



Illawarra Shoalhaven Joint Organisation

Statement of Strategic Regional Priorities 2017-20

What is the Illawarra Shoalhaven Joint Organisation?

The Illawarra Shoalhaven Joint Organisation (ISJO) consists of four members:

- Kiama Municipal Council
- Shellharbour City Council
- Shoalhaven City Council
- Wollongong City Council

The councils have a combined area of some 5,800 square kilometres and a population of approximately 400,000 people.

Joint Organisations (JOs) provide a new way for local councils and the NSW Government to work together to deliver things that matter the most to regional communities. They represent a commitment to collaborate in the long term to develop and support a shared vision for the region. The Illawarra and Shoalhaven regions welcomed the enablement of JOs through changes to the Local Government Act and other relevant legislation passed in December 2017 and which became fully operational from 1 July 2018.

Prior to legislative change, the Illawarra Pilot JO (IPJO) was one of the five pilots to test and refine the JO model from 2015 onwards. The long history of collaboration across the Councils dated back to the Illawarra Region of Councils (IROC) formed in 1985 and expanded into the Southern Councils Group in 2003.

What is the timing for this plan?

For the two years from July 2018 to September 2020 ISJO will be fully operational under the current local government term of office. From September 2020 a new 4 year term of local government will come into effect; with the JO Chairs elected for a two year term.

What was the process for preparing this plan?

The original process included review of a wide range of relevant documents, phone interviews with each Council and discussion at workshops with the General Managers and the Pilot IPJO in 2015. ISJO continued to review and update this document to keep it current during 2016 -17. A workshop was held with the Board and General Managers on 1st December 2017 to review and refresh the plan for the future period outlined above. Minor updates have been made for readoption as a Statement Strategic Regional Priorities for consistency with the new regulations.

When will this plan be reviewed?

The Statement of Strategic Regional Priorities will be reviewed annually and more comprehensively at the commencement of new terms of office for the Board.

Vision for the Illawarra Shoalhaven

The ISJO's vision for the region is:

A confident, vibrant, safe and productive region that optimises the potential of its people and environment now and into the future.

Mission statement

The ISJO will: **Lead, advocate, collaborate and deliver outcomes that serve the interests of the region's diverse communities.**

Functions

The three core functions of the ISJO are:

- **regional strategic planning**, including high level planning across the quadruple bottom line
- **inter-governmental collaboration**, working closely with the NSW Government as well as the Australian Government and other councils and JOs
- **regional leadership and advocacy**, as the preeminent regional voice for councils and communities

The two optional functions of the ISJO are:

- **enhancing strategic capacity**, to support member councils to deliver services to their communities
- **service delivery**, to provide services directly to communities within the region.

Operating principles

The ISJO will be:

- **Cohesive:** speaking with one voice on regional issues and valuing equal representation
- **Collaborative:** by working across member councils, communities, governments, and with a wide range of partners in the spirit of friendship and trust
- **Respectful:** of local autonomy on local issues
- **Efficient:** by avoiding duplication and using resources within and available to member Councils wherever possible
- **Aligned:** with consistency between member councils and NSW Government on regional strategies and policies
- **Transparent:** in its operations between member councils and other partners
- **Evidenced based:** when introducing or transitioning programs and shared services

Themes and actions

This plan builds on the Statement of Regional Strategic Priorities that was prepared early in the pilot process to help guide the establishment of the ISJO. The plan contains five theme areas, linked to 21 high level actions and 38 current activities. The key partners and regional documents are also recognised. In addition to the regional documents noted below, there are also a large number of relevant documents prepared by each member Council, including Community Strategic Plans, Local Environmental Plans and a wide range of strategies, plans and policies.

Economy, Education and Employment

Addressing all sectors and contributors to the regional economy

Key partners:

- Regional Development Australia – Illawarra and Far South Coast Inc
- NSW Department of Planning and Environment
- NSW Department Primary Industries
- NSW Department of Premier and Cabinet
- NSW Office of Local Government
- Property Council
- Illawarra Business Chamber
- Urban Development Institute of Australia
- South East Local Land Services
- TAFE NSW
- University of Wollongong
- Schools and Early Education Centres
- Australian Department of Defence

Key regional documents:

- Economic Development Review Report
- Illawarra Regional Foods Strategy
- Illawarra Shoalhaven Regional Plan
- NSW Regional Development Framework
- Illawarra Youth Employment Strategy

No.	High level actions	Activities 2018	Functional Area
1.1	Work with NSW government and other partners to support the priority economic sectors identified in the Illawarra Shoalhaven Regional Plan	Support Port Kembla Employment Lands	Collaboration
		Support Southern NSW Marine Tourism Strategy	Collaboration
		Support Easy to do Business Program	Collaboration
1.2	Partner with NSW, Commonwealth Government, and other organisations to identify and address employment growth opportunities	Champion Illawarra YES (Youth Employment Strategy)	Leadership
		Partner in LG Skills Strategy	Build Capacity
1.3	Work with the region's education sector to ensure the region's future skills needs are met	Represent local government perspectives on forums and committees	Collaboration
1.4	Promote the region as a superior business location for both government and industry	Utilise 360 Economic Outlook, Advantage Wollongong, Mayoral Overview	Leadership

Infrastructure

Addressing the region's major infrastructure requirements and contributions

Key partners:

- NSW Department of Planning & Environment
- South East Australian Transport Strategy
- Transport for NSW
- RDA Illawarra Pty Ltd & Far South Coast Inc

Key regional documents:

- Illawarra Shoalhaven Regional Plan
- Illawarra Regional Transport Strategy
- 360 Economic Outlook

No.	High level actions	Activities 2018	Functional Area
2.1	Work with Transport NSW and other partners to deliver transport priorities for the Illawarra Shoalhaven region	Influence the Transport for NSW Future Transport Strategy, NSW Freight Strategy, South East Australian Transport Strategy (SEATS)	Leadership
2.2	Work with relevant partners to plan for regional infrastructure requirements	Representation on the Illawarra-Shoalhaven Coordination and Monitoring Committee	Planning
		Develop the regional matrix of local government-provided infrastructure	Planning
2.3	Identify and access funding sources and new opportunities for delivery and use of regionally significant infrastructure	Maximise potential of new technology infrastructure through SMART Region Strategy e.g. Internet of Things, Apps, Venuu etc.	Build Capacity
		Prepare, or support funding applications to identified funding sources	Collaboration
2.4	Advocate for the region's infrastructure requirements and promote its contributions to local, state and national productivity and liveability	Maintain relationships, communicate & inform key individuals and organisations on the region's infrastructure contributions and future requirements	Leadership
2.5	Work with partners to address the region's energy security	Seek development of a risk and vulnerability assessment of energy security and procurement opportunities	Collaboration
		Explore opportunities to support community and member council renewable energy uptake	Leadership & Service Delivery

Communities, Housing and Lifestyle

Addressing regional liveability across the natural and built environments

Key partners:

- Australian Department of Human Services
- Australian Department of Social Services
- Healthy Cities Illawarra
- NSW Department of Education
- NSW Department of Family and Community Services
- NSW Department of Planning and Environment
- NSW Health and Illawarra Shoalhaven Local Health District
- NSW Land and Housing Corporation
- NSW Office of Environment and Heritage
- NSW Department of Primary Industries

Key regional documents:

- Age Friendly Illawarra Alliance – Statement of Intent
- Illawarra Shoalhaven Regional Plan
- The Greater Illawarra: Smart Growth Agenda

No.	High level actions	Activities 2018	Functional Area
3.1	Work with the NSW Government to implement the Illawarra Shoalhaven Regional Plan (ISRP)	Coordination & Monitoring Committee - ISJO Chairman jointly chairs, member Councils participate	Planning
3.2	Support the delivery of actions in the ISRP by identifying value-add opportunities such as shared resourcing and policy development	Affordable housing, AFIA, SIERA project (OEH), MoU with Healthy Cities Illawarra, Markets Policy, Sport & Active Recreation Strategy, Mapping and protection of agricultural lands (DPI), Walk Alliance	Collaboration
3.3	Increase understanding of regional land use planning challenges, opportunities and responses	Convene information sessions e.g. Crown Lands legislation, planning legislation, land claims issues	Build Capacity
3.4	Work with partners to advocate for, and address identified regional community priorities including the SMART Region Strategy	Retain membership and influence in key areas e.g. the Age Friendly Illawarra Alliance, Endeavour Energy Consultative Council, Multicultural Advisory Committee, Suicide Prevention Committee, TAFE Advisory Council	Leadership & Collaboration

Environment

Addressing preservation and improvement of the natural environment

Key partners:

- Illawarra District Weeds Authority
- NSW Department of Primary Industries
- NSW Department of Planning and Environment
- NSW Environmental Protection Authority
- NSW Office of Environment and Heritage
- South East Local Land Services

Key regional documents:

- Illawarra Biodiversity Strategy
- Illawarra Shoalhaven Regional Plan
- Waste Less Recycle More Strategy

No.	High level actions	Activities 2018	Functional Area
4.1	Work with State Government on development and review of state and regional strategies to address key environmental challenges such as air quality, waste management, and biodiversity preservation	Contribute to NSW Air Quality Consultation - Awaiting final Strategy	Planning
		Maintain the Regional Waste Strategy, Litter Prevention & Waste Education Strategies & Regional Illegal Dumping Strategy under NSW Waste Less Recycle More	Planning
		Work with SE Local Land Services (SELLS) on delivery of the SE Regional Weeds Strategy	Planning
4.2	Develop and coordinate regional programs that respond to the environmental outcomes sought under federal, state and local policies and strategies	Coordinate delivery of the Regional Waste Strategy program - NSW Waste Less Recycle More & Better Waste & Recycling across 5 Councils	Build Capacity
		Deliver the 2017-2021 Litter Prevention Program & Waste Education Action Plan under the Better Waste & Recycling Program - 5 Councils	Build Capacity
		Develop and deliver the Regional Illegal Dumping Prevention Program 2017-21 across 8 Councils	Build Capacity
		Deliver the Illawarra District Weeds Authority services across 3 Councils	Service Delivery
		Work with SELLS & partners to develop an ISJO area feral deer management plan and control program	Service Delivery
		Participate in Shoalhaven Illawarra Enabling Regional Adaptation (SIERA) Project	Collaboration
Plan for and support councils with the new Biosecurity Legislation	Build Capacity		

Governance and Administration

Addressing good governance and capacity building

Key partners:

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

Key regional documents:

- ISJO Charter
- ISJO Statement of Regional Strategic Priorities
- Procurement Roadmap, Spend Analysis and Dashboard, Partnership MoUs
- Funding Agreements
- Policy Documents

No.	High level actions	Activities 2018	Functional Area
5.1	Support the Chairman and Board	Provide appropriate secretariat services, training and development	Leadership
5.2	Review the structure, governance and funding model for the ISJO	Develop JO Business Plan including review of the hosting arrangements for the ISJO	Service Delivery
5.3	Manage the organisation cost-effectively	Develop JO Business Plan to address ISJO staff and across-Council resourcing	Service Delivery
5.4	Develop agreed shared services to meet member Council requirements	New JO Business Planning has opportunity to highlight agreed shared services	Service Delivery
5.5	Employ agreed mechanisms and programs to enhance the strategic capacity of member councils	Deliver the Joint Procurement Program	Build Capacity
		Deliver cross-council capacity development elements of the Regional Waste Coordination Program and associated litter and illegal dumping programs	Build Capacity
		Work with Councils on accessing the LG Skills Strategy program	Build Capacity
		Investigate joint training and deliver if agreed	Build Capacity
5.6	Measure and communicate the way in which the ISJO adds value for member councils and State Government	Review and implement the Communication and Engagement Strategy for the ISJO	Build Capacity

Bold font indicates ISJO lead action