

ISJO Matters

Strategic Frameworks November 2022

The Local Government (General) Amendment (Regional Joint Organisations) Regulation 2018 requires that Joint Organisations such as the Illawarra Shoalhaven Joint Organisation (the ISJO) prepare a Statement of Strategic Regional Priorities.

A Joint Organisation's Statement of Strategic Regional Priorities should draw from its member Council community strategic plans, regional plans and other strategic documents to clearly identify the top regional priorities for the joint organisation.

The Illawarra Shoalhaven strategic context

The Illawarra Shoalhaven shares its strategic footprint with the State Government's Illawarra Shoalhaven regional planning boundary and it is one of the Six Cities within the Greater Cities Commission area.

A series of strategies exist to guide the development of our region. These strategies include, but are not limited to:

- Member Council Community Strategic Plans
- State Government regionally focused frameworks including the Illawarra Shoalhaven Regional Plan 2041, the Illawarra Shoalhaven Regional Transport Plan and Dharrandharrang Aboriginal Partnerships Framework, and
- Strategic frameworks being developed by the Greater Cities Commission including, at this stage, the Six Cities Discussion Paper and the forthcoming Greater Cities Commission Illawarra Shoalhaven Region Plan.

What is the role of the ISJO's Statement of Strategic Regional Priorities in the context of these plans?

Individually and collectively the strategic frameworks developed at a local, regional and beyond region level have a profound influence on the future of our region and the well-being of its residents.

In the context of these plans, the ISJO's Statement of Strategic Regional Priorities serves as a mechanism to distil the essence of the local and State Government strategic frameworks impacting on and guiding the future of our region. It facilitates shared understanding of these frameworks and, importantly, it promotes intergovernmental cooperation and targeted resource allocations that will assist in the achievement of the short, medium and long term goals of the entities with which the ISJO and its member Councils work.

The Board of the Illawarra Shoalhaven Joint Organisation adopted its current Statement of Strategic Regional Priorities in November 2022.

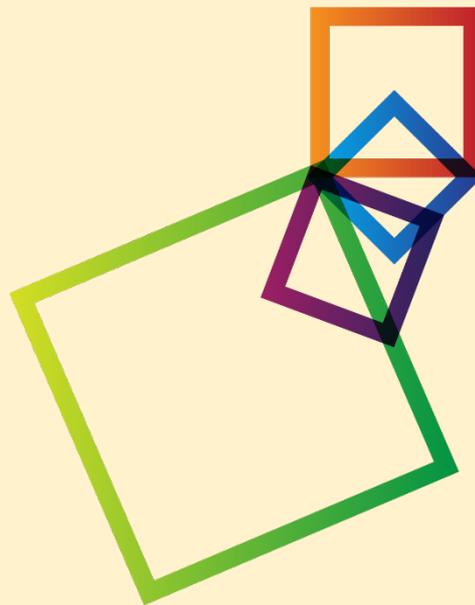
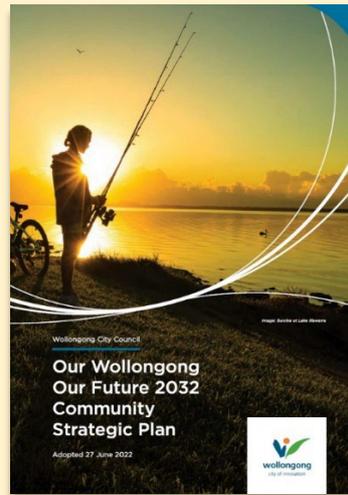
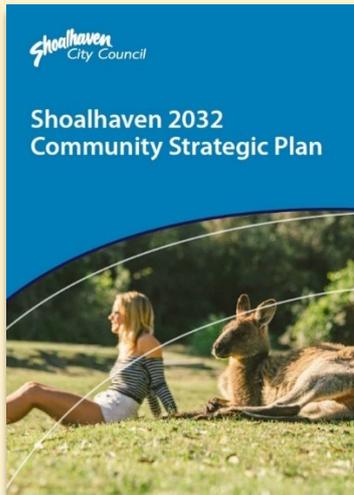
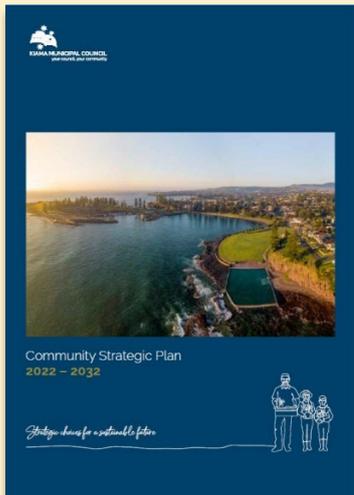
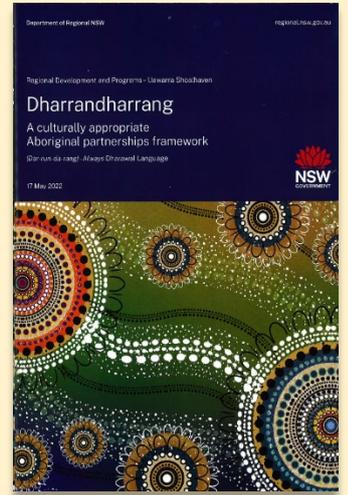
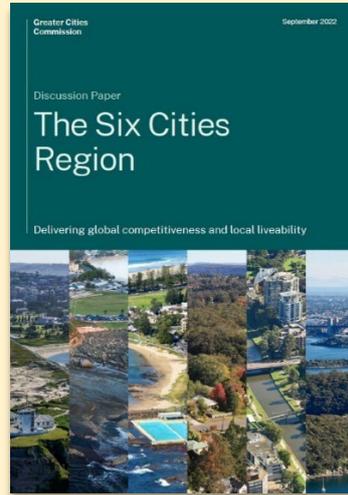
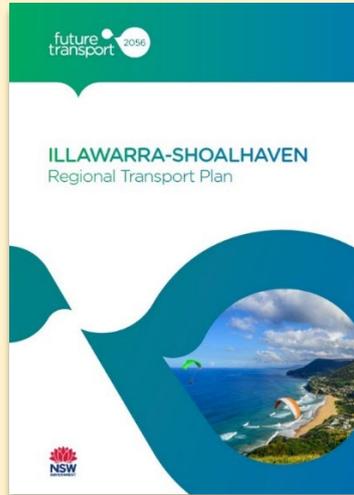
The ISJO's Operational Plan

The ISJO's Operational Plan details how the ISJO as an organisation is responding to the imperatives established by its member Councils and State Agency partners. The Operational Plan is a dynamic document and is updated as new initiatives are developed and new funding streams emerge.

This edition of *ISJO Matters* includes a copy of our adopted Statement of Strategic Regional Priorities together with our Operational Plan as at 30 November 2022.

Acknowledgement of Country

The Illawarra Shoalhaven Joint Organisation acknowledges the traditional owners of the lands upon which we live and work – the Aboriginal people of the Dharawal and Yuin nations. We pay our respects to all Aboriginal and Torres Strait Island peoples and their Elders past, present and emerging and commit to recognition and reconciliation in our common home of Australia.



SUSTAINABLE DEVELOPMENT GOALS

ISJO

Illawarra Shoalhaven Joint Organisation Statement of Strategic Regional Priorities 2022-2032

Acknowledgement of Country

The Illawarra Shoalhaven Joint Organisation acknowledges the traditional owners of the lands upon which we live and work – the Aboriginal people of the Dharawal and Yuin nations.

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IF PRINTED THIS MAY NOT BE THE CURRENT VERSION

| | | | | | |
|----------------------|-------|------------------|---------------|--------------|--|
| Responsible Division | Board | Author: | Roger Stephan | Approved by: | |
| Date: | | Review Date | | Doc ID: | |
| Version: | 1 | Amendment notes: | | | |

What is a Statement of Strategic Regional Priorities?

The Local Government (General) Amendment (Regional Joint Organisations) Regulation 2018 requires that Joint Organisations such as the Illawarra Shoalhaven Joint Organisation (the ISJO) prepare a short statement of strategic regional priorities and the strategies and plans required to deliver them.

The statement of strategic regional priorities (statement) should set out a vision for the region and an overview of the joint organisation's strategic work program to achieve this vision.

The statement must be reviewed in the twelve month period following each Local Government General Election.

Content of the Statement of Strategic Regional Priorities

Under the integrated planning and reporting framework, all NSW councils must engage with their community to prepare a community strategic plan. Community strategic plans identify community aspirations and priorities for the future of the local area. These priorities may include issues that are common across the region and are therefore better addressed by working through the joint organisation.

Local and regional priorities are also identified in many NSW Government documents.

A Joint Organisation's Statement of Regional Priorities should draw from its member Council community strategic plans, regional plans and other strategic documents to clearly delineate the top regional priorities for the joint organisation.

It should focus on the highest priorities for the region. The statement does not need to list every activity the joint organisation may work on, or all the issues which are important to each member council. These activities and issues can be documented in other, more detailed supporting plans.

The Illawarra Shoalhaven strategic context

The Illawarra Shoalhaven region comprises, in alphabetical order, the Kiama, Shellharbour, Shoalhaven and Wollongong local government areas (LGAs). The councils for each of these LGAs are the members of the ISJO.

The Illawarra Shoalhaven shares its strategic footprint with the State Government's Illawarra Shoalhaven regional planning boundary and it is one of the Six Cities within the Greater Cities Commission area. The Six Cities comprise the Illawarra Shoalhaven, Western Parkland City, Central River City, Eastern Harbour City, Lower Hunter and Greater Newcastle City and Central Coast City.

The Illawarra Shoalhaven Strategic Planning Context

A series of strategies exist to guide the development of our region. These strategies include, but are not limited to:

- Member Council Community Strategic Plans
- Member Council Local Strategic Planning Statements
- State Government regionally focused frameworks including the Illawarra Shoalhaven Regional Plan 2041, the Illawarra Shoalhaven Regional Transport Plan and Dharrandharrang Aboriginal Partnerships Framework, and
- Strategic frameworks being developed by the Greater Cities Commission including, at this stage, the Six Cities Discussion Paper and the forthcoming Greater Cities Commission Illawarra Shoalhaven Region Plan.

What is the role of the ISJO's Statement of Strategic Regional Priorities in the context of these plans?

Individually and collectively the strategic frameworks developed at a local, regional and beyond region level have a profound influence on the future of our region and the well-being of its residents.

The statutory roles of the Illawarra Shoalhaven Joint Organisation are:

- strategic planning and priority setting
- intergovernmental collaboration
- shared leadership and advocacy.

In the context of these statutory roles, the Statement of Strategic Regional Priorities serves as a mechanism to distil the essence of the local and State Government strategic frameworks impacting on and guiding the future of our region. It facilitates shared understanding of these frameworks and, importantly, it promotes intergovernmental cooperation and targeted resource allocations that will assist in the achievement of the short, medium and long term goals of the entities with which the ISJO and its member Councils work.

Desktop review

This Statement of Strategic Regional Priorities has been developed in the direct context of:

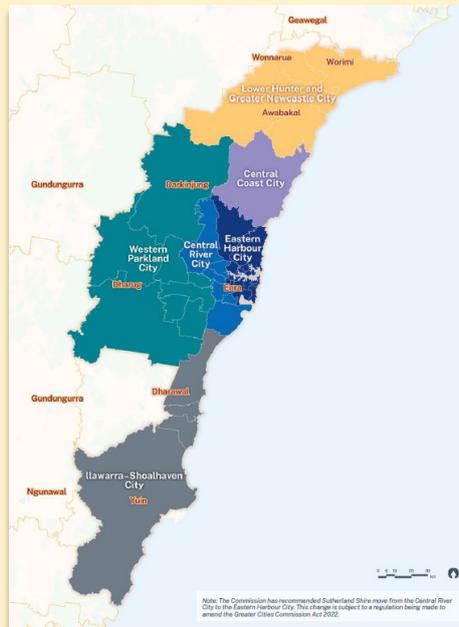
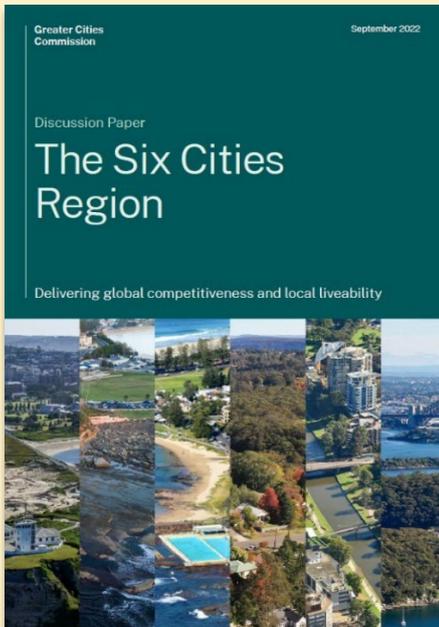
- The Greater Cities Commission Six Cities Discussion Paper
- The Department of Planning's Illawarra Shoalhaven Regional Plan 2041
- Transport for NSW's Illawarra Shoalhaven Regional Transport Plan
- The Dharrandharrang Aboriginal Partnerships Framework
- The Kiama Community Strategic Plan 2022-2032
- The Shellharbour Your Vision Our Future Community Strategic Plan 2022-2023
- The Shoalhaven 2032 Community Strategic Plan
- The Our Wollongong Our Future 2032 Community Strategic Plan

What do these plans tell us?

Each of these strategic frameworks is the result of widespread consultation, analysis and a bold vision for a more sustainable, diverse and prosperous Illawarra Shoalhaven.

By their nature, audience and intent each of the frameworks adopts a strategic structure that is appropriate to the agency / level of government that prepared it and the imperatives that are driving its operations.

In summary, the frameworks are structured / have as their areas of focus, the following.



[The Greater Cities Commission Six Cities Discussion Paper](#)

The Six Cities Discussion Paper articulates the following in regard to the future of the Six Cities Region:

We envision a connected region of six cities where we can move people and goods across the region in 90 minutes, and everyone in the region is digitally and globally connected in a nanosecond. In each city, great jobs are 30 minutes by public transport from great homes. We enjoy a greater range of lifestyle choices connected to economic opportunity and most people live in vibrant local centres and neighbourhoods where all our daily needs are met within a 15 minute walk.

More than 65,000 years of continuous culture is central to our shared identity and sets us apart from anywhere else in the world. The wisdom and aspirations of First Nations peoples are recognised and embedded in planning for our future, and we care for Country.

Housing is more affordable and accessible, leveraging our transport and social infrastructure investments, with the government playing a material role in enabling supply. People live in homes that are sustainable, efficient and adaptable, and that meet their changing needs over time.

Local infrastructure and growth are strategically coordinated to leverage diverse centres that support their communities.

Our economic assets are coordinated and leveraged in an integrated way, capturing our potential as an Indo-Pacific economic powerhouse.

An interconnected ecosystem of innovation districts linked to places of learning supercharges knowledge jobs across the region while supporting the broader jobs economy.

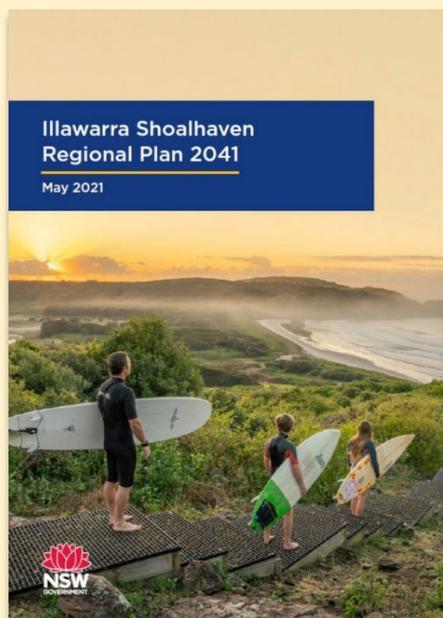
All six cities have greater resilience because of the economic diversification of their wider and connected city economies.

Our economic opportunities are matched by spectacular lifestyles offered across the region. We enjoy unparalleled accessibility to beaches, national parks, rivers and waterways, ancient geological formations and natural beauty.

The Discussion Paper identifies six “region shapers” that will frame the city strategies to be developed in 2023:

- First Nations voice
- A connected region
- Housing
- Inclusive places

- Jobs and economies
- Green cities



[NSW Department of Planning: Illawarra Shoalhaven Regional Plan 2041](#)

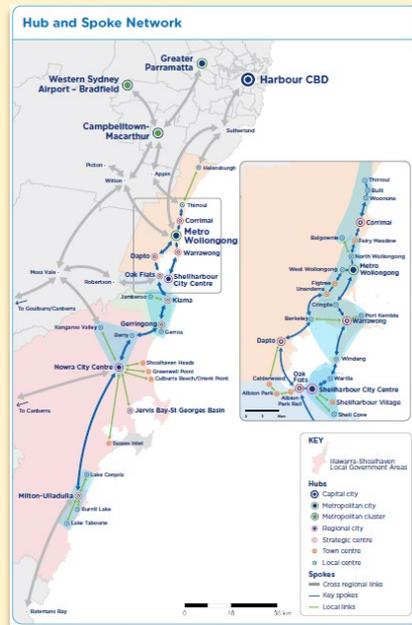
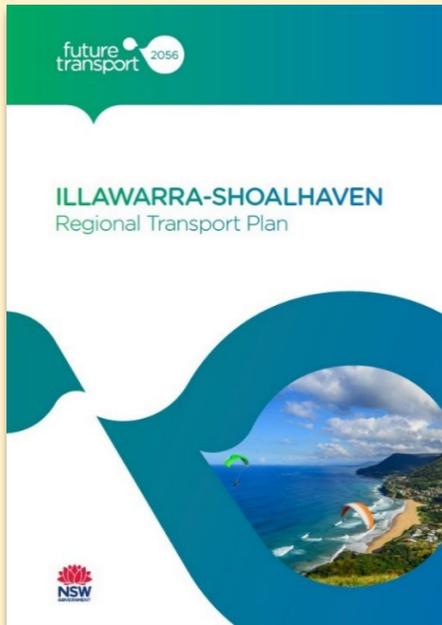
The Illawarra Shoalhaven Regional Plan sets the strategic planning framework for the Illawarra Shoalhaven region, aiming to protect and enhance the region’s assets and plan for a sustainable future. It is a 20-year land use plan prepared in accordance with section 3.3 of the Environmental Planning and Assessment Act 1979 and applies to the local government areas of Wollongong, Shellharbour, Kiama and Shoalhaven.

The vision of the Illawarra Shoalhaven Regional Plan is “An innovative, sustainable, resilient, connected, diverse and creative region”.

It seeks to achieve this vision through actions, strategies and collaboration activities focused on four key themes:

- A productive and innovative region
- A sustainable and resilient region
- A region that values its people and places
- A smart and connected region

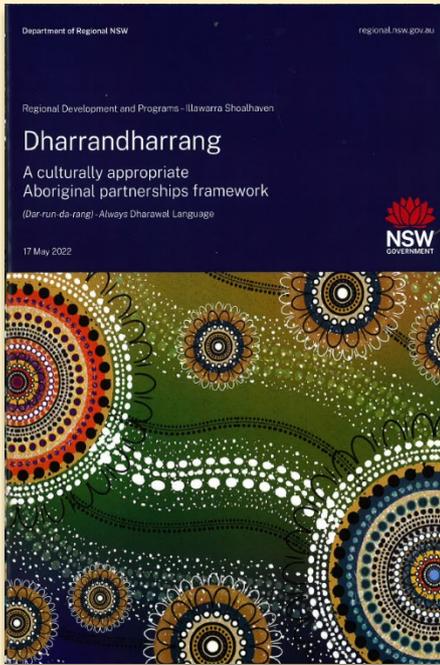
Collaboration underpinned the process to review the Regional Plan and also underpins a whole-of-government approach to strategic planning, streamlining the planning process and helping to optimise opportunities for transformational change.



Transport for NSW: Illawarra Shoalhaven Regional Transport Plan

A supporting plan of the State Government’s *Future Transport 2056* and developed in conjunction with the *Illawarra Shoalhaven Regional Plan 2041*, the *Illawarra Shoalhaven Regional Transport Plan* provides a blueprint for how Transport for NSW will proactively respond to the transport needs of the region and address the key trends that necessitate a transport-related response into the future. The Plan seeks to achieve its vision in relation to transport through 20 key objectives organised within six broad themes:

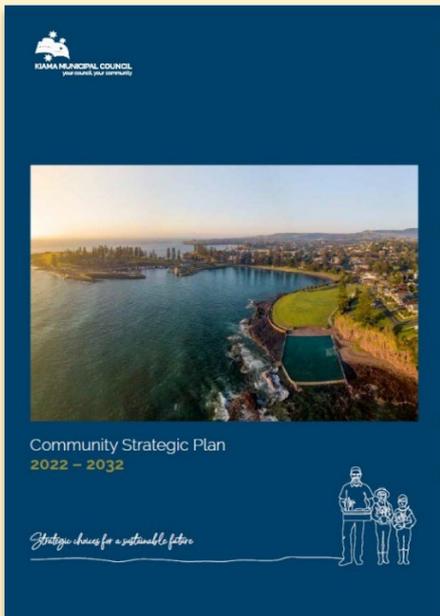
- Connected – A transport network that facilitates seamless, multi-modal connectivity between where people live, work and play
- Safe – A transport network that delivers a safer future for the Illawarra-Shoalhaven
- Liveable – A transport network that supports vibrant places while enabling the successful movement of people to access jobs, services and social opportunities regardless of age, ability and income
- Adaptive and Sustainable – A transport network that both contributes to, and supports, a seamless transition to a low emissions future
- Productive – A transport network that supports the efficient, safe and sustainable movement of freight through the principle of “moving more with less”
- Resilient – A transport network that is resilient to major disruptions associated with natural disasters, climate change and planned and unplanned events



[Dharrandharrang: A culturally appropriate Aboriginal partnerships framework](#)

Launched in 2022, the *Dharrandharrang Framework* aligns closely with the *Aboriginal Outcomes Strategy* and the *Closing the Gap* policy initiatives.

Dharrandharrang aims to explore and highlight strategies that open up opportunities to establish culturally appropriate partnerships, to support the working relationships with Aboriginal communities in regional NSW through land activation and economic development, and co-lead projects with Aboriginal-led organisations, NSW Government agencies and private enterprises.



[Kiama Municipal Council: Kiama Community Strategic Plan 2022-2023](#)

The Kiama Community Strategic Plan establishes a detailed vision for the future of its community:

We live where the sea has sound, energy and life.

We look to the rolling hills, the jagged coastline, and can feel the culture and heritage that came before us.

As we grow, we respect what makes our home special, but we move with the times.

We choose our own path, think deeply and allow change.

We are a strong, adventurous, creative and courageous community.

Our way of life supports our economy, global or local, regional or on our own street, we call this place home.

We embrace diversity of thought, experience and ideas, our differences add vibrancy and character.

The knowledge of who we were, who we are and what we can be makes us strong.

It seeks to achieve that vision through strategies focused on five key themes or “Pillars”:

- We belong and contribute
- We thrive in a sustainable environment
- We create a strong and diverse economy
- We are part of a connected and liveable community
- We expect accountable and transparent leadership; a Council that is financially sustainable





[Shellharbour City Council: Your Vision, Our Future Community Strategic Plan 2022-2032](#)

The Vision of Shellharbour City Council's 2022-2032 Community Strategic Plan is:

We are a naturally balanced, vibrant and connected community.

Council seeks to achieve that Vision through seven key strategic objectives:

- We inspire community spirit
- We are a liveable community
- We are sustainable
- We are a beautiful & connected City
- We support a strong local economy
- We deliver our future together
- We have strong leadership



Shoalhaven 2032 Community Strategic Plan



[Shoalhaven City Council: Shoalhaven 2032 Community Strategic Plan](#)

The Vision of *Shoalhaven 2032* is:

We will work together in Shoalhaven to foster a safe & attractive community for people to live, work, stay & play; where sustainable growth, development & environmental protection are managed to provide a unique & relaxed lifestyle

A series of priorities emerged from the consultation processes undertaken by the Council. These priorities led to the development of four key themes to drive the Council's strategic endeavours over the ten year life of the Plan:

- Resilient, Safe, Accessible & Inclusive Communities
- Sustainable, Liveable Environments
- Thriving local economies that meet community needs
- Effective, Responsible & Authentic Leadership





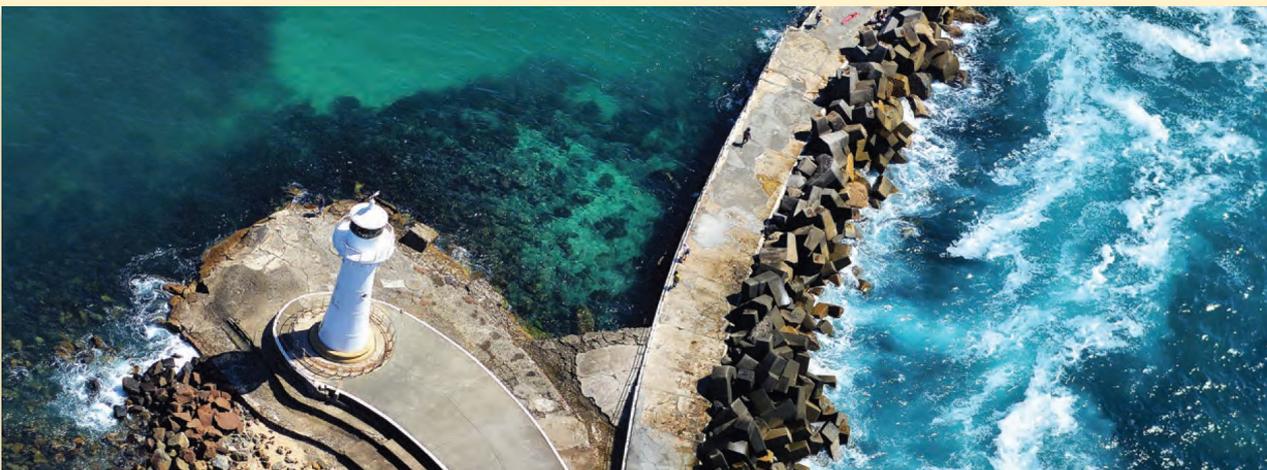
[Wollongong City Council: Our Wollongong Our Future 2032 Community Strategic Plan](#)

The Vision of the Our Wollongong Our Future 2032 Community Strategic Plan is:

From the mountains to the sea, we value and protect our natural environment and will be leaders in building an educated, creative, sustainable and connected community

Council seeks to achieve that Vision through seven key strategic goals:

- We value and protect our environment
- We have an innovative and sustainable economy
- Wollongong is a creative, vibrant city
- We are a connected and engaged community
- We have a healthy community in a liveable city
- We have affordable and accessible transport



Distilling the Essence of the Plans

Each of the outlined strategic frameworks was developed with a specific purpose in mind and either establishes a framework for or was the product of intensive community and stakeholder consultation.

Each of the frameworks establishes a coherency in its exposition of strategic focus that, as noted previously, is the appropriate product of the entity responsible for its preparation and the statutory and other roles governing its operations.

This results in a narrative flow in the documents that is not always consistent. This is demonstrated in their enunciation and ordering of key themes / focus areas:

| | | | | | | |
|---|---|--|---|---|---|---------------------------|
| First Nations Voice | A connected region | Housing | Inclusive Places | Jobs and Economies | Green Cities | |
| A productive and innovative region | A sustainable and resilient region | A region that values its people and places | A smart and connected region | | | |
| Connected | Safe | Liveable | Adaptive and Sustainable | Productive | Resilient | |
| We belong and contribute | We thrive in a sustainable environment | We create a strong and diverse economy | We are part of a connected and liveable community | We expect accountable and transparent leadership; a Council that is financially sustainable | | |
| We inspire community spirit | We are a liveable community | We are sustainable | We are a beautiful & connected City | We support a strong local economy | We deliver our future together | We have strong leadership |
| Resilient, Safe, Accessible & Inclusive Communities | Sustainable, Liveable Environments | Thriving local economies that meet community needs | Effective, Responsible and Authentic Leadership | | | |
| We value and protect our environment | We have an innovative and sustainable economy | Wollongong is a creative, vibrant city | We are a connected and engaged community | We have a healthy community in a liveable city | We have affordable and accessible transport | |

What is notable, however, is the degree to which the strategic intent and ambition of all the plans spring from very similar motivations.

Each of the plans focuses on liveability, connection, safety, sense of community and sense of place.

Each of the plans recognises in multiple ways the disparate and unique nature of our communities and the strength that comes from valuing those differences as we focus on collective and regional needs.

Each of the plans highlights the fragile nature of our natural environment and the importance of sustainability in what we do and resilience in the face of increasingly volatile climate impacts.

Each of the plans recognises the importance of vibrant, diverse and innovative local and regional economies. The plans also recognise and address the inter and intra-regional movements and beyond region business context upon which our nationally significant regional economy is based.

Each of the plans recognises the importance of transport and other infrastructure in facilitating connection, enhancing lifestyles and safety and in underpinning business growth.

Each of the plans acknowledges the imperative for good governance and the responsible management of resources.

Significantly, each of the plans recognises the importance of culture and cultural awareness in binding communities together. The importance of cultural awareness is no better exemplified than in the acknowledgement of the traditional owners of our land and their over 40,000 years of living in, caring for and remaining deeply connected to land, sea and sky country. Relationship building, partnership, respect, cultural safety and truth telling underpin the philosophical approach of all the frameworks.

The Dharrandharrang Framework provides context, examples and a toolkit on actualising these ambitions.

Adding a national and international perspective

The Global Goals were agreed and adopted by the United Nations member states, including Australia, in September 2015 as part of the [2030 Agenda for Sustainable Development](#). Seventeen Sustainable Development Goals (SDGs) underpinned by 169 targets are now in place to guide efforts to increase global well-being by addressing some of society's key challenges. The goals apply equally to Australia and Australians as they do internationally.

Belief in a “fair go”

The SDGs reflect things that Australians value highly and seek to protect, like a healthy environment, access to opportunity and services, human rights, inclusive economies, diverse and supportive communities and our Aboriginal and Torres Strait Islander cultures and heritage. Our support for political, economic and religious freedoms, liberal democracy, the rule of law, equality and mutual respect underpin a strong, fair and cohesive society.

Core to the Australian understanding of the SDGs is the Australian valuing of a “fair go”. Like the concept of a fair go the SDGs are a call to action for fairness, justice and equality of opportunity.

The 2030 Agenda is not just for and about government initiatives and activity. It also involves the business sector, civil society, academia, communities, families and individuals. Australians are already contributing to achievement of the SDGs through their work in the care economy, by volunteering, by preserving the natural environment and through their everyday activity. Australia’s youth play a crucial role given their potential to deliver on the SDGs into the future and their stake in the realisation of the Goals.

The Sustainable Development Goals add a national and international perspective to our regional planning as well as a means of enhancing understanding of what we are hoping to achieve through our work.



Recognising the interplay of the strategic frameworks and their core agreement on priority, what is the strategic role of the ISJO?

Does it have a Vision and Mission?

As noted previously, the core, statutory roles of the ISJO are:

- strategic planning and priority setting
- intergovernmental collaboration
- shared leadership and advocacy.

The ISJO carries out these roles in an environment of modest recurrent funding and a heavy reliance on the often fickle and evolving nature of State and Commonwealth grant funding programs. The priorities of these funding programs do not always accord with regional priorities, the timing of those priorities or the resourcing requirements of a small regional entity.

In the context of its funding base, access to personnel and the nature of its membership it is questionable as to whether any Joint Organisation should establish a strategic agenda in its own right. What is more than arguable is that a Joint Organisation should be aware of the strategic imperatives of its key council and State Agency stakeholders and that it should use its best endeavours to plan for, where appropriate seek the funding of and then implement initiatives designed to complement, support and sometimes catalyse the achievement of stakeholder priorities.

Vision and Mission

In 2017 the ISJO as a pilot Joint Organisation adopted Vision and Mission Statements. These statements were formally ratified at the time the ISJO became operational in 2018.

The statements are:

Vision Statement:

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.

These statements remain strategically valid after more than four years of operations.

Work Program

The Statement of Strategic Regional Priorities adopted by the ISJO in 2018 contained a series of themes, actions, year specific activities and an attribution of functional areas.

There are many difficulties associated with such an approach in the constantly evolving environment in which an entity such as the ISJO operates.

From 2022 on the ISJO's Work Program will be structured on a series of key processes rather than an arbitrary list of pre-determined activities.

These processes will be:

1. Mapping on an annual basis of the strategic frameworks, operational plans and related resource allocations of member Councils and key State Agency partners to identify areas of shared strategic importance and potential collaboration
2. Within the context of the strategic matrix resulting from the mapping process, implementing on an annual basis a dynamic Operational Planning process that identifies, on a rolling basis, strategies to be undertaken, partnerships formed, timeframes involved, funding sources and accountability for performance
3. Reviewing on an ongoing basis implementation of the Operational Plan to identify outcomes, new programs and new funding sources
4. Tying the organisational structure of the Joint Organisation to the strategic matrix and Operational Plan and modifying the structure in light of emerging priorities
5. Reporting on the evolving nature of the Operational Plan to the ISJO Board at least six times per year
6. Reporting on aspects of organisational structure at least annually to the Board
7. Reporting at least annually to the strategic partners of the ISJO on progress in implementation of the Operational Plan. This reporting is to be customised to individual partner requirements to facilitate utilisation of the information by strategic partners in their own reporting and planning processes
8. Partnering with key strategic partners on the development, implementation and review of regionally significant initiatives led by those partners
9. Developing and implementing strategies to promote awareness of the Joint Organisation, member Councils and strategic partner roles, operations and program successes
10. Developing, implementing and reviewing strategies to expand the range of activities of the Joint Organisation and to underpin its ongoing contribution to the region.

Program Structure

The Joint Organisation's program structure, and therefore its organisational structure, will evolve as strategies are completed and new priorities emerge.

Our program focus areas will, however, always mirror and support the work of our member Councils and strategic partners.

These focus areas will therefore concentrate on:

Community and Cultural Development



Environmental Programs, Sustainability, Resilience, Waste Management and the Circular Economy

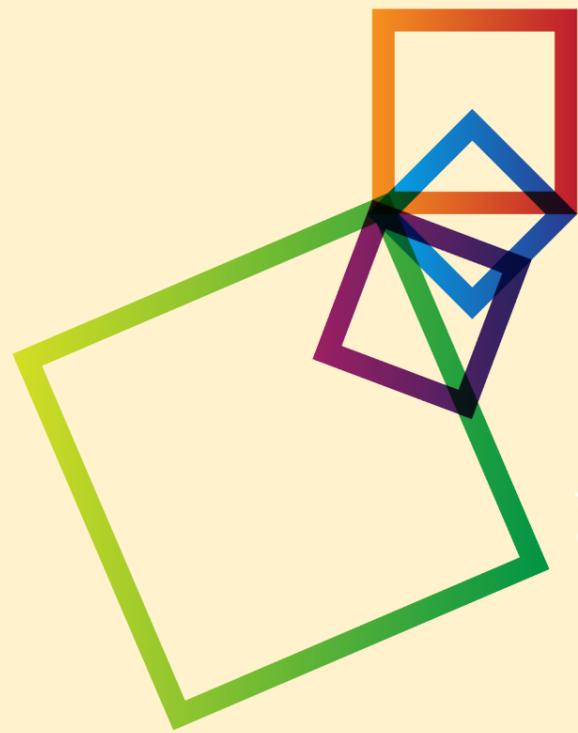


Economic Development, Infrastructure and Innovation



Strategy, Governance and Partnerships





Illawarra Shoalhaven Joint Organisation

Operational Plan Key Roles and Initiatives 30 November 2022 Update
Developed in the context of our Statement of Strategic Regional Priorities

| | |
|---------------------------------------|--|
| Secretariat (Executive Officer) | |
| Environment, Waste and Sustainability | |
| Weeds Management / Biosecurity | |
| Programs pending funding release | |
| Recently announced projects | |

Divisional Strategy Allocations

| Secretariat Core Functions | | | | |
|-----------------------------|--|---------------------|--|---|
| Project Title | Key components | Timeframe | Illawarra Shoalhaven Regional Plan 2041 | Funding Amount |
| Secretariat: Core functions | <ul style="list-style-type: none"> The Secretariat function provides administrative services and support to the Board of the Joint Organisation as well as strategic, policy, business development, human resources and administrative leadership to the Joint Organisation's staff. | Full financial year | Member council funding is provided to enable the operation of the Joint Organisation and the delivery of its core services | \$231,942 (approximately \$58,000 from each member Council) |
| Secretariat: Regional roles | Membership of a range of groups including, but not limited to: <ul style="list-style-type: none"> Illawarra Shoalhaven Leadership Executive Illawarra Shoalhaven Regional Plan Coordination and Monitoring Committee Project Steering Committee Regional Adaptive Pathways Pilot Illawarra Peak Bodies Committee (RDA) Illawarra Shoalhaven Defence Industry Development Working Group Illawarra Resilience and Recovery SubCommittee Illawarra Shoalhaven Workforce Development SubCommittee South Coast Marine Tourism Working Group Illawarra Shoalhaven Affordable Housing Roundtable | Full financial year | Multiple links | \$0 |
| Project Title | Key components | Timeframe | Illawarra Shoalhaven Regional Plan 2041 | Funding Amount |
| Secretariat: State Roles | Membership of: <ul style="list-style-type: none"> Joint Organisations Network Endeavour Energy Peak Customer and Stakeholder Committee | Full financial year | | \$0 |

| Secretariat Strategic Initiatives | | | | |
|---|---|---------------|--|--|
| Project Title | Key components | Timeframe | Illawarra Shoalhaven Regional Plan 2041 | Funding Amount |
| The “Building Alignment” Intergovernmental Strategic Planning and Accountability Framework | <ul style="list-style-type: none"> Development of a model to integrate intergovernmental planning incorporating a reporting and accountability model with potential application statewide (in partnership with DRNSW) Provision of support services to other Joint Organisations in rollout of the model | December 2022 | | \$0 |
| Joint Organisations Review Implementation | <ul style="list-style-type: none"> Project lead on development of an agreed approach to Joint Organisation sustainability, intergovernmental planning and accountability | 30 June 2023 | | \$0 |
| Operationalising critical outcomes of the Affordable Housing Roundtable | <ul style="list-style-type: none"> Development of a Key Worker Affordable Housing Research, Strategy and Action Plan in association with Business Illawarra, its partner organisations and DRNSW. Key outputs are to include: <ul style="list-style-type: none"> Background report on what opportunities there are to increase the supply of affordably key worker housing across the region. Booklet on relevant inter-jurisdictional ownership and rental case studies examined as being suitable for the area. A strategy report that identifies relevant programs that will attract government support, institutional and other private investment. An audit report on the availability of resources, land and property in the region that might be made available to implement an innovative key worker affordable housing program. Overarching strategy and action plan that sets outcome targets for implementation. | November 2022 | Key links: 19.1, 19.2, 19.3 | \$149,000 co-funded by the ISJO and Business Illawarra |
| Smart Illawarra Project Officer Initiative | <ul style="list-style-type: none"> Provision of funding support by the ISJO to enable the employment of a Smart Illawarra Project Officer to facilitate the creation and delivery of Smart technology and Internet of Things initiatives in collaboration with key stakeholders | July 2023 | Key links: 29.1 (links to key precinct work as well e.g., 2.1 and 2.2) | \$20,000 (ISJO's contribution) |
| Development of an Illawarra Shoalhaven Joint Organisation Aboriginal Partnerships protocol and branding | <ul style="list-style-type: none"> Following on from the lead established by the ground breaking Dharrandharrang Framework, this initiative will see the development of a Partnership Protocol and overall branding strategy to guide the work of the Joint Organisation. The Protocol will ensure that culturally appropriate participation, consultation and recognition practices are embedded in the Joint Organisation's policies, procedures and strategy development /implementation activities | 30 June 2023 | Key links: 8.1 | Operational funding |

| Project Title | Key components | Timeframe | Illawarra Shoalhaven Regional Plan 2041 | Funding Amount |
|---|--|--------------|---|--|
| Defence Industry Development Strategy | <ul style="list-style-type: none"> The Illawarra Shoalhaven Defence Industry Development Strategy will be informed by and respond to the NSW Defence and Industry Strategy: Strong, smart and connected 2017. This strategy is currently being reviewed and an update is due for release in October 2022 The Strategy will provide a framework to guide existing activities supporting expansion of regional SME participation in defence supply chain, attraction of defence prime contractors and identify new opportunities including what an east coast naval base at Port Kembla could mean for business expansion and infrastructure needs It will be developed in consideration of, and in alignment with, work already being directed at the defence industry across the region Skills development and workforce opportunities are to be identified, including complementary pathways Procurement opportunities for local businesses should be identified, with a focus on how these businesses need to upskill themselves to take advantage of opportunities The strategy will address the Closing the Gap in NSW Priority Reforms especially priority five – Employment, Business Growth and Economic Prosperity in NSW. The strategy will identify the infrastructure and employment lands challenges and expansion opportunities regionally considering the potential of (but not be dependent on) an East Coast submarine base being located at Port Kembla base in future | 1 March 2023 | Key links: 4.3 | Up to \$20,000 from ISJO operational funds. The balance of funding from strategic partners including and especially Business Illawarra |
| Agritourism: Unlocking the full potential of regional economies | <ul style="list-style-type: none"> In March 2020, the NSW Government released an Explanation of Intended Effect for Agritourism and Small-scale Agriculture Development. This document outlined proposed amendments to support farm businesses and regional economies that would support the development of agritourism experiences and offerings through a series of amended and new definitions as well as the fast tracking of approval pathways. To leverage the full potential of this opportunity, a structured education program is essential to support product development and industry investment in this sector. This is to be developed in conjunction with Destination Sydney Surrounds South | June 2023 | Key links: 5.1, 9.1 | \$20,000 including \$10,000 Capability Funding + \$20,000 from Destination Sydney Surrounds South |
| The Illawarra Shoalhaven Community and Justice Data Network | <ul style="list-style-type: none"> This project will see the establishment of the Illawarra and Shoalhaven Community and Justice Data Network (ICJDN) through which we will bring to life a range of “student-centred” social research activities The Social Policy team at the University of Wollongong will coordinate the activities of ICJDN in conjunction with the ISJO and with appropriate reference to other community organisations and representatives. The ICJDN will operate in consultation with a Steering Committee. The ISJO will be a member of this Steering Committee and a process will be established for governing the ongoing co-design of the social research program. UoW’s Bachelor of Social Science students will be embedded into the ICJDN framework through a new and innovative UoW supervised work-integrated learning (WIL) platform taught as a capstone subject in the third year of study. | June 2023 | Key links: 1.4 | \$20,000 |

| Project Title | Key components | Timeframe | Illawarra Shoalhaven Regional Plan 2041 | Funding Amount |
|---|---|---------------------------|--|------------------------------|
| The Museum of Saltwater Art | <ul style="list-style-type: none"> The Museum of Saltwater Art (working title only) is anticipated to feature installations above and below the water, as well as tidal displays on the NSW South Coast. The project would be the second underwater marine art park in the southern hemisphere, as part of a world-class tourism attraction. Key elements include First Nations storytelling, representation, and interpretation, as well as sustainable environmental objectives to improve marine habitats. The initiative would feature consumer facing technology, including underwater videos accessed on-site via QR codes and even remotely online, to genuinely optimise accessibility for all users and to enrich the overall visitor experience. Opportunities include, but certainly are not limited to accompanying audio, live-feed webcams, virtual reality, and interpretive video, to showcase local First Nations culture, marine life, and coastal and environmental attributes. | June 2023 | Key links: 5.1, 5.2, 8.1, 23.1 | \$20,000 (ISJO contribution) |
| Modern Slavery Risk Assessment of suppliers to local government in the Illawarra Shoalhaven | <p>Recent changes to the <i>NSW Local Government Act 1993</i> mean that all NSW councils must:</p> <ul style="list-style-type: none"> take reasonable steps to ensure that the goods and services they purchase are not the product of modern slavery, and include a statement in their annual report outlining what steps they have taken. <p>This initiative will ensure, through a comprehensive risk assessment process, that all member councils and the ISJO are able to comply with requirements under the Local Government Act and related State and Commonwealth legislation. Over 4,000 suppliers will be involved.</p> <p>A comprehensive toolkit containing templates, training and development materials and other resources will be provided as well.</p> | End of 2023 calendar year | Statutory requirement | \$20,000 |
| The Illawarra Shoalhaven Economic Development Strategy – A Super REDS | <p>Development of a Regional Economic Development Strategy that will:</p> <ul style="list-style-type: none"> Synthesise and, where possible map, the content, direction and aspirations of the (updated) Kiama, Shellharbour and Shoalhaven REDS Contextualise Output 1 to the broader Illawarra Shoalhaven Region by conducting a similar analysis based on the economic development strategy of the City of Wollongong and, where appropriate, the Wingecarribee and Far South Coast REDS Develop a Regional Economic Strategy – effectively a “Super REDS” for the region Map the content and directions of Regional Economic Development Strategy to the State’s 20- Year Vision and the Illawarra Shoalhaven Regional Plan and the Illawarra Shoalhaven Regional Transport Plan Identify, within the Strategy, the key enabling initiatives that will drive the achievement of agreed economic development goals over the term of the strategy (at this stage to 2041). | June 2023 | Multiple key links including: 3.2, 4.1, 23.1, 25.1 | \$182,000 |
| Development of an Audit, Risk and Improvement Committee | Implementation of an ISJO Audit, Risk and Improvement Committee in accordance with statutory requirements | June 2023 | | \$30,000 |

Secretariat Fee for Service Activities

Provision of fee for service support in regard to business development, strategic, policy review and economic development services

Environment, Waste and Sustainability Core Programs

| Project Title | Key components | Timeframe | Illawarra Shoalhaven Regional Plan 2041 | Funding Amount | | | | | | | | | | | | | | | | |
|-----------------------------|---|---|---|---|-------------|----------|-------------|----------|-------|----------|--------------|----------|------------|----------|---------------|----------|------------|----------|-------------|----------|
| EPA – Regional Coordination | <ul style="list-style-type: none"> Support to member councils in the planning, facilitation and delivery of projects Management and oversight of EPA funded programs and projects (RID, Litter, CRC) Governance – strategy development, project planning, establishment of working groups, project monitoring and evaluation Research and innovation – identifying and scoping requirements, networking or collaborating and identifying partners and developing business cases for new products and systems Capacity building – Council support for planning, facilitation and delivery of projects. Planning and delivery of workshops, tours, training and networking opportunities Stakeholder management – Development of relationships and partnerships for project delivery across all levels of Government, industry, research organisation, Indigenous and state agency land managers and community groups. Advocacy and submissions – regional leadership and advocacy for policy and strategy development and regional, case studies, conference submissions, award submissions, development of regional collateral and media, broader stakeholder meetings and events. Contracts and Infrastructure – regional identification of opportunities for value adding to existing operations. | Annual funding cycle based on 5 year WaSM agreement. 2022 – 2027 | Key links: 11.1, 11.2, 11.3, 11.4, 16.1 | \$93,107 | | | | | | | | | | | | | | | | |
| EPA – RID | <p>The purpose of the Southern Region RID Program is to develop and deliver a regional illegal dumping prevention program across the eight council areas to:</p> <ul style="list-style-type: none"> increase Council capacity to prevent and respond to illegal dumping incidents at both the local and regional level build Council capacity to develop and deliver both local and regional (joint) operations for effective illegal dumping prevention and enforcement, monitoring and reporting activities, and raise community awareness of the impacts of illegal dumping and of the Regional Illegal Dumping Program | <p>The EPA has entered into a funding Agreement with the ISJO which will provide \$3,140,460 over four financial years to undertake the Southern Region RID Program.</p> <p>The annual funding cycle is based on the 5 year WaSM agreement. 2022 - 2027</p> | Key links: 16.1 | <p>\$576,000 of which \$404,645 is directed to participating councils as follows:</p> <table border="1"> <tbody> <tr> <td>Bega Valley</td> <td>\$63,860</td> </tr> <tr> <td>Eurobodalla</td> <td>\$48,439</td> </tr> <tr> <td>Kiama</td> <td>\$27,126</td> </tr> <tr> <td>Shellharbour</td> <td>\$37,173</td> </tr> <tr> <td>Shoalhaven</td> <td>\$67,794</td> </tr> <tr> <td>Wingecarribee</td> <td>\$46,535</td> </tr> <tr> <td>Wollongong</td> <td>\$67,451</td> </tr> <tr> <td>Wollondilly</td> <td>\$46,267</td> </tr> </tbody> </table> | Bega Valley | \$63,860 | Eurobodalla | \$48,439 | Kiama | \$27,126 | Shellharbour | \$37,173 | Shoalhaven | \$67,794 | Wingecarribee | \$46,535 | Wollongong | \$67,451 | Wollondilly | \$46,267 |
| Bega Valley | \$63,860 | | | | | | | | | | | | | | | | | | | |
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| Kiama | \$27,126 | | | | | | | | | | | | | | | | | | | |
| Shellharbour | \$37,173 | | | | | | | | | | | | | | | | | | | |
| Shoalhaven | \$67,794 | | | | | | | | | | | | | | | | | | | |
| Wingecarribee | \$46,535 | | | | | | | | | | | | | | | | | | | |
| Wollongong | \$67,451 | | | | | | | | | | | | | | | | | | | |
| Wollondilly | \$46,267 | | | | | | | | | | | | | | | | | | | |

| Project Title | Key components | Timeframe | Illawarra Shoalhaven Regional Plan 2041 | Funding Amount |
|--|--|---------------------|---|----------------|
| Waste and Sustainable Materials Strategy | <p>The regional response to the WASM strategy gives regional waste groups an opportunity to implement relevant parts of the WASM strategy and to:</p> <ul style="list-style-type: none"> • identify and articulate regional priorities, targets and outcomes and to guide the allocation of resources • send market signals by identifying infrastructure needs, where possible within regions • assist councils to identify priorities and gain council buy-in for regional initiatives • provide evidence and support for EPA funding applications) and • communicate and engage the community, councils and other stakeholders about a region's aspirations and priorities for waste management, recycling and transitioning to a circular economy | Full financial year | Key links: 16.1 | \$0 |

Environment, Waste and Sustainability Strategic Grant funded Projects

| Project Title | Key components | Timeframe | Illawarra Shoalhaven Regional Plan 2041 | Funding Amount |
|---|--|---------------------------------|--|----------------|
| Building a stronger, more resilient and engaged Illawarra Shoalhaven region through a strategic approach to disaster risk reduction | <p>This project will:</p> <ul style="list-style-type: none"> • Provide stakeholder collaboration pathways • Extend early warning capabilities through multi-hazard monitoring (fire, flood, air quality, micro-climate, soil moisture, ground movement, remote visibility) • Complement local smart data utility sets for research and planning • Collate existing data and fill knowledge gaps on community vulnerability and resilience <p>In operationalising the RAPP, the project will enable communities and stakeholders to collaborate within and across boundaries, building awareness and knowledge, establishing systems to support risk reduction and developing efficient, targeted, place-based projects.</p> <p>ISJO will lead the project with partner organisations and communities owning and delivering the outcomes, to provide long-terms benefits by providing commitment, leadership and integration through:</p> <ul style="list-style-type: none"> • Improved knowledge of disaster strengths, risks and vulnerabilities • Enhanced understanding of internal capacity for hazard risk mitigation and increased awareness of the benefits, need and organisational fit deriving from cooperative and coordinated planning and investment • Establishing and incorporating strategic goals into project deliverables and timeframes and creating a disaster resilience reference point to assist ongoing capacity-building and risk mitigation effort | To be completed by 30 June 2024 | Multiple links including: 11.2, 12.1, 12.2, 12.3, 29.1 | \$1,274,475 |
| JO Capacity Building Stage 2 – Low emission fleet transition | <p>This project will provide a QBL assessment of the benefits of transitioning Council light and heavy fleet to electric or hydrogen powered vehicles.</p> <p>Data collected through the analysis would provide a timeframe and costs associated with the transition for inclusion in Council budgets, procurement policies and assessment of contracts such as waste collection contracts</p> | Acquitted by 30 June 2023 | Key links: 1.5 (dot point 7), 15.1, 30.2 | \$30,000 |

| Project Title | Key components | Timeframe | Illawarra Shoalhaven Regional Plan 2041 | Funding Amount |
|--|--|---|--|--|
| JO Capacity Building Stage 2 – Circular Economy | <ul style="list-style-type: none"> Consolidation of multiple datasets to gain visibility over the key materials being wasted in the region, their flow pathways, and the stakeholders controlling the materials at different stages of the material flows List of potential circular economy opportunities described in terms of political, economic, social, technological, legal, and environmental factors, with these factors quantified at a high-level where possible Detailed overview of economic, social, and environmental costs and benefits for the 5-10 priority opportunities for the region Engagement within and across Council departments for high level sustainability outcomes Strategic alignment for the JO with national and state plans and policies and associated reputational benefits through leading the implementation of on-ground circular economy projects with Councils and key Government, industry and research stakeholders | Acquitted by 30 June 2023 | Key links: Action 7, 16.1 | \$30,000 (Capacity Building Fund) \$39,000 – Wollongong \$27,000 – Shellharbour \$22,000 – Kiama \$32,000 – Shoalhaven |
| JO Capacity Building Stage 2 – Energy Resilience for Isolated Communities | <ul style="list-style-type: none"> This project will model a storage system to support renewables potential, energy security and resilience in an isolated community. Investigating the benefits and challenges of such a model would provide local data on supply, storage and capacity; required and viable infrastructure; and potential emissions reductions | Acquitted by 30 June 2023 | Key links: Action 6, Collaboration Activity 7, 12.1, 15.3, | \$30,000 |
| LGP – Sustainable Procurement | <ul style="list-style-type: none"> Development of a framework for monitoring improvement against agreed core principles Adoption at the executive level of each member Council of specific action plans to support the transition to sustainable procurement across whole of Council | Commencing October 2022 (six month project) | Key links: Action 7, 16.1 | \$25,000 |
| EPA – CRC (Ongoing since 2016) | <ul style="list-style-type: none"> Development and delivery of regional communication and education plan to divert problem waste from landfill and increase use of Council CRC facilities | Funding confirmed October 2022 | Key links: Action 7, 16.1 | \$64,842 |
| EPA – Litter (Regional Implementation Program – Stage 5) Own It & Act Baseline Model for Local Councils | <p>The NSW EPA approached ISJO with a proposal to pilot the Own It & Act baseline model with ISJO member Councils. The model has been trialled with community groups, though not with local Councils. Given the effort and outcomes of the prior ISJO Cost of Litter Study and multiple successful litter prevention programs since 2013, the NSW EPA Litter Prevention (LPU) Unit saw the region as a ‘textbook’ testing ground for this modelling. This project would also support the development of the NSW Litter Prevention Strategy 2022-2027 and be required by each Council across NSW who seeks future funding.</p> <p>Deliverables:</p> <ul style="list-style-type: none"> Using a NSW EPA developed discussion tool, workshop facilitation of an in-depth and transparent assessment of each Council’s capacity for long-term litter prevention – this also provides context for discussion with the NSW EPA Litter Prevention Unit. Councils and the NSW EPA LPU discuss the submitted self-assessments in an open and transparent manner to reveal perceptions about each Council and to come to a shared understanding of Council’s organisational willingness to engage in litter prevention. Development of each Council’s tailored organisational baseline for litter prevention capacity through a facilitated session using a NSW EPA developed tool. Councils are empowered to complete it in good faith, reflecting on shared understandings from the LPU discussion. Council’s will also be guided in establishing Own It & Act goals that leverage organisational strengths and build capacity. | April 2021 – June 2023 (NB – In agreement with the NSW EPA, this project was put into a hiatus from September 2022 to recommence in January 2023 in line with the yet to be released NSW Litter Prevention Strategy 2022-2027) | Key links: 16.1 | \$38 million in litter funding under WaSM for Council projects. ISJO has capacity to deliver these on behalf of Councils |

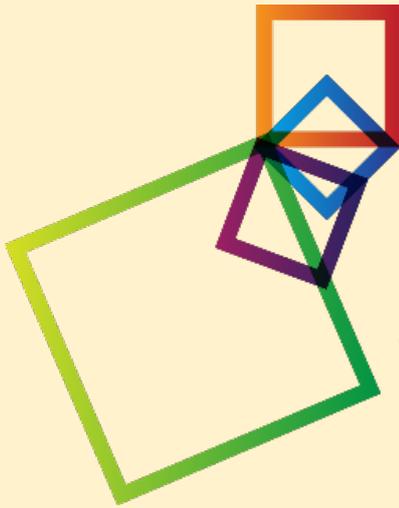
| Project Title | Key components | Timeframe | Illawarra Shoalhaven Regional Plan 2041 | Funding Amount |
|---|--|---|---|--|
| EPA – Organics (FOGO) Communication and education to reduce contamination | <ul style="list-style-type: none"> Regional campaign to reduce contamination and increase food and garden scraps in the green bin | <p>Funding submission lodged.</p> <p>Anticipated funding announcement November 2022</p> | Key links: Action 7, 16.1 | In negotiation with the EPA |
| EPA – Circular Economy Funding (The former Better Waste and Recycling) | | Anticipated funding program release December 2022 | Key links: Action 7, 16.1 | To be determined |
| Net Zero Acceleration Grant program | <p>This capacity-building grant established by the NSW Government will support JOs to deliver net zero outcomes by employing a staff member who is dedicated to progressing the JO and member councils toward net zero. This employee will also act as a link to other NSW government support mechanisms.</p> <p>This grant program will:</p> <ul style="list-style-type: none"> provide an opportunity for JOs to establish or progress a net zero pathway plan for their member councils increase the capacity of JOs to identify and implement projects that directly reduce emissions for councils, or progress the region's net zero trajectory, and strengthen collaboration between State and local governments to improve delivery of net zero outcomes in line with community expectations. | 2023 calendar year | Key links: Objective 15 | <ol style="list-style-type: none"> A maximum \$155,000 over 12 months for salaries and all oncosts An additional request of up to 26% of the salary for office costs <p>Up to 12% of the salary for travel, training</p> |
| The Digital Divide: Addressing the Digital Divide in Disadvantaged Communities through the provision of Refurbished Devices | <p>The project will:</p> <ul style="list-style-type: none"> Interrupt the flow of tablets and laptops to landfill which have reuse potential through repair and refurbishment – partnering with local Councils, social enterprise and directly with the community to aggregate devices which will be securely data cleared Provide stakeholder collaboration pathways – connecting existing charitable organisations and school communities who support vulnerable youth with the mentors and technology and a space to feel connected Build skills and confidence of disengaged youth who attend refurbishment sessions – supported after school hours by staff and tertiary education students Provide reliable technology in the form of tablets and laptops per school requirements to disadvantaged youth to support their learning – gifted to youth as identified by schools and other support agencies Demonstrate a self-sustaining and replicable model – excess devices can be sold to support the model | 2023 calendar year | Key links: Action 7, 29.1 | \$99,000 |

| Environment, Waste and Sustainability Fee for Service Activities | | | | |
|--|---|------------------|---|----------------|
| Project Title | Key components | Timeframe | Illawarra Shoalhaven Regional Plan 2041 | Funding Amount |
| BlueScope – Timber sourcing | <p>BlueScope Steel have identified an opportunity to reduce carbon emissions in their steel manufacturing processes through the input of timber-based biomass converted through pyrolysis to biochar:</p> <ul style="list-style-type: none"> Assess the availability of biomass categorised by source and region Investigate supply chains and logistics including grades, costs and samples for further analysis | Mid October 2022 | Key links: 12.1, 15.3, 15.1, Action 6, Action 7, 16.1 | \$13,000 |

| Project Title | Key components | Timeframe | Illawarra Shoalhaven Regional Plan 2041 | Funding Amount |
|---|--|--|---|----------------|
| Wollongong City Council – Home to recycling spring clean collection service | <p>The focus of this trial will be to collect, separate and transport hard to recycle items from householders in the Wollongong LGA and provide Wollongong Council with chain of custody assurance from point of collection to drop off at recycling facility:</p> <ul style="list-style-type: none"> Assess the types, quantity and quality of items people would like to recycle outside of kerbside collection services Increase diversion of recyclables from landfill with a focus on items not accepted through kerbside services Identify barriers to householders accessing recycling services (i.e., time, location, quantity) and educate householders on options for recycling through Council or independent facilities | 3 month program beginning mid October 2022 | Key links: Action 7, 16.1 | \$20,000 |
| Shoalhaven City Council - Glass | <p>Illawarra and Shoalhaven regional assessment into the viability of increasing throughput of commercial and industrial (C&I) and construction and demolition (C&D) glass at the Shoalhaven glass processing facility:</p> <ul style="list-style-type: none"> Assess product availability across the ISJO region to inform potential tonnage Consult with commercial generators of waste glass to gain an understanding of potential market share and to promote advantages of sustainable practices in business operations including onsite waste segregation Promote Council's recycling facilities and increase brand awareness | December 2022 | Key links: Action 7, 16.1 | \$23,636 |
| Kiama Municipal Council | <p>Waste Management Environment:</p> <ul style="list-style-type: none"> Research into market environments, strategy requirements, functional models and national and international trends in waste management | Late 2022 to 30 June 2023 | Key links: Action 7, 16.1 | \$10,000 |
| Kiama Municipal Council | Development of a Waste Management Strategy | 30 June 2023 | Key links: Action 7, 16.1 | \$10,000 |

| Weeds Management / Biosecurity Core Program | | | | |
|--|---|---------------------|--|----------------------------------|
| Project Title | Key components | Timeframe | Illawarra Shoalhaven Regional Plan 2041 | Funding Amount |
| Illawarra District Weeds Authority | <p>The IDWA has delegated authority from Wollongong, Shellharbour and Kiama Councils to carry out local control authority functions under the Biosecurity Act 2015. It also represents those councils on the South East Regional Weeds Committee.</p> <p>The primary role of the IDWA is provide a framework for dealing with weed biosecurity risk in the community and ensure compliance with legislation. This involves the enforcement of the general Biosecurity Duty of landholders and occupiers in the Authority's area of operation and the control of priority and high risk new and invasive weeds on Council lands.</p> | Full financial year | | \$175,272 |
| Weeds Management Services | Delivery of funded services under the South East Weeds Action Plan | Full financial year | | \$103,500 plus occasional grants |

| Weeds Management / Biosecurity Fee for Service Activities | | | | |
|--|---|---|--|--|
| Project Title | Key components | Timeframe | Illawarra Shoalhaven Regional Plan 2041 | Funding Amount |
| Fee for service activities | Private works services | Full financial year | | Budgeted at \$70,000 (income) |
| Varroa Mite Emergency Response | Provision of expert on ground assistance in the Hunter Region in the implementation of the Varroa Mite Emergency Response | August 2022 until emergency response period has concluded | | Full cost of staff involvement funded by DPI |



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