



CANBERRA REGION
JOINT ORGANISATION

Strategic Plan 2019-2021

(incorporating the Statement of Strategic Regional Priorities)



Adopted 15 February 2019

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1. Courtesy of Total Eco Adventures, Eurobodalla Coast NSW
2. CRJO/Adam McGrath, Hilltops Canola Field NSW
3. Murray Vanderveer, Snowy Mountains NSW



1. Background

What is a Joint Organisation?

In November 2017 the NSW Parliament passed legislation to establish a network of Joint Organisations to help drive better planning, economic development and service delivery in regional NSW.

Each Joint Organisation (JO) comprises several member councils from within a defined region. By combining resources and focusing on the unique challenges and strengths of their whole region, JO members can drive better outcomes for local residents and provide a stronger voice for the communities they represent.

Joint Organisations provide a structured way for local councils, State agencies and other stakeholders to collaborate, plan, set strategic priorities, support a shared vision and deliver important projects, both short and long term, on a regional scale, by working across traditional council boundaries.

Legislative Framework

The November 2017 amendments to the Local Government Act 1993 enabled the establishment of Joint Organisations and provide the basic operating framework.

Supporting Regulations passed in 2018 ensured that JOs are subject to a similar operating and governance framework as local councils. The provisions of the Regulation are principally concerned with governance matters, such as the composition of the Board, election of chairpersons, the content of the organisation's charter, reporting obligations and staffing, but they also provide flexibility for JOs to focus on core business and build organisations that reflect the unique characteristics of their region.

The Regulation requires that each JO prepare a short Statement of Strategic Regional Priorities and the strategies and plans required to deliver them. The statement sets out a vision for the region and an overview of the JO's strategic work program to achieve this vision. Boards of joint organisations are required to provide annual progress reports on their Strategic Regional Priorities.

This Strategic Plan incorporates the CRJO Statement of Strategic Regional Priorities.



Photo courtesy of Shaw Wines Murrumbateman NSW



2. Who are we?

Our History

The Canberra Region Joint Organisation (CRJO) has its foundations in the South East Regional Organisation of Councils (SERO), which was established in 2009 as a Section 355 Committee of Eurobodalla Shire Council. SERO had 12 NSW member Councils - Bombala, Boorowa, Cooma-Monaro, Eurobodalla, Goulburn Mulwaree, Harden, Palerang, Queanbeyan, Snowy River, Upper Lachlan, Yass Valley and Young.

In May 2012, the ACT Government joined SERO, a landmark moment acknowledging the relationship between the ACT and the surrounding NSW region.

In 2013 the administration of SERO was transferred to Palerang Council where it operated as an unincorporated association. In November 2014 the SERO Board changed the name to Canberra Region Joint Organisation (CBRJO).

In May 2015 CBRJO launched the CBR Region Brand identifying with the sub regions of City, Coast, Alpine and Tablelands.

Following council amalgamations in May 2016, core membership was reduced to seven councils, with the geographic area unchanged - Eurobodalla, Goulburn Mulwaree, Hilltops, Queanbeyan-Palerang, Snowy Monaro, Upper Lachlan and Yass Valley.

In August 2016 an MoU was signed between CBRJO and the ACT Government to support cross border cooperation and collaboration.

Bega Valley joined in July 2017 and in November 2017 the NSW Government passed legislation providing for the formal establishment of JOs under the Local Government Act. In May 2018 the proclamation of Canberra Region Joint Organisation (CRJO) also included Wingecarribee.

On 29 June 2018 CRJO was formally established following the inaugural Board meeting, with nine member Councils and four associate members - Snowy Valleys Council, Wagga Wagga City Council, East Gippsland Council and the ACT Government.

In December 2018 Canberra Airport joined in a new membership category of 'affiliate' and in February 2019 Snowy Valleys was gazetted as a full member.

Our Governance

Charter

The CRJO Charter outlines the key operational and governance structure of the organisation and includes provisions for such things as non-voting representation, composition of the Board, requirements for decision making and financial contributions from member councils. The day-to-day management of CRJO is supported by a Chief Executive Officer, who is also the Public Officer.

Governing Board

The Board meets quarterly and consists of:

- the Mayors of each member council;
- any elected member appointed by the relevant council as an alternate in the absence of the Mayor;
- a representative of the NSW Government, nominated by the Secretary of the Department of Premier and Cabinet (non-voting);
- Representatives of associate members and affiliates (all non-voting);
- General Managers of member Councils (non-voting); and
- the CRJO Chief Executive Officer and CRJO Director Government Relations and Strategy (non-voting).

The role of the Board is to direct and control the affairs of the organisation.

Governance Principles

CRJO has committed to applying the following governance principles in all its activities.

- ✓ **Understanding** the role of the JO in assisting Councils and the NSW Government deliver outcomes
- ✓ **Ethics and Integrity** are embedded in operations and decision making
- ✓ **Accountability** – there are clear lines of responsibility and delegations
- ✓ **Financial Sustainability** – the organisation can meet all its ongoing financial commitments
- ✓ **Communication** is open, responsive and transparent for all parties
- ✓ **Governance Framework** comprising policies, protocols and procedures

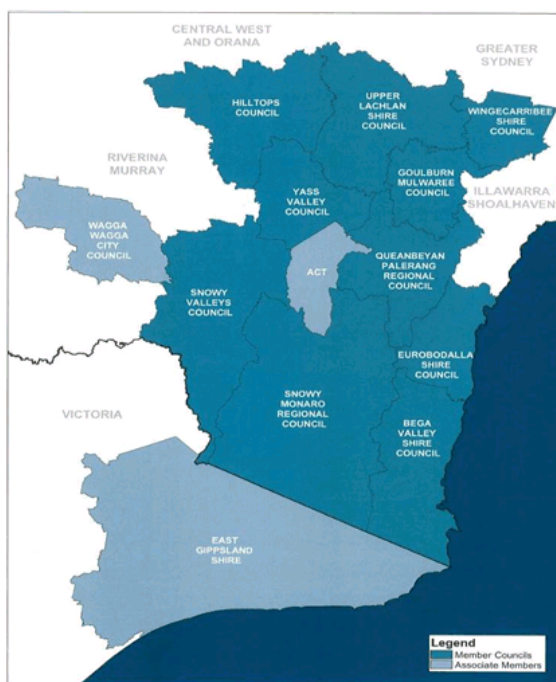


Our Members

As at February 2019, CRJO has ten Member Councils, three Associate Members, including two Councils and the ACT Government, and one Affiliate Member Organisation.



Our Geographic Region



What do we do?

Our Purpose

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

Our Functions

CRJO’s Charter defines its principal functions as:

- establishing strategic regional priorities for the CRJO region and developing strategies and plans for delivering these priorities;
- providing regional leadership for the CRJO region and being an advocate for strategic regional priorities; and
- identifying and taking up opportunities for intergovernmental cooperation on matters relating to the CRJO region.

In addition to the principal functions, the Charter provides for CRJO to:

- undertake joint procurement (where agreed between parties);
- undertake collaboration between members to achieve outcomes for the region or individual members;
- provide the key regional linkage to the South East and Tablelands Regional Plan, Destination Southern NSW and Regional Economic Development strategies; and
- employ appropriately qualified personnel to deliver grants, JO-funded programs and projects; and
- undertake any other function the Board may determine.



Eden NSW

Photo Credit - CRJO/Adam McGrath

Our Achievements

The most significant achievement of CRJO has been to establish a collaborative and trusting atmosphere that allows the consideration of all member views and generates a positive environment for the development of regional priorities, a shared vision and a strong regional voice. Successes over the past couple of years have included a wide range of initiatives.

✓ Regional Infrastructure

Providing a focus on regional projects through the development of:

- Infrastructure Matrix
- Water and Waste Water Prospectus
- Transport and Freight Infrastructure Prospectus
- Roads and Bridge Register

✓ Advocacy to the NSW, ACT and Federal Governments

Covering many issues primarily focused on regional priorities and government funded programs, which has led to:

- letters of support for local Council infrastructure projects
- respect with politicians due to the regional perspective on issues



- Establishment of an MoU with the ACT

✓ **CRJO Footprint Advocacy**

Working with the NSW Government to develop and implement regional plans including:

- South East and Tablelands Regional Plan 2036
- Destination Southern NSW Destination Management Plan 2018 – 2020
- Future Transport 2056 and Regional Transport Plans

✓ **Strategic Relationships**

The establishment of strategic relationships with a number of organisations, covering a wide range of regional issues.

- Canberra Airport
- Snowy Hydro
- National Rugby League (NRL)
- Destination Southern NSW
- Regional Development Australia Committees
- Country Universities Centre (CUC)
- Canberra Business Chamber
- Foreign Embassies and Diplomatic Missions
- Canberra Raiders

✓ **Social Initiatives**

- Domestic Violence and Mental Health issues are being targeted through the NRL Voice against Violence, State of Mind programs
- Creation of regional tertiary education opportunities through the expansion the CUC network

✓ **Regional Sport & Wellbeing**

In support of sporting excellence CRJO has assisted:

- the Canberra Raiders with the development of the Canberra & Southern NSW Rugby League Centre of Excellence
- the NSW Office of Sport establish the South East Sports Academy (SESA)



Lake Jindabyne
Photo Credit - CRJO/Adam McGrath



3. How do we work?

Our Operating Principles

CRJO has committed to the following operating principles in all its activities.

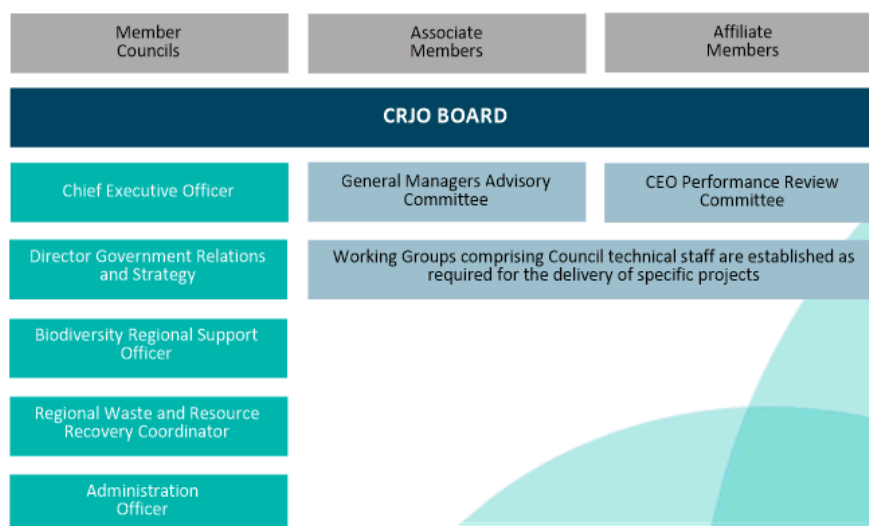
- ✓ **Cohesive** - speaking with one voice on regional issues and valuing equal representation.
- ✓ **Collaborative** - by working transparently and in the spirit of trust across member councils, communities, governments and with a wide range of partners.
- ✓ **Aligned** - by providing consistency between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

- *We are collaborative*
- *We add value*
- *We amplify the voice of our members*
- *We optimise and leverage*
- *We are always looking beyond the horizon*



Photo courtesy of Visit Yass Valley

Our Organisational Structure



Our Financial Sustainability

Sustainability of Joint Organisations

There is growing concern amongst Joint Organisations about their ongoing financial viability, given the significant financial commitment required from the member Councils and the absence of any ongoing funding commitment from the NSW Government.

It is a common view that without financial support from the NSW Government, Joint Organisations will not be able to effectively deliver results or provide substantive benefits to stakeholders. It has further been foreshadowed that without ongoing funding, some JOs will approach the Minister and request to be dissolved.

In recognition of the seriousness of this issue, in December 2018, the Chairs of CRJO (Cr Rowena Abbey) and the Illawarra Shoalhaven Joint Organisation (Cr Gordon Bradbery) wrote to the NSW Government seeking a shared responsibility for the ongoing costs of JO's and requested that:

- *the NSW Government provide ongoing funding of \$300k per annum for each of Joint Organisations commencing in 2019/2020, indexed annually by the rate peg or CPI; and*
- *a four year funding agreement be developed with agreed performance measures between the NSW government and each Joint Organisation.*

CRJO Financial Projections

Without ongoing funding from the NSW government, CRJO is dependent on membership fees to fund day to day operations. For 2018/19 fees for Member Councils were based on a flat fee of \$7,200 plus a population fee of 70c per head, with non-voting Associate Members paying a reduced fee.

At its meeting on the 7 December 2018 the CRJO Board recognised that, if the organisation is to deliver meaningful benefits to the region, the current organisational structure should be retained. Without any additional income, however, it is projected that this will result in the following operating deficits over the next 3 years.

- 2018/2019 (\$491,321)
- 2019/2020 (\$165,288)
- 2020/2021 (\$206,219)

Over the same period, reserves are projected to reduce from \$990k to \$128k, as they are drawn down to cover the operating deficit.

The CRJO Board has determined that a minimum cash balance of \$200,000 should be retained and that appropriate financial strategies be implemented by January 2020 to ensure this is the case. This may include consideration of increases to membership fees in 2020/2021.

Contributions are sought directly from councils for CRJO projects against which a management fee may be derived.



Fitzroy Falls
Photo courtesy of Visit NSW



4. Regional Profile

Geographic

The CRJO region is located in south-eastern NSW and surrounds the ACT. The region is predominantly rural, with major towns being Batemans Bay, Bega, Bowral, Cooma, Crookwell, Goulburn, Mittagong, Moruya, Moss Vale, Narooma, Queanbeyan, Tumut, Yass and Young, many smaller townships and villages and growing residential and rural-residential areas, particularly close to Canberra and along the coast.

The CRJO region encompasses a total land area of over 63,000 square kilometres, including national parks, nature reserves and state forests and has a very diverse topography stretching from the coastal areas in the east to the alps in the south west and across to the tablelands and slopes in the west.

Land is used largely for conservation, timber production and agriculture (esp. sheep and cattle grazing, orcharding and grain growing), with some fishing, aquaculture and viticulture.

Council Area	Land Area (km ²)
Member Councils	
Bega Valley	6,277
Eurobodalla	3,422
Goulburn Mulwaree	3,223
Hilltops	7,140
Queanbeyan Palerang	5,319
Snowy Monaro	15,158
Snowy Valleys	8,960
Upper Lachlan	7,102
Wingecarribee	2,689
Yass Valley	3,998
CRJO REGION	63,288
Associate Members	
Wagga Wagga	4,826
ACT	2,358
East Gippsland	20,931
TOTAL REGION	91,403

Economic

The CRJO region's Gross Regional Product was \$13.3 billion in the year ending June 2018, 1.6% compared to the previous year. Construction had the largest output by industry, generating \$4 billion in 2017/18 and Agriculture, Forestry and Fishing had the largest total exports by industry, generating over \$1.4 billion in 2017/18.

Health Care and Social Assistance is the largest employer, generating 15302 local jobs in 2017/18. Agriculture, Forestry and Fishing industry had the largest number of total registered businesses in the region, comprising 22.3% of all total registered businesses, compared to 7.1% in NSW.

Key Economic Data

Council Area	Gross Region Product (GRP)	Local Businesses	Local Jobs	Largest Industry	Employed residents
Member Councils					
Bega Valley	\$1.52 billion	2,919	14,152	Health Care and Social Assistance	15,313
Eurobodalla	\$1.45 billion	2,896	14,592	Health Care and Social Assistance	15,168
Goulburn Mulwaree	\$1.45 billion	2,360	13,811	Health Care and Social Assistance	14,527
Hilltops	\$0.92 billion	2,340	8,066	Agriculture, Forestry & Fishing	8,731
Queanbeyan-Palerang	\$2.23 billion	4,593	17,786	Construction	34,462
Snowy Monaro	\$1.19 billion	2,539	10,637	Accommodation and Food Services	11,096
Snowy Valleys ⁽¹⁾	\$1.00 billion ⁽²⁾	1,465	6143 ⁽²⁾	Agriculture, Forestry & Fishing	5,991
Upper Lachlan	\$0.45 billion	1,401	2,913	Agriculture, Forestry & Fishing	4,119
Wingecarribee	\$2.66 billion	5,320	21,507	Health Care and Social Assistance	22,981
Yass Valley	\$0.59 billion	1,761	4,578	Agriculture, Forestry & Fishing	9,527
CRJO REGION	\$13.30 billion	27,594	114,185	Health Care and Social Assistance	141,915
Associate Members					
Wagga Wagga	\$3.81 billion	5,525	35,543	Health Care and Social Assistance	33,954
ACT ⁽¹⁾	\$38.19 billion ⁽³⁾	27,371	227,461	Public Administration & Safety	205,626
East Gippsland	\$2.40 billion	4,481	18,751	Health Care and Social Assistance	19,641
TOTAL REGION	\$57.70 billion	64,971	395,940	Not available	591,595

Primary Source - id.com.au/cbrjo derived from ABS and National Economics (NIEIR) data, other than:

⁽¹⁾ Sourced directly from Australian Bureau of Statistics data

⁽²⁾ data provided by Snowy Valleys Council

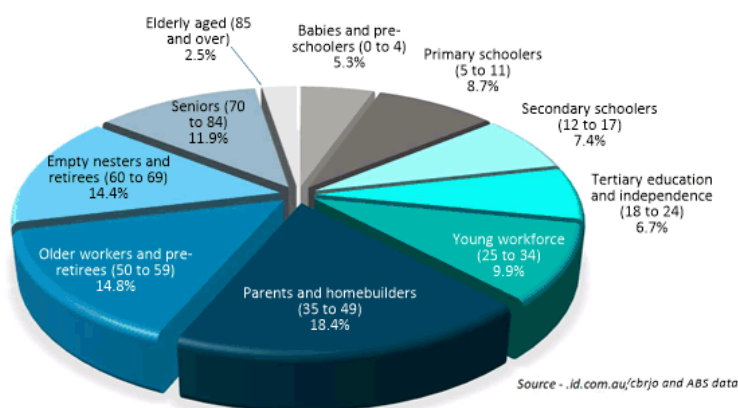
⁽³⁾ from Economic Development Australia ACT Economy Profile



Population

At the 2016 Census the usual resident population of the CRJO region was 280,951 living in 137,577 dwellings with an average household size of 2.37 people. Between 2011 to 2016, the region's population increased by 15,189 people or 6.0%. This represents an average annual population change of 1.2% per year over the period. By 30 June 2017 the official population had increased to 289,769.

CRJO Region Age Profile



The original inhabitants of the region were a number of Aboriginal tribes, including the Bugelli-Manji, Gundungurra, Monaro, Ngambri, Ngarigu, Ngunnawal, Walbunja, Wiradjuri and Yuin people.

Key Population Data

	Official Population 2017	Estimated Population 2036	Population Growth 2017 -2036	2016 Census Data						
				Population Density (people per hectare)	Median Age	Aboriginal & Torres Strait Islander Population	No of Dwellings	Average Household Size	Median Weekly Household Income	Unemployed Rate
Member Councils										
Bega Valley	34,102	38,138	11.8%	0.05	51	3.1%	17,570	2.20	\$987	5.4%
Eurobodalla	38,083	45,515	19.5%	0.11	54	5.6%	23,446	2.17	\$946	7.1%
Goulburn Mulwaree	30,556	37,202	21.8%	0.09	42	4.0%	13,643	2.39	\$1,195	6.3%
Hilltops	18,753	19,922	6.2%	0.03	44	4.4%	8,935	2.35	\$977	5.6%
Queanbeyan- Palerang	58,771	78756	34.0%	0.11	38	3.1%	24,041	2.53	\$1,871	4.0%
Snowy Monaro	20,655	21,885	6.0%	0.01	43	2.2%	12,077	2.39	\$1,298	3.4%
Snowy Valleys ⁽¹⁾	14,552	13,400 ⁽³⁾	-7.9%	0.02	45	4.4%	5,346	2.30	\$723	5.4%
Upper Lachlan	7,909	7,912	1.0% ⁽⁴⁾	0.01	48	2.5%	4,311	2.35	\$1,161	3.9%
Wingecarribee	49,649	59,597	4.3%	0.18	47	2.0%	21,681	2.41	\$1,334	3.8%
Yass Valley	16,739	27,315	63.2%	0.04	42	2.3%	6,527	2.66	\$1,869	2.9%
CRJO REGION	289,769	349,642	20.7%	0.04	45	3.4%	137,577	2.37	\$1,245	4.7%
Associate Members										
Wagga Wagga	64,265	80,984	26.0%	0.13	35	5.6%	26,187	2.49	\$1,353	5.5%
ACT ⁽¹⁾	411,667	543,550 ⁽²⁾	35.0%	1.75	35	1.6%	142,399	2.50	\$2,070	4.7%
East Gippsland	46,142	55,457	20.2%	0.02	50	2.9%	24,216	2.21	\$938	6.4%
TOTAL REGION	811,843	1,021,684	25.8%	0.09			330,379			
REGIONAL NSW				0.03	43	5.5%		2.41	\$1,166	6.6%
NSW				0.10	38	2.9%		2.61	\$1,481	6.3%

Primary Source - .id.com.au/cbrjo derived from ABS data, other than:

⁽¹⁾ Sourced directly from Australian Bureau of Statistics data

⁽²⁾ From ACT Treasury Forecasts

⁽³⁾ NSW Department of Planning 2016 Projections

⁽⁴⁾ Provided by Upper Lachlan Shire Council



5. Statement of Strategic Regional Priorities

CRJO has developed a Statement of Strategic Regional Priorities after consultation with key stakeholders. Consultation included:

- a survey of all Mayors;
- internal workshops with CRJO management, Council's General Managers and representatives of other key stakeholders;
- a review of population and economic forecasts; and
- a review of existing strategic plans and key planning documents that impact on the region.

Key Stakeholders

Government

- ACT Government
- Victorian Government
- Federal Government
- Department of Defence
- NSW Government
- NSW Government Agencies
- Member Councils
- Associate Members
- Council Staff
- Other Joint Organisations

Non-Government

- Affiliate Members
- Snowy Hydro
- Industry Associations
- Local and regional businesses
- Local communities
- Regional Cities NSW



Strategic Document Review

NSW Government

- Destination 2036 Action Plan
- NSW State Plan – “NSW 2021”
- A 20-year Economic Vision for Regional NSW
- Transport for NSW – Future Transport Strategy 2056
- Transport for NSW - Regional NSW Services and Infrastructure Plan
- Transport for NSW - NSW Freight and Ports Plan 2018-2023
- Transport for NSW - Tourism and Transport Plan
- NSW Planning - South East and Tablelands Regional Plan 2036
- Adapt NSW – South East NSW Integrated Regional Vulnerability Assessment Vols 1 and 2
- Adapt NSW - Enabling Adaptation in the South East
- NSW Southern Local Health District Strategic Plan 2016-2021
- Murrumbidgee Local Health District Strategic Plan 2016-2021
- South Western Sydney Local Health District Strategic Plan 2016-2021
- South East NSW Local Land Services Local Health District Strategic Plan 2018-2021
- 2018–2022 Regional Economic Development Strategies - Southern Tablelands, Far South Coast, QPRC, Snowy Monaro, South West Slopes and Wingecarribee
- Destination Southern NSW Destination Management Plan 2018 – 2020
- Destination Southern Highlands NSW Destination Management Plan 2011 – 2020



ACT Government

- ACT Planning Strategy 2030
- ACT Sustainable Energy Policy 2011-2020
- ACT Waste Management Strategy 2011-2025
- ACT Business Development Strategy 2015
- ACT 2020 Tourism Strategy
- ACT Transport Strategy 2012-2031
- ACT Natural Resources Management Plan
- ACT Water Strategy 2014-2044
- ACT Conservation Strategy 2013-2023
- ACT Climate Change Strategy and Action Plan
- ACT Climate Change Adaption Strategy
- ACT Statement of Ambition
- ACT International Engagement Strategy

Canberra Region Joint Organisation

- Water and Waste Water Prospectus Oct 2018
- Transport and Freight Infrastructure Prospectus Nov 2018
- Roads and Bridges Register Nov 2018

Local Government

- Member Council Plans including Community Strategic Plans, Economic Development Plans and LEPs



Photo Credit – Matt Evans, Visit Canberra



CRJO STATEMENT OF STRATEGIC REGIONAL PRIORITIES			
GOAL	PRIORITY ACTION	OUTCOME	MEASURES
LEADERSHIP			
CRJO is a recognised leader in regional advocacy and the delivery of regional programs	1. Develop Regional Advocacy Plan	1.1 Successful implementation of the Regional Advocacy Plan	<ul style="list-style-type: none"> Regular meetings Excellent relationships with key stakeholders Successful funding bids
	2. Develop a strategy to influence legislation and government policies	2.1 Legislation and government policies actively benefit the region	The number of successful submissions resulting in positive changes to legislation and/or policies
	3. Develop Regional Workforce Strategy	3.1 Staff capability and retention in councils is increased due to effective training programs and attraction/retention strategies	<ul style="list-style-type: none"> An increase in skill levels A reduction in the number of vacancies and staff turnover compared to sector benchmarks
	4. Develop Regional Project Management Model	4.1 Regional Project Management Model developed, funded and implemented resulting in increased effectiveness and efficiency in delivering projects	The number of projects delivered through a centralised model
	5. Investigate opportunities for regional collaboration	5.1 Identified opportunities for collaboration implemented with success	Greater efficiency and cost savings for Councils
	6. Develop creative and futuristic 30-year vision for shaping the region	6.1 30 year Plan to address effective decentralisation for the region is developed in collaboration with the community	Acceptance of the Plan by the NSW and Federal Governments
ECONOMIC			
Our economy is strong and diverse, with extensive business and job opportunities	7. Develop the Canberra Region Economic Development Strategy	7.1 Successful implementation of the Canberra Region Economic Development Strategy	An increase in the regional GDP
	8. Support the development of a regional Agrifood Export Precinct	8.1 The Canberra Region is recognised as an export precinct	<ul style="list-style-type: none"> Market awareness An increase in the volume and type of food and manufactured products exported from the region

CRJO STATEMENT OF STRATEGIC REGIONAL PRIORITIES			
GOAL	PRIORITY ACTION	OUTCOME	MEASURES
INFRASTRUCTURE			
Our region is connected and serviced by infrastructure that meets contemporary, emerging and future expectations	9. Develop further infrastructure prospectus – recreation and cultural	9.1 Prospectus developed for recreation and cultural infrastructure	Recognition of regional priorities by Councils and NSW Government agencies
	10. Facilitate funding to eliminate telecommunication blackspots	10.1 Telecommunications black spots in the region minimised or eliminated	A reduction in identified black spots and improved coverage
	11. Facilitate regional communities to embrace smart technology	11.1 Progress towards each LGA implementing smart technology	Smart technology implemented across community infrastructure eg Street lighting, wifi, parking
	12. Refine and update strategic CRJO infrastructure documents	12.1 Strategic infrastructure documents align with state and regional plans and remain current and up to date	<ul style="list-style-type: none"> Increased project grant funding Coordinated delivery of projects across the region
COMMUNITY			
Our community is resilient and feels informed, connected, capable and valued	13. Advocate for funding to assist Councils manage Crown Land and Native Title issues	13.1 Funding provided to assist Councils manage Crown Land and Native Title issues	The level of funding received
	14. Provide direct support to assist Councils manage Crown Land and Native Title issues	14.1 Support provided to ensure Councils have appropriate plans of management for crown lands 14.2 Support provided to ensure Councils build their capacity to deal with Native Title	<ul style="list-style-type: none"> All NSW member councils can demonstrate that they have effective management plans in place An increase in staff awareness and ability to manage Native Title issues
	15. Develop Regional Social Infrastructure Prospectus	15.1 Identification of issues, stakeholders and priority actions through a regional "Well-Being Survey" 15.2 Voice against Violence and State of Mind programs successfully run in each LGA	<ul style="list-style-type: none"> Recognition and support by individual Councils Improvement in well-being measures over time A reduction in domestic violence and mental health impacts An increase in awareness and treatment of mental health issues

CRJO STATEMENT OF STRATEGIC REGIONAL PRIORITIES			
GOAL	PRIORITY ACTION	OUTCOME	MEASURES
ENVIRONMENT			
Our environment is valued and enhanced for future generations	16. Facilitate an increase in the capacity of Councils to deal with biodiversity	16.1 Successful biodiversity training programs and procedures developed	<ul style="list-style-type: none"> Increased capacity of Councils to deal with biodiversity matters Number of staff trained and procedures implemented by Councils
	17. Advocate for funding support to assist Councils with contaminated land management	17.1 Successful contaminated land management training programs and procedures developed	An increase in the number of matters resolved
	18. Develop Regional Waste Action Plan	18.1 Successful implementation of the Regional Waste Action Plan	<ul style="list-style-type: none"> Greater community awareness of reuse and recycling options Recycling embedded in regional and council procurement policies and DAs Less construction and demolition waste to landfill
	19. Develop Regional Energy Action Plan	19.1 Regional Energy Action Plan adopted and stakeholder engagement strategy implemented	<ul style="list-style-type: none"> Opportunities for regional collaboration to establish or utilise renewable energy options identified and assessed eg waste to energy, battery, connected solar/wind farms, hydro, geothermal
	20. Develop Regional Climate Adaptation Plan	20.1 Regional Climate Adaptation Plan developed and implemented	<ul style="list-style-type: none"> Action taken by councils implement climate adaption strategies
CROSS-BORDER			
Our region operates seamlessly across all boundaries	21. Cross-border impacts and opportunities are considered in the delivery of all strategic regional priorities	21.1 Cross-border issues have been considered in the development of all plans and projects 21.2 Successful implementation of the MOU with the ACT Government	<ul style="list-style-type: none"> The outcomes of each individual plan and project The level of engagement and satisfaction of both parties
	22. Advocate for positive cross-border connectivity	22.1 Inclusion and funding of priority projects in ACT/NSW, ACT/CRJO workplans and agency strategies 22.2 Model developed for borderless government	<ul style="list-style-type: none"> Action taken to provide cross-border transport, utilities, telecom and energy network connections Progress towards implementation of borderless government (regulations/transactions)



CANBERRA REGION
JOINT ORGANISATION