

Mid North Coast  
Joint Organisation

**mncjo**



# **Annual Performance Statement**

## **Financial Year End 30 June 2019**



# Contents

Introduction .....	2
<b>General Performance</b> .....	<b>3</b>
Background .....	3
Vision for the Mid North Coast Region .....	3
Mission Statement.....	3
Functions.....	3
Guiding Principles .....	4
Strategic Goals.....	4
Strategic Focus Area Performance .....	5
Annual Performance Statement Checklist.....	8
<b>Audited Financial Statements</b> .....	<b>9</b>
<b>Other Appended Documents</b> .....	<b>9</b>

## Introduction

The Mid North Coast Joint Organisation (MNCJO) represents a new way for its member Councils to work together for the benefit of the region. Created in 2018, the MNCJO has three members:

- Bellingen Shire Council
- Kempsey Shire Council
- Port Macquarie-Hastings Council

Together the three Councils cover an area of 8,658 square kilometres with a population of approximately 121,000 people. In addition, Destination NSW joined the MNCJO as an associate member.

Joint Organisations (JOs) were created in NSW in late 2017, following changes to the Local Government Act 1993 (NSW), and represent a different approach for local councils to work strategically with the NSW Government. The MNCJO is one of the 11 JOs across the state. The NSW Government allocated \$3.3 million to support the establishment of JOs, of which \$300,000 was provided to MNCJO to enable its establishment.

The MNCJO's primary role is to support a shared approach to the vision and long-term development of the Mid North Coast region. It builds on previous work undertaken by the Councils as members of the former Mid North Coast Regional Organisation of Councils.

The MNCJO is overseen by a Board comprising the Mayors from each member Council, the three General Managers and the Director, North Coast Regional NSW, Regions, Industry, Agriculture and Resources. The Mayor of Kempsey Shire Council, Liz Campbell, has been elected as the inaugural Chair of the MNCJO, with the Mayor of Bellingen Shire Council, Dominic King, endorsed as the inaugural Deputy Chair. The term of Chair and Deputy Chair is two years and will expire in line with the upcoming Local Government Election later in 2020.

A major milestone MNCJO achieved was the appointment of the first permanent Executive Officer (EO), who was appointed on a part time basis, on the 12 June 2019. The EO has a primary focus to move forward the key actions adopted as part of the Strategic Statement of Regional Priorities and to provide oversight of the operational aspect of the MNCJO.

The MNCJO acknowledges the commitment of the Mayors, General Managers and staff from the Member Councils and from the NSW State Agencies we have collaborated with. We recognize that the investment by Members in the activity of the Joint Organisation is significant, not only financially but also operationally and commend the support offered and their commitment to achieving positive outcomes for the Mid North Coast communities.

This Annual Performance Statement is structured in to three sections which detail the activities and focus of efforts by the Mid North Coast Joint Organisation on behalf of our Member Councils and the Mid North Coast community, up to 30 June 2019.

The sections are:

- General Performance
- Audited Financial Statements
- Other Appended Documents

This document will be presented to the Minister of Local Government, the Hon. Shelley Hancock MP and meets reporting obligations under the *NSW Local Government Act (1993)*.

Hard copies of this document may be made available at any of our Member Council offices via the General Manager, with an electronic copy available for download or viewing at [www.mncjo.nsw.gov.au](http://www.mncjo.nsw.gov.au)

# General Performance

## Background

The Mid North Coast Joint Organisation (MNCJO) was formed following the 9 May 2018 proclamation by the NSW Governor of eleven (11) joint organisations across regional NSW with the inaugural meeting of the MNCJO held in Kempsey on 13 June 2018. The focus of the inaugural 12 months has been to establish the Mid North Coast Joint Organisation as a functioning entity, with efforts directed to building up the internal capabilities and policies.

The MNCJO has also been actively engaged with the other Joint Organisations across NSW, participating in the NSW Joint Organisations Chair forums and associated Executive Officer network meetings and workshops.

The period to 30 June 2019 has been busy, with eight (8) Board meetings having been held, including an extraordinary meeting, along with six (6) General Manager Advisory Committee meetings.

One of the first tasks the MNCJO achieved was the development of the Strategic Statement of Regional Priorities (SSRP). The SSRP was developed through a mix of research and consultation including the review of a wide range of regional plans and regional economic development strategies from member councils, which culminated in a workshop in September 2018, facilitated by the University of Technology Sydney. The SSRP underpins and drives our direction and identifies the MNCJO Vision, Mission Statement, Functions, Guiding Principles and Strategic Goals which together governed the focus of the Mid North Coast Joint Organisation during the year.

The SSRP appended to this document, provides the complete MNCJO Strategic Statement of Regional Priorities developed, with the key items summarised below.

## Vision for the Mid North Coast Region

The MNCJO vision is to help create a vibrant, sustainable region underpinned by economic growth and a commitment to the social and environmental wellbeing of its communities.

## Mission Statement

To set priorities, lead and advocate for the Mid North Coast region and work collaboratively with the community, government and non- government organisation and business to achieve them.

## Functions

The core functions of the MNCJO are:

- Strategic planning and priority setting – based on robust processes for identifying regional goals, with the flexibility to respond to changing priorities and needs of member councils as required
- Intergovernmental collaboration –building effective working relationships with other JOs, councils and the NSW and Australian Governments
- Regional leadership and advocacy – creating a shared purpose and strategic direction for the region; and a commitment to constructive and cooperative implementation by all member councils
- Building efficient and effective councils – by examining opportunities for shared services and capacity building across the region.

## Guiding Principles

- Decisions are made with a whole of region focus
- Flexibility to respond to changing priorities and community needs
- Accountability to members and their communities of interest
- Commitment to collaboration and good working relationships
- Clear communication between members and other stakeholders
- Commitment to make MNCJO work effectively and efficiently
- Evaluation and reporting to ensure targeted outputs and outcomes
- Strong governance, with robust processes, accountability and transparent decision-making

## Strategic Goals

Endorsed in the SSRP are six focus areas, each with a strategic goal, which are highlighted in figure 1:

**Figure 1**

Focus Area	Goal
1. Social, health and wellness	An active, healthy, resilient and safe community
2. Environment	Enhance natural and cultural heritage
3. Economy	A diverse and robust economy which strengthens existing and creates new industries and educational opportunities
4. Infrastructure	Vibrant, connected cities and centres
5. Regional leadership	Effective and efficient governance and regional leadership
6. Advocacy	Effective relationships with NSW and federal governments to ensure the long-term sustainability of local government in the region

## Strategic Focus Area Performance

### 1. Social, Health and Wellness

On the 12 June 2019 the MNCJO published the *Why Local Government Matters* report which was the result of some innovative social research undertaken by the University of Technology Sydney, (on behalf of the MNCJO), across the Mid North Coast region. The report provides the MNCJO Board, member Councils and other interested stakeholders with insights as to what makes this region unique, what our residents value and highlights the differing views across our towns and villages. The insights will be used to progress and set planning priorities to improve the health and wellbeing of our communities and is available for viewing via the MNCJO website.

### 2. Environment

The Koala Recovery Partnership is a three-year project that conducts a variety of educational, scientific and on-ground projects that will contribute to protecting koalas and their habitat in the Hastings-Macleay Region. The project funding partners include the Department of Environment, *Saving Our Species* Iconic Koala Program, with additional funding contributions from Port Macquarie-Hastings Council, Kempsey Shire Council and the Port Macquarie Koala Hospital.

Governance is provided by the Mid North Coast Joint Organisation, supported by an Advisory Committee comprising of Partnership members who assist with technical knowledge, project advice and collaboration. A full time Koala Ecologist was employed by the MNCJO in April 2019, to lead the project to ensure meaningful objectives are achieved.

An early step was to activate the Partnership Advisory committee to help draft the 3 year project plan that outlines the focus and actions the Koala Recovery Partnership Project will deliver.

A summary of the performance of the Koala Recovery Partnership project during the 2019 financial year, as well as a project financial overview, are appended to this document as

[KRP Project Performance](#)

[KRP Financial Summary- income and expenditure](#)

Figure 2 overleaf shows the project's strategy map providing a snapshot overview of the project focus and deliverables.

Figure 2 Koala Recovery Partnership Project Strategy Map

Project Goal: Enhance the sustainability status of Koalas across the Mid North Coast NSW						
Strategic Alignment & Mandate	Issues Identified	Key Project Activities	Capability	Measure and Indicator	Outcome Result	Benefit/Value
<p>Koala Recovery Strategy Document that identifies the key issues impacting the local koala population</p> <p><i>Why Local Government Matters</i> Report which highlighted that more than two thirds of the region's residents are concerned about environmental problems, including the wellbeing of our animals.</p>	<p>The koala has suffered a dramatic decline in numbers and distribution and is currently listed as 'vulnerable to extinction' under Federal legislation</p> <p>The local koala population has suffered decline largely due to a variety of threats including habitat clearing, modification, fragmentation, disease, fire, logging, road deaths and predation by dogs.</p>	<p>Encourage enhanced management of areas of Koala habitat</p>	<p>Increased habitat linkage opportunities</p>	<p>No. of habitat linkage opportunities</p>	<p>The welfare of koalas safeguarded</p>	<p><b>Financial</b></p> <p>Continuing opportunities for Koala centered tourism related business ventures</p> <p><b>Non-Financial</b></p> <p>Koala population that is conserved for future generations.</p> <p>Biodiversity in the region maintained, improving the region' ecological sustainability , complementing the natural environment</p>
		<p>Increase public awareness concerning Koala conservation and issues</p>	<p>Reduced domestic dog attacks on Koalas</p> <p>Koala road strike reduced</p>	<p>No. of domestic dog attacks</p> <p>No. of road strikes</p>	<p>Population decline reversed</p>	
		<p>Collaborate with Fire Authorities to develop Fire Management Plans for the LGA in relation to Koala impact</p>	<p>Improved management of fire regimes, in and around koala habitat</p>	<p>No. of Koala habitats remaining &amp; utilised following prescribed or hazard reduction burning</p>	<p>Local Koala population protected</p>	
		<p>Undertake selective and localised Koala research.</p>	<p>Increased understanding of genetic relationships of the local Koala population</p>	<p>Type of genetic material identified</p>	<p>The genetic diversity of koalas in the LGA maintained.</p>	

### 3. Economy

The MNCJO has established networks with strategic partners, such as Destination NSW, who have joined the MNCJO Board as an Associate member, and with the Department Primary Industry & Environment (DPIE). Our membership of the North Coast Regional Leadership Executive's Sub Committee for Economic Development enabled the MNCJO to advocate and collaborate on initiatives promoting Regional Growth, Economic and Tourism Development

### 4. Infrastructure

The member Councils of the MNCJO have worked incredibly well together across a range of infrastructure issues during this reporting period, including the development of an MNCJO Timber Bridges Renewal prospectus, which was developed for the purpose of requesting \$10million grant funding over three years from the NSW government to be matched by member Councils. This would deliver improvements to just under 100 timber bridges across the MNCJO region. The prospectus has been well received and discussions are continuing with the NSW Government, in line with the Deputy Premier's announcement of an additional \$500 million for bridge renewals across NSW.

### 5. Regional leadership

Regional leadership of the MNCJO Board and Executive was evidenced by the pursuance by the Board and senior executive of partnerships with NSW government agencies, such as Office Emergency Management, on possible synergies for regional project collaborations in areas such as the placement of a funded Disaster Readiness officer in the MNCJO to drive a Community Disaster Resilience Program across the North Coast region.

As a member of the North Coast Regional Leadership Executive (RLE) the MNCJO provides a continuing conduit enabling collaboration between NSW government agencies and the member Councils in development and delivery of the key focus, actions and priorities in the 2018 -2020 Regional Leadership Executive Statement of Intent that covers the North Coast region.

A copy of the 2018 -2020 Regional Leadership Executive Statement of Intent is appended to this document

### 6. Advocacy

The MNCJO would welcome Nambucca Shire Council, Clarence City Council and Coffs Harbour City Council as members of the MNCJO. Though these Councils have declined at this stage to join the MNCJO, continuance of collaboration and advocacy on a range of issues of mutual interest, such as the handover of the old Pacific Highway, ensured the value proposition of the MNCJO advocating for issues meaningful for all Councils in the region, is unabated.

The MNCJO has actively advocated on a number of other issues of importance to the region, including but not limited to:

- The NSW Government's plan to reform native forestry regulatory frameworks, including private native forestry.
- The ongoing issues around Rural Fire Service and State Emergency Services funding, as well as control of related assets, and impacts of the Emergency Services Levy
- The proposed Pacific Highway Handover to Council's from Roads and Maritime Services
- The continuance and impact of cost shifting from other levels of government to local government
- Funding for eradication of Tropical Soda Apple across the region

## Annual Performance Statement Checklist

Checklist Item	Result
Overseas visits by Board Members, Executive Officer or Other Persons Representing the JO	Nil
Payment of expenses of, and the provision of facilities to board members in relation to their functions	Nil
Details of contracts awarded over \$150,000	Nil
Summary of the amounts incurred by the JO in relation to legal proceedings	Nil
Total amount contributed or otherwise granted by the MNCJO to financially assist others	Nil
All external bodies that exercised functions delegated by the JO	Nil
All corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which JO held a controlling interest or in which the JO participated during the year	Nil
EEO Management Plan	The MNCJO supports equity for all employees and has adopted the Port Macquarie Hastings Council's EEO Management Plan and diversity principles
Total remuneration package of the Executive Officer and other senior executive staff	The Executive Officer receives a total remuneration package of \$90,000 per annum. This is a part-time role of 80 hours per month. There are no other senior executive staff.
Proposed capital works projects	Nil
Information on Public Interest disclosure and information public access activity	There were no requests for public access to information nor requests on Public Interest Disclosure

## Audited Financial Statements

The audited financial statements for the financial year ending 30 June 2019 are appended to this document and are:

- MNCJO General Purpose Financial Reports - 2018 - 2019
- FA1867\_Joint Organisation IAR 2019\_Mid North Coast Joint Organisation
- FA1867 Report on the Conduct of the Audit 2019

## Other Appended Documents

The other document appended to this report are:

- Strategic Statement of Regional Priorities MNCJO
- Koala Recovery Partnership Performance Matrix
- Koala Recovery Partnership Financial Summary
- RLE Statement of Regional Intent

# Mid North Coast Joint Organisation

GENERAL PURPOSE FINANCIAL STATEMENTS

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For the period from 9 May 2018 to 30 June 2019

# Mid North Coast Joint Organisation

For the period from 9 May 2018 to 30 June 2019

## Contents

Statement by Members of the Board and Management	1
Income Statement and Other Comprehensive Income	2
Statement of Financial Position	3
Statement of Changes in Equity	4
Statement of Cash Flows	5
Notes to the financial statements	

Mid North Coast Joint Organisation is constituted under the *Local Government Act 193 (NSW)* and has its principal place of business at:

Mid North Coast Joint Organisation  
Cnr Lord and Burrawan Streets  
Port Macquarie NSW 2444

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: [www.mncjo.nsw.gov.au](http://www.mncjo.nsw.gov.au)

## Mid North Coast Joint Organisation

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

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

- \* the *Local Government Act 1993 (NSW)* (as amended) and the regulations made thereunder.  
the Australian Accounting Standards 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 Mid North Coast Joint Organisation's operating result and financial position for the period, and  
accord with Mid North Coast Joint Organisation's accounting and other records.

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

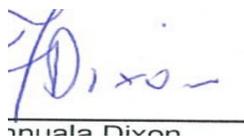
Signed in accordance with a resolution of the Board of Mid North Council Joint Organisation made on 11 October 2019.



**Chairperson**  
11/10/2019



**Voting Representative Board Member**  
11/10/2019



**Executive Officer**  
11/10/2019

## Mid North Coast Joint Organisation

### Income statement and Other Comprehensive Income for the period 9 May 2018 to 30 June 2019

	Notes	Actual Period 9 May 2018 to 30 June 2019 \$
<b>Income from continuing operations</b>		
<b>Revenue:</b>		
Member council contributions	2a	38,182
User charges and fees	2b	-
Interest and investment revenue	2c	442
Grants and contributions provided for operating purposes	2d	450,000
Grants and contributions provided for capital purposes	2d	-
Other Income	2e	<u>1,318</u>
<b>Total income from continuing operations</b>		<u>489,942</u>
<b>Expenses from continuing operations</b>		
Employee benefits and on-costs	3a	35,293
Borrowing costs	3b	-
Depreciation		-
Administrative Expenses	3c	<u>140,371</u>
<b>Total expenses from continuing operations</b>		<u>175,664</u>
<b>Net operating result for the period</b>		<u><u>314,278</u></u>
<b>Other comprehensive income</b>		-
<b>Total other comprehensive income</b>		<u>-</u>
<b>Total comprehensive income</b>		<u><u>314,278</u></u>

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

# Mid North Coast Joint Organisation

## Statement of financial position

as at 30 June 2019

	Notes	Actual 2019 \$
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	4	336,685
Investments	5	-
Receivables	6	5,247
Prepayments		-
<b>Total current assets</b>		<b>341,932</b>
<b>Non-current assets</b>		
Investments	5	-
Property, plant and equipment	7	-
Other		-
<b>Total non-current assets</b>		<b>-</b>
<b>Total assets</b>		<b>341,932</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Payables	8	25,460
Income received in advance		-
Borrowings	8	-
Provisions	9	2,194
<b>Total current liabilities</b>		<b>27,654</b>
<b>Non-current liabilities</b>		
Payables	10	-
Borrowings	8	-
Provisions	9	-
<b>Total non-current liabilities</b>		<b>-</b>
<b>Total liabilities</b>		<b>27,654</b>
<b>Net assets</b>		<b>314,278</b>
<b>EQUITY</b>		
Accumulated Surplus		314,278
Reserves	10	-
<b>Total equity</b>		<b>314,278</b>

The above Statement of financial position should be read in conjunction with the accompanying notes.

## Mid North Coast Joint Organisation

### Statement of changes in equity

For the period from 9 May 2018 to 30 June 2019

	<b>Actual 2019 \$</b>		
	<b>Accumulated Surplus</b>	<b>Reserves</b>	<b>Total equity</b>
<b>Opening balance</b>	-	-	-
<b>Restated opening balance</b>	-	-	-
Net operating result for the year	314,278		314,278
Other comprehensive income		-	-
<b>Total comprehensive income</b>	314,278	-	314,278
<b>Closing balance</b>	<b>314,278</b>	-	<b>314,278</b>

# Mid North Coast Joint Organisation

## Statement of cash flows

For the period from 9 May 2018 to 30 June 2019

	<b>Period 9 May 2018 to 30 June 2019</b>
Notes	\$'000
<b>Cash flows from operating activities</b>	
<b>Receipts:</b>	
Contributions from member councils	38,182
User charges and fees	-
Investment revenue and interest	442
Grants	450,000
Other	1,318
<b>Payments:</b>	
Employees and suppliers	(153,257)
Borrowing costs	-
Other	-
<b>Net cash provided from (or used) in operating activities</b>	<b><u>336,685</u></b>
<b>Cash flows from investing activities</b>	
<b>Receipts:</b>	
Other	-
<b>Payments:</b>	
Purchase of investments (term deposits)	-
Purchase of infrastructure, property, plant and equipment	-
<b>Net cash used in investing activities</b>	<b><u>-</u></b>
<b>Cash flows from financing activities</b>	
<b>Receipts:</b>	
Proceeds from investments	-
<b>Payments:</b>	
Repayment of investments	-
<b>Net cash provided by (or used in) financing activities</b>	<b><u>-</u></b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>336,685</b>
Cash and cash equivalents at beginning of reporting period	-
<b>Cash and cash equivalents at end of reporting period</b>	<b><u><u>336,685</u></u></b>

4

The above Statement of cash flows should be read in conjunction with the accompanying notes.

# Mid North Coast Joint Organisation

## Notes to the financial statements

For the period from 9 May 2018 to 30 June 2019

### Contents of the notes to the financial statements

	Page	
Note 1	Basis of preparation	6
Note 2	Income	7-8
Note 3	Expenses	9-10
Note 4	Cash and cash equivalents	11
Note 5	Investments	11
Note 6	Receivables	12
Note 7	Property, plant and equipment	13
Note 8	Payables and borrowings	14
Note 9	Provisions	15-16
Note 10	Reserves	17
Note 11	Commitments	18
Note 12	Contingencies	19
Note 13	Financial risk management	20
Note 14	Related party disclosures	21
Note 15	Events after the reporting period	22

## Note 1 Basis of Preparation

Mid North Coast Joint Organisation (JO) was established on 9 May 2018 and the financial statements include the results of the JO from establishment until 30 June 2019 and the financial position at 30 June 2019.

Future reporting periods will be from 1 July to 30 June of the relevant year.

These financial statements were authorised for issue by the Board of the Joint Organisation on 11 October 2019. 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 - Reduced Disclosure Requirements, the *Local Government Act 1993 (NSW)* and Regulations, and the Joint Organisation Code of Accounting Practice and Financial Reporting. Mid North Coast Joint Organisation is a not-for-profit entity. The financial statements are presented in Australian dollars and are rounded to the nearest dollar.

(a) *New and amended standards adopted by Mid North Coast Joint Organisation*

The JO is currently in the process of determining the potential effects of the implementation of AASB 15: Revenue from Contracts with Customers and AASB 1058 Income for not for profits and will reflect accordingly in FY19/20.

(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 JO'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 JO and that are believed to be reasonable under the circumstances.

*Critical accounting estimates and assumptions*

Mid North Coast Joint Organisation 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:

(1) employee leave provisions - refer Note 9

*Significant judgements in applying the JO accounting policies*

(1) None are applicable at this stage.

### 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.

## Note 2 Income from continuing operations

	Period 9 May 2018 to 30 June 2019	
	\$	
<b>(a) Member Council contributions</b>		
Port Macquarie Hastings Council		12,728
Kempsey Shire Council		12,727
Bellingen Shire Council		12,727
<b>Total member council contributions</b>		<b>38,182</b>
<b>(b) User charges and fees</b>		
		-
<b>Total user charges and fees</b>		<b>-</b>
<b>(c) Interest and Investment revenue</b>		
Interest in financial assets measured at amortised cost		442
Other		-
<b>Total interest and investment revenue (1)</b>		<b>442</b>
<b>(d) Grants</b>		
	<b>Operating</b>	<b>Capital</b>
	<b>Period 9 May 2018 to 30 June 2019</b>	
Office of Local Government (OLG) joint organisation establishment funding	300,000	-
Office of Environment & Heritage - Saving our Species - Koala Recovery Partnership	150,000	-
<b>Total grants</b>	<b>450,000</b>	<b>-</b>
<b>Comprising:</b>		
- Commonwealth funding		
- State funding	450,000	-
- Other funding	-	-
	<b>450,000</b>	<b>-</b>
<b>(e) Other income</b>		
Other Income		1,318
<b>Total other income</b>		<b>1,318</b>

## Note 2 Income from continuing operations

**Accounting policy for income**

Mid North Council Joint Organisation recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the JO and specific criteria have been met for each of the JO's activities as described below. The JO bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

**Contributions by member councils** are accounted for 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 as its fair value).

The methodology for determining the contributions 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 the functions of enhancing strategic capacity and direct service delivery.

**User charges and fees** are recognised as revenue when the service has been provided.

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

**Grant revenue** - Control over grants is normally obtained upon their receipt (or acquittal) and is valued at the fair value of the granted asset at the date of transfer.

A liability is recognised in respect of grant income that is reciprocal in nature to the extent that the requisite service has not been provided at reporting date.

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

## Note 3 Expenses from continuing operations

	Actual Period 9 May 2018 to 30 June 2019 \$
<b>(a) Employee benefits and on costs</b>	
Salaries and wages	26,937
Travelling	3,350
Employee leave entitlements	2,194
Superannuation	2,509
Workers' compensation insurance	303
Other	-
<b>Total employee costs expensed</b>	<b>35,293</b>
<b>(b) Borrowing Costs</b>	
Interest on Loans	-
<b>Total borrowing costs expensed</b>	<b>-</b>
<b>(c) Administrative expenses</b>	
Contractor and consultancy costs	
- Executive Officer Services	20,610
- University Technology Sydney - Statement of Strategic Regional Priorities	8,134
- University Technology Sydney - Draft Communications Plan	12,390
- University Technology Sydney - Project Management	5,000
- University Technology Sydney - Survey Questionnaire Design	5,000
- University Technology Sydney - Micromex Research- Community Survey	64,700
Advertising	3,357
Audit	6,500
Catering	732
Office Expenses	9,306
Other	1,867
Travelling	2,775
<b>Total administrative expenses</b>	<b>140,371</b>

## Note 3 Expenses from continuing operations

	Actual Period 9 May 2018 to 30 June 2019 \$
<b>Auditors' remuneration</b>	
Auditors of the JO - NSW Auditor-General:	
(i) Audit and other assurance services	
Audit and review of financial statements	6,500
<b>Total fees paid or payable to the Auditor-General</b>	<u>6,500</u>
(ii) Other assurance services - provided to the JO	-
<b>Total fees paid or payable to other audit firms</b>	<u>-</u>
<b>Total remuneration of auditors</b>	<u>6,500</u>

**Accounting policy for expenses**

**Employee benefit expenses** are recorded when the service has been provided by the employee.

**Borrowing costs** are expenses as incurred.

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

**Other Expenses** are recorded on an accruals basis at the JO receives the goods or services.

Note 4 Cash and cash equivalents

	Actual \$
Cash at bank and on hand	336,685
Deposits at call	-
	<u>336,685</u>

**Accounting policy for cash and cash equivalents**

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.

Note 5 Investments

	Actual 2019	
	Current \$	Non-Current \$
<b>The following financial assets are held as investments:</b>		
<b>Debt securities at amortised cost</b>		
Term deposits	-	-
<b>Total</b>	<u>-</u>	<u>-</u>
Debt securities at amortised cost/held to maturity		
- Term Deposits	-	-
<b>Total</b>	<u>-</u>	<u>-</u>

**Accounting policy for investments**

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.

## Note 6 Receivables

	2019	
	Current	Non-Current
	\$	\$
<b>Purpose</b>		
Receivables from member councils		
Grant receivables		
Other (GST receivable)	5,247	-
<b>Total</b>	<b>5,247</b>	<b>-</b>
<b>Less: Provision for impairment:</b>		
Other	-	-
	-	-
<b>Net Receivables</b>	<b>5,247</b>	<b>-</b>

**Accounting policy for receivables**

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 Joint Organisation 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, receivables have been grouped based on shared credit risk characteristics and the days past due.

Note 7 Property, plant and equipment

By asset class	At 9 May 2018			Additions	Carrying value of disposals	Depn and impairment	At 30 June 2019		
	Gross carrying amount	Accum depreciation & Impairment	Net carrying amount				Gross carrying amount	Accum depreciation & Impairment	Net carrying amount
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Office equipment									
Furniture and fittings									
Vehicles									
Other Assets									
<b>Totals</b>									

**Accounting policy for infrastructure, property, plant and equipment**

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 charged to the Income Statement and Other Comprehensive Income during the financial period in which they are incurred.

When property, plant and equipment are acquired by the JO for nil or nominal consideration, 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 as follows:

- Vehicles - 5 to 8 years
- Office Equipment - 5 to 10 years
- Office Furniture - 10 to 20 years
- Computer equipment - 5 to 10 years

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

## Note 8 Payables and borrowings

	2019	
	Current \$	Non- Current \$
<b>Payables</b>		
Trade payables	7,177	-
Accrued expenses	18,283	-
Other payables	-	-
<b>Total payables</b>	<b>25,460</b>	<b>-</b>
<b>Borrowings</b>		
Loans - Secured	-	-
<b>Total borrowings</b>	<b>-</b>	<b>-</b>

**(d) Financing arrangements****2019****Total facilities**

The amount of total financing facilities available to council at the reporting date is:

- Bank overdraft facility	-
- Corporate credit cards	-
	<b>-</b>

**Drawn facilities**

The amount of financing facilities drawn down at the reporting date is:

- Bank overdraft facility	-
- Corporate credit cards	-
	<b>-</b>

**Undrawn facilities**

The amount of undrawn financing facilities available to council at the reporting date is:

- Bank overdraft facilities	-
- Purchase Cards	-
	<b>-</b>

**Accounting policy for payables and borrowings**

The Mid North Coast Joint Organisation measures all financial liabilities initially at fair value less transaction costs, subsequent financial liabilities are measured at amortised cost using the effective interest rate method.

The financial liabilities of the JO comprise trade and other payables.

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.

## Note 9 Provisions

	2019	
	Current	Non-Current
	\$	\$
<b>Employee benefits provisions</b>		
Annual leave	2,194	-
Long service leave	-	-
<b>Other provisions</b>		
Other provisions	-	-
<b>Total provisions</b>	<b>2,194</b>	<b>-</b>
<b>Current provisions not expected to be settled within the next 12 months</b>		
	-	-

**(a) Description of and movements in provisions**

The movement in each class of provision (excluding those relating to employee benefits) is presented in the table below.

	Other Provision	Total
At beginning of year	-	-
Changes in provision:		
Revised Costs	-	-
Revised discount rate	-	-
Unwinding of discount	-	-
Closing Balance	<u>-</u>	<u>-</u>

**Nature and purpose of non-employee benefit provisions**

The Mid North Coast Joint Organisation does not have any non-employee provisions

## Note 9 Provisions

### Accounting policy for provisions

Provisions are recognised when: the JO has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

### Employee benefits

#### 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 which 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.

Note 10 Reserves

(a) Nature and purpose of reserve

The Mid North Coast Joint Organisation does not have any reserves at 30 June 2019.

Note 11 Commitments

	Actual 2019 \$
Notes	
<b>(a) Capital commitments (exclusive of GST)</b>	
Capital expenditure committed for at the end of the reporting date but not recognised in the financial statements as liabilities:	
- Plant and equipment	-
	-

**(b) Non-cancellable operating lease commitments**

The Mid North Coast Joint Organisation does not have any operating lease commitments at 30 June 2019.

## Note 12 Contingencies

The JO is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. The JO's share of the net assets or liabilities reflects the JO's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30 June 2019 may result in future liabilities or benefits as a result of past events that the JO will be required to fund or share respectively.

Note 13 Financial risk management

Risk management

The Mid North Coast Joint Organisation's activities expose it to a variety of financial risks including price risk, 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.

The fair value of receivables, investments and financial liabilities approximates the carrying amount.

Note 14 Related Party Disclosures

**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 the Income Statement and Other Comprehensive Income is:

Compensation	2019 (\$)
Short-term benefits	5,268
<b>Total</b>	<b>5,268</b>

**Other transactions with KMP and their related parties**

Item No	Nature of the transaction	Amount of the transactions during the period (\$)	Outstanding balances, including commitments at year end (\$)	Terms and conditions	Provisions for impairment of receivables related to the amount of outstanding balances (\$)	The expense recognised during the period relating to bad or doubtful debts due from related parties (\$)
2019	-	-	-	-	-	-

**Other related parties**

Item No	Nature of the transaction	Amount of the transactions during the period (\$)	Outstanding balances, including commitments at year end (\$)	Terms and conditions	Provisions for impairment of receivables related to the amount of outstanding balances (\$)	The expense recognised during the period relating to bad or doubtful debts due from related parties (\$)
2019	-	-	-	-	-	-

## Note 15 Events occurring after reporting date

Events that occur after the reporting date of 30 June 2019, and up to and including the date when the financial report is "authorised for issue" have been taken into account in preparing this financial report. The JO has determined the date of the Auditors' Report as the appropriate "authorised for issue" date relating to this General Purpose Financial Report.

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the JO or the results of those operations.



## INDEPENDENT AUDITOR'S REPORT

### Report on the general purpose financial statements

#### Mid North Coast Joint Organisation

To the Board of the Mid North Coast Joint Organisation

### Opinion

I have audited the accompanying financial statements of the Mid North Coast Joint Organisation (the Joint Organisation), which comprise the Income Statement and Other Comprehensive Income for the period 9 May 2018 to 30 June 2019, the Statement of Financial Position as at 30 June 2019, the Statement of Changes in Equity and Statement of Cash Flows for the period 9 May 2018 to 30 June 2019, notes comprising a summary of significant accounting policies and other explanatory information, and the Statement by Members of the Board and Management.

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 presented, 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 2019, and of its financial performance and its cash flows for the period 9 May 2018 to 30 June 2019 in accordance with Australian Accounting Standards – Reduced Disclosure Requirements
- 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' (APES 110).

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

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 – Reduced Disclosure Requirements and the *Local Government Act 1993*, and for such internal control as the Board determine 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 except where the Joint Organisation will be dissolved or amalgamated by an Act of Parliament, or otherwise cease operations.

### **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](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf). The description forms part of my auditor's report.

My opinion does not 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.



Gearoid Fitzgerald

Delegate of the Auditor-General for New South Wales

4 November 2019  
SYDNEY



## INDEPENDENT AUDITOR'S REPORT

### Report on the general purpose financial statements

#### Mid North Coast Joint Organisation

To the Board of the Mid North Coast Joint Organisation

### Opinion

I have audited the accompanying financial statements of the Mid North Coast Joint Organisation (the Joint Organisation), which comprise the Income Statement and Other Comprehensive Income for the period 9 May 2018 to 30 June 2019, the Statement of Financial Position as at 30 June 2019, the Statement of Changes in Equity and Statement of Cash Flows for the period 9 May 2018 to 30 June 2019, notes comprising a summary of significant accounting policies and other explanatory information, and the Statement by Members of the Board and Management.

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 presented, 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 2019, and of its financial performance and its cash flows for the period 9 May 2018 to 30 June 2019 in accordance with Australian Accounting Standards – Reduced Disclosure Requirements
- 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' (APES 110).

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

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 – Reduced Disclosure Requirements and the *Local Government Act 1993*, and for such internal control as the Board determine 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 except where the Joint Organisation will be dissolved or amalgamated by an Act of Parliament, or otherwise cease operations.

### **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.

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My opinion does not 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.



Gearoid Fitzgerald

Delegate of the Auditor-General for New South Wales

4 November 2019  
SYDNEY



Ms Fionnuala Dixon  
Executive Officer  
Mid North Coast Joint Organisation  
c/- Port Macquarie-Hastings Council  
PO Box 84  
PORT MACQUARIE NSW 2444

Contact: Reiky Jiang  
Phone no: 9275 7281  
Our ref: D1926166/1867

4 November 2019

Dear Ms Dixon

**Report on the Conduct of the Audit**  
**for the period 9 May 2018 to 30 June 2019**  
**Mid North Coast Joint Organisation**

The Mid North Coast Joint Organisation (the Joint Organisation) was formed on 9 May 2018 by the following councils (member councils):

- Port Macquarie Hastings Council
- Bellingen Shire Council
- Kempsey Shire Council

I have audited the general purpose financial statements (GPFS) of the Joint Organisation for the period 9 May 2018 to 30 June 2019 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 period 9 May 2018 to 30 June 2019 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 operating result**

The Joint Organisation's net operating result for the period 9 May 2018 to 30 June 2019 was \$314,278.

The Joint Organisation's primary income source during the period was from operating grants of \$450,000 which contributed to 91.8 per cent of the Joint Organisations income from continuing operations of \$489,942. This included a \$300,000 Joint Organisation Establishment Fund financial assistance grant from the Office of Local Government and a \$150,000 Koala Recovery Partnership conservation grant from the former Office of Environment & Heritage. The Joint Organisation also received \$38,182 of income from member council contributions.

The Joint Organisation's total operating expenses from continuing operations for the period was \$175,664 which primarily consisted of employee benefits and on-costs of \$35,293 and administration expenses of \$140,371.

## Financial position

At 30 June 2019 the Joint Organisation had total assets of \$341,932. The Joint Organisations main assets consist of cash and cash equivalents of \$336,685 and receivables of \$5,247.

## 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.



Gearoid Fitzgerald  
Delegate of the Auditor-General for New South Wales

cc: Cr Liz Campbell, Chairperson  
| Jim Betts, Secretary of the Department of Planning, Industry and Environment

# Mid North Coast Joint Organisation

## Statement of Strategic Priorities 2018

### What is the Mid North Coast Joint Organisation?

The Mid North Coast Joint Organisation (**MNCJO**) represents a new way for its member councils to work together for the benefit of the region. Created in 2018, the MNCJO has three members:

- Bellingen Shire Council
- Kempsey Shire Council
- Port Macquarie-Hastings Council

Together the councils cover an area of 8,658 square kilometres and a population of approximately 121,000 people.

Joint Organisations (**JOs**) were created in NSW following changes to the *Local Government Act 1993* (NSW) in late 2017 and represent a different approach for local councils to work strategically with the NSW Government. The MNCJO is one of the 11 JOs across the state. The NSW Government has allocated \$3.3 million to support the establishment of JOs, of which \$300,000 is being provided to MNCJO.

The MNCJO's primary role is to support a shared approach to the vision and long term development of the Mid North Coast region. It builds on previous work undertaken by the councils as members of the former Mid North Coast Regional Organisation of Councils.

The MNCJO is overseen by a Board comprising the Mayors from each member Council, the three General Managers and the Regional Director, Department of Premier & Cabinet, North Coast. The Mayor of Kempsey Shire Council, Liz Campbell, has been elected as the inaugural Chair of the MNCJO and the Mayor of Bellingen Shire Council, Dominic King, is the inaugural Deputy Chair. The term of Chair and Deputy Chair is two years.

### What is the timing for this plan?

The development of this Statement of Regional Priorities (**Statement**) is one of the first tasks for the JO to complete. For the two years from September 2018 to September 2020 the MNCJO will operate under the current local government term of office. From September 2020, a new 4 year term of local government will come into effect, with the JO Chair elected for a two year term.

### What was the process for preparing this plan?

This Statement has been developed through a mix of research and consultation. A wide range of relevant documents including regional plans and regional economic development strategies from member councils were reviewed and a workshop of the MNCJO Board was held in September 2018. The Statement has been reviewed and updated throughout these steps.

### When will this plan be reviewed?

This Statement will be reviewed annually and more comprehensively at the commencement of new terms of office for the Board.

### Vision for the Mid North Coast region

**The MNCJO vision is to help create a vibrant, sustainable region underpinned by economic growth and a commitment to the social and environmental wellbeing of its communities.**

### Mission statement

**To set priorities, lead and advocate for the Mid North Coast region and work collaboratively with the community, government and non-government organisations and business to achieve them.**

### Functions

The core functions of the MNCJO are:

- **Strategic planning and priority setting** – based on robust processes for identifying regional goals, with the flexibility to respond to changing priorities and needs of member councils as required
- **Intergovernmental collaboration** – building effective working relationships with other JOs, councils and the NSW and Australian Governments
- **Regional leadership and advocacy** – creating a shared purpose and strategic direction for the region; and a commitment to constructive and cooperative implementation by all member councils
- **Building efficient and effective councils** – by examining opportunities for shared services and capacity building across the region.

### Guiding principles

- Decisions are made with a whole of region focus
- Flexibility to respond to changing priorities and community needs
- Accountability to members and their communities of interest
- Commitment to collaboration and good working relationships
- Clear communication between members and other stakeholders
- Commitment to make MNCJO work effectively and efficiently
- Evaluation and reporting to ensure targeted outputs and outcomes
- Strong governance, with robust processes, accountability and transparent decision-making

## Strategic goals and actions

This Statement builds on the Strategic Plan (**Plan**) that was prepared in 2017, when the MNCJO Councils were members of the Mid North Coast Regional Organisation of Councils (**MIDROC**). This Statement contains six strategic goals (which relate to the social, environmental, economic, infrastructure, governance and advocacy goals for the region), linked to a number of high level actions and more specific individual activities under each strategic goal. The key partners and regional documents are also set out below. In addition to the regional documents noted below, there are also a large number of relevant documents prepared by each member council, including Community Strategic Plans, Local Environmental Plans and a wide range of strategies, plans and policies that complement those reports.

### 1. Social, health and wellness

**Goal: an active, healthy, resilient and safe community**

#### Key partners:

- NSW Department of Premier and Cabinet
- NSW Department of Education
- NSW Department of Family and Community Services
- NSW Department of Planning and Environment

- NSW Health and Mid North Coast Local Health District
- NSW Land and Housing Corporation
- NSW Department of Primary Industries
- Australian Department of Human Services
- Australian Department of Social Services

#### Key regional documents:

- NSW Ageing Strategy 2016-2020
- Community Strategic Plans
- North Coast Regional Plan

No	High level actions	Activities	Functional Area
1.1	Provide regional facilities and services for recreation, sports, arts and culture within the context of a changing population	Develop a regional social infrastructure plan	Planning
1.2	Build capacity in the regional community to deal with severe weather events and natural disasters	Community Resilience project – Educate and prepare communities for disaster events and climate change. Possible funding sources Office of Emergency Management – Community Resilience Innovation Program.	Leadership
1.3	Plan for the regional impact of ageing populations on health services, accessible and affordable housing and employment	Accommodation and Ageing Population project – MNCJO to partner with universities, NSW Health, private providers to advocate for the development of innovative products and services to support an ageing population.	Collaboration

## 2. Environment

### Goal: enhance natural and cultural heritage

#### Key partners:

- Local Aboriginal Land Councils
- NSW Department of Primary Industries
- NSW Department of Planning and Environment
- NSW Environmental Protection Authority
- NSW Office of Environment and

#### Heritage

- North Coast Local Land Services

#### Key regional documents:

- North Coast Regional Plan
- Community Strategic Plans
- State Environmental Planning Policy 44 – Koala Habitat Protection
- Department of Industry Renewable

#### Energy Action Plan 2013

- NSW Floodplain Development Manual: the management of flood liable land 2005

No	High level actions	Activities	Functional Area
2.1	Plan for the regional impact of climate change on the community, environment, economy and council services	Renewable Energy Project – Investigate renewable sources of energy which could be supplied on a regional / local network. May require consultancy resources to identify projects and possible funding sources.	Planning / research
		Community Resilience Project – See above (Social goals).	Leadership
		Develop regional coastal management plan	Planning
2.2	Preserve strategic biodiversity and identify land with high environmental value and biodiversity corridors across the region	Develop a biodiversity and wildlife corridor plan	Planning
		Joint Organisation Bio-bank project – OLG to investigate possible approaches.	Collaboration
		Petroleum Underground Storage Sites – Source funding from EPA for resources to facilitate council remediation activities. Build on “Contaminated Lands” project.	Leadership / Service Delivery
2.3	Identify and protect areas and sites of Indigenous cultural heritage	Koala Recovery Project – Approach OEH to expand the project proposed for Port Macquarie-Hastings Council and Kempsey Shire Council to include Bellingen Shire Council	Leadership / Collaboration
		Map indigenous cultural heritage across the region	Leadership

## 3. Economy

### Goal: a diverse and robust economy which strengthens existing and creates new industries and educational opportunities

#### Key partners:

- Regional Development Australia – Mid North Coast
- NSW Department of Planning and Environment
- NSW Department of Industry
- NSW Department of Premier and Cabinet
- NSW Office of Local Government
- Property Council
- Urban Development Institute of Australia

#### North Coast Local Land Services

- TAFE NSW
- Schools and Early Education Centres
- Australian Department of Defence

#### Key regional documents:

- Community Strategic Plans
- Hastings Macleay Regional Economic Development Strategy 2018-2022
- Bellingen Shire Council Economic

#### Development and Tourism Plan 2015-2020

- A 20-Year Economic Vision for Regional NSW
- MIDROC Strategic Plan 2017
- North Coast Regional Plan 2036
- Mid North Coast SMART Region Strategy
- NSW Regional Development Framework

No	High level actions	Activities	Functional Area
3.1	Assess the availability of land across the region for different purposes and instigate cross-council planning where land is scarce/unavailable for a specific purpose	Develop a regional land use plan for housing, employment and infrastructure in a region of high value environmental and agricultural land	Planning
3.2	Assess the potential for non-competing (for industry and workforce) “centres of excellence” in different local government areas	Develop a Smart Region Strategy	Planning
3.3	Continue to support industries which deliver food security for the region and support a focus on agriculture and agriculture-related industries	Explore energy and water innovation in agriculture	Planning / research
3.4	Continue to support tourism as a main regional industry and explore options to ‘keep tourists in the region’ for longer	Intergovernmental coordination – decentralisation	Collaboration
		Ensure Destination Management Plans incorporate indigenous tourism, accessible & inclusive tourism and experience tourism.	Planning
3.5	Identify local and regional employment opportunities and train people (existing workers and people entering the workforce) for growth sectors and the jobs of the future	Advanced Manufacturing strategy – explore options to increase advanced manufacturing capabilities and capitalise on defence supply chains to open this up for innovation and employment in the region.	Planning / research
		Local Government Skills Strategy – Identify current and future resourcing options across the JO. Look particularly into the role of apprentices, boosting indigenous workforce participation and consider Skills Tasmania as an example of a local government skills strategy	Planning
		Develop regional workforce plans	Planning

## 4. Infrastructure

Goal: vibrant, connected cities and centres

**Key partners:**

- Regional Development Australia – Mid North Coast NSW
- NSW Department of Planning and Environment
- NSW Department of Industry
- Transport for NSW
- Property Council
- Urban Development Institute of Australia
- North Coast Local Land Services

- Infrastructure NSW
  - Roads & Maritime Services
- Key regional documents:**
- Community Strategic Plans
  - Hastings Macleay Regional Economic Development Strategy 2018-2022
  - Bellingen Shire Council Economic Development and Tourism Plan 2015-2020

- A 20-Year Economic Vision for Regional NSW
- Strategic Plan for Joint Organisation Mid North Coast Councils 2017
- North Coast Regional Plan 2036
- NSW Regional Development Framework
- Mid North Coast SMART Region Strategy

No	High level actions	Activities	Functional Area
4.1	Support the roll-out of reliable telecommunications and internet access across the region	Future-focused internet project – explore options for establishing a self-sufficient internet network in the Mid North Coast to remove reliance on the NBN – look at Kangaroo Valley Broadband Network crowdfunding internet campaign for an example of options.	Planning
4.2	Restore and renew regional roads and bridges	Joint Organisation Bridges project: a) List priority bridges for a \$20m project -\$10m grant matched by member councils. JO councils to finalise the list with Bellingen Shire Council b) Present how these will contextually make a difference c) Present an immediate start program	Leadership / Service Delivery
		Develop a regional road and bridges hierarchy and support funding applications	Planning
4.3	Design and create safe public places and preserve the unique regional/local character of cities, towns and villages	Conduct review of existing tourism infrastructure to ascertain possible improvements to increase time spent in the region	Planning
4.4	Develop good regional and inter-regional transport connections by road and rail	Explore alternative transport options to improve connectivity in the region – e.g. motorised pushbikes, scooters, increased bus services, driverless buses	Planning / research
		Ensure funding for the regions' airport developments	Service Delivery
4.5	Improve marine infrastructure to boost local economy	Investigate appropriate marine infrastructure across the area.	Research

## 5. Regional leadership

Goal: effective and efficient governance and regional leadership

**Key partners:**

- NSW Office of Local Government
- NSW Department of Premier and Cabinet
- Other Joint Organisations
- Local Government NSW & Local

- Government Procurement NSW
  - Local Government Professionals NSW
- Key regional documents:**
- Community Strategic Plans

- MNCJO Charter
- North Coast Regional Plan
- Funding agreements
- Policy documents

No	High level actions	Activities	Functional Area
5.1	Drive local government sustainability	Establish MNCJO as an entity	Planning
		Develop Strategic Plan	Planning
		Investigate opportunities for regional shared services and projects	Planning
		Develop a communications plan to effectively engage stakeholders, including the regional community	Planning
		Develop a stakeholder engagement plan to ensure all key stakeholders are identified and activated to achieve priority actions	Planning
5.2	Represent the needs of the regional community to other levels of government and to non-government organisations	Prioritise relationship-building with State and local government	Collaboration

## 6. Advocacy

Goal: effective relationships with NSW and federal governments to ensure the long term sustainability of local government in the region

**Key partners:**

- NSW Office of Local Government
- NSW Department of Premier and Cabinet
- Other Joint Organisations
- Local Government NSW & Local Government Procurement NSW
- Local Government Professionals NSW

- Australian Department of Infrastructure and Regional Development
- Australian Department of the Environment and Energy
- Australian Department of Social Services
- Australian Department of Human Services

**Key regional documents:**

- MNCJO Charter
- Community Strategic Plans
- North Coast Regional Plan
- Funding agreements
- Policy documents

No	High level actions	Activities	Functional Area
6.1	Effectively work with state and federal governments to ensure resources are available for the Mid North Coast	Advocate for FAG Grants redistribution to regional and rural councils	Resourcing
		Establish equitable handover arrangements for old Pacific Highway and bridges	Resourcing
		Smart towns – fund equitable NBN roll-out to MNC communities	Resourcing
		Advocate for resources for Natural Disaster Recovery Arrangements	Resourcing
		Advocate for indexation of stormwater levy charges	Resourcing
		Advocate for Rural Fire Service – Service Level Agreements	Resourcing

**Summary of Koala Recovery Partnership Project Performance to 30 June 2019**

<b>Activity</b>	<b>Planned Outputs for 2019</b>	<b>Actual Outputs for 2019</b>	<b>Status/ Due Date</b>
Administration	Terms of Reference Developed	Terms of Reference Adopted	Achieved
	Recruit Ecologist	Ecologist Appointed	Achieved
	Appoint Advisory Committee	Advisory Committee Activated	Achieved
	Website and branding developed	Facebook and website designed & Hosted	Achieved
	Social Media campaign created	Google Analytics to track website hits/engagement to be sourced	Due 30/10/19
	Project Plan/Budget Developed	Preliminary project budget, project scope and actions drafted	Due 30/10/19
	KRP Advisory Committee meets twice to 30/6	2 x meetings of KRP Advisory Committee conducted	Achieved
PMHC, KSC, Koala Hospital to identify any additional discreet on-ground actions for Year 1	This was raised at the first KRP AC meeting, but no additional actions were suggested	Achieved	

## Summary of Koala Recovery Partnership Project Performance to 30 June 2019

Activity	Planned Outputs for 2019	Actual Outputs for 2019	Status/ Due Date
Increase public awareness	<p>Koala Friendly Schools competition created called <i>Koala Smart</i></p> <p><i>Koala Smart</i> partners identified</p> <p><i>Koala Smart</i> educational collateral developed</p> <p><i>Koala Smart</i> launched for 2019 with local media to be engaged</p>	<p>Competition rolled out across nominated schools for 2019</p> <p><i>700 students across 25 schools participating.</i></p> <p>Partners enrolled</p> <p>Materials developed for primary and secondary teachers (2 videos, 2 PowerPoint presentations) using transformative learning principles for change, resulting in more awareness among children and school staff and their families of threats to Koalas</p> <p>Broad Local Media coverage</p>	<p>Achieved</p> <p>Achieved</p> <p>Achieved</p> <p>Achieved</p>
Increase public awareness	Four novel community engagement events undertaken	<p>Talk given at Hastings Sustainability Fair "<i>Koala Conservation: It's Up to You</i>"</p> <p>Talk given at the Hello Koala Community Symposium "<i>Introducing the Koala Recovery Partnership</i>"</p> <p>Children's educational activities held at Hello Koalas Family Fun Day</p> <p>Videos for Koala Smart on You Tube (accessible to public)</p>	<p>Achieved</p> <p>Achieved</p> <p>Achieved</p> <p>Achieved</p>

## Summary of Koala Recovery Partnership Project Performance to 30 June 2019

Activity	Planned Outputs for 2019	Actual Outputs for 2019	Status/ Due Date
<p>Increase public awareness</p> <p>Dog Attacks</p>	<p>Three properties 'retrofitted' to prevent recurrent dog attacks</p>	<p>Visits to three properties undertaken. Visits revealed difficulties with paying to retrofit fences (neighbour issues, rental properties, expense). Education undertaken instead (one property then retrofitted by owners on a voluntary basis).</p>	<p>Achieved</p>
<p>Increase public awareness</p> <p>Road Strike</p>	<p>Hotspot monitoring of KSC Road Strike</p> <p>Liaison with OEH,RMS or Councils to find solutions for road-strike hotspots</p>	<p>Councils will continue to monitor Council Roads for Koala Road Strikes.</p> <p>Collaborated with OEH to provide data for input into a business case for SOS funding to fix known hotspots.</p>	<p>Deferred until 2019/2020</p> <p>As funding becomes available</p>
<p>Increase public awareness</p>	<p>Koala "Guardian Group" program developed for each Koala Management Area</p>	<p>Deemed by Advisory Committee as a low priority.</p>	<p>For consideration by 2020/2021</p>
<p>Increase public awareness</p>	<p>Participation in NSW Koala Communication Working Group</p>	<p>Provided comments on Working Group website and contributed idea of sightings app for development.</p>	<p>Achieved</p>
<p>Collaborate with Fire Authorities in development of Fire Management Plans (FABCON)</p>	<p>Finalisation of FABCON Report and Brigade Extension Commenced</p> <p>Conduct 1 Workshop with Local Fire agencies and any Field visit allowed</p> <p>Residual FABCON funds to be transferred from PMHC to MNCJO</p>	<p>Deferred until 2019-2020</p> <p>Crescent Head Fire &amp; Koalas Workshop Day conducted</p> <p>Field Visits completed</p> <p>PMHC Finance transferral of funds delayed slightly due to implementation of a new accounting program</p>	<p>Due 30/6/2020</p> <p>Achieved</p> <p>Due 30/7/2019</p>

## Summary of Koala Recovery Partnership Project Performance to 30 June 2019

Activity	Planned Outputs for 2019	Actual Outputs for 2019	Status/ Due Date
<p>Undertake selective and localised Koala research</p> <p>Population Monitoring</p>	Draft Monitoring program Objectives and Design Prepared	Deferred until 2019-2020	Due 30/11/2020
	Long-term monitoring program contracted/initiated on-ground	Deferred until 2019-2020	Due 30/11/2020
	First round of Long-term monitoring program completed	Deferred until 2019-2020	Due 30/11/2020
	Participation in OEH Initiatives and Working Groups	Participated in OEH Monitoring Group and provided data.	Achieved
<p>Undertake selective and localised Koala research</p> <p>Spatio-Temporal Partitioning of Koala Habitat</p>	Hinterland Habitat Associations Study designed & data collected	Meeting 1 of Advisory Committee deemed the hinterland study would not yield a good return on time/effort investment.	Abandoned
	Coastal Floodplain radio-collared koalas to be finalised.	Collars removed from koalas.	Achieved
	Coastal floodplain program vegetation studies to be completed and written up.	Deferred until 2019/2020	Due 30/11/2019

**Financial Summary**  
**Koala Recovery Partnership Project- Income and Expenditure to 30 June 2019**

<b>INCOME</b>	<b>Opening Balance</b>	<b>Net Activity</b>	<b>Closing Balance</b>
Grant Income- Office of Environment & Heritage - Saving our Species	\$160,000.00	\$0.00	\$160,000.00
<b>TOTAL INCOME</b>	<b>\$160,000.00</b>	<b>\$0.00</b>	<b>\$160,000.00</b>
<b>EXPENDITURE</b>	<b>Opening Balance</b>	<b>Net Activity</b>	<b>Closing Balance</b>
Community Education and Engagement	\$0.00	\$2,944.35	\$2,944.35
Project Governance & Admin	\$0.00	\$17,633.84	\$17,633.84
KRP Website and Social Media	\$0.00	\$6,603.50	\$6,603.50
<b>TOTAL EXPENDITURE</b>	<b>\$0.00</b>	<b>\$27,181.69</b>	<b>\$27,181.69</b>
<b>NET RESULT</b>	<b>\$160,000.00</b>	<b>\$27,181.69</b>	<b>\$132,818.31</b>

**Note: Amounts reported are ALL GST exclusive**

<b>Government Priority:</b>	<ul style="list-style-type: none"> <li>Creation of Office of Regional Youth</li> <li>Delivery of Regional Youth Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Premier's Priority – World Class Public Service</li> <li>Regional Development Framework</li> <li>MNC JO goal – diverse and robust economy</li> <li>NR JO goal – diversified prosperous and sustainable regional economy</li> </ul>	<ul style="list-style-type: none"> <li>Premier's Priority – Better Environment</li> <li>NR JO goal - thriving healthy and biodiverse natural environments</li> <li>MNC JO goals – Enhance natural and cultural heritage; and an active healthy, resilient and safe community</li> </ul>	<ul style="list-style-type: none"> <li>Premier's Memorandum: Local Decision Making M2015-01.</li> <li>Premier's Priority – Breaking the cycle: reducing domestic violence reoffending; and reducing street homelessness</li> <li>NR JO goal – improved community wellbeing now and into the future</li> </ul>
<b>Regional Priority:</b>	<b>Improving outcomes for Regional Youth</b>	<b>Local leadership, employment and skills development</b>	<b>Strengthening the Region's adaptability and sustainability for the future.</b>	<b>Place based and local solutions to strengthen communities</b>
<b>Evidence:</b>	<ul style="list-style-type: none"> <li>The 2016 Census recorded 399,000 young people living in regional NSW. The concentration of young people in regional NSW mirrors the general population.</li> <li>The majority of LGAs in regional NSW have a low to medium service intensity,</li> <li>The majority of youth services are located in regional centres with limited services in remote areas. The availability and location of youth-specific services often requires young people to travel significant distances. The lack of affordable and reliable transport is a significant barrier<sup>1</sup></li> </ul>	<ul style="list-style-type: none"> <li>As at February 2019. Coffs Harbour Grafton SA4 had unemployment significantly above the state average (8.6%, and 22.2% youth – compared to 4.6% and 10.1%). Mid North Coast SA4 was roughly in line with the state average and Richmond Tweed was marginally better.<sup>2</sup></li> <li>As at 2018, 38.7% of NSW public servants in leadership positions were female, and 87 people in senior leadership positions identified as Aboriginal<sup>3</sup></li> </ul>	<ul style="list-style-type: none"> <li>Temperatures on the north coast are projected to increase by up to 2.5 degrees with an increase of up to 12 hot days per year. This will be accompanied by an increased frequency, intensity and duration of heatwaves and the potential for major fluctuations in rainfall, leading to increased floods and drought impacts.<sup>4</sup></li> </ul>	<ul style="list-style-type: none"> <li>Of the 12 LGAs in the North Coast, four have rates of domestic violence in the highest 20% of the state (Kempsey, Nambucca, Kyogle, Richmond Valley), with Coffs Harbour also in the highest 25%, and two further LGAs (Lismore and Clarence Valley) in the highest 50%.</li> <li>The Northern NSW FACS district (Northern Rivers + Clarence Valley) has a rate of homelessness of 496 per 100,000. This is significantly higher than the NSW average of 408 per 100,000.<sup>5</sup></li> </ul>
<b>Key initiatives planned:</b>	<p><b>2019/20</b></p> <ul style="list-style-type: none"> <li>Implement relevant actions from the NSW Regional Youth Strategy, including the North Coast Youth Action Plan (if applicable)</li> <li><i>Deliver a place-based response to health eating and active living for young people in the Northern Rivers, as part of the NNSW LHD Healthy Communities Plan</i></li> </ul>	<p><b>2019/20</b></p> <ul style="list-style-type: none"> <li>Deliver the second annual North Coast Female Leadership Forum for current and emerging leaders in the NSW Public Sector and Local Government</li> <li>Work with the Public Service Commission to roll out a regional NSW Graduate Program on the North Coast</li> <li><i>Undertake a regional skills audit across the NSW public service agencies and local government on the North Coast, identifying skills gaps and means to address them</i></li> </ul>	<p><b>2019/20</b></p> <ul style="list-style-type: none"> <li>Implement the priority projects as identified in the North Coast Enabling Regional Adaptation report</li> <li>Undertake a community resilience project to educate and prepare communities across the region for disaster events and climate change</li> </ul>	<p><b>2019/20</b></p> <ul style="list-style-type: none"> <li>Support NSW Government readiness for Accord Negotiations with Alliances as part of Local Decision-Making Process</li> <li><i>Undertake a place-based project in one Northern Rivers homelessness hot spot, which activates a second life asset to reduce street homelessness</i></li> <li><i>Potential DFV project based on previous research or Premier's Priority?</i></li> </ul>
<b>Governance</b>	<ul style="list-style-type: none"> <li>TBD</li> </ul>	<ul style="list-style-type: none"> <li>TBD</li> </ul>	<ul style="list-style-type: none"> <li>TBD</li> </ul>	<ul style="list-style-type: none"> <li>TBD</li> </ul>
<b>Key links:</b>	<ul style="list-style-type: none"> <li>Stronger Country Communities Round 3 – Youth Funds</li> <li>NSW Advocate for Children and Young People</li> <li>Healthy Communities Plan</li> <li>Regional Youth Strategy Consultation outcomes</li> </ul>	<ul style="list-style-type: none"> <li>NSW Public Service Commission</li> <li>Women NSW</li> <li>Regional Development Australia (NR &amp; MNC)</li> </ul>	<ul style="list-style-type: none"> <li>North Coast Regional Plan 2036</li> <li>NSW Climate Change Policy Framework</li> <li>Regional Emergency Management Committee</li> </ul>	<ul style="list-style-type: none"> <li>OCHRE Plan – NSW Government Aboriginal Affairs Strategy</li> <li>Tribal Wave (and/or RADA) Statements of Claim</li> <li>NSW Homelessness Strategy</li> <li>NSW Domestic and Family Violence Blueprint for Reform</li> </ul>

<sup>1</sup> 2019 Review of Youth Services in Regional NSW. Prepared by Nous for DPC Regional.

<sup>2</sup> Australian Government Department of Jobs and Small Business Key Labour Market Indicators by Region – February 2019.

<sup>3</sup> 2018 NSW State of the Public Sector Report, Public Service Commission

<sup>4</sup> North Coast Enabling Regional Adaptation Report, 2019

<sup>5</sup> <https://public.tableau.com/profile/facs.statistics#!/vizhome/DistrictProfile-NorthernNSW/Dashboard1>