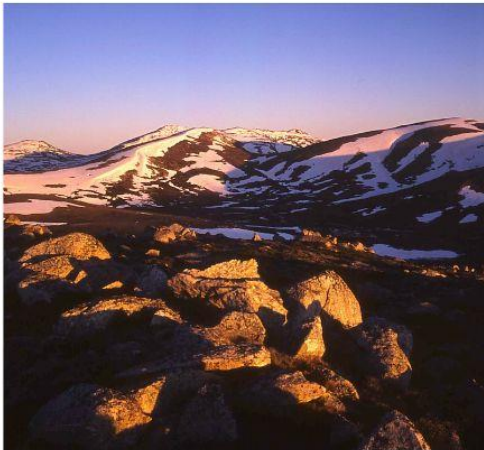




**CANBERRA REGION
JOINT ORGANISATION**

Regional leadership connecting our communities



**CRJO Annual Performance
Statement 2022-2023**

Annual Performance Statement

2022-2023

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Profile

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

The Canberra Region is situated in south-eastern New South Wales and envelops the ACT. The region extends from the picturesque south-west slopes, through the dynamic Sydney-Canberra Corridor, across the scenic Eurobodalla, down to the vibrant Sapphire Coast, and up into the majestic Snowy Mountains.

Characterised by its unique and diverse geography, the Canberra Region boasts a predominantly rural landscape. The region also encompasses a mosaic of smaller townships and villages, alongside expanding residential and rural residential areas, especially near Canberra and the coastal regions.

The topography of the region is remarkably varied, spanning from the coastal plains to the alpine areas in the southwest, and across the rolling tablelands in the west. This diverse landscape defines the region's natural beauty and shapes its community and way of life.



Role and Purpose

Our Role

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

CRJO's core objectives include:

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

Vision & Principles

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

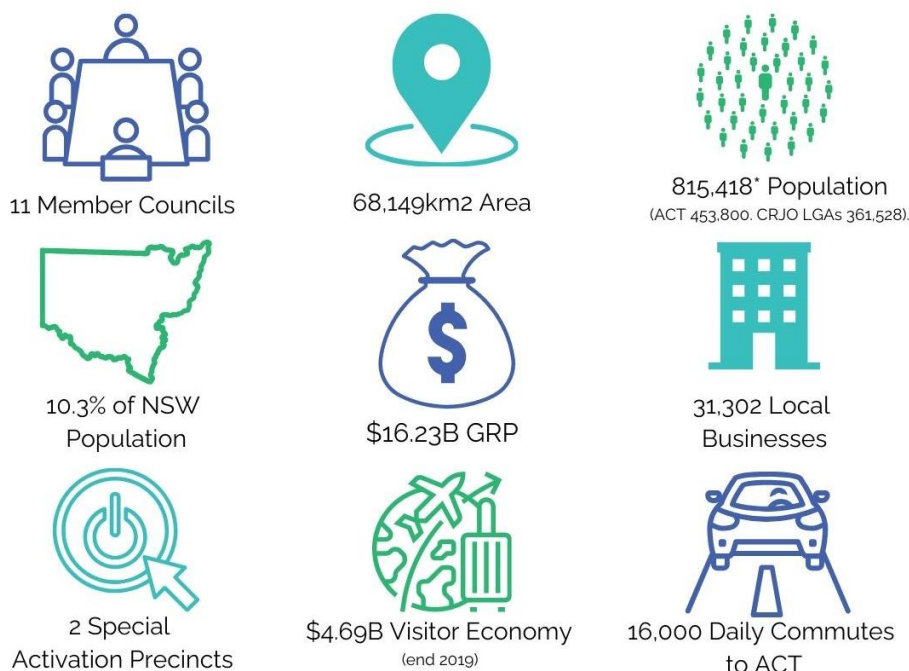
The CRJO Mission

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

The CRJO Vision

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

Our Region



Source: Canberra Region .id Profile website, ABS Census, Canberra Region Economic Development Strategy.
*All population figures are 2022 ERP, except Snowy Valleys Council (2021 ERP) and ACT (2021 URP) Profile ID.

Message from the Chair



Over the last year, the collaborative efforts of the Canberra Region Joint Organisation have significantly contributed to regional enhancement, highlighting the effectiveness of our collective action. The range of initiatives we've embarked on has delivered substantial advantages to our region and member councils. My appreciation goes out to every staff member whose dedication made these achievements possible.

This success serves as a testament to the power of our advocacy, and I extend my gratitude to all the mayors and CEO's/general managers for their valuable input and efforts. As someone who holds the position of Mayor, I am acutely conscious of the financial hurdles we currently encounter and anticipate in the coming years, marked by escalating expenses and constrained revenue generation capabilities. The Canberra Region Joint Organisation faces similar challenges, both in executing projects and covering operational costs.

I also wish to express my sincere thanks to all state government agencies including the Office of Local Government, Regional NSW, and all the ministers and local members of parliament who have supported Canberra Region Joint Organisation in securing positive outcomes for our communities.

I eagerly anticipate further strengthening these fruitful partnerships.

Cr Russell Fitzpatrick
Mayor Bega Valley Shire Council
Chair, Canberra Region Joint Organisation



Strategic Regional Priorities

The CRJO Statement of Strategic Priorities 2022-2026 was adopted by the CRJO board at its 9 December 2022 meeting. This Statement of Strategic Regional Priorities 2022-2026 encompassed six vital pillars including:

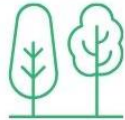
Our Community



Liveability, wellbeing, and inclusion.

We are a network of vibrant, inclusive and diverse communities that value our rural lifestyle.

Our Environment



We appreciate our range of rural landscapes and habitats and are stewards of the natural environment for future generations.

Our Economy



We have a strong regional economy experiencing sustainable growth, which provides for a diverse range of employment opportunities.

Our Infrastructure



Our community is well serviced and connected to built, social and communications infrastructure.

Our Civic leadership



Our leaders operate ethically and implement good governance.

These five pillars demonstrated the overarching strategic goals for the region and were supported by several priority actions for their actualisation.

Of the 22 priority actions, the following were delivered in the 2022-2023 financial year and represent the culmination of actions against this plan. An updated set of Strategic Regional Priorities is in development and will be endorsed by the CRJO Board in 2024 to be reviewed at the following the Local Government Elections in September 2024.

Where do we want to be?

<p>1.1 Develop tools and resources to help communities get back on their feet.</p>	<p>1.2 Become the driver of sound emergency waste management policy.</p>	<p>1.3 Utilise future grant funding to provide assistance, resources, and programs to regional communities in need.</p>
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Actions

Develop tools and resources to help communities get back on their feet.

<p>1.1.1</p>	<p>Ongoing engagement with those communities prone to natural disasters to identify risks and opportunities that will aid better planning and preparedness.</p>	<p>CRJO delivered a total of 30 workshops across three resilience-based projects.</p> <p>These workshops engaged a combination of communities, Councils, State agencies, and other relevant stakeholders to support disaster risk resilience and preparedness.</p>
<p>1.1.2</p>	<p>Based on the data collected, develop tools and resources that are easily understood and accessible to the community.</p>	<p>11x Decision Guides (1 per LGA) were developed, and finalised, to support each LGA in adapting the South East NSW Resilience Blueprint.</p> <p>In addition, the development of a Regional Drought Resilience Plan commenced. Identifying and developing guiding actions for both the Upper Lachlan Shire Council and Hilltops Council to build resilience to future drought. Plan to be finalised in the 2023/24 financial year.</p>
<p>1.1.3</p>	<p>Identify programs of work that can be undertaken to help communities be better prepared and facilitate the smooth execution of the disaster recovery plans across the region.</p>	<p>CRJO was successful in receiving funding under the Disaster Risk and Reduction Fund (DRRF).</p>

		Through DRRF, CRJO works collaboratively with six (6) Joint Organisations (JO) and one (1) Regional Organisation of Council across regional NSW. This JO network works with State agencies and organisations to identify programs and bodies of work that enable greater disaster recovery and preparedness across the region.
1.1.4	Work with councils to communicate and embed the plans and processes into its day-to-day operations.	CRJO is developing toolkits for Councils to embed resilience into the Integrated, Planning and Reporting (IP&R) Framework. This will be delivered to Councils in the 2023/2024 FY.

Become the driver of sound emergency waste management policy.

1.2.1	Work with member councils to develop an emergency waste management policy to ensure the correct disposal of materials after a natural disaster.	CRJO is undertaking a review of available resources in Disaster Waste Management planning, policies and best practice.
1.2.2	Develop tools and resources for Councils to implement as part of their emergency management practices.	CRJO is undertaking a review of available resources in Disaster Waste Management. This process will inform the identification of tools and resources to be developed in the 2023/2024 and 2024/2025 FYs.

Utilise future grant funding to provide assistance, resources, and programs to regional communities in need.

1.3.1	Identify other funding opportunities to help support communities to plan, protect and recover from emergencies and natural disaster events.	CRJO was successful in receiving funding under the Disaster Risk and Reduction Fund (DRRF). The Learn Share Embed project supports the development of regional and local resilience strategies building more resilient communities through a systemic state-wide approach.
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Where do we want to be?

<p>2.1 At the forefront of waste management planning</p>	<p>2.2 Continuing our commitment to waste education and awareness</p>	<p>2.3 Supporting our Councils in protecting the environment through the delivery of regional waste programs, the collection of better data and by providing specialised resources</p>	<p>2.4 Championing a circular economy</p>	<p>2.5 Net Zero Emissions</p>
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Actions

At the forefront of waste management planning

<p>2.1.1</p>	<p>Implement the Waste Management Strategy that provides clear guidance for member councils to reduce waste generation and improve recycling and resource recovery.</p>	<p>In December 2022, CRJO adopted a new Regional Waste and Sustainable Materials Strategy 2022-27. This strategy aligns with the NSW Strategy.</p>
<p>2.1.2</p>	<p>Identify key programs of work that will contribute to meeting the Waste and Sustainability Materials Strategic (WaSM) targets and Key Performance Indicators set out in the Waste Management Strategy.</p>	<p>The new Regional Waste and Sustainable Materials Strategy 2022-27 includes an action plan which prioritises actions/projects that need to be delivered in the next five (5) years.</p>
<p>2.1.3</p>	<p>Gain support from and actively advocate to other levels of Government to ensure the region can successfully adopt a best practice waste management model.</p>	<p>Representation from a number of key CRJO staff has been made to the EPA, elected officials and the private sector. CRJO will continue this advocacy work into 2023-24.</p>

Continuing our commitment to waste education and awareness

<p>2.2.1</p>	<p>Identify opportunities for our younger generations to raise awareness and promote lifestyle choices that will protect the environment.</p>	<p>CRJO delivered a School Waste Education Program in 2022- in collaboration with Ozharvest, the Murrumbidgee Local Health District and Keep</p>
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		Australia Beautiful. The program included 30 sessions at Regional Schools and 15 schools signing up for the Ozharvest Feast Program.
2.2.2	Provide educational resources for households and industry regarding waste management best practices.	CRJO supported regional participation to Garage Sale Trail, Plastic Free July and participated in the NSW EPA pilot program Scrap Together- to encourage and improve FOGO collection results in some of our councils providing this service. CRJO also delivered CRC Education and Promotion of the yearly Household Chemical Cleanout events in our region.

Supporting our Councils in protecting the environment through the delivery of regional waste programs, the collection of better data and by providing specialised resources

2.3.1	Continue the delivery of the Contaminated Lands Program to implement processes that will help identify contaminated lands and maintain adequate records.	CRJO continued to deliver the Contaminated Lands Program which identified contaminated lands and maintain GIS data and records. These programs also promoted the management of contaminated lands in the wake of a natural disaster.
2.3.2	Provide support and resources to Councils during their transition to meet the Food Organics and Garden Organics (FOGO) legislation by 2030.	CRJO supports our councils with progressing implementation of FOGO, we provide updates to councils on new funding opportunities for FOGO and regularly discusses on the ground issues and learnings from councils that already have a FOGO facility.

Championing a circular economy

2.4.1	Undertake a Circular Economy review to understand what materials are consumed and disposed of throughout the region to help inform better environmentally friendly practices.	CRJO was successful in securing a \$ 1.2 M grant from Regional NSW to undertake a Circular Economy project, including a Regional Material Flow analyses, Circular Economy business cases
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		and a Regional Circular Economy Roadmap. The project will be finalised in 2024.
2.4.2	Leveraging from the Circular Economy review to identify gaps in regional waste and recycling infrastructure and help determine a strategy to address those gaps.	The Circular Economy project addresses the gaps in our regional waste and recycling infrastructure, at least for the highest potential waste materials.

Net Zero Emissions

2.5.1	Work with State Government to promote/recommend zero emissions actions and practices in this region.	<p>CRJO successfully secured grant funding from the Climate Change Fund through the Net Zero Joint Organisation Accelerator (JONZA) program to employ a Net Zero Environment Officer in November 2022.</p> <p>The JONZA Program facilitates the delivery of Net Zero support from the State Government to the Local Government members.</p>
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Our Economy

*Creating a sustainable
and prosperous economy*

Where do we want to be?

3.1 Creating economic growth and job opportunities

3.2 Support local initiatives to boost tourism throughout the region

3.3 Continue the implementation of the Canberra Region Economic Development Strategy

Actions

Creating economic growth and job opportunities

3.1.1	Engage with all levels of Government to develop new industry opportunities and promote investment in the region.	CRJO Chair and Chief Executive met with a number of key ministers and government throughout the year to ensure new industry opportunities developed and promoted investment in the region. CRJO continued to advocate for the fast-train between Sydney and Canberra.
3.1.2	Harbour relationships with community groups who are actively addressing regional workforce issues to leverage progress made in rebuilding the economy after several years of natural disasters and the pandemic.	For review in the 2023-24 financial year.

Support local initiatives to boost tourism throughout the region

3.2.1	Work closely with other agencies such as Visit Canberra and Destination Southern NSW to raise the profile of the Canberra region as a tourist destination of choice with a distinct shared identity.	During the year, CRJO attended regular meetings with Visit Canberra and Destination Southern NSW. Discussions have been held with the Canberra Region Tourism Industry, for the platinum CRJO sponsorship of the 2023 Canberra Region Tourism Awards. This will progress further into next year.
3.2.2	Support councils in finding innovative ways to increase visitor numbers and encourage visitors to stay longer.	Through the CRJO sponsorship of the 2023 Canberra Region Tourism Awards, the aim is to promote tourism within the Canberra Region to increase visitor numbers and encourage visitors to stay longer. Discussions will continue to be held with Destination Southern NSW and Visit Canberra.

Continue the implementation of the Canberra Region Economic Development Strategy

3.3.1	Identify key opportunities to implement the Canberra Region Economic Development Strategy.	<p>CRJO identifies opportunities and applies for funding that aligns with the five (5) pillars of the Canberra Region Economic Development Strategy.</p> <p>This includes enhancing climate action in the Canberra region, including increasing resilience to natural hazards and protecting diverse environmental assets through the Net Zero and Resilience Programs.</p>
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Where do we want to be?		
4.1 Support the delivery of transformative and region enhancing infrastructure	4.2 Reliable freight and transport linkages that connect the communities of the Southeast	4.3 A comprehensive telecommunications network and application of emerging smart technologies

Actions

Support the delivery of transformative and region enhancing infrastructure		
4.1.1	Review and update the infrastructure priority prospectus.	CRJO member council continued to utilise innovative software to record infrastructure and transport initiatives across the region through the PIPE Platform.
4.1.2	Advocate for regional infrastructure priorities using prospects documents.	CRJO has continued advocacy for regional infrastructure priorities including submissions made to state and federal government inquiries. CRJO has actively made submissions on the regional, rural and remote road networks and the privatisation of water supply.
4.1.3	Develop a regional critical infrastructure betterment prospectus to support a more resilient region.	CRJO has commissioned the development of Critical Infrastructure Resilience Plans (CIRPs) for each LGA. This work will be complete in late 2023. CRJO completed of a scoping study of four (4) priority water infrastructure projects in the region.

Reliable freight and transport linkages that connect the communities of the Southeast

4.2.1	Advocate for East-West freight linkages.	Prior to the NSW State Elections CRJO staff met with a number of elected officials and advocated the CRJO's regional priorities, including East-West freight linkages. The CRJO will continue to keep advocating for East-West freight linkages with the newly elected Labor Government.
4.2.2	Participate in regional transport and freight planning forums.	CRJO participated in a number of regional transport and freight planning forums, facilitated by Transport NSW and the NSW Office of Energy and Climate Change.

A comprehensive telecommunications network and application of emerging smart technologies

4.3.1	Advocate for elimination of telecommunications blackspots and for telecommunication infrastructure improvements to deliver reliable services.	Prior to the NSW State Elections CRJO staff met with a number of elected officials and advocated the CRJO's regional priorities, including telecommunications and infrastructure improvements. Telstra provided a presentation to the General Manager Advisory Group on the upcoming telecommunication changes.
4.3.2	Seek opportunities to support members to develop and embrace smart technology programs and infrastructure.	CRJO identifies and promotes funding opportunities for members to development smart technology programs.

Our Civic Leadership

*A strong voice for
the South-East*

Where do we want to be?

<p>5.1 Ensure the long-term financial sustainability of the Canberra Region JO</p>	<p>5.2 Create opportunities for regional councils and stakeholders to work together to achieve a common goal</p>	<p>5.3 Identify initiatives that can deliver better value to our members</p>
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Actions

Support the delivery of transformative and region enhancing infrastructure		
<p>5.1.1</p>	<p>Build on current policies and processes to establish a high standard of transparency and accountability.</p>	<p>The CRJO Governance Framework is currently under review to ensure effectiveness in the endorsed policies and processes. The aim of the review is to ensure the current policies and processes demonstrate a high standard of transparency and accountability.</p>
<p>5.1.2</p>	<p>Make sound financial decisions in line with our risk management framework with stringent financial discipline.</p>	<p>CRJO reviewed and updated its procurement policies in line with best practice standards. CRJO also strengthened its transactional approval processes to ensure rigorous oversight of all expenditure throughout the organisation.</p>
<p>5.1.3</p>	<p>Implement clear lines of communication and reporting to our Board, our stakeholders and the wider community.</p>	<p>CRJO streamlined reporting structures to ensure timely distribution of board papers and attachments through the CRJO shared drive. The CRJO undertook a review of accessible platforms such as the CRJO website and LinkedIn to ensure current information was made our stakeholders and wider community. The CRJO website is due for completion in the 2023-24 financial year.</p>

Create opportunities for regional councils and stakeholders to work together to achieve a common goal		
5.2.1	Participate in key forums including Regional Leadership Executive, Destination Networks, Joint Organisation Network and Forum, and with the NSW Cross Border Commissioner and OLG.	CRJO prioritised building and maintaining relationships, by ensuring representation in appropriate regional discussions and key forums. CRJO effectively positioned itself as a valuable contributor to regional development agendas and cross-border initiatives.
5.2.2	Collaborate with ACT Government in delivering priorities identified in the Canberra Region Economic Development Strategy and the priorities in the Memorandum of Understanding between CRJO and ACT Government.	The ACT and CRJO Memorandum of Understanding was signed by the ACT Government Chief Minister as well as CRJO Chair. CRJO have been actively pursuing the delivery of priorities including shared procurement opportunities and the circular economy project.
5.2.3	Coordinate active networks within member councils and communities to share learning, skills, and resources.	Dedicated working groups were established to facilitate ongoing communication and knowledge exchange among member Councils. Regular meetings were organised and coordinated by CRJO to foster collaboration and skill sharing/development. Leveraging technology, such as Microsoft Teams, further facilitated continuous interaction and resource sharing.
5.2.4	Continue to build strategic relationships with other local community groups and associations.	To review in the 2023-24 financial year.

Identify initiatives that can deliver better value to our members		
5.3.1	Explore opportunities to create regional procurement processes to reduce the administrative burden on member councils and increase purchasing power across the region.	CRJO explored a range of opportunities for regional procurement to leverage joint purchasing across the region. Areas investigated were Local Government Procurement contract enhancements, power purchasing agreements and CRJO led regional procurement. The outcomes of these opportunities will continue to be explored in 2023-24.
5.3.2	Implement a shared internal audit function that will streamline key audit functions and utilise a consistent, best practice model to participating councils.	CRJO set up a new internal audit function both as required by legislation and in order to offer internal audit as a shared service to the CRJO member Councils. The member Councils participating in the internal audit shared service are Goulburn-Mulwaree, Snowy Monaro, Upper Lachlan Shire and Yass Valley, as well as the CRJO. CRJO provides secretariat support to the Audit Risk and Improvement committee.
5.3.3	Continually assess operational pain points within member councils to identify other opportunities for regional collaboration and shared services.	Through the reconnection of working groups, CRJO sought regular feedback from member councils to gather insights into their challenges and needs. It was particularly evident that all Councils are experiencing significant staff shortages. CRJO are working with member Councils to establish a Women in Planning Program with the aim to assist with staff shortages.

Statutory Statements

Issues Raised by Anti-Slavery Commissioner

No issues were raised by the Anti-slavery Commissioner concerning the operations of the CRJO.

Procurement of Goods and Services

To ensure that goods and services procured by and for the JO were not the product of modern slavery, within the meaning of the Modern Slavery Act 2018, procurement practices of the CRJO require vendors operating above thresholds required under the Act to provide their specific Modern Slavery Statement.

Overseas Travel

Nil

Expenses & Provision of Facilities to Board Members

The Payment of Expenses Provision of Facilities and Allowances to Board Members Policy was last ratified at the CRJO Board meeting of 29 October 2021. Costs and expenses related to CRJO Board members for the 2021-22 year are outlined below:

Provision of dedicated office equipment allocated to Board Members.	Nil. Refer clause 5.4 of policy.
Telephone calls made by Board Members.	Nil Refer clause 5.4 of policy.
Attendance of Board Members at conferences and seminars.	Nil. Refer clause 5.4 of policy.
Interstate visits, including transport, accommodation and other out-of-pocket travelling expenses.	\$540 (Ex GST)
Overseas visits, including transport, accommodation and other out-of-pocket travelling expenses.	Not applicable. No international travel undertaken.
Expenses of any spouse, partner or other person who accompanies Board Members in the performance of his or her civic functions.	Not applicable. CRJO does not meet the cost of Board Members' spouses, partners and accompanying persons. Refer clause 5.3 of policy.
Expenses involved in the provision of care for a child of, or an immediate family member of a Board Member.	Not applicable. Refer clause 5.7.2 in policy.
Board Member sitting fees.	Total: \$15,708
Board meeting expenses.	Total: \$5,800 (Ex GST)

Details of each Contract Awarded

The CRJO awarded the following contracts above \$150,000 (Ex GST) during the 2022/2023 financial year:

- Strategic Development Group \$150,000 – Bushfire Local Economic Recovery Fund (BLERF)
- MRA Group \$198,000 – Circular Economy (Material Flow Analysis and Circular Economy Roadmap)
- Three Stables Group \$171,250 – Circular Economy (Circular Economy Strategy and Business Case for 1 waste stream)
- Projectura \$150,000 – Regional Community Strategic Plan
- Three Stable Group \$169,513 – Regional Drought Resilience Plan

Summary of amounts incurred in relation to legal proceedings

Nil

Financial Assistance of others

Nil

Statement of all external bodies exercising function of JO

The CRJO has not delegated any of its functions.

Statement of bodies in which JO held a controlling interest

Nil

Statement of bodies in which JO participated

Nil

Equal Employment Opportunity Management Plan

Our EEO Policy is currently under review and will be presented to the Chief Executive Officer for approval. Staff and Manager training will be conducted once approved.

Associated policies and processes have been reviewed including Code of Conduct, Discrimination, Bullying and Harassment, Performance Management process, Grievance and Complaint procedures and the Recruitment process.

Additional measures to capture or prevent any EEO contraventions include:

- Systematic review of employment practices to ensure flexibility in accommodating the changing needs of employees
- Annual review schedule of Human Resource policies and procedures to ensure they are non-discriminatory and supportive to all employment groups equally
- Employee Assistance Program provider reports de-identified information on any contraventions
- Confidential reporting for staff and managers

Remuneration Executive Officer

The total remuneration package for the CRJO Chief Executive Officer in 2022-23 was \$218,441 including salary, superannuation and the full use of an organisation owned vehicle.

Remuneration of Senior Staff Members

Nil.

Statement of total numbers of persons completing paid work on 23 November 2022

The CRJO employed a total of 11 people including;

- Nine Permanent Full-Time
- Two Permanent Part -Time

The Chief Executive Officer was the only Senior Staff member.

Capital works projects

Nil

Government Information Public Access (GIPA)

CRJO received zero formal access and zero informal applications for the reporting year under Government Information (Public Access) Act, 2009 (GIPA).

Public Interest Disclosure Activity

CRJO received zero public interest disclosures for the reporting year under Public Interest Disclosures Act 1994.

Canberra Region Joint Organisation

GENERAL PURPOSE FINANCIAL STATEMENTS
For the year ended 30 June 2023



Canberra Region Joint Organisation

General purpose financial statements for the year ended 30 June 2023

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

Canberra Region Joint Organisation
Suite 4, Level 4 Plaza Offices East,
Terminal Avenue
Canberra Airport ACT 2609

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

Canberra Region Joint Organisation

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

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


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

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

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

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

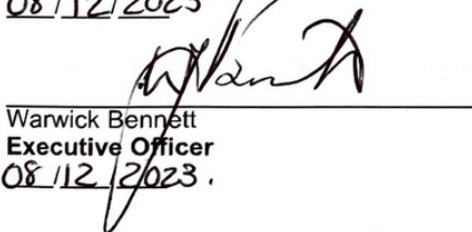
Signed in accordance with a resolution of the Board of CANBERRA REGION JOINT ORGANISATION made on 8 December 2023.



Russell Fitzpatrick
Chairperson
08/12/2023



Kendrick Winchester
Voting Representative Board Member
08/12/2023



Warwick Bennett
Executive Officer
08/12/2023

Canberra Region Joint Organisation

Statement of Income and Accumulated Surplus for the year ended 30 June 2023

	Notes	2023 \$000	2022 \$000
Income			
Member council contributions	B1-1	435	437
User charges and fees	B1-2	376	289
Grants provided for operating purposes	B1-3	2,663	2,137
Interest and investment revenue	B1-4	6	2
Other income	B1-5	315	398
Total income		3,795	3,263
Expenses			
Employee benefits and on-costs		1,686	1,217
Administrative expenses	B2-1	1,809	1,535
Borrowing costs	B2-2	1	1
Depreciation	C1-5, C2-1	100	117
Total expenses		3,596	2,870
Net result for the period		199	393
Accumulated surplus at 1 July		780	387
Restatement of accumulated surplus for changes in accounting policy		-	-
Accumulated surplus as at 30 June		979	780

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

Canberra Region Joint Organisation

Statement of Financial Position as at 30 June 2023

	Notes	2023 \$000	2022 \$000
ASSETS			
Current assets			
Cash and cash equivalents	C1-1	1,502	1,223
Investments	C1-2	513	506
Receivables	C1-3	695	623
Contract Assets and Contract Cost Assets	C1-4	391	96
Other		102	3
Total current assets		3,203	2,451
Non-current assets			
Property, plant and equipment	C1-5	85	37
Right of use assets	C2-1	10	40
Total non-current assets		95	77
Total assets		3,298	2,528
LIABILITIES			
Current liabilities			
Payables	C3-1	257	373
Contract liabilities	C3-2	1,937	1,256
Lease liabilities	C2-1	11	33
Employee benefit provisions	C3-3	114	78
Total current liabilities		2,319	1,740
Non-current liabilities			
Lease liabilities	C2-1	-	8
Total non-current liabilities		-	8
Total liabilities		2,319	1,748
Net assets		979	780
EQUITY			
Accumulated surplus		979	780
Total equity		979	780

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

Canberra Region Joint Organisation

Statement of Cash Flows for the year ended 30 June 2023

	Notes	2023 \$000	2022 \$000
Cash flows from operating activities			
Receipts:			
Contributions from member councils		480	481
User charges and fees		395	551
Grants		3,197	1,223
Investment received		6	2
Other		205	66
Payments:			
Employees and services		(3,855)	(2,671)
Net cash flows from/(used in) operating activities		428	(348)
Cash flows from investing activities			
Receipts:			
Proceeds from Sale of property, plant and equipment		-	-
Payments:			
Payments for reinvestment		(6)	-
Payments for property, plant and equipment		(129)	(47)
Net cashflows from/(used in) investing activities		(135)	(47)
Cash flows from financing activities			
Receipts:			
Proceeds from investments		-	-
Other		-	-
Payments:			
Repayment of lease liabilities		(40)	(29)
Other		26	110
Net cash flows from/(used in) financing activities		(14)	81
Net change in cash and cash equivalents		279	(314)
Cash and cash equivalents at beginning of year		1,223	1,537
Cash and cash equivalents at end of year	C1-1	1,502	1,223

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

Canberra Region Joint Organisation

Notes to the Financial Statements for the year ended 30 June 2023

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A. About the Joint Organisation and these financial statements

A1. Basis of preparation

These financial statements were authorised for issue by the Board of the Joint Organisation on 8 December 2023. The Board has the power to amend and reissue these financial statements.

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

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

a. New and amended standards adopted by CRJO

No new AASB standards were adopted for the 2023 financial year.

b. Historical cost convention

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

c. Significant accounting estimates and judgements

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

Critical accounting estimates and assumptions

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

- employee benefit provisions – refer Note C3-3.
- contract assets and liabilities – refer Notes C1-4 and C3-2.

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.

B. Financial performance

B1. Sources of income

B1-1 Member Council contributions

	2023		2022
	\$000		\$000
Bega Valley Shire Council	38		38
East Gippsland Shire Council	-		11
Eurobodalla Shire Council	41		41
Goulburn Mulwaree Council	35		34
Hilltops Council	26		25
Queanbeyan Palerang Regional Council	59		57
Snowy Monaro Regional Council	27		27
Snowy Valley Council	22		21
Upper Lachlan Shire Council	17		17
Wagga Wagga City Council	47		46
Wingecarribee Shire Council	51		50
Yass Valley Shire Council	24		24
ACT Government	48		46
Total member council contributions	435		437

Accounting policy

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

The methodology for determining the contribution is:

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

B1-2 User charges and fees

	2023	2022
	\$000	\$000
CRJO - Operations	259	9
Regional Community Strategic Plan	-	107
EPA Contaminated Land (Western Cluster)	34	33
EPA Contaminated Land (Eastern Cluster)	23	33
EPA Regional Co-Ordination Support	1	31
Private Vehicle User Fees	14	11
EPA – Household Chemical Cleanup	22	-
EPA – Container Deposit Scheme	11	(10)
EPA – Waste Education Program	12	-
OLG – Climate Resilience Housing Toolkit	-	75
Total user charges and fees	376	289

Timing of revenue recognition for user charges and fees

User charges and fee recognised over time	362	278
User charges and fee recognised at a point time	14	11
Total user charges and fees	376	289

Accounting policy

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

B1-3 Grants

	2023	2022
	<u>Operating</u>	<u>Operating</u>
	\$000	\$000
CRJO - Operations	35	-
BCRRF – Blueprint	-	305
BCRRF – Simtable	75	106
BCRRF – Vulnerable Contaminated Lands	67	128
BLERF – Bushfire Local Economic Fund	1,047	572
DPIE – Bin Trim	-	65
DRNSW – Circular Economy	201	-
DRNSW – Regional Drought Resilience Plan	384	116
DRRF - Disaster Risk Reduction Fund	116	-
ECC - Net Zero Acceleration	36	-
EPA - Container Deposit Scheme	-	27
EPA – Contaminated Land Eastern Cluster	204	122
EPA – Contaminated Land Western Cluster	130	145
EPA – CRC Education	13	47
EPA – Food Donation Network	-	43
EPA – Food Donation Network (ACT)	-	3
EPA – Household Chemical Cleanout	33	74
EPA – Illegal Dumping	-	1
EPA – Regional Coordination Support Fund	281	263
EPA – Regional Waste Education Support	-	42
EPA - Scrap Together	33	-
OLG – Climate Resilience Housing Toolkit	-	78
OLG - Procurement	8	-
Total grants	<u>2,663</u>	<u>2,137</u>
Comprising:		
– Commonwealth funding	-	-
– State funding	2,663	2,137
– Other funding	-	-
	<u>2,663</u>	<u>2,137</u>

Accounting policy

Grants - enforceable agreement with sufficiently specific performance obligations

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

The performance obligations vary in accordance with each individual agreement.

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

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

Other grants

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

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

B1-4 Interest and investment income

	2023 \$000	2022 \$000
Interest on financial assets measured at amortised cost	6	2
Total interest and investment income	<u>6</u>	<u>2</u>

Accounting policy

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

B1-5 Other Income

	2023 \$000	2022 \$000
Procurement rebate	123	114
Management Fees	192	284
	<u>315</u>	<u>398</u>

Accounting policy

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

B2. Cost of providing services

B2-1 Administrative expenses

	2023 \$000	2022 \$000
(a) Administrative expenses		
Accommodation	45	31
Accounting	52	20
Advertising	50	64
Audit Fees	34	20
Bank Fees	1	1
Cleaning	5	5
Consulting	1,101	726
General Expenses	71	238
Insurance	1	2
Meeting Expenses	62	40
Motor Vehicle Allowances	6	-
Motor Vehicle Expenses	49	24
Office Expenses	66	214
Printing & Stationary	12	8
Project Management	195	89
Rent	3	3
Repairs & Maintenance	1	1
Sitting Fees	25	6
Subscriptions	13	35
Telephone & Internet	17	8
	<u>1,809</u>	<u>1,535</u>

Accounting policy

Employee benefit expenses

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

Administrative expenses

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

B2-2 Borrowing costs

	2023	2022
	\$000	\$000
Interest on leases	1	1
Total borrowing costs	1	1

Accounting policy

Borrowing costs are expenses as incurred.

C1. Assets we manage

C1-1 Cash and cash equivalents

	2023 \$000	2022 \$000
Cash at bank and on hand	1,505	1,240
Credit Facility	(3)	(17)
	<u>1,502</u>	<u>1,223</u>
Restricted cash and cash equivalents		
External restrictions	590	1,161
Unrestricted	912	62
	<u>1,502</u>	<u>1,223</u>

Cash received under a Grant Funding Agreement is restricted and can only be expensed in line with the conditions outlined in the Funding Agreement. This cash is not available for operational use by the JO.

Reconciliation of cash and cash equivalents

Total cash and cash equivalents per statement of financial position	1,502	1,223
Less: bank overdraft	-	-
Balance as per statement of Cash Flows	<u>1,502</u>	<u>1,223</u>

Accounting policy

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

C1-2 Investments

	2023		2022	
	Current \$000	Non-current \$000	Current \$000	Non-current \$000
Debt securities at amortised cost				
- Term Deposits	513	-	506	-
	<u>513</u>	<u>-</u>	<u>506</u>	<u>-</u>

Accounting policy

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

C1-3 Receivables

	2023	2022
	Current	Current
	\$000	\$000
Receivables from member councils	120	11
Grant receivables	575	570
GST	-	42
Total	695	623
Less: provision for impairment:		
– Other (specify if material)	-	-
	-	-
Net receivables	695	623

Accounting policy

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

Impairment of receivables is assessed using the simplified expected credit loss model where lifetime credit losses are recorded on initial recognition.

To measure the expected credit losses, debtors have been grouped based on shared credit risk characteristics and the days past due.

C1-4 Contract assets and Contract cost assets

	2023	2022
	\$000	\$000
Contract assets (a)	391	96
Total	391	96
a. Contract assets		
DRNSW – Regional Drought Resilience Plan	-	96
BCRRF – Blueprint	96	-
BCRRF - Simtable	29	-
BCRRF – Vulnerable Contaminated Lands	38	-
BLERF – Bushfire Local Economic Fund	228	-
Less: impairment of contract assets	-	-
	391	96

Accounting policy

Contract assets

Contract assets represent the JO's right to payment in exchange for goods or services the JO has transferred to a customer when that right is conditional on something other than the passage of time.

Contract assets arise when the amounts billed to customers are based on the achievement of various milestones established in the contract and therefore the amounts recognised as revenue in a given period do not necessarily coincide with the amounts billed to or certified by the customer.

Once an invoice or payment claim is raised or the relevant milestone is reached, the JO recognises a receivable. Impairment of contract assets is assessed using the simplified expected credit loss model where lifetime credit losses are recognised on initial recognition.

Contract cost asset - Costs to fulfil a contract

Where costs are incurred to fulfil a contract and these costs are outside the scope of another accounting standard, they are capitalised as contract cost assets if the following criteria are met:

- the costs relate directly to a contract
- the costs generate or enhance resources of Council that will be used to satisfy performance obligations in the future and
- the costs are expected to be recovered. The capitalised costs are recognised in the income statement on a systematic basis consistent with the timing of revenue recognition.

C1-5 Property, plant and equipment

	At July 1 2022			Movements			At 30 June 2023		
	Gross Carrying Amount	Accum Depn	Net Carrying Amount	Additions	Disposals	Depn	Gross Carrying Amount	Accum Depn	Net Carrying Amount
Office Equip	41	(41)	-	25	-	(25)	66	(66)	-
Vehicles	119	(82)	37	84	-	(36)	203	(118)	85
Program Assets	39	(39)	-	-	-	-	39	(39)	-
Totals	199	(162)	37	109	-	(61)	308	(223)	85

Accounting policy

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

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

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

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

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

C2. Leasing activities

C2-1 Joint Organisation as a lessee

(a) CRJO as a lessee

CRJO has a lease over assets such as buildings. Information relating to the leases in place and associated balances and transactions is provided below.

Terms and conditions of leases

Leases

Buildings

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

The building lease contains a fixed 4% increase at each anniversary of the lease inception.

Right-of-use assets

	Buildings \$000	Office and IT \$000	Other \$000	Total \$000
Opening balance at 1 July 2022	40	-	-	40
Additions of right-of-use assets	-	-	-	-
Adjustments to right-of-use assets due to remeasurement of lease liability	10	-	-	10
Depreciation Charge	(39)	-	-	(39)
Impairment of right-of-use assets	-	-	-	-
Balance at 30 June 2023	11	-	-	11

Lease liabilities

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

< 1 year \$000	1-5 year \$000	> 5 year \$000	Total \$000	Total per statement of financial position \$000
11	-	-	11	11

Extension options

Nil

Statement of Income and Accumulated Surplus

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

	\$000
Interest on lease liabilities	1
Depreciation on right-of-use assets	39
Variable lease payments based on usage not included in the measurement of lease liabilities	-
Income from sub-leasing right-of-use assets	-
Expenses relating to short-term leases	-
Expenses relating to low-value assets	-

Leases at significantly below market value – Concessionary/peppercorn leases

Nil

Accounting policy

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

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

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

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

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

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

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

Exceptions to lease accounting

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

C3. Liabilities of the joint organisation

C3-1 Payables

	2023 Current \$000	2022 Current \$000
Payables		
Trade payables	182	291
Superannuation Payable	-	27
Workers Compensation Payable	7	5
PAYG Tax Payable	64	50
GST	4	-
Total payables	257	373
Total borrowings		
Bank overdraft facility	-	-
Corporate credit cards (facility limit)	20	20
Total borrowings	20	20

Accounting policy

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

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

C3-2 Contract liabilities

	2023 \$000	2022 \$000
Funds received prior to performance obligation being satisfied	1,937	1,256
Total payables	1,937	1,256

Accounting policy

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

C3-3 Employee benefits

	2023		2022	
	Current \$000	Non- current \$000	Current \$000	Non- current \$000
Employee benefit provisions				
Annual leave	50	-	41	-
Long-service leave	64	-	37	-
Total provisions	114	-	78	-
Current provisions not expected to be settled within the next 12 months	64	-	37	-

Accounting policy

Short-term obligations

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

Other long-term employee benefit obligations

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

On-costs

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

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

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

D. Risks and accounting uncertainties

D1-1. Financial risk management

Risk management

The JO's activities expose it to a variety of financial risks, including credit risk, liquidity risk, and interest rate risk. Financial risk management is carried out by the finance team under policies approved by the JO Board.

D2-1. Contingencies

The JO has nil contingent assets or liabilities.

E. People and relationships

E1. Related party disclosures

E1-1 Key management personnel

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

The aggregate amount of KMP compensation included in employee expenses are:

	2023 Current \$000	2022 Current \$000
Salaries and Wages	417	196
Compulsory Employer Super (10.5%)	44	19
Fringe Benefits (Motor Vehicle Benefit)	33	-
Total fees paid to key management personnel	494	215

E1-2 Other related parties

The JO has nil other related party disclosures.

E2. Other relationships

E2-1 Audit fees

	2023 Current \$000	2022 Current \$000
Auditors of the CRJO – NSW Auditor General		
Audit of financial statements	23	15
Other services	-	-
Total fees paid to Auditor General	23	15

F. Other matters

F1. Commitments

The JO has Nil Commitments

F2. Events occurring after the reporting date

Nil



CANBERRA REGION JOINT ORGANISATION

