



Regional  
Development  
*Australia*  
CENTRAL WEST

2024 - 2025  
Memorandum of Understanding

BETWEEN

CENTRAL NSW  
JOINT ORGANISATION

AND

REGIONAL DEVELOPMENT  
AUSTRALIA(RDA)  
CENTRAL WEST

**MOU between Central NSW Joint Organisation and RDA Central West**

This Memorandum of Understanding

Dated .....

Is between

**Central NSW Joint Organisation (JO)**

and

**Regional Development Australia (RDA) Central West**

[Collectively referred to as “the parties”]

**1. PRINCIPLES**

1.1 This Memorandum of Understanding is to record the determination of the Central NSW Joint Organisation (JO) and Regional Development Australia (RDA) Central West to cooperate to progress identified priorities and challenges in Regional Development. This includes, but is not limited to, the following areas,

- 1.2
  - Investment attraction
  - Tourism
  - Transport and logistics.
  - Quality and security of water supply
  - Health
  - Telecommunications
  - Value Adding to Agriculture
  - Employment and Education
  - Skills and Housing Shortages
  - Planning
  - Energy
  - Culture and Arts

to achieve better economic, social and environmental outcomes for the Councils, communities, industries and organisations within Central NSW JO and RDA Central West boundaries.

1.3 This Memorandum of Understanding will streamline the governance process, ensure collaboration and endeavor to reduce duplication by both parties to support initiatives of common identified priorities and challenges.

1.4 The parties intend to work together on common priorities and challenges as identified in their respective strategic plans.

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- 1.5 The parties intend to work together, while respecting the differing priorities and needs of both organisations.
- 1.6 The parties recognise the importance of strengthening the economic, environmental and social sustainability of the communities in which they operate.
- 1.7 The parties acknowledge that at times they will:
- (a) Disagree
  - (b) Hold different priorities.
  - (c) Have priorities that are irrelevant to the other party.
- In such circumstances the individual party is free to pursue its own priority, respecting the view of the other party and not act to undermine the other party.
- 1.8 It is intended that matters of mutual interest will be matters for the parties, but not all matters of mutual interest will be developed jointly.
- 1.9 The parties agree that there are operational areas or categories, where there should be:
- (a) Dialogue
  - (b) Co-operation
  - (c) Information sharing
  - (d) Formal Agreement
- 1.10 The parties agree that there are operational processes that will provide structure around matters involving:
- (a) Advocacy
  - (b) Regional boundaries
  - (c) Funding
  - (d) Meeting attendance & reporting
  - (e) Collaborative regional projects
- 1.11 The parties recognise substantial opportunities exist for the development of the Central West.

## 2. PRIORITIES AND CHALLENGES

- 2.1 The regional development priorities and challenges identified through both individual and collaborative strategic planning processes by the parties include:
- The development and sustainability of transport and logistics (including public transport) and water infrastructure for the region.
  - Retention and growth of health services including aged care services.
  - Improved telecommunications for future sustainability
  - Identifying and promoting public and private sector investment in the region
  - The need for infrastructure and services to sustain communities.
  - Employment, education, youth development and skill shortages
  - Housing shortages

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- Planning sustainable urban, industrial and environmental development
- Energy supply (including renewable energy) and pricing stability.
- Improved funding and support for culture and the arts
- Developing further capacity to achieve successful outcomes for the region through Commonwealth and State funding programs.
- Industry development, with a focus on key contributing industries including, but not limited to, agriculture.

### **3. CATEGORIES**

#### **3.1 MATTERS FOR DIALOGUE**

- Advocating for the region
- Identification and development of strategies to address the identified priorities and challenges of the region.
- Inter-regional activities & projects

#### **3.2 MATTERS FOR COOPERATION**

- Advocating for the region
- Grant acquisition
- Regional projects
- Information and knowledge sharing
- Inter-regional activities and projects

#### **3.3 MATTERS FOR FORMAL AGREEMENT**

- Advocating for the region
- Grant acquisition
- Information and knowledge
- Sharing of resources
- Development of resources
- Regional projects
- Inter-regional activities and projects

### **4. OPERATIONAL PROCESSES**

#### **4.1 ADVOCACY**

4.1.1 The parties agree to provide background information to the Executive Officer of the other party prior to lobbying activities which may impact on the other party.

4.1.2 The parties agree to provide support to the other for advocacy purposes by way of media releases, social media and or letters of support to progress common identified priorities.

4.1.3 One party will not act to undermine the other party.

4.1.4 The parties agree to follow either party's branding and/or support guidelines.

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## 4.2 REGIONAL BOUNDARIES

4.1.1 The parties are free to collaborate with members of the other party individually or collectively.

4.1.2 Where Central NSW JO members and activities involve RDAs other than RDA Central West, Central NSW JO is to advise RDA Central West prior to activities being undertaken with another RDA.

## 4.3 FUNDING

4.3.1 The parties agree to provide support in a timely manner to the other for grant acquisition by way of letters of support where funding is sought to progress common priorities.

4.3.1 The parties will agree to share information that may assist in the development of grant applications.

## 4.4 MEETINGS & REPORTING

4.4.1 In line with the Central NSW Joint Organisation Charter, the Chair of RDA Central West is an associate member of the Joint Organisation Board and is welcome to all meetings of the Board.4.4.2 The RDA Central West CEO has a standing invitation to attend the General Managers Advisory Meetings (GMAC) where the Central NSW JO will make specific requests for attendance as matters arise.

4.4.3 The Executive Officer of Central NSW JO has a standing invitation to attend RDA Central West Board meetings to discuss regional matters where RDA Central West will make specific requests for attendance as matters arise.

4.4.4 RDA Central West and Central NSW JO provide each other updates on activities which may be used in part or in full in each organisation's Annual Reports should it elect to do so.

## 4.5 COLLABORATIVE REGIONAL ACTIVITIES

4.5.1 The parties agree to work collaboratively on activities of common interest, to reduce duplication and expand benefits of funded projects.

4.5.2 The parties' involvement in each activity will be determined by their available resources.

4.5.3 The work plan outlining collaborative activities (Appendix A) will be reviewed on an ongoing basis to ensure its relevance.

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## 5. GOVERNANCE

- 5.1 This Memorandum of Understanding does not constitute a partnership between the parties, nor a joint venture.
- 5.2 This Memorandum of Understanding does not authorise one party to represent or function as an agent or speak on behalf of the other party.
- 5.3 This Memorandum does not authorise one party to incur a debt on behalf of the other party.
- 5.4 Where one party has obtained sensitive information for joint purposes, it will not misuse that information for its own benefit or to the detriment of the other party.
- 5.5 With regards to intellectual property:
- 5.5.1 Neither party may use the logo or corporate image of the other unless agreed in writing by the parties for joint marketing, sponsorship or grant acquisition purposes.
- 5.5.2 If a party develops or makes available any intellectual property in the course of or for the purposes of this Memorandum of Understanding:
- (a) All proprietary rights to that intellectual property will remain the sole property of that party
- And
- (b) That intellectual property may only be used by the other party for the purposes of this Memorandum of Understanding and with the prior consent of the first party.
- 5.6 One party will not attempt to actively mislead the other party.
- 5.7 This Memorandum of Understanding may be terminated at any time. However, separate agreements may continue and be dealt with on their own terms.
- 5.8 There shall be no variation to this Memorandum of Understanding unless such variation is in writing and signed by both parties.


## 6. TERM OF THE MEMORANDUM OF UNDERSTANDING

- 6.1 It is intended that this Memorandum of Understanding will be ongoing.
- 6.2 This Memorandum of Understanding may be terminated at any time by either party by giving written notice to the other party.
- 6.3 This Memorandum of Understanding and its effectiveness will be reviewed annually.

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**Signed by  
Central NSW Joint Organisation**

.....  
**Chair**



**Signed by  
Regional Development Australia Central West**

.....  
**Chair**



Date 22 of August 2024.

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## Appendix A – the Work Plan for Collaborative Activities

Updated: May 2024

Activity	Description/Commitment	Timeframe	Update
Agriculture Sector Opportunities	Continue to collaborate and avoid duplication on agricultural sector opportunities including the Central West Food and Fibre Strategy.	ongoing	RDA CW will host the Agribusiness Today Forum in 2024.
Telecommunications and Data Advocacy	Develop joint regional position for advocacy to all levels of government and industry on telecommunications and cyber issues.	ongoing	<p>RDA Central West and CNSWJO will continue to lodge joint submissions on telecommunications.</p> <p>RDA Central West will develop strategies to address the need for improved digital infrastructure, literacy and cyber risk in the Central West region and seek future government and industry funding assistance.</p> <p>During 2024/2025 RDA Central West will:</p> <ul style="list-style-type: none"> <li>• Host a series of connectivity and cyber risk workshops for small businesses.</li> <li>• Strengthen connections with the Regional Tech Hub</li> <li>• Strengthen connections with NBN Co. and the broader connectivity and cyber industry.</li> </ul>
Regional Data and Stakeholder Support.	<p>RDA Central West provides regional data via a link to the DataAU platform through the RDA Central West website.</p> <p>Regular updates to the Central West and regional profiles are supported with individual stakeholder data support made available by RDA Central West.</p> <p>This capacity provides a resource to support Councils, industry, community and not-for-profit organisations in grant applications and other regional development work.</p>	ongoing	<p>RDA Central West and CNSWJO will collaborate on data sharing and, where appropriate, provision of data to stakeholders.</p> <p>RDA Central West and CNSWJO will explore more sources of data and the expansion servicing stakeholders with any increased data capacity.</p>



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Activity	Description/Commitment	Timeframe	Update
<p>Regional Skills Gaps and housing shortages.</p>	<p>The Skills gap issue is worsening in the context of a fragmented employment and skills sector. This is exacerbated by a regional housing shortage.</p> <p>RDA Central West and the CNSWJO will collaborate and share regional skills gaps research and activities.</p> <p>The focus for the CNSWJO is in four areas:</p> <ol style="list-style-type: none"> <li>1. Membership of the Federal Jobs Taskforce for the Central West</li> <li>2. Participation in Regional Leadership subcommittees regarding skills as they arise</li> <li>3. Collaborating with Councils on their skills shortages with a short-term focus on Health and Building</li> <li>4. Seeking support for the spare capacity in the accommodation project</li> </ol> <p>The focus for RDA Central West continues to be the skilled migration sector and advocacy for training and capacity building in targeted industries.</p>	<p>ongoing</p>	<p>The CNSWJO is.</p> <ul style="list-style-type: none"> <li>• Finalising the Spare Capacity in Housing Project and will seek funding for implementation;</li> <li>• progressing its support for Council skills shortages</li> </ul> <p>Skills shortage An overarching workforce planning and development strategy is not contemplated at this time, however, in 2024/25 RDA Central West will work with State and Australian Government agencies to advocate for and increase educational options, training and workforce participation in a tightening market. This includes micro-credentials.</p> <p>Housing shortage RDA Central West will continue to support the CNSWJO and other organisations to advocate for improved housing capacity and alternative strategies for housing provision across the region.</p>
<p>Strategic Transport Infrastructure</p>	<p>RDA Central West to continue to work closely with Central NSW JO on freight drivers and priorities, building upon our combined evidence base and stakeholder network to inform direction, advocate and deliver superior results for the region.</p> <p>RDACW provides representation to the Regional Strategic Transport Group.</p>	<p>Ongoing</p>	<p>The CNSWJO recognises that transport constraints are its number one challenge. CNSWJO seeks to work with RDACW and other stakeholders to achieve better connectivity for the region's communities.</p> <p>RDA Central West will continue to consult with Transport for NSW and advocate for better transport options. Specifically, regarding freight and tourism implications of The Great Western and Golden Highways.</p> <p>The NSW Government advises that the Central West and Orana Regional Transport Plan will be</p>

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			<p>reviewed in the 2024/2025 year and both RDACW and CNSWJO have expressed an interest in “planning for the plan” with TfNSW,.contribute to any update of the Central West and Orana Regional Transport Plan</p>
<p>Regional governance and engagement</p>	<p>Pursuing opportunities for improved engagement with State and Commonwealth Government in the region. Exemplify best practice regional development collaboration between the three entities engaging in regional development in the Central West:</p> <ul style="list-style-type: none"> <li>• RDA Central West (Australian Government)</li> <li>• Central NSW JO (Local Government)</li> <li>• NSW State Government.</li> </ul>	<p>Ongoing</p>	<p>Each organisation shall seek to ensure that the other is represented at each government level.</p> <p>Each organisation will maintain relationships at each level.</p>
<p>Planning and prioritisation</p>	<p>Note that any CNSWJO and RDA Central West strategic adjustment will be communicated to the other party.</p>	<p>August 2024</p>	<p>RDA Central West is revising its strategic plan in May-June 2024. This revision and the implications for wider strategy and operational activities will be discussed and formally communicated to CNSWJO. CNSWJO will review it Statement of Strategic Regional Priority in 2024/2025 and RDACW will be a key stakeholder in its review.</p>
<p>Tourism</p>	<p>Recognising the importance to regional tourism development, where Central NSW JO has the lead, the RDA Central West Board will consider opportunities for collaboration.</p> <p>The Central West region was successful in 2022 in having its own boundary for a Destination Network – Destination Central West.</p>	<p>Ongoing</p>	<p>RDA Central West will continue to promote Arts OutWest and Culture Maps Central NSW through its website and social media channels.</p> <p>RDA Central West will support the Wine Trail and other tourism-based infrastructure developments in close collaboration with the CNSWJO.</p> <p>Recognising that Destination Central West cannot undertake destination marketing, CNSWJO will continue to</p>

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Activity	Description/Commitment	Timeframe	Update
			provide destination marketing support.
Economic Development Managers' Forum	RDA Central West will continue to coordinate the Economic Development Managers' Forum for the region.	Ongoing	CNSWJO is represented at the Forum meetings and collaborates on projects as agreed.  During 2024/2025 RDA Central West will coordinate four (minimum) meetings per calendar year.
Circular Economy and Sustainability	Endeavour to position Central West NSW to realise economic benefits in this growing industry and ensure Central West NSW is at the forefront of location selection for new infrastructure and training, creating jobs and keeping local talent in our region.	2024-2025	RDA Central West will collaborate on sustainable development with key industry government and education stakeholders.  RDA Central West will investigate pathways and strategy for dealing with the hard infrastructure of renewable energy at the end of its life.  CNSWJO will continue to deliver the Joint Organisation Net Zero Acceleration Program and implement the Business Case for the Nexus Between Net Zero and Energy Security.  Please note that the Statement of Strategic Regional Priority will be reviewed for the year and opportunities for circular economy may emerge.
Community Engagement Working Group	RDA CW support the CNSWJO Community Engagement Strategies regarding optimising data sharing, community surveying and engagement.	2024-2025	RDACW contribute to and support the CNSWJO Working Group. Investigate potential data sharing and collaboration areas for greater provision of information services and efficiency in collection and dissemination.  RDACW will continue to support development with its DATA Au resource.
Branding and Support Guidelines	CNSWJO and RDACW should be aligned on branding and process	2024-25	RDACW and CNSWJO will share branding and support guidelines

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<b>Activity</b>	<b>Description/Commitment</b>	<b>Timeframe</b>	<b>Update</b>
	concerning collaborative projects where possible.		that apply to collaborative or projects where both organisations are represented or contribute.