal Functions

The principal functions of the Canberra Region Joint Organisation will be to:

- a. Establish strategic regional priorities for the Joint Organisation area and develop strategies and plans for delivering these priorities.
- b. Provide regional leadership for the Joint Organisation area and to be an advocate for strategic regional priorities.
- c. Identify and take up opportunities for intergovernmental cooperation on matters relating to the Joint Organisation area.

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- a. The other services, functions or types of functions The Canberra Region Joint Organisation will undertake are:
 - i. Joint procurement where agreed between parties
 - ii. Collaboration to achieve outcomes for the region or individual members
 - iii. Provide the key regional linkage to the south East and Tablelands Regional Strategy, Destination Southern NSW and Regional Economic Development Strategies.
 - iv. Employment of appropriately qualified personnel to deliver grants, JO-funded programs and projects.
- b. The board may, from time to time, determine whether and how to undertake any other functions.

3. Membership

Voting Members

- a. The following are 'member councils' of the Canberra Region Joint Organisation:
 - Bega Valley Shire Council
 - Eurobodalla Shire Council
 - Goulburn Mulwaree Council
 - Hilltops Councils
 - Queanbeyan-Palerang Regional Council
 - Snowy Monaro Regional Council
 - Snowy Valleys Council
 - Upper Lachlan Shire Council
 - Wingecarribee Shire Council
 - Yass Valley Council
- b. The voting member for each Council will be the Mayor or designated alternate who is an elected member of that Council.

Non-voting members

- a. The following are non-voting members of the CRJO:
 - i. The NSW Government, as represented by a nominee of the Secretary of the Department of Planning, Industry and Environment, currently the Regional Director South East NSW.
 - ii. Representatives of Associate member organisations:
 - ACT Government
 - East Gippsland Shire Council
 - Wagga Wagga City Council
 - iii. General Managers of member Councils
 - iv. Affiliates

Changes in membership

- a. A proclamation is required for a Joint Organisation to change voting members.

Attachment 7.1.3

- b. Any voting member proposing to withdraw from the Joint Organisation must give 12 months written notice to the Board.
- c. This Charter may be amended to change non-voting members of the Board. In deciding whether to propose or support a change in membership, the CRJO will:
 - At the request of a member, consider a draft resolution seeking membership change, and
 - Following a resolution in support, amend this Charter as set out section 1.6 to change membership as set out at section 3.2.

Financial contributions

a. Annual Member Contributions

Each member council is to contribute an annual monetary payment or equivalent contribution based on the following methodology:

- i. A flat Fee of \$10,000
- ii. A population fee of 77 cents per head
- iii. Both the above fee components being increased annually in accordance with the rate peg unless otherwise determined by the Board

NB: the population being based on the most recent Estimated Resident Population (ERP) of the Local Government Area of the member Council by the Australian Bureau of Statistics.

b. Associate Member Contributions

Contributions to be as follows unless otherwise determined by the Board:

- i. 75% of the calculated member contribution fee for councils located in NSW
- ii. 25% of the calculated member contribution fee for councils outside NSW (East Gippsland)
- iii. The ACT Government's contribution be determined via the development and review of a Memorandum of Understanding (MOU) between CRJO and the ACT Government.

Member councils will be consulted about proposed contributions by:

- iv. The Board resolving a draft schedule of fees for the upcoming financial year.
- v. Seeking feedback from member Councils on the draft schedule of fees.
- vi. The Board determining the final schedule of fees by resolution following consideration of feedback from member Councils.

c. Affiliates

Membership fees of affiliates will be determined by the Board on a case by case basis.

d. Other Contributions

Contributions for other projects /activities shall be at the discretion of the individual member. Members may choose to be a voluntary participant in the project/activity unless the Board has determined that it is a *critical matter* for the CRJO (refer CI 3.5).

Decision resolution

- a. In the event that the resolution of a *critical matter* to be determined by the Board is lost, the mechanism for the Board to move *critical decisions* forward is as follows:

Step 1– internal resolution using one or more of the following:

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- Take into account board member views and rework the proposal.
- Establish a specific sub-committee to review and rework the proposal.
- Set aside time for the Board to discuss the proposal prior to the next Board meeting.
- Obtain and present to the Board advice from an expert or an independent report.

Step 2 – independent mediation (may include using any of the processes outlined in Step 1):

- Board resolves to work with an independent mediator to support Board to resolve the decision.
- Where a mediator cannot be agreed, the Board request the Office of Local Government (OLG) to appoint a mediator.

Step 3 – appoint an independent arbitrator

- Board resolves to appoint an independent arbitrator to support Board to resolve the decision.
- Where the arbitrator cannot be agreed, the board request the OLG to appoint an arbitrator.

b. Critical matters to be determined by the board include:

- i. adoption of a Statement of Strategic Regional Priorities
- ii. adoption of the Annual Performance Statement and Financial Statements
- iii. a project/ activity deemed by the Board to be a *critical matter* by resolution as it will require a financial contribution from all member councils OR it is deemed to be a significant matter impacting on the organisation or across the region.

Dispute resolution

In the event of a dispute between Board members that arises from or relates to the Canberra Region Joint Organisation, the following steps will be taken to resolve that dispute:

- a. Relevant members will advise the joint organisation prior to taking legal action.
- b. Relevant members will give notice to board members specifying the nature of the dispute.
- c. On receipt of notice, member councils must endeavour in good faith to resolve the dispute promptly using informal dispute resolution techniques such as mediation, expert evaluation or determination or similar techniques, as agreed by those members.
- d. members that are parties to the dispute will pay the mediator's costs

4. The Board

Governing Board and role

- a. The Board of the Canberra Region Joint Organisation consists of:
 - the Mayors of each member council
 - any alternate elected member appointed as an alternate in the absence of Mayor
 - a representative of the NSW Government, nominated by the Secretary of the Department of Planning Industry and Environment, who is Regional Director South East NSW

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- General Managers of member Councils (non-voting)
- Chief Executive Officer (non-voting)
- b. The role of the board is to direct and control the affairs of the Joint Organisation.

Chair and role

- a. The Chair is responsible for the conduct of meetings and shall be elected every two years by the voting representatives of the Board from one of the mayoral representatives. In the absence of the Chair, the Deputy Chair or a person elected at the meeting is to preside at the meeting. The Chair does not have a casting vote.
- b. The Chair is the Joint Organisation's spokesperson on strategic matters and will represent the Joint Organisation at regional forums where possible. On specific issues, the Chair may elect to delegate the spokesperson to be the Deputy Chair or the Mayor of a member Council.
- c. An annual remuneration shall be paid to the Chair with the fixed amount to be determined by the Board for each financial year.

Alternates

Member councils that choose to appoint an alternate representative must notify the Joint Organisation of that person's name and position.

Advisory Groups and working groups

- a. The Canberra Region Joint Organisation establishes the General Managers Advisory Group, otherwise known as GMAG, as a formal group to provide recommendations to the Board at each Ordinary Meeting of the Board.
- b. GMAG is delegated by the Board to create working groups and networks as required to assist the delivery of the functions of CRJO.
- c. Working Groups shall report through GMAG to the Board, however in special circumstances may be approved by GMAG to report directly to the Board.
- d. Working Groups may include (but not limited to) key strategic and operational areas such as: Economic Development, Tourism, Infrastructure, Planning (land use), Strategic Planning, Waste and Resource Recovery, Human Resources, Procurement and Information Technology.
- e. Committees and advisory groups may also be established from time to time by Board resolution.
- f. GMAG is also delegated by the Board to oversee the performance of the EO.

5. Meetings

Meeting frequency

- a. The Board will meet a minimum four times each year preferable in each quarter. The location and timing to be determined on an annual basis with a minimum notice of three months.
- b. Meetings will be conducted in accordance with the [Code of Meeting Practice](#) adopted by the Board from time to time.
- c. Where necessary, the Chair may call extraordinary meetings.

Participation and quorum

a. Quorum

The quorum for a meeting is a majority of 50% plus 1 of the voting members who hold office for the time being and are not suspended from office.

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For the purpose of determining a quorum, those voting members who are attending meeting via electronic video (such as Skype) are to be considered as present.

If the calculation of 50% plus 1 of eligible voting members does not result in a whole number, the result is to be rounded up.

Note: As an example, 50% of 10 eligible voting members is 5, plus one additional voting member so the quorum for a meeting would be 6 eligible voting members.

b. **Non-Quorum Meeting**

A non- quorum meeting of the Board may be held if less than 50% of voting members are in attendance.

Business may be transacted at such a meeting subject to the requirements of section 5.3.

Voting and decision making

a. **Board Decisions**

All Board decisions shall require 50% plus 1 majority from the voting members.

To cover the instance where absences could result in not achieving a quorum, provision has been made for both quorum and non-quorum decision making with the proviso that at least 50% of members are in attendance.

b. **Out of Session Decisions**

Decisions that are required in between meetings may be determined by 50% plus one (1) majority written response to an email from the Chair.

Any out of session decision will be voided unless ratified by the Board at its next meeting.

c. **Quorum Decisions**

Decisions shall be reached in accordance with the [CRJO Code of Meeting Practice](#) which includes:

- Each voting Member is entitled to one vote.
- Non-voting members are not entitled to vote.
- The Chair DOES NOT have a second or casting vote.
- For a vote to be carried it must be supported by at least 50% plus one (1) of the Board members eligible to vote.

Note: This means 50% plus 1 of voting members, not simply of the voting members present at the meeting.

d. **Non-Quorum Decisions**

Decisions of non-quorum meetings must have registered 50% plus one (1) voting members 'in favour' within 7 days of the circulating the minutes.

Failure to comply with the above will void any non-quorum decision

A motion is taken to be defeated in the event there is a failure of 50% plus one (1) of votes in favour. The Chair, or person presiding at a meeting of the Board, does not have a casting vote.

Annual Performance Statement

The Canberra Region Joint Organisation will present the annual performance statement, audited financial statements at its fourth quarter ordinary meeting.

6. Other Matters

Consultation and publication

- a. The Canberra Region Joint Organisation will consult with all members in preparing the following documents required under the Act and will publish the adopted versions on the Joint Organisation website www.crjo.nsw.gov.au
 - [Statement of Strategic Regional Priorities](#)
 - [Annual Performance Statement which includes Audited Financial Reports.](#)
- b. The Canberra Region Joint Organisation will also publish an annual performance statement on its website.

Records

- a. The Joint Organisation will keep records and provide access to relevant information in accordance with the following legislation:
 - *State Records Act 1998*
 - *Government Information (Public Access) Act 2009*
- a. The public officer of the Canberra Region Joint Organisation is the **Chief Executive Officer** who may be contacted by email via reception@crjo.nsw.gov.au and via the website crjo.nsw.gov.au

Insurance

The Canberra Region Joint Organisation will ensure that appropriate insurance is taken out to indemnify all Board members and staff members, to provide workers compensation cover and public liability cover.

Indemnity

Representatives of members of the Board and staff of The Canberra Region Joint Organisation are protected from liability for functions and duties carried out or omitted honestly, in good faith and with due care and diligence.

Policies

- a. The Canberra Region Joint Organisation has adopted the following policies:
 - Code of Meeting Practice
 - Model Code of Conduct
 - Public Interest Disclosure Policy
 - Revenue Policy
 - Expenses and Facilities Policy
 - Procurement and Staff Delegations Policy
 - Records Management Policy
 - Credit Card Policy
 - Information and Communication Technology Policy
 - Email and Internet Policy
 - Motor Vehicle Leasing Policy
 - Drug and Alcohol Policy
- Further policies will be adopted by the Board annually in October and will be published on The Canberra Region Joint Organisation's website at www.crjo.nsw.gov.au.

Code of Conduct Reviewers Panel

- a. **Code of Conduct**

The Code of Conduct shall apply to all voting and non-voting members of the Board and all members of any advisory groups, committees and working groups or network groups of the CRJO.
- b. **Code of Conduct Reviewer's Panel**

Attachment 7.1.3

Code of Conduct Reviewers will be selected from list of approved *investigation service suppliers* listed under the NSW Government Prequalification Scheme for Performance and Management Services, administered by NSW Procurement.

Organisational Structure

- a. The Board approves the position of the Chief Executive Officer - fulfilling the role of the executive officer as defined by the Act and Regulations, reporting to the Board with the performance being overseen by GMAG.
- b. Other staff of the CRJO will be appointed by the Chief Executive Officer in consultation with GMAG to meet operational and strategic requirements.

Returns Disclosing Interests

- a. A register of all Returns will be kept by the Chief Executive Officer of all Council representatives who are Councillors or designated persons and the location of the disclosures they have completed at their Council.
- b. Returns shall not be required to be lodged by non-voting members.
- c. Designated persons that are employed by the CRJO shall complete a disclosure within three months of their appointment and the Chief Executive Officer will table the return at the next meeting of the Board.

Seal

Recognising that the Chief Executive Officer has the authority to authenticate documents under Section 683 *Local Government Act 1993*, the CRJO chooses not to create a seal for document certification.



1. Introduction

The Canberra Region Joint Organisation is governed by the Local Government Act 1993 and under REG 397 (i) joint organisations must have a statement of their revenue policy for each year. This policy should include:

- (a) an estimate of income and expenditure
- (b) the types of fees proposed to be charged
- (c) any proposed fees for non-business activities
- (d) statement of any proposed borrowings

NB: fees need not be disclosed for any information that could confer a commercial advantage on the competitor of the joint organisation.

2. Membership Fees

Membership fees shall be determined in accordance with the methodology adopted by the Board in the CRJO Charter as detailed in Section 3 of the Charter.

2.1 Annual Member Contributions

Each member council is to contribute an annual monetary payment or equivalent contribution based on:

- I. A flat fee of \$10,000
- II. A population fee of 77 cents per head

The 2021/22 annual member contribution represents an indexation of 2.5% on the base methodology listed above.

2.2 Associate Member Contributions

Contributions to be as follows unless otherwise determined by the Board:

- I. 75% of the calculated member contribution fee for councils located in NSW
- II. 25% of the calculated member contribution fee for councils outside NSW (East Gippsland)
- III. Affiliate membership fees of other entities determined by the Board on a case-by-case basis

2.3 Affiliate Member Contributions

- I. The initial membership fee for Affiliates be set at \$20,000.
- II. The terms of affiliate membership:
 - a. be offered as a non-voting membership to a person(s) or entity including corporate and not-for-profit organisations subject to a resolution of the Board.
 - b. be considered by the Board on a case-by-case basis where there is a benefit that is aligned to CRJO Strategic Priorities.



- c. be reviewed annually by the Board and the Affiliate as to whether continued membership remains applicable.
- d. attract a membership fee as determined by the annual membership fees or include in-kind support equivalent to a similar value.

2.4 Other Member Contributions

Contributions for other projects/activities shall be at the discretion of the individual member. Members may choose to be a voluntary participant in the project/activity.

3. Table 1 – Membership fees

\$10,000 Flat Fee + \$0.77 per head			0.77			2.50%	
LGA	Population (2018)	Flat Fee	Population Fee	Full Fee	Factor	2020-2021	2021-2022
Bega Valley	34348	\$10,000	\$26,448	\$36,448	1	\$36,448	\$37,359
Eurobodalla	38288	\$10,000	\$29,482	\$39,482	1	\$39,482	\$40,469
Goulburn Mulwaree	30852	\$10,000	\$23,756	\$33,756	1	\$33,756	\$34,600
Hilltops	18782	\$10,000	\$14,462	\$24,462	1	\$24,462	\$25,074
Queanbeyan-Palerang	59959	\$10,000	\$46,168	\$56,168	1	\$56,168	\$57,572
Snowy Monaro	20733	\$10,000	\$15,964	\$25,964	1	\$25,964	\$26,613
Upper Lachlan	7961	\$10,000	\$6,130	\$16,130	1	\$16,130	\$16,533
Yass Valley	16953	\$10,000	\$13,054	\$23,054	1	\$23,054	\$23,630
Wingecarribee	50493	\$10,000	\$38,880	\$48,880	1	\$48,880	\$50,102
Snowy Valleys	14532	\$10,000	\$11,190	\$21,190	1	\$21,190	\$21,720
Wagga Wagga	64820	\$10,000	\$49,911	\$59,911	0.75	\$44,934	\$46,057
ACT	411667	\$10,000	\$316,984	\$326,984	MOU	\$44,934	\$46,057
East Gippsland	46818	\$10,000	\$36,050	\$46,050	0.25	\$11,512	\$11,800
Total Member Contributions						\$426,914	\$437,586



4. 2021/22 Budget

A summary of the 2021/22 budgeted financial statements is provided below:

	2021/2022 \$'000
<i>Income Statement</i>	
Total income from continuing operations	2,125
Total expenses from continuing operations	<u>2,044</u>
Operating result from continuing operations	<u>(81)</u>
<i>Statement of Financial Position</i>	
Total current assets	1,468
Total current liabilities	26
Total non-current assets	41
Total non-current liabilities	<u>-</u>
Total equity	<u>1,483</u>

See Attachment 1 for the 2021/22 detailed budgeted financial statements.

5. Cost Recovery

The principle of full cost recovery and 'user pay' will apply to any services provided unless otherwise determined by the Board.

6. Statement of Proposed Borrowings

2021 – 2022 BORROWINGS	NIL
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7. Debt Policy

The CRJO will not borrow funds to create long term debt.

Funds will only be borrowed to address any short-term cash flow issues to ensure that there is sufficient liquidity to meet ongoing operational requirements. The short-term borrowing may be in the form of an overdraft negotiated with the CRJO's banking facility.



8. Competitive Neutrality

If the CRJO competes in the marketplace with other private providers, the CRJO will operate on the basis that it does not utilise its public position to gain an unfair advantage over private businesses that may be in competition with the CRJO.

9. Investment Policy

The CRJO will only invest monies above the requirements to meet short-term operational cost, ensuring that there is sufficient liquidity to meet anticipated cash flow requirements.

All the investments of funds shall comply with the *Ministerial Investment Order No 12 – 2011*.

10. Goods and Services Tax

The Goods and Services Tax (GST) must be applied to non-exempt fees and charges. The current rate of 10% will be included in the price paid by the recipient of where applicable.

11. Private Works

Any private work will be carried out on the basis that the charge represents full cost recovery of the work and profit margin. The profit margin will depend on the scope of work and market forces applying to the service at the time of delivery.

12. Version Control

Policy title	
Policy No.:	1.01.4
Responsible Officer	Chief Executive Officer
Version	1
Adopted	
Review Period	Annually by GMAC with Draft Budget
Next revision	June 2021

Revenue Policy Attachment 1



INCOME STATEMENT				
2022 Budget		Original 2021	Projected 2021	Proposed 2022
Income from Continuing Operations				
Revenue				
	Rates and Annual Charges			
	User Charges and Fees			
	Interest and Investment Revenue			
	Interest Income	\$2,400	\$3,696	\$750
	Other Revenues			
	Member Contributions	\$426,914	\$426,914	\$437,586
	Management Fees	\$138,841	\$94,643	\$199,989
	Procurement Rebate	\$108,000	\$110,583	\$110,000
	Other Revenue	\$0	\$50,000	\$50,000
	MV Private Use Cont	\$12,000	\$18,241	\$17,018
	Operating Grants			
	Operating Grants	\$804,443	\$1,035,179	\$1,228,497
	Operating Contributions	\$145,948	\$32,821	\$81,444
	Capital Grants			
Other Income				
	Net Gains from Disposal of Assets			
TOTAL INCOME FROM CONTINUING OPERATIONS		\$1,638,546	\$1,772,076	\$2,125,284
Expenses from Continuing Operations				
	Employee Benefits and On-Costs			
	Wages and Salaries	\$630,624	\$707,546	\$676,554
	Superannuation	\$62,004	\$61,907	\$67,655
	Provision of Annual Leave	\$52,548	-\$22,268	\$0
	Motor Vehicle Allowance	\$0	\$814	\$0
	Training and Development	\$22,291	\$2,529	\$22,700
	Accommodation	\$44,004	\$6,483	\$48,000
	Travel - National	\$25,704	\$7,816	\$23,700
	Borrowing Costs			
	Interest Expense			
	Materials and Contracts			
	Audit Fees	\$12,000	\$11,275	\$20,000
	Accounting & Bookkeeping	\$9,600	\$16,535	\$26,600
	Consulting	\$255,000	\$323,160	\$480,063
	Legal Expenses	\$9,996	\$2,385	\$10,000
	Repairs and Maintenance	\$0	\$311	\$1,200
	Depreciation			
	Depreciation	\$19,464	\$33,103	\$22,806
	Other Expenses			
	Advertising	\$0	\$75,927	\$5,000
	Administration Contingency	\$66,000	\$0	\$36,000
	Bank Fees	\$600	\$431	\$216
	Cleaning	\$1,200	\$3,543	\$4,200
	CRJO Meeting Expenses	\$24,996	\$33,457	\$47,000
	CRJO Sitting Fees	\$25,000	\$11,000	\$22,000
	Freight and Courier	\$0	\$608	\$0
	General Expenses	\$149,998	\$209,830	\$246,210
	Insurance	\$19,812	\$13,544	\$19,704
	Light, Power, Heating	\$840	\$386	\$1,200
	Motor Vehicle Expenses	\$58,894	\$18,837	\$37,070
	Office Expenses	\$14,116	\$24,311	\$42,000
	Project Management	\$77,444	\$71,243	\$96,243
	Printing & Stationary	\$1,500	\$2,525	\$1,200
	Rent	\$14,400	\$23,905	\$26,400
	Subscriptions	\$17,328	\$56,957	\$54,650
	Telephone and Internet	\$7,800	\$4,705	\$5,640
	Net losses from disposal of assets			
TOTAL EXPENSES FROM CONTINUING OPERATIONS		\$1,623,163	\$1,702,805	\$2,044,011
OPERATING RESULT FOR THE YEAR		\$15,383	\$69,271	\$81,273
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS FOR CAPITAL PURPOSES		\$15,383	\$69,271	\$81,273
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS FOR CAPITAL PURPOSES and EXCLUDING EXTRAORDINARY ITEMS		\$15,383	\$69,271	\$81,273

Revenue Policy Attachment 1



STATEMENT OF FINANCIAL POSITION				
2022 Budget		Original 2021	Projected 2021	Proposed 2022
Assets				
Current Assets:				
Cash and cash equivalents		\$966,788	\$859,779	\$1,467,999
Investments			\$504,141	
Receivables			\$501,804	
Inventories				
Other				
Non-Current assets classified as 'held for sale'				
TOTAL CURRENT ASSETS		\$966,788	\$1,865,724	\$1,467,999
Non-Current Assets:				
Investments				
Receivables				
Inventories				
Infrastructure, property, plant and equipment		\$67,072	\$63,782	\$40,976
Investments accounted for using the equity method				
Investment property				
Intangible assets				
TOTAL NON-CURRENT ASSETS		\$67,072	\$63,782	\$40,976
TOTAL ASSETS		\$1,033,860	\$1,929,506	\$1,508,975
Liabilities				
Current Liabilities:				
Payables			\$52,080	
Contract Liabilities			\$1,285,523	
Borrowings				
Provisions			\$17,586	\$26,021
TOTAL CURRENT LIABILITIES			\$1,355,189	\$26,021
Non-Current Liabilities:				
Payables				
Borrowings				
Provisions				
TOTAL CURRENT LIABILITIES		\$0	\$0	\$0
TOTAL LIABILITIES		\$0	\$1,355,189	\$26,021
NET ASSETS		\$1,033,860	\$574,317	\$1,482,954
Equity				
Retained earnings		\$1,033,860	\$574,317	\$1,482,954
Revaluation reserves				
Council equity interest				
Non-controlling interest				
TOTAL EQUITY		\$1,033,860	\$574,317	\$1,482,954

Revenue Policy Attachment 1



STATEMENT OF CASHFLOWS			
2022 Budget	Original 2021	Projected 2021	Proposed 2022
Cash Flows from Operating Activities			
<i>Receipts:</i>			
Rates and annual charges			
User charges and fees			
Investment & interest revenue received	\$2,400	\$3,696	\$750
Grants and contributions	\$950,391	\$1,304,421	\$1,309,941
Bonds, deposits and retention amounts received			
Other	\$685,755	\$679,727	\$814,593
<i>Payments:</i>			
Employee benefits and costs	-\$837,175	-\$731,547	-\$838,609
Materials and contracts	-\$286,596	-\$526,280	-\$537,863
Borrowing costs			
Bonds, deposits and retention amounts refunded			
Other	-\$479,928	-\$789,959	-\$644,733
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES	\$34,847	-\$59,942	\$104,079
Cash Flows from Investing Activities			
<i>Receipts:</i>			
Sale of investment securities			\$504,141
Sale of infrastructure, property, plant and equipment			
Deferred debtors receipts			
<i>Payments:</i>			
Purchase of investment securities/property			
Purchase of infrastructure, property, plant and equipment		-\$12,220	
Deferred debtors and advances made			
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES	\$0	-\$12,220	\$504,141
Cash Flows from Financing Activities			
<i>Receipts:</i>			
Proceeds from borrowings and advances			
<i>Payments:</i>			
Repayment of borrowings and advances			
Repayment of finance lease liabilities			
NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES	\$0	\$0	\$0
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENT	\$34,847	-\$72,162	\$608,220
plus: CASH AND CASH EQUIVALENTS - beginning of year	\$931,941	\$931,941	\$859,779
CASH AND CASH EQUIVALENTS - end of year	\$966,788	\$859,779	\$1,467,999

Revenue Policy Attachment 1



FINANCIAL RATIOS			
2022 Budget	Original 2021	Projected 2021	Proposed 2022
Operating Performance Ratio	0.94%	3.91%	3.82%
<i>This ratio measures Council's ability to contain operating expenditure within operating revenue</i>			
Benchmark - Greater than 0%			
(Operating revenue excl. capital grants and contributions - operating expenses)/operating revenue excluding capital grants and contributions			
Own Source Operating Revenue incl. FAGs	42.00%	39.73%	38.36%
<i>This ratio measures the level of Council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. Council's financial flexibility improves the higher the level of its own source revenue</i>			
Benchmark - Greater than 60%			
Operating revenue excl. grants and contributions (except FAGs)/operating revenue incl. all grants and contributions			
Debt Service Ratio	0.00%	0.00%	0.00%
<i>This ratio measures the ability to service debt including interest, principle and lease payments</i>			
Benchmark - Between 0% and 20%			
Cost of debt service (interest expense and principle repayments)/total continuing operating revenue (excl. capital grants and contributions)			
Cash Expense Cover Ratio	7.23	6.18	8.72
<i>This ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow</i>			
Benchmark - Greater than 3.0 months			
Current year's cash and cash equivalents/(total expenses - depreciation - interest costs)*12			