



CENTRAL NSW
JOINT ORGANISATION

Central NSW Joint Organisation

PO Box 333 Forbes NSW 2871

Chair – Cr John Medcalf, Lachlan Shire Council

Executive Officer – Jennifer Bennett

Email: jennifer.bennett@centraljo.nsw.gov.au

Ph: 0428 690 935

Agenda to the Board Meeting 27 August 2020

Members

Cr B Bourke	Bathurst Regional Council	Cr J Medcalf	Lachlan Shire Council
Cr S Ferguson	Blayney Shire Council	Cr K Sajowitz	Oberon Council
Cr K Beatty	Cabonne Council	Cr R Kidd	Orange City Council
Cr B West	Cowra Shire Council	Cr K Keith	Parkes Shire Council
Cr P Miller	Forbes Shire Council	Cr M Liebich	Weddin Shire Council

Attending

Mr D Sherley	Bathurst Regional Council	Cr D Somerville	CTW
Ms R Ryan	Blayney Shire Council	Mr G Rhodes	CTW
Mr B Byrnes	Cabonne Council	Ms C Weston	RDACW
Mr P Devery	Cowra Shire Council	Mr S Harma	RDACW
Mr S Loane	Forbes Shire Council	Mr A Albury	DPC
Mr G Tory	Lachlan Shire Council	Mr P Evans	OLG
Mr G Wallace	Oberon Council	Ms J Bennett	CNSWJO
Mr D Waddell	Orange City Council		
Mr K Boyd	Parkes Shire Council		
Mr G Carroll	Weddin Shire Council		

It is advised that the next meeting of the Central NSW Joint Organisation meeting will be held Thursday **27 August 2020** in Cowra, at the Cowra Services Club, Falcon Room, 101 Brisbane Street, Cowra beginning at **9.45am for a 10.00am start**.

A teleconference is available for those unable to make it in person. Please join the zoom meeting by clicking on the link <https://us02web.zoom.us/j/4690209037>

Please contact Jenny Bennett on 0428 690 935 with any questions.

Reports



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Agenda

1. Welcome
2. Apologies
3. Speakers -See schedule below

9.45am	Cowra Services Club, 101 Brisbane Street, Cowra	Morning tea on Arrival
10.00am	Presentation on NSW Water Directorate, Brendan Guiney, Executive Officer	Confirmed
10.20am	Presentation on Regional Water Strategies Michael Scotland & Stef Schulte, DPIE Water	Confirmed
10.40am	MDA – Presentation on the new Plan and Region10 Phyllis Miller, Emma Bradbury	Confirmed
11.00am	Presentation on Wyangala Dam Raising Project David Hogan or Alex Fisher WaterNSW	Confirmed
11.30am	Steph Cooke, Member for Cootamundra	Confirmed
12.00pm	Lunch	
12.30pm	CNSWJO Board Meeting	
2.30pm	Close - travel home	

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7. Late reports

8. Matters raised by Members

Member were asked to provide issues 4 August. No responses were received.

Members provided feedback on Productive Water and these are included in the Water report.

9. Speakers to the next meeting

10. Next meetings:

GMAC – 22 October - Blayney

Board – 26 November 2020 – TBC

David Sherley,
GMAC Secretary

Reports

4. Minutes

- a. **Confirmation of the Minutes of the Central NSW Joint Organisation meeting 4 June 2020 held via zoom**

Attendees, voting members in bold.

Cr B Bourke	Bathurst Regional Council	Cr J Medcalf	Lachlan Shire Council
Cr A Ewin	Blayney Shire Council	Cr K Sajowitz	Oberon Council
Cr K Beatty	Cabonne Council	Cr R Kidd	Orange City Council
Cr B West	Cowra Shire Council	Cr K Keith	Parkes Shire Council
Cr P Miller	Forbes Shire Council		

Mr D Sherley	Bathurst Regional Council	Cr D Somerville	Central Tablelands Water
Ms R Ryan	Blayney Shire Council	Mr G Rhodes	Central Tablelands Water
Mr B Byrnes	Cabonne Council	Ms C Weston	RDA CW
Mr P Devery	Cowra Shire Council	Mr S Harma	RDA CW
Mr S Loane	Forbes Shire Council	Mr P Evans	OLG
Mr G Tory	Lachlan Shire Council	Mr A Albury	Regional NSW
Mr G Wallace	Oberon Council	Ms J Bennett	Central NSW JO
Mr D Waddell	Orange City Council	Ms K Barker	Central NSW JO
Mr K Boyd	Parkes Shire Council	Ms M Macpherson	Central NSW JO
Mr G Carroll	Weddin Shire Council	Ms V Page	Central NSW JO

1. **Opening meeting 10.05am**
2. **Acknowledgement to Country by Chair**
3. **Apologies applications for a leave of absence by Joint Voting representatives**
Cr M Liebisch and Cr S Ferguson

Resolved	Cr P Miller/Cr K Keith
That the apologies for the Central NSW Joint Organisation Board meeting 4 June 2020 listed above be accepted.	

4. **Election of Chairperson and Deputy Chairperson**
 - **The Chair, Cr Medcalf, stepped down**
 - **Mr D Sherley became the Returning Officer**
 - **Cr J Medcalf was elected unopposed as Chair**
 - **Cr S Ferguson was elected unopposed**
 - **Cr J Medcalf assumed the Chair**
5. **Speakers**
 - **Penrith City Council - 10.15am**
 - **Cr Ross Fowler OAM, Mayor and Mr Warwick Winn, General Manager**
Action – To follow up for a future meeting at Penrith and approach the Parkland Councils Group
 - **The Hon Shelley Hancock, Minister for Local Government**
 - **Ms Steph Cooke MP, Member for Cootamundra**

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6. Confirmation of the Minutes of the Central NSW Joint Organisation meeting 27 February 2020 in Grenfell

Resolved	Cr P Miller/Cr B West
That the Central NSW Joint Organisation Board confirm the Minutes of the meeting 27 February 2020 held in Grenfell	

7. Business Arising from the Minutes – Matters in Progress

Resolved	Cr K Keith/Cr B West
That the Central NSW Joint Organisation Board note the Matters in Progress, making deletions as suggested, remove the suggested deletion of the Blayney to Demondrille so it remains on the action list.	

8. Reports to Statement of Regional Strategic Priority

Priority One

Report on Portfolio Mayors and representation to other entities

Resolved	Cr B Bourke/Cr K Beatty
That the Board note the Report on Portfolio Mayors and representation to other entities and from the floor determine delegates to external bodies and portfolio Mayors.	

Resolved	Cr R Kidd/Cr P Miller
That Portfolio Mayors for the Joint Organisation be:	
Priority One:	Inter-council cooperation
Portfolio Mayor	Cr John Medcalf
Priority Two	Regional Prosperity
Portfolio Mayor	Cr Bill West
Priority Three	Regional Transport and Infrastructure
Portfolio Mayor	Cr Ken Keith
Priority Four	Regional Water
Portfolio Mayor/Chair	Cr David Somerville
That the External Bodies for the Joint Organisation be:	
Western Region Academy of Sport	Cr S Ferguson
NSW Council Safe Advisory Network	Natalie Terrazzino from Orange City Council and Matthew Bailey, Cabonne Council
Regional Strategic Roads Group	Cr B West, Cr K Keith, Cr P Miller
Regional Integrated Transport Group	Mr B Howard and Ms J Bennett
Lachlan Water Sharing and Water Resource Plan Stakeholder Advisory Panel	Cr D Somerville

9. Financial Report

Resolved	Cr K Keith/Cr B West
That the Board note the Financial Report	

10. Draft Statement of Revenue and Budget

Resolved	Cr B West/Cr P Miller
That the Board note the report on the Draft Statement of Revenue and Budget and	
1. Approve the Draft Statement of Revenue and Budget (the Draft Statement) with the amendment to the fees to adopt Option 3 instead of Option 1;	

Reports

2. Given the election period and associated Integrated Planning and Reporting timeframes have been extended by 12 months, note that the review of strategy for the JO will not occur until the end of 2021;
3. Accordingly, provide a report to the next meeting on programming until November 2021 that extends the life of CNSWJO Strategic Plan; and
4. Note a Special meeting will be held Friday 3 July to adopt the Statement of Revenue and Budget Subsequent to it being on exhibition

JO Sustainability report deferred until after the conversation with the Minister for Local Government, the Hon Shelley Hancock.

11. Regional Procurement and Contract Management Report

Resolved	Cr B Bourke/Cr R Kidd
That the Board note the Regional Procurement and Contract Management Report and	
1.	approve a procurement process for the supply and delivery of road signs be conducted on behalf of member councils, noting the inclusion of a 2% contract management fee payable to CNSWJO;
2.	approve the contract extension of the Learning Management System contract with ELMO for a period of 3 years from 1 September 2020 for the Learning module and course content for participating councils;
3.	approve the extension of the pre-employment screening contract with Recovre until 30 June 2021 with CNSWJO staff to provide the necessary documentation to councils to execute the extension;
4.	approve the extension of the printing and mailing of rates notices contract with Forms Express until 30 June 2021 with CNSWJO staff to provide the necessary documentation to councils to execute the extension;
5.	endorse the approval for the extension of the procurement support for water main condition assessment contract with Common Thread Consulting until 30 June 2020, including a variation to include a more detailed evaluation of responses;
6.	approve the extension of the EV toolkit contract with Evenergi until 31 August 2020; and
7.	note the status of the BPAP Program and encourage council staff to provide information to inform the program if and when required.

12. Southern Lights Report

Resolved	Cr B Bourke/Cr P Miller
That the Board note the Southern Lights Report.	

13. Formation of a Training, Learning and Development Working Group Proposal

Resolved	Cr R Kidd/Cr B West
That the Board	
1.	note the formation of a Training, Learning and Development Working Group Proposal report;
2.	approve the formation of the Training, Learning and Development (TLD) Working Group where participation is optional; and
3.	approve the TLD Working Group resourcing to be funded out of existing CNSWJO reserves for 2020/2021 FY and recommend that fee options be included in the 2021/2022 FY budget for consideration and it be reported to the Board accordingly.

Reports

Priority Two: Regional Prosperity**14. Tourism Matters**

Resolved	Cr B West/Cr K Keith
<p>Note the Tourism Matters report and</p> <ol style="list-style-type: none"> Note the advice from a survey conducted across the region on the role of the Joint Organisation in tourism encouraged continuing activity on tourism at the regional level; Use surplus funds in the JO tourism budget to procure external support to refresh strategy for regional tourism leveraging the JO model; Include in the heads of consideration for the strategic refresh; <ol style="list-style-type: none"> The current framework for tourism in regional NSW from the LTO through to Federal support for tourism. This to include funding, strategic and structural arrangements; Opportunities and challenges for tourism in regional NSW; and The value to member Councils and through them to their communities of the JO taking a role in tourism; and Note that this advice will inform future activity and its resourcing; Continue with the existing fee structure to focus on the highly successful Public Relations and Social Media activity; Commends to the Central NSW Regional Tourism Group it undertake minor structural change to enable a more nimble tactical response from the region while the broader strategic refresh is being undertaken; Direct that the Tourism Review Subcommittee becomes the Steering Committee for the refresh of strategy for tourism in the region; Note that the Tourism Review for the Central NSW JO is complete and thank the members of the Tourism Review Subcommittee for their ongoing support for tourism in the region; Advocate to LGNSW to coordinate a Regional Tourism Awards seeking support from Destination Network Country and Outback; and Note the progression of the “We Want You Back Campaign.” 	

11.02am The Hon Shelley Hancock joined the meeting**11.21am Minister Hancock left the meeting****15. JO Sustainability Report**

Resolved	Cr K Keith/ Cr R Kidd
<p>That the Board note the JO Sustainability Report and</p> <ol style="list-style-type: none"> note that there is good support for the JO model from State agencies this region is engaged with; remain alert to the challenges for sustainability of the broader network; continue to support the broader JO network in its activities in sustainability; monitor differing approaches to models for intergovernmental collaboration being considered by other regions; note the briefing advice to the Minister for Local Government attending the Board meeting; Welcome the Minister’s positivity with regard to JOs; write to the Minister seeking to have JOs provide input of Terms of Reference for the JO Review Write separately regarding the Emergency Services Levy to respective Ministers and LGNSW; and continue to provide feedback to the Minister with regard to the above. 	

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16. Charles Sturt Medical Scholarship Report

Resolved	Cr B West/Cr P Miller
That the Board note the Regional Medical Student Scholarships Report and	
<ol style="list-style-type: none"> 1. Note the report provides 2 options for a commitment to the Charles Sturt University Foundation for students from your region studying a five year undergraduate medicine degree full time on campus; <ol style="list-style-type: none"> a. Option 1 - \$15k commitment per year for 5 years for a total of \$75k or b. Option 2 - \$25k for 5 years for a total of \$125k to the Charles Sturt University Foundation for students from your region studying a five year undergraduate medicine degree full time on campus; 2. Adopt Option 1 to be funded from Joint Organisation reserves; and 3. Amend the budget for 2020/2021 accordingly. 	

11.29am Steph Cooke, Member for Cootamundra joined the meeting

11.30am Cr A Ewin left meeting

11.38am Steph Cooke, Member for Cootamundra left the meeting for Division in her role as Whip

17. Update to the MoU with RDA Central West

Resolved	Cr B West/Cr R Kidd
That the Board note the Update to the MoU with RDA Central West Report and provide scoping advice on progressing better telecommunications outcomes for the region to be included in the actions going forward.	

12.01pm Cr A Ewin joined the meeting

Emergent

18. COVID-19 Response in region

Resolved	Cr P Miller/Cr B West
That the Board note the COVID-19 Response in the Region Report and support ongoing changes to the Board calendar including but not limited to:	
<ol style="list-style-type: none"> 1. Adopting the date for the meeting with Federal representatives is 27 August through the Hon Michael McCormack's Office; 2. Noting that the August Board meeting will be held the day before 26 August at a venue to be advised; 3. A special meeting with State Parliamentarians supported by Steph Cooke MP later this calendar year; 4. Meetings using online platforms from time to time to progress Board discussions with key influencers; 5. These to include meetings online with State and Federal members; 6. Note that scoping work on lessons learned from this region's response to Covid 19 has commenced through the Regional Leadership Executive; and 7. Through the Chair monitor Covid19 and alter programming as needs. 	

19. Report to the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority 2019/2020

Resolved	Cr B Bourke/Cr R Kidd
the Board note the Report to the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority.	

20. Updates provided by Mr A Albury, Mr S Harma and Mr P Evans

Reports

21. Matters raised by members

Review of business paper format – Ms J Bennett to work with Cr P Miller offline

12.30pm Cabonne representatives Cr K Beatty and Mr B Byrnes left meeting**22. Late reports – Nil****23. Speakers to the next meeting -**

As the meeting will be in Canberra speakers will be determined through the Chair. Please note that based on positive feedback from the Board there may be meetings coordinated via Zoom for both General Managers and Board members with various State and Federal members, Ministers, agencies and other influencers.

24. The next meeting dates are

Board –3 July 2020 – Via Zoom - Adoption of the Statement of Revenue and Budget.

GMAC – 23 July 2020

Board – 26 August in Canberra

27 August 2020 – Parliament House Canberra

Meeting closed at 12:34pm

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Reports

5. Matters in Progress

Action	By	Update
290519-9e-Structural, reporting and other arrangements to progress the Joint Organisation (JO) Strategic Plan Receive a report on delegations to optimise the administration and leadership of the Joint Organisation.	JB	Underway – legal advice is being sought on best practice in aggregated procurement as part of a consortia of JOs to inform this advice. This project forms part of the application to OLG for the Capacity Building Program. Please find a report elsewhere in this agenda. It is envisaged that delegations will form part of the policy review to each November 2020.
290519-8b-Drought Sub-committee - Progressing the recommendations of the Drought Issues Paper Work with requisite State agencies and other peak regional bodies regarding drought preparedness with a report to be provided to the Board on options for resourcing better drought support and coordination at the local and regional level.	JB and MM	There has been a lot of activity in this space. CNSWJO staff attend RLE Central West and Orana Drought Taskforce meetings. The most recent was Wednesday 8 July 2020 please request all paperwork. Of concern is anecdotal feedback that with some good rains across regional NSW the various high level committees supporting, in particular, urban water security are being disbanded. The risk here is that we will be in the same poorly coordinated disarray come the next drought if there is no navigable pathway to have the sorts of conversations and decisions made to fast track enablement of a drought response for urban communities. Please see more detail in reporting to this meeting including advice in this regard.
281113 - 8b - Water Infrastructure Develop a MoU with NSW Health.	MM	<i>November 2013- January 2019</i> – continuous efforts to progress this matter. Building on the outcomes of a <i>Drinking Water Incident Workshop</i> (Sept 2018) it has previously been proposed that an Incident Agreement with NSW Health be pursued through the Regional Water Committee formed as part of the JO strategic process. This task has proven difficult to progress and is part of advocacy by the JO network for a collaborative approach to the management of urban water working in partnership with State agencies. See confidential report to JO network Board provided as an attachment. In the interim, Parkes, Forbes and Lachlan Councils and NSW Health are negotiating a Communications Protocol specific to the management of the B-section pipeline.

Reports

Action	By	Update
		At its meeting on 6 August the Water Utilities Alliance considered this as a template for potential regional roll-out. Further advice will follow with a report to GMAC.
280219-7b-Board-Water Infrastructure Report Commend to the CWUA that it investigates the potential for a regional application to stream 2 of the revised Safe and Secure program for funding to procure consulting services to update CWUA member Council's Integrated water cycle management (IWCM) strategies.	MM	To recap- Councils and the JO lodged EOIs with DPIE separately and received approvals to progress to the next stage. The JO was advised that it could procure IWCMs for its members through a joint procurement process. The JO is not enabled in the funding framework and has continued to advocate to do IWCMs differently. This has been superseded by an offer from DPIE Water for JOs to develop Regional Town Water Strategies with 75% funding support. A number of JOs across regional NSW have expressed interest in working collectively with DPIE Water on RTWSs. The RTWS are contingent on the Regional Water Strategies. Meanwhile, a number of member Councils are attempting to progress the development of IWCMs separately and have held meetings in the region with DPIE Water to discuss scope. See Confidential Briefing Note No. 6 and JO Network Board Report provided as attachments.
220819-Reports to Joint Organisation-11a-Regional Water 1. Endorse the development of policy and advocacy on the identified emergency water security projects (short-term and long term); 2. Endorse the Chairs of the Regional Prosperity and Regional Water portfolios working together to optimise opportunities from the Wyangala Dam wall investigations for economic development and urban water security across the Lachlan catchment and develop further policy in this regard; 3. Note work with DPIE-Water and the RLE to integrate town water into the Regional Water Strategy; and 4. Circulate advice to members monitoring the current opportunities and risks.	MM	On-going- please see Regional Water Report and Confidential Briefing on Water No. 6 provided as an attachment.
271119-6-P3a-Regional Transport Advocacy Policy, Prioritisation and Freight Links Mapping.	JB	1. This work is being finalised by DPIE (Planning) and TfNSW at which point outputs will be adapted by the JO.

Reports

Action	By	Update
<ol style="list-style-type: none"> 1. Provide updated mapping to the Board; and 2. Provide a reviewed the Advocacy Plan that identifies one or two priorities for the Board to focus its advocacy efforts. 		<ol style="list-style-type: none"> 2. The Chair provided advice via a minute to the Board in February regarding priority where freight links were identified as one of two overall foci for this year's effort. Work is now underway with TfNSW on how this might look. Also noteworthy is the work being undertaken as part of the Federal Roads Of Strategic Importance program. Meeting scheduled with A Lunn for 7 July 2020.
<p>271119-P4-b-Regional Water Report.</p> <ol style="list-style-type: none"> 1. Agree arrangements be developed with the strategic subcommittee and in consultation with member Councils for emergency water management between towns across the region that (based on previous Board policy) address the following heads of consideration: <ol style="list-style-type: none"> a. Arrangements for the sharing of water for emergency water needs between towns across the region so that the burden of providing infrastructure for critical urban water transfers is borne equitably by the region (for example through the development of instruments and agreements not structures); b. Ownership and management by LG of any such infrastructure built to transfer emergency water between towns across the region for critical human needs; c. On-going operational costs for emergency water infrastructure; d. A multi-source approach to the supply of emergency water that enables options to be switched on or off as needed with these to be linked to State and local based triggers; and; 2. Undertake advocacy seeking early engagement in the Wyangala Dam wall raising and Lake Rowlands to Carcoar Dam projects with a view to being able to influence outcomes; 3. Adopt the response to the Lachlan Regional Water Strategy provided under the hand of the Chair; 	MM	<ol style="list-style-type: none"> 1. a.to d. A Strategic Regional Water Committee comprising Mayors and GMs met on 1 April 2020. The ToR were endorsed by the Board at its May meeting and includes these heads of consideration. Work on these is on-going. 2. Every opportunity is being sought to engage early with WaterNSW on the Wyangala and Lake Rowlands to Carcoar Pipeline Projects including the scope of works for a community sentiment analysis and research for the Wyangala Project. Unfortunately our offers have not been taken up to date. Work continues on this front. See Agenda and Regional Water Report to this meeting. 3. Completed- suggest deletion 4. Note that an embargoed copy of the Lachlan and Macquarie Strategies has been circulated with a further response to be developed in consultation with members. 5. Completed- suggest deletion 6. See report to this meeting suggest deletion. 7. Completed -suggest deletion 8. Advocacy Plan for Water updated to reflect Board resolutions. Suggest deletion 9. Completed - suggest deletion 10. See Briefing Note developed for the Minister in consultation with the Portfolio Chairs and Chair of the WUA and the Regional water report. Advocacy on-going.

Reports

Action	By	Update
<ol style="list-style-type: none"> 4. Adopt the response to the State Water Strategy provided under the hand of the Chair; 5. Commend to members that they become members of the Murray Darling Association; 6. Endorse the response provided to LGNSW for the NSW Legislative Assembly Committee on Investment, Industry and Regional Development inquiry into support for drought affected communities in NSW noting that the CNSWJO response will be provided based on this; 7. Advocate strongly that Councils are responsible and experienced water utilities managers that seek to work collaboratively with all levels of Government on water security solutions; and 8. Commend to members that they include this messaging in their media releases and advocacy. 9. Thank Minister Pavey for visiting the region Tuesday 26 November 2019; 10. Seek to work through the Minister's office on developing a collaborative approach to water security in Central New South Wales within existing policy. 		
271119-Supplementary motion on water policy That the Board seek advice on the correlation between surface and bore water and meet with the Minister as required.	MM	This has been raised consistently at every consultation on water, particularly the Regional Water Strategies for the Lachlan and Macquarie. The Minister has been invited to address the Board and a Briefing Note developed with the Portfolio Chairs and Chair of the WUA provided to the Minister. Refer to the Agenda and Regional Water Report.
271119-14c-Executive Officer Performance Review <ol style="list-style-type: none"> 1. Delegate the entirety of the performance review function to a Performance Review Panel that is 2. Developing a Performance Agreement in consultation with the Executive Officer 	DS	See a report to this meeting.

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Action	By	Update
3. Undertaking a performance assessment of the Executive Officer in 4. December/January each year 5. Determining the following in relation to the Performance Agreement: 6. A final list of projects to be included in the Performance Agreement; and 7. Any managerial or behavioural actions that they would like the Executive Officer to address during the review year. 8. Reviewing and determining salary and any bonus arrangements 9. Providing a report to the Board facilitated by the Chair of GMAC 10. Determine that the Performance Review Panel be the Chair, Deputy Chair a Mayor nominated by the Executive Officer to be facilitated by the Chair of GMAC.		
271119-15a-Confidential Reports Regional Bridge Assessment Report 1. receive a report on options for a collaborative approach within three months to the repair and replacement of identified bridges; and 2. members give consideration to their participation in a collaborative approach and advise CNSWJO accordingly.	JB	1. A meeting was held in Bathurst on 13 February 2020 with Public Works Advisory, Transport for NSW and other JOs to discuss options for collaboration. This is moving slowly as TfNSW personnel are going through a restructure. Most recently the report was provided to Mr A Lunn as he seeks to find collaborative opportunities with the JO. 2. Members of the transport technical committee are also looking at options to progress the finding of the report where applications closed for the current round of bridges funding from the NSW government at the end of May.
270220 – 7-Chairmans Minute 1. Adopt the overall focus for the years to align with the Federal vision to grow the agricultural sector to \$100bn by 2030; 2. Note that this includes two priority areas of activity – these being: 1. Watering the West a. leveraging raising the wall at Wyangala and b. assuring urban water security in the CNSW region; and 2. Freight links 3. Adopt the priorities for inter-council cooperation as:	JB	1-5. Where this is being implemented the Covid 19 situation is limiting the amount of face to face advocacy and events that can be undertaken. The focus of this August Board meeting is 'productive water.' 6-7. The Mayoral Board reports from February included resolve in this regard. Follow-up is being undertaken where some members have already provided feedback.

Reports

Action	By	Update
4. Reporting value to members of the operational support program; and 5. Supporting the sustainability of the broader JO network; 6. Adopt the priorities for regional prosperity as: 7. Progressing support for the visitor economy; and 8. Developing and monitoring the progress of the Regional Prosperity Subcommittee noting the agricultural focus; 9. Adopt the changes to the Board calendar as follows: 10. June Board meeting in Penrith and 4 June meeting with State representatives at Macquarie Street, Sydney including launch of the Central West NSW Food and Fibre Strategy; 11. August Board meetings in Canberra at a venue TBA; and 12. The November meeting be part of a Summit, again retaining the agricultural focus; 13. Encourage members to form or activate friendship agreements with Councils in Western Sydney; and 14. Seek feedback from members to inform policy with regard to a regional response to Climate Change.		
270220-P3e-Regional Transport Advocacy Policy, Prioritisation and Freight Links Mapping. invite the independent panel for Regional Road Transfer and NSW Road Classification Review to meet with the JO	JB	2 sessions were allocated to the JO in late July and early August. Members were asked to bring up to 4 reps for the discussion. Suggest deletion
270220-P4a-Regional Water Report a. Seek advice from DPIE Water on project status and what the issues are holding up emergency water projects; b. Develop advocacy material identifying the problems and solutions in assuring urban water supply during the unprecedented drought; c. Advocate to the Premier, Deputy Premier, Minister for Water and respective agencies providing advice on the challenges and solutions for this region in securing water; and	MM	Items a to c were discussed at the Regional Water Committee meeting (1 April 2020) and have informed the Briefing Note for Minister Pavey and advocacy through the JO Chairs Forum (6 August). Work is on-going and challenging. d. IA were contacted on 3/6 and a separate meeting is being coordinated.

Reports

Action	By	Update										
d. Note the Infrastructure Priority List 2020 and invite Infrastructure Australia to the June Board Meeting.												
270220-11-Matters raised by members – Blayney Demondrille Line That the Board seek advice as to when the report on the Blayney to Demondrille line will be released.	JB	Correspondence sent. A response is awaited.										
040620 – 5-Speakers – Penrith City Council To follow up for a future meeting at Penrith and approach the Parkland Councils Group.	JB	Preliminary meeting has been scheduled for 18 August 2020. Please request a verbal update.										
040620-8-Report on Portfolio Mayors and representation to other entities Portfolio Mayors for the Joint Organisation be: 1. Inter-council cooperation – Cr John Medcalf 2. Regional Prosperity – Cr Bill West 3. Regional Transport and Infrastructure – Cr Ken Keith 4. Regional Water – Cr David Somervaille. External Bodies for the Joint Organisation be: <table><tr><td>Western Region Academy of Sport</td><td>Cr S Ferguson</td></tr><tr><td>NSW Council Safe Advisory Network</td><td>Natalie Terrazzino from Orange City Council and Matthew Bailey, Cabonne Council</td></tr><tr><td>Regional Strategic Roads Group</td><td>Cr B West, Cr K Keith, Cr P Miller</td></tr><tr><td>Regional Integrated Transport Group</td><td>Mr B Howard and Ms J Bennett</td></tr><tr><td>Lachlan Water Sharing and Water Resource Plan Stakeholder Advisory Panel</td><td>Cr D Somervaille</td></tr></table>	Western Region Academy of Sport	Cr S Ferguson	NSW Council Safe Advisory Network	Natalie Terrazzino from Orange City Council and Matthew Bailey, Cabonne Council	Regional Strategic Roads Group	Cr B West, Cr K Keith, Cr P Miller	Regional Integrated Transport Group	Mr B Howard and Ms J Bennett	Lachlan Water Sharing and Water Resource Plan Stakeholder Advisory Panel	Cr D Somervaille	JB	All notified. Suggest deletion
Western Region Academy of Sport	Cr S Ferguson											
NSW Council Safe Advisory Network	Natalie Terrazzino from Orange City Council and Matthew Bailey, Cabonne Council											
Regional Strategic Roads Group	Cr B West, Cr K Keith, Cr P Miller											
Regional Integrated Transport Group	Mr B Howard and Ms J Bennett											
Lachlan Water Sharing and Water Resource Plan Stakeholder Advisory Panel	Cr D Somervaille											
040620-10- Draft Statement of Revenue and Budget 1. Approve the Draft Statement of Revenue and Budget (the Draft	JB	Draft Statement of Revenue and Budget placed on public exhibition. Report to this meeting. Suggest deletion.										

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Action	By	Update
<p>Statement) with the amendment to the fees to adopt Option 3 instead of Option 1;</p> <p>2. Given the election period and associated Integrated Planning and Reporting timeframes have been extended by 12 months, note that the review of strategy for the JO will not occur until the end of 2021;</p> <p>3. Accordingly, provide a report to the next meeting on programming until November 2021 that extends the life of CNSWJO Strategic Plan</p>		2 and 3 Report underway
<p>040620-14-Tourism Matters Note the Tourism Matters report and</p> <p>1. Use surplus funds in the JO tourism budget to procure external support to refresh strategy for regional tourism leveraging the JO model;</p> <p>2. Include in the heads of consideration for the strategic refresh;</p> <p>a. The current framework for tourism in regional NSW from the LTO through to Federal support for tourism. This to include funding, strategic and structural arrangements;</p> <p>b. Opportunities and challenges for tourism in regional NSW; and</p> <p>c. The value to member Councils and through them to their communities of the JO taking a role in tourism; and</p> <p>3. Continue with the existing fee structure to focus on the highly successful Public Relations and Social Media activity;</p> <p>4. Commends to the Central NSW Regional Tourism Group it undertake minor structural change to enable a more nimble tactical response from the region while the broader strategic refresh is being undertaken;</p> <p>5. Direct that the Tourism Review Subcommittee becomes the Steering Committee for the refresh of strategy for tourism in the region;</p> <p>6. Advocate to LGNSW to coordinate a Regional Tourism Awards seeking</p>	JB	<p>1 2 and 5</p> <p>At the time of writing the specification for the review is with the Steering Committee.</p> <p>3. Included in fee structure. Suggest deletion.</p> <p>4. Advice to be provided in due course.</p> <p>5. This has been implemented suggest deletion</p> <p>6. DNCO have coordinate to progress this. Follow up is being undertaken.</p>

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Action	By	Update
support from Destination Network Country and Outback.		
040620-15-JO Sustainability Report 1. remain alert to the challenges for sustainability of the broader network; 2. continue to support the broader JO network in its activities in sustainability; 3. monitor differing approaches to models for intergovernmental collaboration being considered by other regions; 4. Welcome the Minister's positivity with regard to JOs; 5. write to the Minister seeking to have JOs provide input of Terms of Reference for the JO Review; 6. Write separately regarding the Emergency Services Levy to respective Ministers and LGNSW; and 7. continue to provide feedback to the Minister with regard to the above.	JB	1 2 3 and 7 See advice in a separate report from the recent meeting of the JO Chairs' Form on JO sustainability. 4 and 5 Correspondence sent to Minister Hancock. Suggest deletion 6 Correspondence was sent to the Treasurer and relevant Ministers and local MP's. Response was received from the Treasury's Parliamentary Secretary, please see attachments. Of concern is that at this time there is no intention to change the existing system. Suggest deletion
040620-16-Charles Sturt Medical Scholarship Report 1. Adopt Option 1 to be funded from Joint Organisation reserves; and 2. Amend the budget for 2020/2021 accordingly.	JB	CSU advised. Joint media has been released. Please see a report to this meeting on next steps. Suggest deletion.
040620-17-Update to the MoU with RDA Central West Provide scoping advice on progressing better telecommunications outcomes for the region to be included in the actions going forward.	JB	Underway where both RDACW and the JO are progressing work in this area.
040620-18-COVID-19 Response in region 1. Support ongoing changes to the Board calendar including but not limited to: 2. A special meeting with State Parliamentarians supported by Steph Cooke MP later this calendar year; 3. Note that scoping work on lessons learned from this region's response to Covid 19 has commenced through the Regional Leadership Executive; and 4. Through the Chair monitor Covid19 and alter programming as needs.	JB	Changes to the agenda are being made as the Covid19 pandemic continues.

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6. Reports on Statement of Regional Strategic Priority

Priority One: Inter-Council Co-operation

a. Best Practice in Aggregated Procurement

Regional Strategic Priorities	1.1 Deliver cost savings and other value to member councils through aggregated procurement
Portfolio Mayor	Cr John Medcalf, OAM
Sponsoring General Manager/s	Brad Byrnes and Greg Tory

Report by Kate Barker, 11 August 2020

Précis

This report provides an update on the status of the Best Practice in Aggregated Procurement, detailing each of the stages of the collaborative JO project.

This report seeks a series of recommendations to progress this project.

Recommendation/s

That Board notes the report on Best Practice in Aggregated Procurement and

- 1. delegates the approval of the engagement of the successful provider of the selective RFQ process for BPAP to the Chair and the Sponsoring General Managers of the CNSWJO Inter Council Cooperation priority;**
- 2. delegates the execution of the contract for BPAP Stages 2 to 6 to the Executive Officer; and**
- 3. approve the use of the Inter-Council Cooperation Reserve to supplement the OLG funding if required**

Reason for the Report

CNSWJO is currently working on a project titled Best Practice in Aggregated Procurement (BPAP), which is in collaboration with three other JOs – Canberra Region JO (CRJO), Riverina and Murray JO (RAMJO) and Riverina JO.

The Program is broken down into 6 components. Stages 1a and 1b have been completed. An EOI process has been conducted, which closed on 8 July. More details on the progress of each of the stages is provided below.

CNSWJO's portion of this project is funded using the OLG Capacity Building Fund.

This report seeks a series of recommendations to progress this project.

Legislative Policy and Risk Considerations

This region is progressing the BPAP Program collaboratively with neighboring JOs to inform optimal processes that can be leveraged by the changes in legislation enabling the JO.

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Related risks from the Strategic Plan include:

- 27 – Procurement charging processes not universally supported
- 28 – ensuring services are relevant to all members, and providing value for money
- 31 – long term viability and financial sustainability
- 36 – managing members' expectations

Discussion

Stages 1a and 1b

A selective RFQ process was conducted in September 2019 with Lindsay Taylor Lawyers (LTL) being engaged to complete a piece of work that included:

1. Brief covering advice on challenges and opportunities under the Act
2. Potential delegations
 - a. to enable to JO to procure on behalf of Councils, and
 - b. to be given to the Executive Officer of the JO
3. Requisite reporting and its management given tender thresholds
4. Management of professional privilege and commercial-in-confidence advice and reporting with Councils
5. Management of litigation risks to the JO and to member Councils
6. Potential instruments for use between the JO and members to optimise aggregated procurement

Advice has been provided as attachments where some are confidential.

Following Stage 1a, further work was identified, and LTL was engaged to complete the following at Stage 1b

- Draft letter to the Local Government Minister to bring attention to anomalies under the Local Government Act
- Draft Table of Contents for a Procurement Policy
- Draft Template Memorandum of Understanding between JOs and member councils
- Advice on the payment of management fees to JOs
- Draft template delegations from member councils to JOs and from JOs to the JO EO
- Draft template service level agreement
- Draft standard conditions of quotation (projects between \$25,000 and \$250,000)
- Draft standard conditions of quotation (projects <\$25,000)
- Draft standard conditions of tender/ EOI
- Draft template probity plan
- Draft template confidentiality deed poll
- Skeleton assessment report
- Template conditions of contract for supply of goods
- Template conditions of contract for supply of services
- Advice on ACCC raised in Stage 1a report

The draft letter to the Local Government Minister formed a confidential attachment to the report to GMAC at their July meeting. GMAC resolved to form a working group to provide advice and review Stages 1a and 1b deliverables, particularly the draft letter prior to it being provided to the Board for approval to send to the Minister.

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The balance of the deliverables from Stage 1b are being reviewed by the Project Steering Committee (PSC) and further advice and direction will be sought from GMAC in due course. It should be noted that Ms Julie Briggs, EO from Riverina JO, is a practicing lawyer and is a member of the PSC.

Stages 2-6

An Expression of Interest was released in early June 2020 and closed on 8 July. At time of writing this report, the EOI responses had not been evaluated where this is scheduled for 21 July.

The EOI included the following:

- Stage 2 - Advice on leading practice in aggregated procurement including innovation, panels and supporting regional economies
- Stage 3 - Advice on generating income from procurement models to inform advice on best level of aggregation for specific goods and services
- Stage 4 - Advice on the value proposition including reporting and methodologies on cost savings
- Stage 5 - Inputs to, facilitation of and report from Aggregated Procurement Opportunities Workshop
- Stage 6 - Toolkit that pulls together the above and takes into account serendipitous advice and shared learnings

Provided the RFQ does not change materially from the EOI scope, a selective RFQ will be conducted prior to engaging the preferred provider. It is expected that the RFQ will close in late-August. Due to timing, there will be insufficient time to conduct the evaluation and for the PSC to make a recommendation prior to a report being provided to the August Board meeting. As such, it is recommended that the Board delegates the approval of the preferred provider for BPAP Stages 2-6 to the Chair and the Sponsoring General Managers of the CNSWJO Inter-Council Cooperation priority for approval prior to executing the contract. It should be noted that the contracting party is CNSWJO, on behalf of the participating Joint Organisations.

It is also recommended that the Board delegates the execution of the contract with the successful service provider to the Executive Officer subsequent to approval of the recommendation from the Chair and Sponsoring General Managers.

It should be noted that in early July Local Government Procurement (LGP) advised that while they would not be submitting a response to the EOI, they supported the program and advised that they would be willing to meet with the selected service provider regarding how they can assist with the program. This correspondence forms an attachment to this report.

An assessment of the EOI responses indicates that further funds may be required to fund BPAP Stages 2-6. The RFQ will be refined to reduce identified assumptions of respondents, as well as the JOs undertaking a piece of work that identifies the basket of goods and services to be analysed; however, funds may be required to complete the piece of work, in addition to what has been allocated from the OLG Capacity Building funding. It is recommended that the Board approve the use of funds from the Inter-Council Cooperation Reserve to be used to supplement the OLG funding if necessary, with a report to be provided in due course.

Project Reference Group

To ensure the BPAP project has the best chance of success and embedment within CNSWJO member councils, GMAC resolved to nominate the members of the Regional Directors of Corporate Services (RDOCS) Group as the Project Reference Group (PRG) for BPAP. A Zoom call was held with the

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Directors of Corporate Services on Friday 7 August to provide an overview of the project and seek interest in participating in the PRG. Terms of Reference for the PRG will be developed and provided to the members of the PRG in due course.

A 'Deep Dive'

While it is not currently included in Stages 2-6, it is suggested that CNSWJO member councils consider undertaking a deep-dive into two specific services where the spend is currently quite high, to better understand how and why councils currently procure the way they do and to identify the most appropriate and efficient way to do so in future.

The two suggested services are spray-sealing and labour hire services.

If there are sufficient funds remaining after BPAP for this work they will be used; however, if there are no remaining funds, it is recommended that the work be paid for out of the Inter-Council Co-operation Reserve.

Conclusion

The BPAP Program is progressing well with Stages 1a and 1b now complete, and the procurement process of Stages 2-6 now underway and the outcome of the selective RFQ will be reported in due course.

Attachment/s:

1. Stage 1a Legal Advice from Lindsay Taylor Lawyers – **Confidential**
2. Draft letter to the Minister for Local Government regarding anomalies in the Local Government Act relating to Joint Organisations – **Confidential**
3. Correspondence from Local Government Procurement dated 7 July 2020 re Best Practice in Aggregated Procurement Program

b. Regional Procurement and Contract Management Report

Regional Strategic Priorities	1.1 Deliver cost savings and other value to member councils through aggregated procurement
Portfolio Mayor	Cr John Medcalf, OAM
Sponsoring General Manager/s	Brad Byrnes and Greg Tory

Report by Kate Barker, 11 August 2020

Précis

This report seeks a series of recommendations regarding contract extensions and new procurement processes to be conducted by the JO.

Recommendation/s

That the Board note the Regional Procurement and Contract Management Report and

- 1. approve a procurement process for the supply and delivery of bitumen emulsion to be conducted on behalf of member councils, noting the inclusion of a 0.5% contract management fee payable to CNSWJO and that contracts be directly between participating councils and the successful provider/s;**
- 2. approve a procurement process for WHS compliance training to be conducted on behalf of member councils, noting the inclusion of a 5% management fee payable to CNSWJO and that the contract be held between the JO and the successful provider/s;**
- 3. approve the extension and variation of the pipe relining contract with Interflow for a period of 12 months;**
- 4. approve the extension of the CCTV for sewer and stormwater contracts with Interflow, Total Drain Cleaning and Toxfree for a period of 12 months;**
- 5. approve the linemarking services contracts with Avante Linemarking, Central West Linemarking, Complete Linemarking, Oz Linemarking and Red Squirrel for a period of 12 months; and**
- 6. note the inclusion of the EV Infrastructure Mapping project as part of the existing contract with Everergi with the contract being extended until 31 March 2021 as per the agreed project plan.**

Reason for this report

Members currently procure varying goods and services through regional contracts administered by CNSWJO. The Board is asked to approve CNSWJO to conduct procurement processes for compliance training, and for the supply and delivery of bitumen emulsion for contracts to commence on 1 April 2021 and approve a number of contract extensions.

Legislative Policy and Risk Considerations

Given procurement is an operational support program designed to bring cost savings and other benefits from aggregation, prior to commencing a procurement process a report is considered by GMAC where they are notified of the background and asked to approve the process. All

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procurement processes are conducted in accordance with the requirements of the Local Government Act and the CNSWJO procurement policy.

The region is progressing a best practice in aggregated procurement program collaboratively with neighbouring JOs to inform optimal processes that can be leveraged by the changes in legislation enabling the JO. Please see a report elsewhere in this business paper.

Related risks from the Strategic Plan include:

- 27 – Procurement charging processes not universally supported
- 28 – Ensuring services are relevant to all members, and providing value for money
- 32 – Long term viability and financial sustainability

Discussion

Procurement

Bitumen Emulsion

The contract for bitumen emulsion is due to expire on 31 March 2021. Where this contract is used consistently by member councils, a report was received by GMAC at their July meeting where it was resolved to recommend to the Board that it approve CNSWJO to conduct a procurement process for a new contract to commence on 1 April 2021.

CNSWJO currently receives a management fee of 0.5% of total spend, which provides an annual income to the JO of approx. \$7,000. It is also recommended that the Board approve the inclusion of a 0.5% management fee payable by the successful provider/s to CNSWJO.

WHS Compliance Training

The WHS Compliance Training contract is due to expire on 31 March 2021. The contract has been utilised by most councils over the past few years. GMAC received a report at its July meeting where it was resolved to recommend to the Board that it approve CNSWJO to conduct a procurement process for a new contract to commence on 1 April 2021.

CNSWJO currently receives a 5% management fee on the total spend (not including the funded training), which provided an income of \$4,000 in 18/19 and \$2,000 in 19/20 where the amount of training delivered has been considerably lower than previous years due to Covid-19 restrictions. It is recommended that the Board approve the inclusion of a 5% management fee payable by the successful provider/s to CNSWJO.

Regional Panel of Conduct Reviewers

As previously reported, CNSWJO has conducted an Expression of Interest process for a regional panel of conduct reviewers. The EOI closed on 2 June 2020, with 28 responses being received.

The panel was approved by GMAC at its July meeting. CNSWJO is in the process of advising providers of the outcome.

Water Main Condition Assessment Trial

The procurement process for the water main condition assessment trial is still underway, where the participating councils are looking at a combination of providers to undertake separate trials at the identified locations. While the process has taken a lot longer than expected to complete, it is expected that contracts will commence in early September 2020. Lachlan, Orange and Parkes are participating in the trial.

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Contract Extensions

Pipe Relining

Member councils currently have access to two providers on the pipe relining contract. The contract has now been used by most member councils; however, only one of the two providers has been used during this time.

Additionally, there is interest in varying the existing contract with Interflow to include the rehabilitation of stormwater mains, in addition to sewer mains that are currently included. The members of the CWUA have provided advice that there is interest in varying the contract so that it can be utilised for both sewer and stormwater.

It is therefore recommended that the Board approve the variation and extension of the existing contract with Interflow to 31 October 2021. There has been insufficient interest from members to extend the contract with the other provider, noting that no councils have executed a contract since it began in late 2018.

CCTV of Sewer and Stormwater

Member councils currently have access to three providers on the CCTV for sewer and stormwater contract. The contract has had very little use by most member councils since it commenced in late 2018.

Advice has been sought from member councils regarding the extension of the contracts with Interflow, Total Drain Cleaning Service and Toxfree from 1 December 2020. While no councils have provided advice of planned works in the coming 12 months, it is recommended that the Board approve the extension of the contracts to enable councils to utilise the services should they need to in the next 12 months.

Linemarking Services

Member councils currently have access to five providers on the linemarking services contract. The contract has now been used by most member councils.

Members of the Transport Technical Committee have provided advice that there is strong interest in extending the contracts with all providers on the existing panel from 1 December 2020 for a period of 12 months. It is therefore recommended that the Board approve the extension of the linemarking services contract with Avante Linemarking, Central West Linemarking, Complete Linemarking, Oz Linemarking and Red Squirrel.

Electric Vehicle Toolkit

As reported in the Electric Vehicles report elsewhere in this business paper, Everenergi will be engaged to complete the optional component of the contract for the EV Infrastructure Mapping project which is fully funded using the OLG Capacity Building funding.

To complete the project, the contract will be extended until 31 March 2021, in line with the agreed project plan.

Value for members

Value for members in relation to regional procurement and contract management can be found in the cost savings table elsewhere in this business paper.

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Financial Implications

Most contracts administered by CNSWJO contain a management fee which is a percentage of total spend by members under the contract. The management fee is incorporated into the cost to councils for the goods or services and is paid to CNSWJO directly by the provider.

It should be noted that the inclusion of contract management fees for the JO is being reviewed through the BPAP project with advice to be provided to the Board in due course.

Attachment/s:

Nil.

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c. Report from the NSW JO Chairs' Forum

Regional Strategic Priorities	1.2 Governance arrangements enable inter-council co-operation
Portfolio Mayor	Cr John Medcalf, OAM
Sponsoring General Manager/s	Brad Byrnes and Greg Tory

Report by Jenny Bennett dated 10 August 2020

Precis

This report provides a summary of the meeting of the NSW Joint Organisation (JO) Chairs' Forum (the Forum). The Forum met 6 August via Zoom. The focus for the Forum going forward is JO sustainability.

Key areas of discussion in the forum were

- Opportunities in the funding and strategic framework for Councils and the State to derive value from water and waste;
- Baseline funding for JOs;
- The JO Sustainability Toolkit;
- Aligning JOs with Regional NSW;
- Submission to the Inquiry into the integrity, efficacy and value for money of NSW Government grant programs;
- Providing advice on the Terms of Reference for the JO Review as contemplated by the Office of Local Government;
- Activities being undertaken around the State by JOs; and
- Support from the Minister for Local Government and the Office of Local Government for JO collaboration.

The report seeks resolve providing feedback to the Forum regarding the above matters.

Recommendation/s

That the Board note the report from the Joint Organisation (JO) Chairs' Forum and

- 1. endorse a submission to the Inquiry into the integrity, efficacy and value for money of NSW Government grant programs;**
- 2. note that CNSWJO will form part of a delegation of JOs seeking to progress better outcomes from the funding framework for Council provision of urban water;**
- 3. consider advice in the JO Sustainability Toolkit in the refresh of CNSWJO strategy;**
- 4. seek a report from GMAC on the potential for the Joint Organisation to leverage its role to deliver value to members on waste;**
- 5. regarding (4) above ensure consultation is undertaken with key stakeholders including Netwaste;**
- 6. The Board write to the Minister for Local Government seeking to progress the JO review and suggesting the Terms of Reference be as follows:**
 - 1. Specifically addressing the provisions under the Local Government Act constituting Joint Organisations, the review is to consider:**
 - **What is working including achievements of the various JOs over the past two years and why?**

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- **What is not working and why?**
 - **Specific commentary with regard to the \$150K Capacity Building Program for JOs;**
 - **What does JO network success look like?**
 - **What are the barriers to getting results?**
 - **What are the enablers? and**
 - **Recommendations**
2. **amend existing policy for the CNSWJO regarding the funding framework to include the following key messages:**
 - a. **JO's were established to provide a systematic approach to:**
 - i. **local government collaboration at a regional scale;**
 - ii. **intergovernmental collaboration between state and local government at a regional scale;**
 - b. **the benefits of JO's are shared between state and local government;**
 - c. **currently, JO's are funded by local government only;**
 - d. **the JO network is not financially sustainable on local government funding alone;**
 - e. **the State can and should contribute to funding of JO's through:**
 - i. **base funding – in recognition of the shared systemic benefit derived by state and local government through the existence of JO's**
 - ii. **systemic and systematic state agency funding – specifically in recognition of the experience key portfolio's where there has been an enhanced return on state funding for regional outcomes when working with JO's (as compared with alternative delivery options); and**
 3. **advocate to the Deputy Premier, the Hon John Barilaro and others for the Regional Development portfolio to have a formal policy role in the oversight and engagement of Joint Organisations;**
 4. **the advice in the JO Sustainability Toolkit endorsed by the Forum be used to inform the review of the JO strategy in 2021;**
 5. **endorse the JO Chair forum as it focusses on Jo sustainability and seeks secondment from the Office Local Government to lead and support the intergovernmental collaboration arrangements between JOs and the State Government; and**
 6. **provide advice on the above resolve to the JO Chairs' Forum.**

Reason for this report

The JO Strategic Plan calls for collaboration with other JO through the JO Chairs' Forum. Recently the focus has been on JO sustainability. Three areas of intergovernmental collaboration and advocacy activity have been identified to progress ongoing JO Sustainability:

1. **Advocating for changes to the funding framework to enable better value for the State and member Council from existing programs eg Safe and Secure.**
2. **Advocating for baseline funding that recognises that the roles of JOs are changing to deliver coordination that benefits the State and that JOs have a greater compliance burden than ROCs once did.**
3. **Identification of income streams to JOs that are a good fit with their broader role and offer a value proposition to member Councils.**

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This report provides an update in each of these areas and seeks resolve in support of further activity to enable JO sustainability.

Legislative Policy and Risk Considerations

Members will be aware that a number of JOs have challenges with sustainability. Should the network fail there will be less incentive for the State to work with JOs in the interest of Councils and through them communities. This risk of network failure has been identified in the Central NSWJO Strategic Plan Risk Management Plan. Please request previous reports and the Risk Management Plan.

The recent meeting of the JO Chairs met and received a number of reports addressing this issue. Please find the agenda and minutes attached.

These reports made resolve and sought feedback in a number of areas. These are

- Opportunities in the funding and strategic framework for Councils and the State to derive value from water and waste;
- Baseline funding for JOs;
- The JO Sustainability Toolkit.
- Providing advice on the Terms of Reference for the JO Review as contemplated by the Office of Local Government;
- Activities being undertaken around the State by JOs; and
- Support from the Minister for Local Government and the Office of Local Government for JO collaboration.

Opportunities in the funding and strategic framework for Councils and the State to derive value from water and waste

Water

Joint Organisations and the ROCs before them have been advocating about water for decades. The missing piece is effective collaboration at the regional level. This is being recognised by a growing number of key State influencers most recently at the LGNSW teleconference 16 July 2020.

The advent of Regional Water Strategies is the ideal time to seek to have governance arrangements in place for both the implementation of these plans, but to deliver a range significant benefits afforded by intergovernmental collaboration. These include

- Financial savings by avoiding duplication, partnerships and facilitated aggregated procurement,
- Better application and implementation of solutions, better relationships and corollary, and
- The ability to assess and analyse potential solutions beyond traditional boundaries, systems and regions.

James McTavish, NSW Regional Town Water Supply Coordinator recently said *‘the strategic regional water policy framework requires collaboration between multiple government agencies, Councils and Joint Organisations, Local Water Utilities and local and regional stakeholders, including in water reliant industries.’*

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The JOs Chairs' Forum considered a report in this regard and subsequently resolved to ask the NSW Minister for Local Government – The Hon Shelley Hancock MP to convene a meeting to discuss a new and collaborative approach to water planning in regional NSW with key stakeholders including;

- the Minister for Water – The Hon Melinda Pavey MP
- Mr Tim Reardon – Secretary NSW Department of Premier and Cabinet
- Mr Jim Bentley - Chief Executive Officer (Deputy Secretary) Water
- Canberra Joint Organisation
- Central NSW Joint Organisation
- Namoi Unlimited
- Riverina Murray Joint Organisation

Waste

Whether it be the circular economy, waste to energy or other emerging opportunities, there is a significant and growing opportunity to serve Councils and their communities where JOs give consideration to waste as a priority. The JO roles of advocacy, intergovernmental collaboration, regional strategy and supporting Council operations are a good fit with administering regional waste programming.

The JOs of Illawarra, Riverina and Murray, Hunter and Canberra are all Voluntary Regional Waste Groups of Councils (VRWGs), REROC is also a VRWG. Other VRWGs take different shapes and forms and are not administered by JOs but in other structures through Councils. Non VRWG JOs, including Central NSW JO are typically not involved in the waste space. Regional support to Councils regarding waste are delivered through the Netwaste VRWG.

The existing VRWG arrangement has been in place for 15 years and is well established. The existing VRWGs are represented under the banner of RENEW NSW and are currently strongly advocating with the support of their member councils for continuing funding.

There is value to the State and to member Councils of a strong JO network leveraging their legislated role to administer outcomes of a regional waste strategy. To enable the Forum to advocate on behalf of all members, non-VWCG JOs will need to provide feedback with regard to the interest or otherwise in providing these services.

The report suggests that General Managers Advisory Committee be asked to consider this matter and provide advice to a report to the Board.

Baseline funding for JOs

Please find following key messages that are self-explanatory regarding baseline funding of JOs. For more detail please go to the attached Forum Agenda. The following seeks adoption as policy and are in line with existing policy on JO funding.

- *JO's were established to provide a systematic approach to:*
 - *local government collaboration at a regional scale;*
 - *intergovernmental collaboration between state and local government at a regional scale;*
- *The benefits of JO's are shared between state and local government;*
- *Currently, JO's are funded by local government only;*

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- *the JO network is not financially sustainable on local government funding alone;*
- *The State can and should contribute to funding of JO's through:*
 - *Base funding – in recognition of the shared systemic benefit derived by state and local government through the existence of JO's;*
 - *Systemic and systematic state agency funding – specifically in recognition of the experience key portfolio's where there has been an enhanced return on state funding for regional outcomes when working with JO's (as compared with alternative delivery options).*

Please note that CNSWJO is seeking more income streams, however is currently running a deficit budget which includes increases in expenditure as a result of the Local Government compliance framework. Further, its role on coordinating consultation and representation for State agencies in has grown substantively. Arguably the benefit from this goes primarily to the State. Please see a separate report on consultation with Local Government codesigned and co-authored with Mr A Albury that provides advice to State agencies on consultation in region.

The advice above aligns with existing policy which seeks to codesign an approach to the funding of Joint Organisations with the State using the following considerations:

1. The principle of subsidiarity;
2. Councils should control the JO;
3. Councils retain control over their assets;
4. Funding should not be “readministered” by the JO or be cost shifting, so for example the single invitation RMS contracts would not be administered by the JO;
5. The greater opportunity is working with the State to leverage Federal funding;
6. Funded activities should add value to member Councils;
7. JOs should not be a fourth tier of government;
8. JOs should not add more red tape;
9. This region seeks to work collaboratively with the State Government to codesign better processes in the interests of our communities;
10. State agencies be resourced and have delegation in the region to deliver collaborative programming with Joint Organisations;
11. Ongoing administrative funding for codesigned programming that has state and local shared value is welcome; and
12. Benefit Cost Ratio and other Treasury guidance ultimately leads to difficulties with accessing funding for regional Councils where the more remote the Council the greater the challenges.

Please request advice from previous reports where it is recommended that the key messaging from the recent Forum be incorporated into existing policy.

Aligning the JOs with Regional NSW

Discussion among the JO EOs at a meeting 22 July suggested that the role of JOs has a better fit with Regional NSW as the OLG consistently provides feedback that it is primarily a regulatory entity. The Forum resolved to seek better alignment with Regional NSW and resolve is provided to the Board accordingly.

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Submission to the Inquiry into the integrity, efficacy and value for money of NSW Government grant programs.

The Forum also resolved to lodge a submission in line with this policy position to the Inquiry into the integrity, efficacy and value for money of NSW Government grant programs. Such a submission would include key messaging above and recognition

1. of the importance of codesign between state and local government to outcomes; and
2. that regions, and the JO's that represent them, do have shared priorities but also have unique priorities and that both should be considered in the design of grant programs;

The JO Sustainability Toolkit

Members may recall that the Minister requested advice from a Ministerial Taskforce on JO sustainability. Advice from this Taskforce with the Minister's response has been provided to previous meetings. Please request this advice or more information. A key output from the recommendations is the JO Sustainability Toolkit. Please find this in the attached Forum agenda.

The Toolkit was very well received by the Forum and commended to members. It is suggested that the advice in the toolkit be used to inform the review of the JO strategy in 2021.

Providing advice on the Terms of Reference for the JO Review as contemplated by the Office of Local Government

Various JOs including Central NSW JO have been making representation to the Minister for Local Government regarding providing input to the review of Joint Organisations. To date the Minister has been very positive about JOs engaging in this process.

Given nothing has been heard to date from the Office of Local Government regarding the review, support for the Terms of Reference below was resolved at the Chairs Forum seeking feedback from member JOs. The Terms of Reference follow and are commended to the Board:

Specifically addressing the provisions under the Local Government Act constituting Joint Organisations, the review is to consider:

1. *What is working including achievements of the various JOs over the past two years and why?*
2. *What is not working and why?*
3. *Specific commentary with regard to the \$150K Capacity Building Program for JOs;*
4. *What does JO network success look like?*
5. *What are the barriers to getting results?*
6. *What are the enablers? and*
7. *Recommendations*

Activities being undertaken around the State by JOs

In support of the sustainability effort, coordination of the Joint Organisations has been stepped up with JO Executive Officers or equivalents meeting fortnightly. Collaboration is supported on the Teams platform hosted by Central NSW JO. At the recent meeting of the Forum it was resolved that the secretariat and associated support for JO Chair's meeting be circulated.

Reports

JOs have also been asked to report on key wins to every Chair's meeting. This is developing into a comprehensive and fascinating account of the differing programs being supported across the 13 JOs. Please go to page 36 of the Forum Agenda attached for more information.

Support from the Minister for Local Government and the Office of Local Government for JO collaboration

Members would be aware that the OLG has seconded positions to support a multi-agency response to bushfire and Covid19. It is suggested that a secondment to the JO network could leverage those relationships.

The primary purpose of this seconded role is to coordinate the work between the JOs and State agencies to make the case to Treasury and various agencies for funding streams that recognise the value of the JO to the State.

It is noteworthy that feedback from the Minister's Office is that one source of truth around matters sustainability would be welcomed.

Attachment/s

4. NSW JO Minutes 6 August 2020
5. Agenda NSW JO Chair 6 August 2020
6. Tabled Report from LGNSW to the meeting 6 August

d. Codesigned Regional Leadership Executive and Central NSW Joint Organisation Consultation Policy

Regional Strategic Priorities	1.2 Governance arrangements enable inter-council co-operation.
Portfolio Mayor	Cr John Medcalf, OAM
Sponsoring General Manager/s	Brad Byrnes and Greg Tory

Report by Jenny Bennett dated 11 August 2020

Precis

Members have been expressing frustration with consultation in region, including but not limited to;

- timeframes for consultation including their lack of understanding of the Local Government regulatory framework;
- the exclusion of elected representatives from engagement processes;
- not fit for purpose consultation processes; and
- using Joint Organisations as an alternative to consultation directly with Councils.

Joint Organisations have been designed to, among other things, enable collaboration between State and Local Government working regionally; not replace engagement with Councils and their communities.

Mr A Albury, Chair of the Regional Leadership Executive, has co-authored the attached draft Regional Leadership Executive (RLE) and Central NSW Joint Organisation (CNSWJO) Consultation Policy which seeks adoption both by the Regional Leadership Executive and Central NSW Joint Organisation. While providing guidance to State agencies, this document seeks to develop an agreed approach for State agencies working in region and if adopted will be provided to agencies as they approach either the RLE or CNSWJO with a view to better engagement leading to better outcomes for the community.

Recommendation/s

That the Board note the Codesigned Regional Leadership Executive and Central NSW Joint Organisation Consultation Policy report and

- 1. adopt the codesigned Regional Leadership Executive and Central NSW Joint Organisation Consultation Policy; and**
- 2. thank Mr A Albury for his support in coauthoring this document.**

Reason for the Report

This report seeks adoption of a consultation policy to enable better State agency engagement with Councils in Central NSW.

Legislative Policy and Risk Considerations

Joint Organisations have been designed to enable collaboration between the State and Local Government working regionally. Happily, consultation in region is at an all-time high.

Reports

Recognising the challenges of short deadlines, high expectations and consultation fatigue, these guidelines seek to leverage the collaboration and cooperation between the Regional Leadership Executive and the Joint Organisation. This can be particularly useful when there are several consultations in region from agencies that may be aware of the other activity in the region.

The objectives of this policy are:

1. To provide guidance for consultation with Local Government in Central NSW;
2. To deliver a codesigned communication through the collaboration between the Regional Leadership Executive and the Central NSW Joint Organisation; and
3. To leverage the potential of the new relationships being forged from the outcomes of the Joint Organisation Legislation.

Consultation methodologies will differ depending on a variety of factors, not the least resourcing and timeframes. Agencies are asked to adapt the advice to best suit their circumstance.

The consultation policy is based on the following values and principles:

1. mutual respect
2. thoughtful contribution
3. acting in the public interest
4. intergenerational equity
5. timely and appropriate responsiveness
6. willingness and commitment
7. accountability and transparency
8. sharing and positive intent
9. adding value

In order to consult using these values and principles, the following approaches are encouraged :

1. Ensuring fit for purpose processes;
2. Setting clear, central goals, policies, and oversight that add value- then decentralising implementation
3. Pursuing a customised response, not one-size-fits-all
4. Using incentives in place of disincentives where possible
5. Being respectful of Council governance arrangements and timelines
6. Placing a greater reliance on risk management than on risk avoidance
7. Emphasising being performance and outcomes based rather than process and compliance focused in accountability and oversight
8. Recognising that consulting with the Joint Organisation is not an alternative to working directly with Councils, but an opportunity to optimise and codesign consultation in the interested of Joint Organisation members.

These are a good fit with existing JO policy. Please request more detail. For more detail on the approach and the procedures please see the attachment.

Funding implications – nil

Attachment/s:

7. Draft Consultation policy

Reports

e. Financial Report

Regional Strategic Priorities	1.2 Governance arrangements enable inter-council co-operation.
Portfolio Mayor	Cr John Medcalf, OAM
Sponsoring General Manager/s	Brad Byrnes and Greg Tory

Report by Ann Thomas, 27 August 2020

Recommendation/s
That the Board note the Financial Report and gives permission for the audited accounts to be signed under the auspices of the Secretary Treasurer if the final result after audit does not differ greatly from the figures presented in this report and taking into account the consolidation of the final accounts for Centroc.

This report presents the financial accounts of CNSWJO at 30 June 2020. It must be clearly noted that these accounts are still in the draft stage and unaudited. The annual audit of CNSWJO is scheduled to be conducted by Intentus Chartered Accountants on 10 September 2020 with the final accounts due to be submitted to OLG on 31 October 2020. During this audit the final accounts for Centroc will be consolidated with those of the JO and therefore these accounts will differ slightly on final presentation.

This report indicates a full year operating profit after 2019/2020 reserves of \$118,542 against a budgeted loss of \$52,128. The OLG Capacity Building funding of \$150,000 received during the year improved the operating result. The majority of this funding will be spent in 2020/21. Other Income of \$867,387 was received by the JO from Centroc in the transfer of net assets during the financial year.

Non-budgeted expenditure totalled \$319,030. This expenditure was funded from prior year Centroc reserves and surpluses and mainly consisted of the CWUA Program Manager's budget, the Energy budget, Tourism budget, NAMA Project and the Growing Local Economies grant funding.

The amount to be reserved from the 2019/2020 financial year is estimated to be \$160,630. This includes internal reserves of unexpended funds from the CWUA Program Manager's budget, Regional Tourism Group, Energy Budget and external reserves for the remaining grant funds from Destination Country and Outback and for the Orange 360 Business Case.

Centroc Reserves that were carried over from previous years to the JO and remain either fully or partly unspent will be carried over again into 2020/2021. These are estimated to be \$208,357. This figure mainly consists of funds remaining in the Energy Budget, Inter-Council Cooperation Reserve, CWUA Developer Services Plans Budget, Transport and Roads Reserve and the remaining funds in the Growing Local Economies Grant.

It is requested that the Board gives permission for the audited accounts to be signed under the auspices of the Secretary Treasurer if the final result after audit does not differ greatly from the figures presented in this report and taking into account the consolidation of the final accounts for Centroc.

Attachment/s: Nil

Reports

Central NSW Joint Organisation

Financial Position at 30 June 2020

UNAUDITED DRAFT

	Budget 2019/2020	Actual 30/06/2020
Income		
CNSWJO Membership Fees	255,172	255,172
CWUA Best Practice Program	234,937	234,937
Regional Tourism Group Membership	133,956	133,956
CNSWJO Operational Membership	100,000	100,000
WRAS Contributions	8,966	7,056
	\$733,031	\$731,121
OLG Capacity Building Funding		150,000
Grant - Destination Country and Outback		15,000
Grant - Regional NSW (Orange 360 Business Case)		34,300
	\$0	\$199,300
CWUA -NAMAF Program	60,000	0
CWUA - Smart Approved Watermark		38,005
	\$60,000	\$38,005
BPAP - Stage 1 Contributions	\$0	\$28,827
Energy - Mgt Aggregated Electricity Procurement		44,250
Energy - Energy Saving Certificates		5,155
	\$0	\$49,405
HR - Regional Training Service Income	100,000	66,260
HR - Online Training & Other HR Modules	245,173	270,544
	\$345,173	\$336,804
Regional Tourism Group - VFR Campaign		2,350
Regional Tourism Group - Council Reimbursements		52,044
	\$0	\$54,394
Management Fees from Contracts	110,000	117,607
Management Fee from LGP	75,000	69,623
	\$185,000	\$187,230

Reports

Copyright Licence		17,574
Vehicle Lease Back EO	4,200	4,415
Vehicle Lease Back CWUA	5,000	5,517
Vehicle Lease Back Operational Program Mgr	4,200	4,893
Interest	4,000	697
Member Council/Consultant Expenses to be Reimbursed		9,908
	\$17,400	\$43,004

Total Income	\$1,340,604	\$1,668,090
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Expenditure

Executive Officer Costs	225,000	216,116
Executive Officer Vehicle Costs & Depn	13,000	4,690
Operational Program Manager	95,000	118,058
Operational Program Manager - Vehicle costs	13,200	13,000
Finance Manager	63,000	74,683
Training & Program Support Officer	47,000	54,411
Executive & Programs Assistant	63,000	61,728
CWUA Program Manager & Program costs	119,612	113,912
CWUA Membership Program	39,325	42,000
CWUA Benchmarking Program	76,000	64,040
CWUA - NAMAFA Program	60,000	340
CWUA - Smart Approved Watermark		38,000
Regional Tourism Group	133,956	19,720
Regional Tourism Group - VFR Campaign		2,350
Regional Tourism Group Councils to Reimburse		52,044
Grant - Regional NSW (Orange 360 Business Case)		10,977
Grant - Destination Country and Outback		9,825
BPAP - Stage 1		38,436
Energy - Mgt Aggregated Electricity Procurement		38,250
Energy - Southern Lights Project		9,874
HR - Training Service Costs	95,000	64,537
HR - Online Training & Other HR Modules	245,173	270,544
HR - WHS Inductions Online Subscription		1,540
WRAS	8,966	7,056
Advertising/Branding		3,092
Advocacy	10,000	6,017
Accounting/Audit	21,000	12,500
Bank Fees and Sundry costs	2,500	1,448
Computer Software/Licences	5,000	354
Copyright Licence		17,667
Depreciation (excl vehicles)	2,000	414

Reports

Internet Cloud	10,000	6,436
Legal	7,500	0
Member Council/Consultant Expenses to be Reimbursed		9,908
Printing/Stationery/Postage	2,000	455
Sponsorship		2,273
Summit	20,000	0
Supply Management Administration	10,000	1,071
Zoom Conferences	1,500	844
Website Hosting and costs	4,000	309
Total Expenditure	\$1,392,732	\$1,388,918

Net Profit/Loss	-\$52,128	\$279,172
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Non-Budgeted Other Income

Net Assets Transferred from Centroc to 30 June 20	\$867,387
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2019/2020 Non-Budgeted Expenditure**Centroc Reserves carried over**

Centroc Regional Tourism Group + Regional Marketing	138,366	138,366
CWUA Best Practice Program	31,569	31,569
CWUA - Asset Management Maturity Audit (NAMAF)	80,775	80,775
CWUA - Developer Services Plans	47,930	0
Energy Project + Energy Workshops matching contribution	66,842	22,850
Grant - Energy Workshops - Office of Environment & Energy	1,770	0
Grant - Growing Local Economies	73,400	32,500
Inter-Council Cooperation Reserve (Procurement)	54,221	7,657
Roads and Transport	32,514	5,313
Total Non-Budgeted Expenditure	\$527,387	\$319,030

Net Profit after Non-Budgeted Income and Expenditure	\$827,529
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Reserves from 2019/2020

CWUA Best Practice Program	20,502
Regional Tourism Group	105,630
Grant - Destination Country and Outback (external)	5,175
Grant - Regional NSW (Orange 360 Business Case)	23,323
Energy - Mgt Aggregated Electricity Procurement	6,000
Total 2019/2020 Reserves	\$160,630

Net Profit before non-budgeted items less 2019/2020 Reserves	\$118,542
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Reports

Reserves from Centroc carried over and Unspent

Grant - Energy Workshops - Office of Environment & Energy (external)	1,770
Grant - Growing Local Economies (external)	40,900
CWUA - Developer Service Plans	47,930
Energy Project	43,992
Inter-Council Cooperation Reserve (Procurement)	46,564
Roads and Transport	27,201
	\$208,357

Net Profit after Non-Budgeted Items and all Reserves	\$458,542
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CNSWJO Accumulated Surplus at 30 June 2019	\$72,631
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Draft CNSWJO Surplus after Reserves at 30 June 2020	\$531,173
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f. Energy Programming

Regional Strategic Priorities	1.3 Members are provided with value for money from collaboration on energy related projects
Portfolio Mayor	Cr John Medcalf, OAM
Sponsoring General Manager/s	Brad Byrnes and Greg Tory

Report by Kate Barker, 11 August 2020

Précis

This report provides an update on the energy programming work being undertaken, including:

- Launching the electric vehicle (EV) toolkit and website;
- The EV infrastructure mapping project; and
- Progressing a DPIE opportunity for full funded energy strategies for members Councils.

This report is provided for noting.

Recommendation/s

That the Board notes the report on Energy Programming.

Reason for the Report

This report provides the Board with an update on the progress of the projects relating to electric vehicles, including the Toolkit for installing charge stations and the infrastructure mapping project.

Discussion**EV Toolkit**

In September 2019, CNSWJO engaged Evenergi to develop a toolkit to assist councils and third parties to better understand the process required to install an electric vehicle charger. The Toolkit has now been completed and is web-based.

The Project Steering Committee consisted of staff from Bathurst, Blayney and Parkes who contributed countless hours into the development and review of the site and accompanying documentation.

The Toolkit is designed to walk through the necessary steps involved in installing electric vehicle chargers including considerations such as site selection, charging infrastructure, required approvals, the installation process and signage.

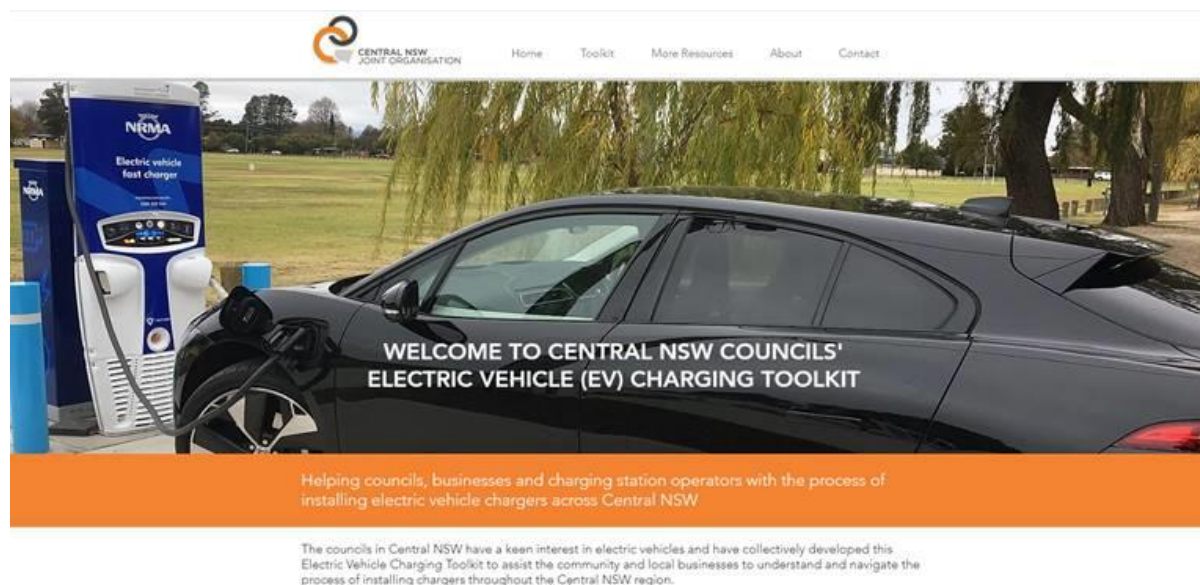
The approval process at each council may vary slightly, however the approval process flowchart provides high-level detail on what is required to install a charger.

A media release has been circulated and forms an attachment to this report.

Reports

The Toolkit has also been circulated to the Joint Organisation network where there has been some interest from other councils and regions.

The Toolkit can be found at www.evtoolkit.centralnswjo.com



EV Infrastructure Mapping

The contract with Everergi for the development of the Toolkit contained an optional component for infrastructure mapping across Central NSW. As per previous reports, this project will be progressed using a portion of the OLG Capacity Building funding.

The key project deliverables of the EV Infrastructure Mapping project will be a comprehensive report that will provide background context and localised maps of future essential requirements for charging infrastructure along routes. This will be supported by robust analysis, a review of how this intervention aligns with wider transport context and some background on how to leverage this information to drive investment into charging infrastructure in the region.

The intention of this project is to help councils specifically identify the key sites where charge stations should be installed, ensuring there is sufficient grid capacity or identifying areas where an upgrade would be required should the location be a necessity for the LGA.

On completion of the project it is anticipated that councils in Central NSW will be grant-ready should funding be announced under the NSW Government's Net Zero Plan which specifically states that funding will become available for EV charging infrastructure. While the plan specifies 'fast electric vehicle charging infrastructure', CNSWJO will continue to advocate to include destination charging.

A project steering committee has been formed for this project and consists of energy staff and tourism staff from a number of councils. The project formally commenced in early August where all councils participated in the Zoom call with Everergi regarding the data contribution requirements for the project which is necessary to identify the key locations for charging infrastructure from a tourism perspective.

Further information on the contractual details of this project can be found in the Regional Procurement and Contract Management report.

Reports

DPIE Opportunity

The JO has been approached by the NSW Department of Planning, Industry and Environment (DPIE) with an opportunity for member councils regarding financial support to develop, or review existing, energy strategies that align with the Net Zero Program. While early days, General Managers have been contacted where advice is sought on participation in the opportunity which includes individual Council strategies, along with a regional strategy.

Advice will be provided to GMAC and the Board in due course.

Funding implications

Nil at this time.

Attachment/s:

8. Media release re EV Toolkit

Priority Two: Regional Prosperity**g. Central West Orana – Statement of Outcomes 2019-2020 and planning for Statement of Intent 2020-2022**

Regional Strategic Priorities	2.2 Regional industry and population sustainability and growth planning across the Region
Portfolio Mayor	Cr Bill West
Sponsoring General Manager/s	Ms R Ryan, Mr D Waddell, Mr G Carroll

Report by Jenny Bennett 11 August 2020**Precis**

Members will be aware that under the amendments to the Local Government Act enabling Joint Organisations (JOs), their relationship with the Regional Leadership Executive (RLE) is the cornerstone of collaboration for State agencies in the region.

The material difference between the JO and Regional Organisations of Councils (ROCs) such as Centroc is the closer collaboration with State agencies. This is occurring both formally and informally. The big success story is the implementation of the Central West and Orana Regional Plan where the governance of the committee overseeing the implementation is administered through the RLE and includes JO representatives.

The RLE's strategic approach is its Statement of Outcomes. These are updated every two-three years. Central NSW JO enjoys a positive working relationship with its RLE where relationships built through this entity and its subcommittees are providing support to JO priorities.

Repeating the successful Central West and Orana Regional Plan model to implement both the regional transport and water strategies will lead to better ongoing collaboration and make the State strategies meaningful.

Recommendation/s

That the Central NSW JO Board note the report on the Central West Orana – Statement of Outcomes 2019-2020 and planning for Statement of Intent 2020-2021 and seek to have the following included in the Statement of Intent 2020-2022:

Two Joint Organisations are proclaimed in the Central West Orana Region

- Central NSW JO***
- Orana JO***

The RLE recognises the value of the Central West and Orana Regional Plan model and

- 1. Seeks to have the Central West and Orana Plan recognised as the overarching strategic document for Central NSW***
- 2. Ensures that members of the RLE will engage in the review of the Central West and Orana Plan***
- 3. Supports the CNSWJO efforts in seeking ongoing formal intergovernmental collaborative arrangements under the Regional Water Strategies to monitor and deliver their implementation;***

Reports

- 4. Recognised the value of the Regional Integrated Transport Group in its strategic work and its potential for implementation and supports resourcing of its continuation; and**
- 5. Supports the Regional Prosperity Subcommittee of both the RLS and the Central NSW JO with associated TOR.**

- **Development of a workforce strategy to attract skilled workers to employment within the Parkes Special Activation Precinct**
- **Scoping advice to Local Government on the practicability of State agency engagement in the Community Strategic Planning Process**

Reason for the Report

This report seeks Board resolve for the appropriate governance arrangements to be supported by the RLE to progress intergovernmental collaboration on water, transport, prosperity and planning.

Legislative Policy and Risk Considerations

Please find attached the most current version of the associated documents for the both the outcomes of the current Statement of Intent for the Central West and Orana Regional Leadership Executive (RLE) and the advice to inform the development of the Statement of Intent for the next two years. At the time of writing the updated version has been requested.

At the meeting 6 August 2020, the RLE agreed that the following reflects the support that has been provided to the JO Strategic Plan.

Two Joint Organisations are proclaimed in the Central West Orana Region

- Central NSW JO
- Orana JO

The RLE recognises the value of the Central West and Orana Regional Plan model and has

- 1. Supported the CNSWJO efforts in seeking ongoing formal intergovernmental collaborative arrangements under the Regional Water Strategies to monitor and deliver their implementation;*
 - 2. Recognised the value of the Regional Integrated Transport Group in its strategic work and its potential for implementation and supports resourcing of its continuation; and*
 - 3. Implemented the Regional Prosperity Subcommittee with associated TOR.*
- *Development of a workforce strategy to attract skilled workers to employment within the Parkes Special Activation Precinct*

The RLE is now reviewing its priorities for the next two years and it is recommended that this region seek to build on the above seeking have included:

Two Joint Organisations are proclaimed in the Central West Orana Region

- Central NSW JO
- Orana JO

Reports

The RLE recognises the value of the Central West and Orana Regional Plan model and

- 1. Seeks to have the Central West and Orana Plan recognised as the overarching strategic document for Central NSW*
 - 2. Ensures that members of the RLE will engage in the review of the Central West and Orana Plan*
 - 3. Supports the CNSWJO efforts in seeking ongoing formal intergovernmental collaborative arrangements under the Regional Water Strategies to monitor and deliver their implementation;*
 - 4. Recognised the value of the Regional Integrated Transport Group in its strategic work and its potential for implementation and supports resourcing of its continuation; and*
 - 5. Supports the Regional Prosperity Subcommittee of both the RLS and the Central NSW JO with associated TOR.*
- *Development of a workforce strategy to attract skilled workers to employment within the Parkes Special Activation Precinct*
 - *Scoping advice to Local Government on the practicability of State agency engagement in the Community Strategic Planning Process*

Of note is the addition of the scoping advice to Local Government on the practicability of State agency engagement in the Community Strategic Planning process. Members will be aware that under the Integrated Planning and Reporting requirements, advice is to be sought from State agencies on their response and potential activity to community priority. Members report that response to Councils from State agencies is either zero or close to it.

It is suggested that it is worthwhile having scoping work done on understanding the barriers, enablers and opportunities of the practicability of State engagement in Community Strategic Planning and that this advice inform future Council efforts with State agencies in this regard.

Please note that the RLE agreed to review the gateway criteria for the Statement of Intent so that there is alignment with at least one JO priority.

Funding considerations

Nil

Attachment/s:

9. Central West and Orana RLE Combined Late Item Statement Outcomes

h. Scoping Report of a regional promotion campaign

Regional Strategic Priorities	2.1d Regional promotion plans for opt in by members developed to advertise regional attributes for business relocation and livability of the region
Portfolio Mayor	Cr Bill West
Sponsoring General Manager/s	Ms R Ryan, Mr D Waddell, Mr G Carroll

Report by Jenny Bennett dated, 12 August 2020

Precis

This report provides the scoping advice on regional plans for opt in by members developed to advertise regional attributes for business relocation and liveability in the region.

An environmental scan was undertaken on activity currently undertaken and calls for a further report that fleshes out the option of a regional buy in through the Regional Australia Institute, comparing this option to a rework of Beyond the Range and a more significant campaign.

Given this project is opt in and no funds have been allocated for this project at this time, JO staff are seeking feedback on the level of interest from the members in this project during discussion on this matter. The discussion will inform the advice in the options report.

Recommendation/s

That the Board notes the report on scoping advice of a regional promotion campaign and collaborate with RDA Central West and other stakeholders on an options paper showing the benefits and costs of

- 1. A significant promotion campaign over 5 years similar to that of Evocities;**
- 2. A tailored approach working with the Regional Australia Institute or other similar entities; and**
- 3. A rework of the Beyond the Range site with associated marketing.**

Reason for report

The Central NSW JO Strategic Plan at 2.1d calls for *“Regional promotion plans for opt in by members developed to advertise regional attributes for business relocation and livability of the region”*¹

This action was informed by consultation with members across the region. This report provides scoping advice and makes recommendations regarding progressing this project.

Legislative, risk and policy advice

Members will be aware of various promotional campaigns over the years to encourage relocation from metropolitan Sydney to Central NSW. These campaigns have included broader offering campaigns like Evocities² seeking to relocate to larger regional centres to this region’s campaign for health workforce. Some regions continue to promote their destination from a relocation

¹ CNSWJO Strategic Plan p24

² <https://evocities.com.au/>

perspective, for example Riverina RDA has the Country Change program at <https://www.countrychange.com.au/>

This region's recent focus has been on tourism campaigns rather than relocation campaigns based on the concept that you have to visit before you move. In the past the focus has been on health workforce through the Beyond the Range campaign³. Interestingly Western Area Health and the Dept of Education have asked to use the recent "We Want You Back" tourism campaign material to promote the relocation of workforce in Central NSW.

Currently RDA Central West has the Invest Central West site⁴ informed by Remplan that provides economic and community data about the region. Any project that the JO undertakes would need to be in partnership with RDACW or duplicate this resource.

Reviewing sites like Country Change Riverina, touching base with key stakeholders like RDA Central West and the Regional Australia Institute as well as interviewing members who have been part of such promotional campaigns in the past the following advice is provided:

- The only measures used for these types of campaigns are based on outputs in square inches and clicks onto websites. This is similar to the way this region measures its tourism campaigns. It is therefore difficult to draw a straight line between the campaign and relocation.
- However, the campaigns often have other benefits. For example the branding of Evocities was very well known in the corridors of power.
- The space is very occupied. Regional Cities in NSW are contemplating a campaign similar to Evocities. As is Regional Australia Institute. Some regions have these types of campaigns in place, like the Riverina. Please find attached the prospectus from the RAI showing investment of up to \$20K per Council to be part of a national pool.
- The State has the invest regional NSW site at <https://www.investregional.nsw.gov.au/> which, while at a high level, is supported by a case management approach to business relocation.
- Member readiness for a marketing campaign is critical. Having deep local detail on transport and logistics, telecommunications, workforce skills, energy, water supply, land supply, planning and other local preference factors such as health services, education, and town vibrancy. Also important is recent promotional material eg videography, case studies and ambassadors.

The missing pieces in Central NSW are firstly, a navigable online pathway to connect the relocater to the lga. This includes firstly either a one stop shop website and connection into lga websites and hopefully more broadly with State collaboration. Secondly, there needs to be substantive investment in promotion. This can range from the substantive investment in Evocities including from all levels of government to buy backs of buses, bill boards, advertising, PR and social media through to an upgrade of the existing Beyond the Range site to make it generic in its target market rather than just health workforce with associated refreshed content and digital marketing. A ball park figure for this more conservative approach is \$180k.

Other key stakeholder to be engaged include Business NSW, NSW Farmers and DNOC.

Funding considerations

Nil at this time

Attachment/s:

10. Regional Australia Institute prospectus

³ <https://www.beyondtherange.com.au/>

⁴ <https://app.remplan.com.au/rdacentralwest/economy/summary?state=2oWJUmxaAul8rpvTeOm8QMFxh8hJOQ>

i. **Health –Central NSW Joint Organisation medical scholarships.**

Regional Strategic Priorities	2.1a Advocacy Plan to engage on key regional service and utility areas is undertaken including:
Portfolio Mayor	Cr Bill West
Sponsoring General Manager/s	Ms R Ryan, Mr D Waddell, Mr G Carroll

Report by Jenny Bennett dated, 12 August 2020

Precis

This report provides advice the administration of the Central NSW Joint Organisation funding of Charles Sturt University medical scholarships.

Recommendation/s

That the Board note the report regarding the Central NSW Joint Organisation medical scholarships, and agree to

- 1. Award all three scholarships in 2021;**
- 2. The scholarships being assessed at the direction of CSU;**
- 3. Note the following selection criteria;**
 - **Their HSC examinations and/or most recent academic records and references;**
 - **A supporting essay outlining-**
 - **Reasons for undertaking the medical degree;**
 - **Commitment to practicing in Central NSW; and**
- 4. Hold an event at CSU Orange to meet the students in due course.**

Reason for this report

Members resolved to include in the budget for the next three years the funding of students studying medicine at CSU. In order to set the scholarship up on the online portal some administrative details need to be confirmed.

Legislative, risk and policy advice

CSU have expressed their thanks for our support in the establishment of the Central NSW Joint Organisation medical scholarships.

The purpose of these scholarships is to support students from Central West region studying medicine.

Applicants must be from the local Government areas of Bathurst, Blayney, Cabonne, Cowra, Forbes, Lachlan, Oberon, Orange, Parkes, Weddin and studying full time on campus.

Reports

Please find attached more detail where Charles Sturt University have sought feedback on the degree to which the JO wants to be involved in the administration of the program and selection of the students.

It is suggested that the JO remain at arms' length from the process and it be as follows:

- Award all three scholarships in 2021;
- The scholarships being assessed at the direction of CSU;
- Note the following selection criteria;
 - Their HSC examinations and/or most recent academic records and references;
 - A supporting essay outlining-
 - Reasons for undertaking the medical degree; and
 - Commitment to practicing in Central NSW.

Discussion with members suggests that they would like to meet with the students and view the campus. Accordingly it is recommended that the Board hold an event at CSU Orange to meet the students in due course.

Funding considerations

The Board has approved \$15,000 per year for 5 years commencing in the calendar year of 2021.

Attachment/s:

11. CSU, CNSWJO Confirmation form for Scholarship Fund

Priority Four: Regional Water**j. Water Update**

Regional Strategic Priorities	4.1 Regional water network planning and best practice skills development
Portfolio Mayor	Cr David Somerville
Sponsoring General Manager/s	Kent Boyd, David Sherley, Gavin Rhodes

Report by Meredith Macpherson dated, 11 August 2020

Precis

This report provides advice on:

- feedback from the region on a Marsden Jacob report on Regional water value functions Valuing different hydrological outcomes under Regional Water Strategies.
- the Productivity Commission's Review of the National Water Initiative;
- the Legislative Assembly of NSW Committee on Investment, Industry and Regional Development's interim report into support for drought affected communities in New South Wales.
- Stakeholder consultation by Water NSW for the Wyangala Dam wall raising project.

In particular the report seeks the Board's endorsement for scoping of a productive water position paper and future work with the Murray Darling Association.

Recommendation/s

That the Central NSW Joint Organisation Board note the Regional Water Update and;

- 1. Adopt the response to the Marsden Jacob report on Regional water value functions Valuing different hydrological outcomes under Regional Water Strategies;**
- 2. Endorse the development through the Executive of a submission to the Productivity Commission's inquiry into National Water Policy;**
- 3. Correspondence be sent to the Legislative Assembly of NSW Committee on Investment, Industry and Regional Development providing comment on recommendations relating to town water supplies in the interim report into support for drought affected communities in New South Wales;**
- 4. Through the Regional Water Committee, receive scoping advice on the development of a Productive Water Position Paper and that this take into consideration specific feedback from members on water security issues impacting on their towns; and**
- 5. Note the Murray Darling Association Strategic Plan; and**
 - i. encourage members to join region 10;**
 - ii. seek that the area covered by region 10 be reduced;**
 - iii. endorse the CNSWJO working with the MDA in the future.**

Reason for this report

Regional Water has been identified as one of four regional priorities in the Central NSW JO Strategic Plan. The CNSWJO Board's interest in water security is at two levels:

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- Firstly, in the context of member Council's ownership of Local Water Utilities, adopting a regional approach to town water security; and
- Secondly, in facilitating sustainable economic growth for the region.

This report provides advice on advocacy to ensure safe, secure water for the growth and prosperity of Central NSW towns. It makes recommendations on the development of scoping advice to enable a more effective delivery of water resources to support town water security and economic growth.

Legislative, Policy and Risk Considerations

Marsden Jacob report on *Regional water value functions Valuing different hydrological outcomes under Regional Water Strategies*

The region has long advocated to be consulted in the development of the Regional Water Strategies and over the past 8 months has participated in regional meetings and provided written feedback on working drafts for the Lachlan and Macquarie Strategies.

The region was given a week to provide comment on a Marsden Jacob report on *Regional water value functions Valuing different hydrological outcomes under Regional Water Strategies*. This methodology will be used to determine the short list of priority projects identified in the Regional Water Strategies and will underpin the funding of critical water security infrastructure state-wide moving forward. Further, it is understood that a Benefit Cost Ratio approach is being used in line with Treasury Guidelines and the methodology will shape the dollar values that inform the costs and benefits.

The concern is that it is particularly hard to effect significant change at this stage of any process. Further, there are deep concerns that the value of urban water has been substantially under done in this Report.

A copy of the response developed with support from sponsoring GMs, Kent Boyd and David Sherley and Council staff is provided as an attachment.

Key considerations included are summarised as follows:

- Central NSW Councils have been involved both individually and collectively in valuing water for decades. Working collectively, advice has been developed on water restrictions where most communities in Central NSW are consistently on a low level of restriction reflecting the scarcity of water and its importance to industry.
- The challenge for this region is to access water for its larger communities during drought. While the Water Act identifies human consumption as having primacy, the mechanisms are not in place to deliver quality secure water. The need to adopt the "Critical Water Needs" Bill is a demonstration of the failure of the existing system.
- Regional communities contemplate "Day Zero" including the closure of industry in their response to drought.
- Any genuine cost benefit analysis **MUST** take into account the productive value of water and the potential costs of industry closure. Our members have done work that contemplates the economic cost of this to NSW and the nation. This has included work undertaken by

Reports

Treasury and DPC to go to the Expenditure Review Committee. The communities of Bathurst and Orange provided extensive detail into this process. This needs to be reflected in the cost benefit methodology.

- References to ‘implementing alternative supply arrangements, such as development of bores and water treatment infrastructure to provide access to groundwater resources or the development of a new surface water source (dam or weir)’ are unclear and the financial modelling around them needs to be more explicit.
- The minimum time to deliver any water project, even with the assistance of the fast-tracking of the Critical Water Needs Bill is four months (and this was to turn on an existing pump, not actually build anything.)
- Communities in Central NSW typically have a multi sourced approach to water supply where the more expensive options for ensuring water come into play as a drought continues and water restrictions increase. Financial modelling could take into account these added costs.
- Alternative arrangements under consideration for rapid deployment in Central NSW during the current drought range from bores with pipes to reverse osmosis. These range from 4 months (turning on a pump under the Critical Water Needs Bill) to 10 years (estimates for the upgrade of Wyangala). Few projects, including those with a non-infrastructure solution, are able to be achieved in 12 months in the current regulatory framework.
- Valuing different hydrological outcomes under Regional Water Strategies is not just about assuring water during times of scarcity, it is about investing in growth with opportunities to leverage the upgrade of Wyangala Dam being contemplated.
- More detail on assumptions made in the methodology are needed particularly where the region will be seeking to mount a case on growing both urban communities and high value agriculture. It is very important that all documentation does not undersell the value of either.

Embargoed copies of the Draft Lachlan and Macquarie Regional Water Strategies were circulated to members via email on 1 July. These remain with the Minister. Once released they will be on public exhibition for 6 weeks. Regional responses will be developed in consultation with members.

Productivity Commission Review of the National Water Initiative

On 22 May the Federal Treasurer and Minister for Resources, Water and Northern Australia, announced the Productivity Commission (PC) inquiry into national water policy.

While the Terms of Reference address the assessment against the National Water Initiative (NWI), the Productivity Commission have been asked to provide specific practical advice on ways in which the NWI could be improved to support better social, economic and environmental outcomes.

Members have been encouraged to participate in a multi-phased industry-wide consultation process by the Australian Water Association with its members identifying key themes that will inform the development of an industry wide response.

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Submissions are due 21 August. A separate submission will be developed for the Central NSW JO in consultation with the Executive and based on existing Board policy.

For more detail: Productivity Commission's [inquiry](#) into the National Water Initiative.

The Legislative Assembly of NSW Committee on Investment, Industry and Regional Development's interim report into support for drought affected communities in New South Wales.

The NSW Legislative Assembly Committee has released its interim report into support for drought affected communities in NSW. A copy of the report can be found at <https://www.parliament.nsw.gov.au/committees/inquiries/Pages/inquiry-details.aspx?pk=2554#tab-reportsandgovernmentresponses>.

As well as recommendations for increased drought support for farmers and other community support, there were three recommendations relating to town water supply:

- a review should be undertaken of NSW government support to local water utilities to assess effectiveness;
- a review into whether standardised town water restrictions should be implemented across NSW;
- a review be conducted into Integrated Water Cycle Management Guidelines and Section 60 approval processes.

It is suggested that correspondence be sent addressing these recommendations.

Wyangala Dam Wall Raising

WaterNSW advised (27 July) that they have engaged Elton Consulting and research partner Jetty Research to undertake community research and stakeholder feedback for the Wyangala dam wall raising project.

Where the CNSWJO has previously advocated for a co-designed approach and early engagement, follow up emails have sought to understand who and what will be surveyed and offering to assist. Advice back from WaterNSW is that they have chosen stakeholder groups who represent a large range of interests in the project both pro and against to provide a balanced view on how they manage their engagement strategy and do not want to influence Elton's research methods.

The JO was offered an opportunity to be surveyed on 11 August with a short lead time and Lachlan valley member councils were invited to participate. The Chair, Cr John Medcalf, GM Kent Boyd, Jenny Bennett and Meredith Macpherson participated in an on-line session facilitated by Eltons. The need to survey all Lachlan Valley Councils directly and for a better communication strategy and governance was emphasised.

Productive Water Position Paper

Where the region's focus has historically been on urban water, the Regional Water Strategies, planned Regional Town Water Strategies and raising of Wyangala Dam wall presents an opportunity to develop a similar strategy and position paper as that done by the Riverina and Murray Joint Organisation of Council's (RAMJO) that takes into consideration, not just urban water but water for productive uses including manufacturing and business, agriculture and mining in a whole of catchment approach.

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The RAMJO Water Security Sub-Committee, made up of Mayors, General Managers and expert Council staff, has worked together over the last twelve months to develop a Water Position Paper that provides a strategic overview of the issues RAMJO believes are hampering the delivery of an optimal water regime, and suggests actions to enable a more effective delivery of water resources.

We have come together to share common concerns of our communities, but more importantly to offer solutions to address these matters. RAMJO's point of difference is that many of our townships, schools, manufacturers and businesses rely either directly on irrigated agricultural outputs, or indirectly on the industries which support them.

Source: RAMJO Water Position Paper, Executive Summary p.1.

To view the Position Paper in detail:

<https://ramjo.nsw.gov.au/wp-content/uploads/2020/06/Riverina-And-Murray-Joint-Organisation-Water-Position-Paper.pdf>

Where anecdotally the Central NSW region has been viewed as restricted by a deficit of water, particularly through the recent drought, the opportunity exists through the development of large scale regional water security infrastructure and options in the Regional Water Strategies to look at high value water uses and how a change in the water regime could be used to strategically grow the region's economy. Refer also to advice on the valuing of urban water in the Marsden Jacobs report.

It is commended to the Board that through the Regional Water Committee it receives scoping advice on the development of a Productive Water Position Paper and that this take into consideration specific feedback from members on water security issues impacting on their towns.

Murray Darling Association

The Murray Darling Association (MDA) aims to provides effective representation of local government and communities at state and federal level in the management of Basin resources. It seeks to influence government policy by advocating on behalf of Basin communities. For more:

<https://www.mda.asn.au/>

Up until recently region 10 which includes the CNSWJO LGAs of Bathurst, Blayney, Cabonne, Cowra, Forbes, Lachlan, Oberon, Orange and Parkes, amongst others, has been the only MDA region without an active leadership group and representation on the national Board of the MDA. Cr Phyllis Miller, Mayor of Forbes has now taken on the role of Chair of region 10.

Financial members from the CNSWJO region currently include Forbes and Lachlan Councils.

Currently Region 10 covers a large and disparate region and as such the MDA is proposing to reduce its size to enable more effective representation for the communities involved.

Arguably while this region may have ideas and policy regarding changes to water management, these may not be easily affected without change at the Basin level. Therefore, it is recommended that CNSWJO members become members of the MDA.

The MDA has recently updated its Strategic Vision for 2020-2025. A copy is available as an attachment.

The revised strategies commit to addressing the unique and diverse regional interests of local government and communities across the Basin addressing members' top three priorities:

Reports

- 1. Murray Darling Basin Local Government & Community Centre of Excellence:** providing a space for local government and stakeholders across the Basin to collaborate and innovate.
- 2. Project development** – developing and delivering projects and initiatives that deliver value for Basin communities.
- 3. Tools for regions** – ensuring our members have the products and tools they need to lead with strength and authority.

Discussions are underway with the MDA on ways of optimising the Joint Organisation network.

It is commended to the Board that it note the Murray Darling Association Strategic Plan 2020-2025 and moves to reduce the size of region 10, encouraging members to join and also endorse the CNSWJO working with the MDA in the future.

For further advice on Regional Water please see the Confidential Briefing Note No. 6 issued via email on 27 July 2020 and provided as an attachment

Value for members

Secure, quality water supplies for the sustainability and growth of the communities of Central NSW.

Financial Implications

Nil

Attachment/s:

12. Response to DPIE on the Marsden Jacob report on Regional water value functions Valuing different hydrological outcomes under Regional Water Strategies 7 July 2020-**Confidential**
13. Murray Darling Association Strategic Vision 2020-2025
14. Confidential Briefing Note No. 6 - **Confidential**

k. CNSWJO Executive Officer Proforma Performance Review Report for feedback

Regional Strategic Priorities	1.2 Governance arrangements enable inter-council co-operation
Portfolio Mayor	Cr John Medcalf, OAM
Sponsoring General Manager/s	Greg Tory, Brad Byrnes

Report by Jenny Bennett, 20 August 2020

Precis

This report seeks an extension of the CNSWJO Executive Officer Performance Review Panel until the elections in September 2021 and adoption of the CNSWJO performance proforma.

Recommendation/s

That the Board note the report regarding the performance management of the Executive Officer and

- 1. Adopt the CNSWJO Executive Officer performance review proforma; and**
- 2. Extend of the term of the CNSWJO Executive Officer Performance Review Committee until the Local Government election in September 2021.**

Reason for this report

This report seeks commendation of the CNSWJO Executive Officer Performance Review proforma to the Board and an extension of the CNSWJO Executive Officer Performance Review Panel until the elections in September 2021.

Legislative Policy and Risk Considerations

A proforma Performance Review is provided as an attachment to be administered by the Performance Review Panel (the Panel). Some minor changes have been made to the Performance Review Proforma based on feedback at the last review.

The term of the Panel was to be until the next elections, September 2020. Given the extension to the Local Government election period due to Covid it is suggested that the Board seek to extend the period for the Panel. The Panel members are the Chair, Cr John Medcalf, the Deputy Chair, Cr Scott Ferguson and Cr Kathy Sajowitz. These Mayors are supported by Mr D Sherley, Chair of GMAC.

Financial considerations

In kind commitment by the CNSWJO Executive Officer Performance Review Panel.

Attachment/s:

15. CNSWJO Executive Officer Performance Review Proforma

I. Report to the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority 2019/2020

Regional Strategic Priorities	1.2 Governance arrangements enable inter-council co-operation
Portfolio Mayor	Cr John Medcalf, OAM
Sponsoring General Manager/s	Brad Byrnes and Greg Tory

Report by Jenny Bennett, 10 July 2020

Precis

This report provides advice on the progress of action of the CNSWJO Strategic Plan (the Plan). This includes advice on program risk and program value to members. An attachment to the report provides detail on every action in the Plan.

Attention is drawn to activity in both the transport and tourism priorities. Advice is provided on

- NSW Road Classification Review re-classification or transfer;
- Progress on Road Rail interface;
- Progress TfNSw Transport Planning in region;
- Collaboration with the National Heavy Vehicle Regulator on bridge assessments, leveraging the work already undertaken in region;
- Roads of Strategic Importance Federal Program;
- Destination marketing and the current tourism campaign; and
- The Tourism Strategic review.

Recommendation/s

That the Board note the Report to the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority and

- 1. note that advice on value to members for the financial year 19/20 will be finalised for members to be provided via Mayors in lieu of an annual report;**
- 2. through the Chair lodge a Regional Submission supporting member Councils on any cross border LGAs for the NSW Road Classification Review Reclassification or Transfer;**
- 3. delegate the approval of the engagement of the successful provider of the RFQ for the Tourism Strategy Refresh to the Chair and the Sponsoring General Managers of the CNSWJO Inter Council Cooperation priority; and**
- 4. delegate the execution of the contract for the Tourism Strategy Refresh to the Executive Officer.**

Reason for this report

The Central NSW JO approved its Strategic Plan (the Plan) and Statement of Regional Strategic Priority 2 May 2019. Four priorities were identified for action. This report provides advice on progress on the Plan. Reports requiring more detailed advice to inform decision making are provided separately. These reports would include those reporting on challenges and opportunities identified as the Plan is delivered. Advice on progress of past resolve can be found in Matters in Progress.

Given there are no separate reports on Tourism and Transport in this agenda, more detail on progress on actions in their regard identified in the Plan are provided in this report as there has been a significant amount of activity in these two areas in the past quarter.

Regarding the section on value, preliminary numbers and advice on the value for the 2019/2020 year have been aggregated as well as some numbers on activity to date in this quarter.

Please find elsewhere in this agenda a review of the action list in the Plan extending it for 12 months.

Legislative Policy and Risk Considerations

Regarding risk, where risks are reviewed each quarter please request the risk register, where following there are six Very High Risks identified of 37 risks overall. These six Very High Risks follow where it is suggested that the risk to the JO from network sustainability as outlined in Risks 17 and 18

On the positive side, Joint Organisations are increasingly recognised as a useful tool particularly to support State and Federal consultations. Some State agencies, for example TfNSW are keen to do business differently with Local Government using the JO footprint. While early days discussions are being held on opportunities in the funding framework for Councils and the JO through the JO for example leveraging the Bridge Assessment program.

However, the growing regulatory burden, patchiness of JO capacity and lack of State funding for core business is likely to significantly impact the sustainability of the broader network. Central NSW continues to put up business cases for funding, provide advice on the value proposition of JOs to State entities and work with other JOs to provide support for their sustainability.

Risk #17 & #18	is now happening and will have greater impact despite the mitigations in place. Arguably there is not much more this JO can do to mitigate the risk and it is noteworthy that the Chairs of JOs Forum is tackling the issue. The OLG are commencing a review and this region and the broader network have written to the OLG seeking to be engaged in the TOR. Verbal advice can be provided from the recent meetings of JO EOs and Chairs where it is clear that a number of JOs are experiencing significant financial hardship and this is only exacerbated by COVID-19.
Risk #34	the risk perceived by members of an asset strip of water utilities is exacerbated by the drought as the State steps in to try and support Councils. Every effort is being undertaken to work with the State in a positive manner reflecting the capacity and capability of members working collaboratively in the Water Utilities' Alliance. Please find advice on water provided separately.
Risk #35	relating to member management, the policy of the Joint Organisation is that it is a creature of its members. Where the Communication Plan identifies a series of tactics including holding a Summit in the near future, members are welcome to seek presentations or other engagement with the JO Executive Officer.

Risk #	Risk category	Risk	Risk Owner	Consequence	Inherent risks			Controls	Residual risks		
					Likelihood	Consequence	Rating		Likelihood	Consequence	Rating
17	Political	NSW Government underfunding JOs, heavy requirements for JO to deliver	Board	Unable to continue to operate JO	Likely	Severe	Very High	Early engagement with NSW Government about funding needs. Business case approach to determining funding level.	Likely	Severe	Very High
18	Political	Miss opportunity to see how collaborations could work effectively	Board	Opportunity to engage differently with the NSW and Federal Government on how they want to engage may compromise the effectiveness of the JO. Use the process as a means to refresh engagement and understand stakeholder business better.	Likely	Major	Very High	Communications Plan in place. Specific program to determine how stakeholder WANT to be engaged and to learn about their strategies in order to see how they align with the JO's objectives.	Likely	Severe	Very High
31	Performance	Long term viability and financial sustainability	Board	JO can't get sufficient funding to be able to meet liabilities.	Possible	Severe	Very High	Work with other JOs and relevant State agencies on a sustainable funding framework for the JO network and advocate as necessary.	Possible	Major	Very High
33	Performance	Allowing more cost shifting	Board	JO becomes a vehicle for the NSW Government to dictate via legislation more duties	Possible	Severe	Very High	Board considers all requests to undertake additional tasks and assesses against a business case that shows costs and value for money considerations before agreeing to take on extra duties/responsibilities	Possible	Severe	Very High
34	Performance	Privatisation of Water utilities – is it just another step on that process?	Board	Water Utilities Alliance is used by NSW Government to take over or to privatised water services compromising skills in member councils and revenue streams.	Possible	Severe	Very High	Board ensures relationships with NSW Government is developed to enable frank conversations on the transfer of any assets.	Possible	Severe	Very High
35	Member management	Managing members expectations, member is a "child" of the members	Board	Members become dissatisfied with services or the role being taken by the JO.	Possible	Major	Very High	Board ensures it is aware of the members' satisfaction levels. Member involvement in development of the Strategic Plan and the services and projects approval processes for JO to deliver.	Possible	Major	Very High

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Transport Update

NSW Road Classification Review and Transfer

There was good representation across the region at the 2 available sessions for the NSW Road Classification Review and Transfer Committee (the Committee) presentations, which forms an attachment to this report.

The Committee has asked the JO to provide support to any roads that cross LGA boundaries. This advice has been provided to members and a submission is anticipated.

The Independent Panel will provide further information about making a submission for reclassification or transfer. Nominations for the Road Classification Review and Regional Road Transfer opened 7 August 2020. The deadline for Council submission on priority Roads is by the end of August. See the Power Point attached.

Staysafe public hearing for the Inquiry on reducing trauma on NSW Country Roads

Mr B Howard, Chair of the CNSWJO Roads and Transport Technical Committee and Ms J Bennett presented to the public hearing for the Inquiry on reducing trauma on NSW Country Roads via videolink on Friday 14 August 2020. A transcript as anticipated in due course.

Working with TfNSW

CNSWJO has set up regular meetings with Mr A Lunn of TfNSW to progress matter that need urgent attention. These include

- Road Rail Interface Master Access Deeds
- TfNSW Strategic Planning progress for Central NSW
- Progressing the Regional Integrated Transport Group
- Mutual support for federal funding programs
- Upgrade of the Great Western Highway

The most recent meeting was Wednesday 12 August 2020.

National Heavy Vehicles Regulator Bridges Project

Collaboration has commenced with the National Heavy Vehicle Regulator (NHVR) on their federally funded bridge assessment program. Where dialogue continues, members have been provided with a link to upload bridges that require upgrade for overmass/over size purposes.

CNSWJO has provided the regional bridge assessment report finalised last financial year and seeks to position members in a better position for federal funding.

This will be progressed through the Roads and Transport Technical Committee.

Roads of Strategic Importance

Members will recall a meeting with the Hon Mark Coulton, the Minister for Regional Services, Decentralisation and Local Government, 19 February 2020 progress funding for local government for

Reports

Roads of Strategic Importance. Various submissions and advice were requested from the Department of Infrastructure, Transport, Regional Development and Communications. Advice on success or otherwise is awaited.

Tourism Update

Visiting Family & Relatives Regional Campaign – “We Want You Back”

With support during the Covid19 period, the region has been working collaboratively and developed the “We Want You Back” campaign which includes a mix of digital content, social media, public relations and television advertising. The campaign includes twenty-seven x 40 second videos featuring local tourism personalities sharing their stories on what they love about their region with tips on things to see, do and taste. Professional videographers Andrew Barnes & Ribbon Gang were engaged and filming has now completed.

These videos are designed to enable a number of calls to action including to support the “We Want You Back” campaign with highlights from across the region of what they love being inspiration for others. These videos have been completed and one video promoted each night via Social Media channels. Each video is promoted on Facebook for 4 x days targeting Western Sydney suburbs. Each LGA is encouraged to like and share each daily videos as it is important for the organic reach of each post.

Statistics provided at 14 July 2020 indicate the posts created have reached 120,500 people, 1,306 clicks on the link to the Visit Central NSW website and 154,700 post engagements. The video with the greatest response was Steve and Jan Johnson from Lake Cargelligo with a reach of 54,273!

The “We Want You Back” ads were aired on Prime 7 (throughout the month of July only) with a great mix of high ratings shows including Big Brother, Sunrise, Better Homes & Gardens, Sydney Weekender and the News. This opportunity provided 90 spots in the schedule (it may have been more but this was the guaranteed) and will produce 3 x 30 second ads and grouped according to geography:

- Oberon/Bathurst/Blayney
- Orange/Cabonne/Cowra
- Forbes/Parkes/Grenfell/Lachlan

The campaign features home-grown talent and is designed to promote the region to intrastate travellers visiting family and friends and this is the first time a TV campaign has been produced by the group.

This opportunity with Prime 7 was offered at a 40% discount via Gabrielle Brewer’s PR relationships and the total investment by Central NSW Joint Organisation is \$5,000 + GST. A further \$2000 has been expended on social media boosting.

The campaign has generated a lot of PR interest and more details are included in attachments to this report.

Stage 2 of the campaign is under development including a community competition for locals to provide video content under the “We Want You Back” banner and modelled on a similar project in New Zealand. A second component is more targeted activity with Western Sydney starting by leveraging the Friendship arrangement between Lachlan Shire Council and Penrith City Council.

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Mayors have been issuing media releases as part of the campaign to encourage local hosts to support local when visiting friends and relatives come to stay.



Refresh of the Tourism Strategy

Members will recall that the review of tourism services delivered to members by the CNSWJO has completed. Please request all past reports in this regard. Subsequently a refresh of regional strategy is underway. At the time of writing a consultant is being selected from a shortlist. Verbal advice can be provided to the meeting. Please request the brief and other associated procurement documentation.

It is recommended that the Board delegates the execution of the contract with the successful service provider for the tourism strategy refresh to the Executive Officer subsequent to approval of the recommendation from the Chair and Sponsoring General Managers.

Update of the Strategic Business Plan

Please find attached an update the progress on all actions in the Strategic Business Plan adopted 22 May 2019. It also includes the advice on programming to November Board 2021, see separate report following.

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Spend, Cost Savings and Funding

The following tables have been updated to reflect the spend, cost savings and grant funding through the Joint Organisation between 1 July 2019 and 30 June 2020. The statistics are updated on a quarterly basis and are reported for the current financial year. Cumulative spend and cost savings are available on request.

There are non-member councils who purchase through the contracts, or have received funding through a regional program, however their statistics are not included in this reporting.

Notes to the spend and cost savings tables:

- As at 11 August 2020, 2 providers had not yet provided their spend/consumption data for the April to June 2020 quarter.
- The savings for electricity (small sites) from 1 January to 30 June 2020 have not yet been calculated. Due to the complexity of calculating such savings, they will be provided in due course

Spend

The following table reflects the spend by each member council under the various JO contracts for the 19/20 financial year.

SPEND	Water Utilities Alliance Contracts	HR Contracts	WHS contracts	IT contracts	Supply contracts	Roads/ Transport contracts	Energy contracts	RDOCS contracts	Other contracts	Training	Total
Bathurst	\$13,440	\$115,527	\$9,122	\$0	\$1,065,061	\$0	\$2,988,852	\$36,824	\$9,195	\$5,177	\$4,243,198
Blayney	\$5,640	\$11,739	\$0	\$0	\$603,740	\$6,695	\$216,950	\$31,776	\$8,755	\$0	\$885,295
Cabonne	\$19,040	\$32,423	\$41,004	\$0	\$1,370,012	\$20,085	\$549,603	\$24,255	\$8,675	\$0	\$2,065,098
Central Tablelands Water	\$15,840	\$755	\$0	\$0	\$0	\$0	\$431,891	\$144	\$0	\$1,560	\$450,190
Cowra	\$66,528	\$44,048	\$16,432	\$0	\$897,158	\$28,665	\$1,094,931	\$14,065	\$9,195	\$0	\$2,171,023
Forbes	\$5,640	\$31,530	\$2,200	\$0	\$859,581	\$114,660	\$787,959	\$19,860	\$9,275	\$0	\$1,830,705
Lachlan	\$213,909	\$24,958	\$0	\$0	\$1,171,964	\$6,695	\$892,211	\$26,792	\$8,775	\$390	\$2,345,695
Oberon	\$5,640	\$17,144	\$0	\$0	\$487,030	\$0	\$226,330	\$6,532	\$8,755	\$1,560	\$752,991
Orange	\$502,541	\$112,117	\$26,580	\$0	\$737,031	\$13,390	\$4,012,454	\$23,412	\$9,295	\$4,123	\$5,440,943
Parkes	\$22,440	\$25,724	\$0	\$0	\$841,025	\$0	\$2,147,784	\$27,300	\$9,195	\$1,950	\$3,075,418
Weddin	\$193,108	\$364	\$19,525	\$0	\$259,075	\$46,865	\$127,645	\$402	\$0	\$0	\$646,985
Total	\$1,063,766	\$416,330	\$114,863	\$0	\$8,291,677	\$237,055	\$13,476,609	\$211,363	\$81,115	\$14,760	\$23,907,538

Savings

The following table shows the savings achieved by member councils through aggregated procurement and programming. An explanation of the meaning of each column has been reported previously and is available on request. The table reflects savings in the 19/20 financial year.

SAVINGS	Water Utilities Alliance Contracts	HR Contracts	WHS contracts	IT contracts	Supply contracts	Roads/ Transport contracts	Energy contracts	RDOCS contracts	Other contracts	Training	Legal advice re Procurement	Participation in regional procurement	Total
Bathurst	\$1,900	\$45,959	\$833	\$0	\$27,360	\$0	\$330,837	\$6,749	\$2,335	\$45	\$0	\$6,000	\$422,018
Blayney	\$1,000	\$7,047	\$0	\$0	\$26,603	\$0	\$39,734	\$7,400	\$0	\$0	\$0	\$6,000	\$87,785
Cabonne	\$3,000	\$12,764	\$7,236	\$0	\$52,492	\$0	\$51,644	\$6,640	\$1,985	\$0	\$0	\$6,000	\$141,761
Central Tablelands Water	\$2,600	\$133	\$0	\$0	\$0	\$0	\$9,858	\$967	\$0	\$0	\$0	\$10,000	\$23,558
Cowra	\$2,600	\$18,651	\$2,263	\$0	\$41,917	\$0	\$93,335	\$6,290	\$1,985	\$45	\$0	\$11,000	\$178,087
Forbes	\$1,000	\$16,778	\$0	\$0	\$43,211	\$0	\$77,027	\$6,703	\$1,985	\$0	\$0	\$10,000	\$156,705
Lachlan	\$1,000	\$26,999	\$0	\$0	\$65,356	\$0	\$72,499	\$7,483	\$1,985	\$1,675	\$0	\$7,000	\$183,997
Oberon	\$1,000	\$17,839	\$0	\$0	\$18,887	\$0	\$29,132	\$7,837	\$1,985	\$3,120	\$0	\$10,000	\$89,801
Orange	\$1,000	\$81,881	\$2,866	\$0	\$40,267	\$0	\$403,378	\$1,006	\$2,335	\$1,745	\$0	\$11,000	\$545,477
Parkes	\$3,400	\$1,236	\$0	\$0	\$40,262	\$0	\$133,661	\$6,675	\$1,985	\$4,738	\$0	\$7,000	\$198,957
Weddin	\$2,200	\$64	\$0	\$0	\$18,521	\$0	\$32,164	\$1,084	\$0	\$0	\$0	\$10,000	\$64,033
Sub Total	\$20,700	\$229,353	\$13,198	\$0	\$374,877	\$0	\$1,273,269	\$58,832	\$16,580	\$11,368	\$0	\$94,000	\$2,092,178
												Cost to members	\$219,234
												Total	\$1,872,944

The cost to members is calculated on a percentage of each CNSWJO staff member and their corresponding workload on procurement and contract management. This figure is updated quarterly in line with the cost savings.

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Electricity

While the electricity savings are included in the cost savings table above, the following table shows a breakdown for each Council for electricity only. These cost savings are for large market sites only. At time of writing this report, the cost savings for small market sites were still being calculated, where it is a much more complex task to undertake than for large sites.

The estimated cost savings achieved through the electricity procurement process have been reported previously, and it should be noted that the table below is based on **actual** consumption from January to June 2020, whereas the estimated savings were based on forecast consumption. The forecast savings were not included in the overall savings table above.

The actual cost savings are identified through energy rates, environmental charges and daily supply charges. There are no savings on network charges as they are set by the Distribution Network Service Provider (DNSP) which in this region is Essential Energy. Network charges are passed through to the customer and are not negotiable.

The savings for electricity will be calculated on a 6-monthly basis and reported accordingly.

Council	Total Load	Total cost savings	Total cost savings
	MWh	\$	%
Bathurst	5,658	\$ 75,042.22	11.87%
Blayney	330	\$ 4,561.75	12.59%
Cabonne	455	\$ 6,911.01	13.09%
Central Tablelands Water	701	\$ 9,857.65	12.46%
Cowra	1,543	\$ 21,176.39	12.18%
Forbes	1,379	\$ 19,273.15	12.31%
Lachlan	955	\$ 13,527.26	12.42%
Oberon	301	\$ 4,425.81	12.94%
Orange	9,090	\$ 119,563.34	11.80%
Parkes	3,889	\$ 51,261.47	12.00%
Weddin	127	\$ 1,682.01	12.56%
Total	24,428	\$ 327,282.07	12.00%

Funding

The funding table shown below shows the grant or other funding received by councils where a regional approach has been taken to the application or program. The breakdown of categories has been reported previously and is available upon request.

GRANT FUNDING - 19/20 FY	Water Utilities Alliance	HR	WHS/HR Training	IT	Supply	Roads/ Transport	Energy	RDOCS	Tourism	OLG Funding	Total
Bathurst	\$0	\$0	\$660	\$0	\$0	\$0	\$0	\$0	\$2,864	\$15,000	\$18,524
Blayney	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$14,297	\$15,000	\$29,297
Cabonne	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$14,297	\$15,000	\$29,297
Central Tablelands Water	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cowra	\$0	\$0	\$12,056	\$0	\$0	\$0	\$0	\$0	\$2,864	\$15,000	\$29,920
Forbes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,864	\$15,000	\$17,864
Lachlan	\$0	\$0	\$6,432	\$0	\$0	\$0	\$0	\$0	\$2,864	\$15,000	\$24,296
Oberon	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,864	\$15,000	\$17,864
Orange	\$0	\$0	\$8,470	\$0	\$0	\$0	\$0	\$0	\$14,297	\$15,000	\$37,767
Parkes	\$0	\$0	\$6,886	\$0	\$0	\$0	\$0	\$0	\$2,864	\$15,000	\$24,750
Weddin	\$0	\$0	\$11,682	\$0	\$0	\$0	\$0	\$0	\$2,864	\$15,000	\$29,546
Total	\$0	\$0	\$46,186	\$0	\$0	\$0	\$0	\$0	\$62,936	\$150,000	\$259,122

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Value to members

VALUE FOR MEMBERS 2020/2021	PREVIOUS FY 2019/2020	ACTIVITY FYTD	ACTIVITY THIS QUARTER
SUBMISSIONS	20	6	<ol style="list-style-type: none"> 1. ABS - Submission on 2020-21 Agricultural Census 2. NSW Housing Strategy - Discussion Paper 3. DPIE Regional water value for Regional Water Strategies 4. Portfolio Committee No.4 amendment to water bills 5. "Regional water value functions" report by Marsden Jacob 6. Inquiry into the integrity, efficacy and value for money of NSW Government grant programs
PLANS, STRATEGIES AND COLLATERAL	26	4	<ol style="list-style-type: none"> 1. Stage two – Best Practice in Aggregated Procurement – EOIs received 2. RFQ for Tourism Strategic refresh issues 3. Co-authored a shared NSW JO Advocacy Plan on Background advice for JO Chairs on urban water, the funding framework and JO sustainability 4. CNSWJO online WHS induction - soft launch of the online model and will be expanded over the coming weeks to a greater number of contractors
GRANTS	3	2	Co-ordination on a two grants with RDACW <ol style="list-style-type: none"> 1. BBRF grant on CBDs 2. Productivity Enhancement Program (PEP) (EOI) to the Inland Rail Interface Improvement Program (II Program)
COMPLIANCE	13	3	<ol style="list-style-type: none"> 1. 90720 - Public Interest Disclosures Jan -Jun 2020 2. 160720 - Government Information (Public Access) Act – Annual Report for Agency Central NSW Councils 3. 11820 – CNSWJO GST Certificate
DATA	6	1	WRI data project
MEDIA INCLUDING SOCIAL MEDIA	13	2	<ol style="list-style-type: none"> 1. 070720 - EV Toolkit goes live 2. 130720 – Don't take the foot off the pedal on water security 3. 200820 - Regarding Harvest Workers <p>Social Media Central NSW Tourism Page – daily updates on regional activities Local Government Week Activities across the region</p>
COST SAVINGS	\$1.5m*	\$327K	Cost savings on actual consumption on the recent electricity procurement. Savings to be reported after the first full quarter of the FY. See the tables on previous pages for a breakdown from the previous FY.

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REPRESENTATION	147	33	<ol style="list-style-type: none"> 1. 10720 – Planners’ Meeting 2. 30720 – Special Board Meeting 3. 30720 - Lachlan Valley Town Water Steering Committee 4. 30720 - AWA Forum- Productivity Commission National Water Initiative Inquiry 5. 70720 – TFNSW and JO catch up 6. 070720 - WHS Group meeting 7. 80720 - Central West/Orana /Central Tablelands Drought Task Group 8. 90720 – Tourism Meeting current campaign 9. 90720 - EO JO network meeting 10. 140720 – HR Group meeting 11. 210720 – Tourism meeting 12. 210720 - MDA Region 10 Ordinary Meeting 13. 230720 – GMAC 14. 240720 – Roads Review Classification Presentation 1 15. 280720 - Southern Critical Water Advisory Panel 16. 290720 - Northern Inland Critical Water Advisory Panel 17. 290720-Training, Learning & Development Group - Inception Meeting 18. 310720 – DPM McCormack re: Jobkeeper/Jobseeker challenges 19. 30820 – Roads Review Classification Presentation 2 20. 040820 – Tourism Strategic Refresh Steering Committee Meeting 21. 040820 – EV Infrastructure Mapping Project Commencement Meeting 22. 60820 – JO Chairs Forum 23. 60820 - Central West Orana Regional Leadership Executive 24. 70820 - Staysafe Public hearing appearance 25. 70820- Regional Prosperity Sub-Committee Meeting 26. 100820 - NHVR meeting with CNSWJO to revisit SLGAAP discussion 27. 110820- Tourism Managers Meeting 28. 110820 - National Water Initiative 29. 120820 – Catch up with TfNSW for update 30. 120820 – Intro with Regional Recovery Officer 31. 130820 – Essential Energy Update 32. 200820 – JO EO meeting 33. 270820 – Board meeting Cowra
OPPORTUNITIES COUNCILS HAVE BEEN AFFORDED	35	13	<ol style="list-style-type: none"> 1. Regional Road Transfer and Classification Review two sessions 2. Input to the advocacy work on workforce shortages due to Covid 3. ‘Getaway’ on Channel 9 4. Channel 7’s Sunrise 5. Pat Callinan’s 4X4 Adventures and RV Daily Foodie Trails.

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			6. Various other PR opportunities 7. TV advertising campaign for We Want You Back 8. Mapcite - geospatial data analytic 9. DPIE Strategic planning for energy for member councils 10. Deputy Prime Minister McCormack - Challenges in region with Jobkeeper/Jobseeker 11. Essential Energy Update 12. Channel 7 / Sydney Weekender filming in Bathurst & Orange 13. NBN Local – Meeting booked for early Sep
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Financial Implications

Nil at this time.

Attachment/s:

16. 5 Year Procurement Plan
17. Central NSW Tourism (CNSWJO) Destination Public Relations Report. July 2019 to June 2020.
18. ESL response letter – from Parliamentary Secretary of Treasurer
19. NSW Roads Classification Review and Transfer – Presentation
20. The Roads of Strategic Importance (ROSI) – Toowoomba to Seymour Corridor (NSW Section) consult summaries
21. Update of the Strategic Business Plan

Reports

m. Report to the review of the JO Strategic Plan

Regional Strategic Priorities	1.3 Governance arrangements enable inter-council co-operation
Portfolio Mayor	Cr John Medcalf, OAM
Sponsoring General Manager/s	Brad Byrnes and Greg Tory

Report by Jenny Bennett, 19 August 2020

Precis

This report provides advice on programming until November 2021 that extends the life of the CNSWJO Strategic Plan and seeks to have the revisions as attached.

There is no major variation anticipated. Minor changes are summarised below.

Recommendation/s

That the Board note the Report on the Programming until November 2021 that extends the life of CNSWJO Strategic Plan and amends the actions as follows:

- 1. The extension of some time frames, for example for the Best Practice in Aggregated Procurement Program, the EV Infrastructure Mapping project and TfNSW Transport planning in region;**
- 2. The replacement of various compliance activities with a compliance calendar to be reported on every November;**
- 3. The inclusion of new regional working groups and teams where required for example RDOCS to support the Best Practice in Aggregated Procurement, the Training, Learning and Development Working Group and the WHS Group who are progressing the online induction project; and**
- 4. The need for review of some programming given the emergence of challenges for intergovernmental collaboration e.g. with training in the water space.**

Reason for report

Covid19 has led to an extension of the term for Councils in NSW until September 2021. This has led to an extension of the Integrated Planning and Reporting period by a year. The CNSWJO Strategic Plan (the Plan) seeks to be informed by the community plans of Councils and refreshed after the Local Government elections provide a new Board.

The Board resolved to receive a report in this regard seeking to update the actions of the existing plan.

The report seeks to have the revisions as provided in the attachment adopted.

Policy, risk and legislative considerations

The attached revised action list has been informed by

- Opportunities afforded by the State and Federal Government in the last 12 months;

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- The challenges of the drought;
- The challenges of Covid19;
- Policy change and development by the Board including the Chair's Minutes and subsequent resolve of the Chair;
- The status of the broader JO network;
- Activities that have been completed; and
- Emerging opportunities.

Material changes are as follows:

- The extension of some time frames, for example for the Best Practice in Aggregated Procurement Program, the EV Infrastructure Mapping project and TfNSW Transport planning in region;
- The replacement of various compliance activities with a compliance calendar to be reported on every November;
- The inclusion of new regional working groups and teams where required for example RDOCS to support the Best Practice in Aggregated Procurement, the Training, Learning and Development Working Group and the WHS Group who are progressing the online induction project; and
- The need for review of some programming given the emergence of challenges for intergovernmental collaboration e.g. with training in the water space.

No changes have been made to the balance of the Plan. This means that the existing ABS data and the names of stakeholders, including State agencies whose names change regularly, have not been changed though they may no longer be accurate or up to date.

Financial impacts

None at this time.

Attachment/s:

21. Strategic Plan to November Board 2021

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