

Mid North Coast  
Joint Organisation

**mncjo**



## **Annual Performance Statement**

**June 2022**





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## Introduction

It is with pleasure that I present the Mid North Coast Joint Organisation (MNCJO) Annual Performance Statement for 2021-2022 and provide some introductory remarks.

The MNCJO was established in 2018 and comprises three member Councils - Bellingen, Kempsey and Port Macquarie-Hastings and as such, is one of the smaller Joint Organisations in NSW.

Despite the relatively small size of our Joint Organisation, we have achieved much since we were established and have attracted a significant amount of funding which has enabled us to focus on the priorities we have set. We have built a strong and collegiate Board of Management and we have built strong relationships with state government agencies, the non-government sector and the community and we have built a strong reputation as a “can do” organisation.



I believe this Performance Statement demonstrates that we are a vibrant and active organisation that is focused on building strength and resilience in our local communities.

During 2021, the Office of Local Government contracted specialist consulting firm ARTD to review the Joint Organisation framework. The overall objective of the review was to ensure the effectiveness of the Joint Organisation framework, so that Joint Organisations can deliver their core functions.

The review published in October 2021 concluded that the Joint Organisation framework is robust and credible but identifies opportunities to refine the Joint Organisation model to ensure Joint Organisations meet their potential.

I would like to acknowledge the support of the Mayors and General Managers/CEO of our Joint Organisation, as well as those in the community who are working with us to deliver the programs that we know will be of significant benefit and of lasting impact to all the MNC Joint Organisation communities.

Mayor Peta Pinson  
Chair  
Mid North Coast Joint Organisation



## Vision

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

## Mission

The mission of the MNCJO is set priorities, lead and advocate for the Mid North Coast region and work collaboratively with the community, government agencies and non-government organisations and businesses to achieve them.

## Core 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 commitment to constructive and co-operative implementation by all Member Councils.

- Building efficient and effective councils

By examining opportunities for shared services with capacity building across the region

## Guiding Principles

- Decisions are made with a whole of region focus and flexibility to respond to changing priorities and community needs.
- There is accountability to members and their communities of interest.
- There is a commitment to collaboration and good working relationships.
- There is clear communication between members and other stakeholders.
- There is a commitment to make the MNCJO work effectively and efficiently.
- There is a commitment to evaluating and reporting to ensure targeted outputs and outcomes.

## Principles of Sustainability

The sustainability of the Mid North Coast Joint Organisation (MNCJO) of Councils is achieved when resources available to the organisation are sufficient to deliver identified regional priorities and where Member Councils are committed to the values, vision and mission of the MNCJO.

The underlying principles driving the success of the MNCJO include:

- Recognition of, and a shared response to, what matters to the community, noting in particular, issues that arose out of the 'Why Local Government Matters' research undertaken by the University of Technology, Sydney, in 2019.



- Recognition of the value of the MNCJO by Member Councils.
- Recognition of the value of the MNCJO to State Government Agencies including as a first point of contact and in relation to the allocation of funding.
- Collaboration between Member Councils: by making financial contributions; through joint planning; 'sharing the load' and a commitment to a regional response to issues affecting the community.
- A regional approach to engagement with the NSW Government and other agencies.

## Strategic Regional Priorities 2022

In February 2022, the MNCJO Board endorsed the revised Statement of Strategic Priorities 2021-2024 (Attachment 1). The 2021 Statement builds on the Strategic Plan (Plan) which was prepared in 2018. The 2021 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.

## Achievements

The MNCJO received significant grant funds in 2021 for a range of programs that have been steadily progressed as follows;

### 1. Increasing Resilience to Climate Change

- Charles Sturt University Scholarship Program - the MNCJO entered into a partnership with CSU to build leadership and resilience in our local communities. The program ties units of study to the development of resilience and leadership projects in local communities.
- Neighbourhood Care Network Project – a co-ordination hub was established in Bellingen that focused on the sharing of information and advice aimed at building resilience in local communities.
- WeatherWatch - the project established a real time river height monitoring network and a system for compiling and sharing this information. The project reflects learning from the 2022 Northern Rivers flood experience where some river gauges failed and community members didn't know who would listen to their local information.
- Satellite Phones – three (3) Satellite phones were purchased for each of the member councils. These phones are utilised by communities during disaster events. Ensuring communications during disaster events is vital to community safety.

### 2. Community Land Trust

One of the priorities of the MNCJO is addressing issues associated with affordable housing including consideration of innovative housing solutions. It is within this context that a project was initiated to develop the concept for a Community Land Trust, or CLT, for the Mid-North Coast. A CLT is a not-for-profit entity that provides housing, typically through co-ownership or a 99-year lease model, delivering affordability to participating households by taking land out of the market and holding it in perpetuity removing speculative upward price pressures on the land component.

A Proof of Concept for a Community Land Trust has been developed. This is the first step to realising affordable housing options for the Mid North Coast.



### 3. Circular Economy

The MNCJO has had strong interest in progressing circular economy initiatives and has allocated funding from the Capacity Building Fund Stage 2 to progress this regional priority. The development of a Circular Economy Strategy for the region is underway in collaboration with Regional Development Australia Mid North Coast. The MNCJO also sponsored the RDAs IGNITE 2022 event which focused on the circular economy.

### 4. Biodiversity Stewardship

The Biodiversity Stewardship project has provided a feasibility assessment of ecological values present on selected sites across the MNCJO region. The next stage builds on these previous outputs to develop a real-world-case-study of a local site for the potential to establish a Biodiversity Stewardship Site. The result of this case study offers a local, detailed examination of considerations for local government to establishing a Biodiversity Stewardship Site and enter the NSW Biodiversity Offset Scheme.

### 5. Simtable for Community Recovery

The Simtable for Community Recovery project provides state of art to engage local communities in localised disaster reduction workshops. The project aims to improve the capacity of communities to plan and respond to disasters, particularly vulnerable communities. The project has been in hiatus due to staffing issues but is now back on track and there is strong demand in the community to participate.

### 6. Funding Applications

Considerable resources have been invested in submitting additional funding applications as outlined hereunder:

- a) NSW Disaster Risk Reduction Fund – a funding request for \$814,000 has been submitted. The key activities or projects within the grant are:
  - Resilience blueprint including integration to IPR framework
  - Transport for NSW digital twin
  - Expansion of the simtables
  - Alumni of local government to assist in emergencies
  - Hazard mitigation committee
  
- b) NSW Business Case and Strategy Development Fund – this submission (\$240,000) proposed developing a business case to establish a “Circular Economy Centre of Excellence” (CECoE) on the Mid North Coast. The CECoE will be an innovative solution to several issues whilst creating new innovative business opportunities and jobs across the Mid North Coast Region.

A feasibility study and business case will determine suitable landfill site/s which embrace the circular economy philosophy. Including, innovative new business opportunities, thus job creation and economic benefits to the Mid North Coast.



## Audited Financial Statements

In accordance with Local Government Act s428(4)(a) the audited General Purpose Financial Statements are attached (Attachment 2)

### Information required Local Government (General) Regulation - Clause 217

Details (including the purpose) of overseas visits undertaken during the year by Board Members, Executive Officer or other persons representing the JO (including visits sponsored by other organisations)	Nil
<p>Total cost during the year of the payment of the expenses of, and the provision of facilities to Board Members in relation to their functions.</p> <p>Identify separate details on the total cost of:</p> <ul style="list-style-type: none"> <li>• provision of dedicated office equipment allocated to Board Members,</li> <li>• telephone calls made by Board Members,</li> <li>• the attendance of Board Members at conferences and seminars,</li> <li>• interstate visits undertaken by Board Members, including transport, accommodation, and other out-of-pocket expenses,</li> <li>• overseas visits by Board Members, including transport, accommodation and other out-of-pocket expenses,</li> <li>• the expenses of any spouse, partner or other person who accompanied a Board Member in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Board Members,</li> <li>• expenses involved in the provision of care for a child of, or an immediate family member of, a Board Member</li> </ul>	Sitting fees: \$3,500
<p>Details of each contract awarded (other than employment contracts and contracts less than \$150,000) including:</p> <ul style="list-style-type: none"> <li>• name of contractor</li> <li>• nature of goods or service supplied</li> <li>• total amount payable</li> </ul>	Nil
<p>A summary of the amounts incurred by the JO in relation to legal proceedings including:</p> <ul style="list-style-type: none"> <li>• amounts incurred by JO in relation to proceedings taken by or against the JO (including court settlements)</li> <li>• summary of the state of progress of each legal proceeding and (if finalised) the result.</li> </ul>	Nil
Total amount contributed or otherwise granted to financially assist others.	Nil
Statement of all external bodies that exercised functions delegated by the JO	Nil
Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which the JO held a controlling interest.	Nil
Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which the JO participated during that year	Nil



Statement of the activities undertaken by the council during that year to implement its equal employment opportunity management plan	Nil
Statement of the activities undertaken to implement its EEO management plan	See below
These initiatives are embedded in member Councils Management Plans	
Statement of the total remuneration package of the Executive Officer including: <ul style="list-style-type: none"> <li>• total value of the salary component of the package,</li> <li>• the total amount of any bonus, performance payments or other payments that do not form part of the salary component,</li> <li>• the total amount payable by way of the employer’s contribution or salary sacrifice to any superannuation scheme to which the Executive Officer may be a contributor,</li> <li>• the total value of any non-cash benefits for which the Executive Officer may elect under the package</li> <li>• total amount payable by the council by way of fringe benefits tax for any such non-cash benefits</li> </ul>	See below
The Executive Office Role is undertaken by the GM Bellinghen Shire Council with the support of a contracted Project Manager	
Statement of the total remuneration packages of all senior staff members, expressed as the total (not individual members) including: <ul style="list-style-type: none"> <li>• total value of salary components of their packages</li> <li>• total amount of any bonus, performance or other payments that do not form part of the salary components of their packages,</li> <li>• total amount payable by the JO by way of the employer’s contribution or salary sacrifice to any superannuation scheme to which they may be a contributor,</li> <li>• total value of any non-cash benefits for which any of them may elect under the package,</li> <li>• total amount payable by way of fringe benefits tax for any such non-cash benefits</li> </ul>	Nil

## Capital Works

No proposed capital works projects undertaken (OLG Capital Expenditure Guidelines)

## Government Information Public Access (GIPA) activity

The MNCJO received no requests for information under GIPA legislation during the reporting period.

## Public Interest Discloser (PID)

No PID activity during the reporting period. See attachment s6CA PID Report – July 2021 to 2022 (Attachment 3)





Attachment 1 - Statement of Strategic Priorities 2021-24

Attachment 2 – General Purpose Financial Statements

Attachment 3 – s6CA PID Report – July 2021 to 2022