



Central NSW Joint Organisation

PO Box 333 Forbes NSW 2871

Chair – Cr John Medcalf, OAM - Lachlan Shire Council

Executive Officer – Jennifer Bennett

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Agenda to the Central NSW Joint Organisation Board Meeting 12 August 2021

Members

| | | | |
|----------------------|---------------------------|----------------------|-----------------------|
| Cr I North | 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 R Fagan | RDACW |
| Mr P Devery | Cowra Shire Council | Ms G Collins | DPC |
| Mr S Loane | Forbes Shire Council | Ms K Purser | OLG |
| Mr G Tory | Lachlan Shire Council | | |
| Mr G Wallace | Oberon Council | Ms J Bennett | CNSWJO |
| Mr D Waddell | Orange City Council | Ms M Macpherson | CNSWJO |
| Mr K Boyd | Parkes Shire Council | Ms K Barker | CNSWJO |
| Mr G Carroll | Weddin Shire Council | | |

It is advised that the next meeting of the Central NSW Joint Organisation Board will be held Thursday 12 August, at the Orange City Council Chambers beginning at 8.55am. **Ministers will be zooming into the meeting at their allocated times as per the schedule.**

Apologies were received from the NSW Premier, the Hon Gladys Berejiklian, the Hon Shelley Hancock, Minister for Local Government and the Hon Andrew Constance, Minister for Transport.

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

Agenda



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Agenda

1. Welcome
2. Apologies and applications for a leave of absence by Voting representatives
3. Speakers – see schedule on page 3.
4. Chairperson's Minute – Nil
5. Minutes 4
- Confirming the Minutes of the CNSWJO Board Meeting 3 June 2021 in Orange 4
6. Matters in Progress 9
7. Reports on Statement of Regional Strategic Priority 17
 - a. Financial Report 17
 - b. OLG Capability Building Stage 2 Funding Agreement 20
 - c. Service Level Agreement Report 23
 - d. Best Practice in Aggregated Procurement 28
 - e. Energy Program 33
 - f. Report on the NSW Government's Pumped Hydro Recoverable Grants Program 40
 - g. Tourism PR and Visitor Economy Strategy 49
 - h. Skills and Workforce Report 56
 - i. Water Update 61
8. Report to the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority 2019/2020 71
9. Confidential: Contract for Safety Compliance Training 83
10. Late reports
11. Matters raised by Members
12. Speakers to the next meeting
13. Next meetings:
GMAC – 28 October - Cabonne
Board – 25 November - TBC

Jennifer Bennett

Jenny Bennett
Executive Officer

Agenda

| Schedule – Thursday 12 August 2021 | | |
|------------------------------------|----------------|--|
| TIME SLOT | Time allocated | SESSION |
| 8.55am-9.00am | 5 min | WELCOME and Introduction: Cr John Medcalf Chair of Central NSW Joint Organisation |
| 9.00am – 9.30am | 30 min | The Hon. John Barilaro, MP Deputy Premier, and Minister for Regional New South Wales, Industry and Trade and Member for Monaro |
| 9.30am -10.00am | 30 min | The Hon Paul Toole Minister for Regional Transport and Roads Deputy Leader of The Nationals Member for Bathurst |
| 10.00am -10.30am | 30 min | The Hon Dr Geoff Lee Minister for Skills and Tertiary Education, |
| 10.30am – 11.00am | 30 min | The Hon. Melinda Pavey Minister for Water, Property and Housing |
| 11.00am – 11.30am | 30 min | Steph Cooke Parliamentary Secretary for Regional Health. Member for Cootamundra |
| 11.30am-12.00pm | 30 min | The Hon Matthew Kean Minister for Energy and Environment |
| 12.00pm-1.00 pm | 60 min | Normal Board business |
| 1.00pm-1:30pm | 30 min | Lunch and close |

Agenda

5. Minutes

Confirming the Minutes of the CNSWJO Board Meeting 3 June 2021 in Orange

Draft Minutes of the CNSWJO Board Meeting 3 June 2021, held at Orange CSU Campus.

In Attendance

| | | | |
|-------------------------|-----------------------|-----------------------|----------------------|
| Cr S Ferguson | Blayney Shire Council | Cr K Sajowitz | Oberon Council |
| Cr K Beatty | Cabonne Council | Cr R Kidd | Orange City Council |
| Cr J Smith | Cowra Shire Council | Cr M Liebich | Weddin Shire Council |
| Cr J Medcalf OAM | Lachlan Shire Council | Cr K Keith OAM | Parkes Shire Council |

| | | | |
|---------------------|---------------------------|------------------------|----------------------|
| Mr D Sherley | Bathurst Regional Council | Mr G Carroll | Weddin Shire Council |
| Ms R Ryan | Blayney Shire Council | Cr D Somerville | CTW |
| Mr B Byrnes | Cabonne Council | Mr G Rhodes | CTW |
| Mr P Devery | Cowra Shire Council | Mr S Harma | RDACW |
| Mr G Tory | Lachlan Shire Council | Ms J Bennett | CNSWJO |
| Mr G Wallace | Oberon Council | Ms M Macpherson | CNSWJO |
| Mr D Waddell | Orange City Council | Ms K Barker | CNSWJO |
| Mr K Boyd | Parkes Shire Council | | |

Meeting opened at 10.11am

- Welcome from Cr Reg Kidd, Mayor of Orange City Council**
- Welcome to CSU from Julia Andrews, Director External Engagement, Bathurst & Orange Office of Industry & Community Engagement, Charles Sturt University**
- Acknowledgement to Country and Welcome from the Chair, Cr John Medcalf OAM.**
- Apologies applications for a leave of absence by Joint Voting representatives**
Cr B West, Cr P Miller, Cr B Bourke, Mr S Loane, Cr R Fagan, Ms G Collins, Representatives of Regis Resources

| | |
|---|--------------------------------|
| Resolved | Cr K Keith/Mr M Liebich |
| That the apologies for the Central NSW Joint Organisation Board meeting 3 June 2021 listed above be accepted. | |

- Speakers**
Sam Harma – TEN4TEN Training program and toolbox
- Minutes**
Confirmation of the Minutes of the Central NSW Joint Organisation meeting 29 April 2021 held via zoom

| | |
|---|--------------------------------|
| Resolved | Cr R Kidd/Cr K Sajowitz |
| That the Central NSW Joint Organisation Board confirm the Minutes of the meeting 29 April 2021 held via zoom. | |

Minutes

7. Business Arising from the Minutes – Matters in Progress

| | |
|---|-----------------------------|
| Resolved | Cr R Kidd/Cr K Keith |
| That the Central NSW Joint Organisation Board note the Matters in Progress, making deletions as suggested and note the Chairs request to give consideration to progressing relationships with Western Sydney Councils through friendship arrangements and the like. | |

8. Disclosures of interests – Nil**9. Chair's Minute – Nil****10. Reports on Statement of Regional Strategic Priority****Priority One: Inter-Council Co-operation****a. Financial Report**

| | |
|---|-----------------------------------|
| Resolved | Cr M Liebich/Cr K Sajowitz |
| That the Board note the Financial Report. | |

b. Budget and Statement of Revenue Policy 2021-2022

| | |
|--|---------------------------------|
| Resolved | Cr K Sajowitz/Cr K Keith |
| That the Board note the Report on the Budget and Statement of Revenue Policy 2021/2022 and endorse the 2021/2022 Budget and Statement of Revenue Policy. | |

c. Regional Procurement and Contracts

| | |
|--|--------------------------------|
| Resolved | Cr M Liebich/Cr J Smith |
| <p>That the Board notes the report on Regional Procurement and Contracts and</p> <ol style="list-style-type: none"> 1. approves the JO to conduct a new procurement process for linemarking services to commence on or after 1 December 2021; 2. note that the income derivation models for JO procurement is being investigated through Stage 3 of the BPAP Project; 3. reiterate the policy position of November 2019 being that income models for procurement would remain as is until the BPAP project is finalised; 4. receive a report on heads of consideration for income from procurement to the next Board meeting noting the project is planned to be completed at this time; 5. approves the extension of the bulk fuel contract for a period of 12 months to 30 June 2022 noting the contracts are with individual councils; 6. approves a 3-month extension of the Best Practice in Aggregated Procurement Program – Stages 2 to 6 contract with Western Research Institute until 30 September 2021; 7. note the extension of the contract with Evenergi for the EV Charging Infrastructure Mapping project; 8. note members' advice that there is insufficient interest for a new regional coldmix contract; and 9. A contract management fee of 2% payable by supplier/s for the line marking contract. | |

d. Energy Program

| | |
|---|------------------------------|
| Resolved | Cr K Beatty/Cr R Kidd |
| <p>That the Board notes the report on the Energy Program and</p> <ol style="list-style-type: none"> 1. note that the advice within the EV Charging Infrastructure report on the AREMI mapping is being progressed through the DPIE energy program with a research project being sought through RACE for 2030 with a focus on the nexus between renewable energy and grid capacity and stability; 2. note that work is progressing on the streetlight audit; 3. adopt the Regional Electric Vehicle Charging Infrastructure report; | |

4. note the Regional EV Charging Infrastructure report will be used in funding opportunities to support the growth of EVs and EV charging infrastructure in the region, including for tourism; and
5. invite Essential Energy to come and present to the Board on the LED street lighting upgrade.

e. Electricity Procurement

| Resolved | Cr J Smith/Cr M Liebich |
|---|--------------------------------|
| That the Board note the report on electricity procurement and | |
| <ol style="list-style-type: none"> 1. note that an up-front fee structure for the aggregated electricity procurement support will be used, with councils paying a minimum of 50%; 2. note the funding of \$50k allocated from DPIE including the funding conditions where the procurement process for electricity supply must include a renewable energy PPA and the balance be paid by participating member councils; 3. write to the Minister for Local Government seeking amendments to legislation to allow councils to have more options for the uptake of renewable energy and advocate through appropriate networks including the County Mayors Association LGNSW and NSW JO Chairs Forums; 4. note the minimum percentage of participating councils' total load to allocate to be sourced from renewable energy in the contract commencing 1 January 2023 be a minimum of 50%, subject to pricing; 5. not invite non-member councils to participate in the procurement process; and 6. note that Councils are receiving reports to give consideration to the electricity procurement process. | |

Priority Two: Regional Prosperity

f. Visitor Economy Strategy

| Resolved | Cr K Keith/Cr J Smith |
|---|------------------------------|
| That the Board note the Report on the Visitor Economy Strategy; and | |
| <ol style="list-style-type: none"> 1. note that existing resource can support only some of the recommendations in the Strategy; 2. provide advice to the regional Prosperity Subcommittee on the action list seeking feedback on potential funding or other support for their delivery; 3. include those actions able to be delivered within resource in the CNSWJO strategy with quarterly review on progress; 4. develop policy that allows for the JO to apply for competitive funding where there is an established regional marketing priority, this to include in the context of the objectives of the JO; and 5. Receive a report to the next Board meeting on priorities to progress for the next 12 Months. | |

g. Skills, Workforce and Housing Report

| Resolved | Cr K Keith/Cr S Ferguson |
|---|---------------------------------|
| That the Board note the Report on the Visitor Economy Strategy; and | |
| <ol style="list-style-type: none"> 1. provide advocacy support to Business NSW in its efforts on skilled migration; 2. commend to members they proactively take up opportunities as identified in the report 3. further investigate the opportunity for spare capacity projects like that in Lachlan; 4. note that the position paper on skills is under development; 5. co-develop a paper with RDACW informed by members for briefing Ministers at the next Board meeting; and 6. Invite the relevant Ministers for Skills and Housing to the next meeting. | |

Priority Three: Regional Transport and Infrastructure

h. Progressing a Western Link Event

| Resolved | Cr M Liebich/Cr K Sajowitz |
|---|-----------------------------------|
| That the Board note the report on progressing the resolve of the Board regarding connecting the two Wests and | |

1. seek to cancel with the concurrence of Penrith City Council the 8 June event;
2. meet with Blue Mountains City Council, Penrith City Council and other Western Sydney Councils individually on potential opportunities; and
3. endorse the \$12.5k expenditure for the Partnership Proposal with the Western Sydney Dialogue.

Priority Four: Regional Water Security

i. Water Update

| Resolved | Cr K Sajowitz/Cr J Smith |
|--|---------------------------------|
| <p>That the Board note the Regional Water report; and</p> <ol style="list-style-type: none"> 1. Endorse the CNSWJO submission to the Draft State Water Strategy; 2. Endorse the Case Study for inclusion in the Infrastructure Australia Water Chapter for the Australian Infrastructure Plan; 3. Endorse the submission to the Productivity Commission's Draft Report on National Water Reform; 4. Encourage members to send representation to Wyangala Dam wall project sessions where possible; and | |

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

| Resolved | Cr R Kidd/Cr K Keith |
|---|-----------------------------|
| <p>That the Board note the Report to the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority and</p> <ol style="list-style-type: none"> 1. advocate noting our disappointment in the review process including engagement with every Mayor and the unfortunate timing at the end of council term; 2. endorse the submission to DPIE on enabling agritourism; 3. note the advice from the OLG regarding the caretaker period; and 4. receive an end of term report and include the risks, challenges and delivery against the objectives, this to include a survey with feedback from members. | |

12. Late report - Regional Water Security IWCM & TWRRP

That the Board

1. submit an Expression of Interest in response to an invitation from the Town Water Risk Reduction Program to work with DPIE Water to co-design a more efficient and cost effective Integrated Water Cycle Management Framework that is proportionate, adaptable, fit-for-purpose and that provides value to Local Water Utilities, all levels of Government and customers.
2. Support the submission of an Expression of Interest by the Blayney/Cabonne /Orange Alliance with Central Tablelands Water to the Safe and Secure Water Program (stream 2) for funding under the Regional Town Water Strategy stream.

Moved Cr K Beatty/Seconded Cr K Keith

Amendment

Moved Cr J Smith /

That the Board

1. submit an Expression of Interest in response to an invitation from the Town Water Risk Reduction Program to work with DPIE Water to co-design a more efficient and cost effective Integrated Water Cycle Management Framework that is proportionate, adaptable, fit-for-purpose and that provides value to Local Water Utilities, all levels of Government and customers.
2. Acknowledge the request from the Blayney/Cabonne /Orange Alliance with Central Tablelands Water for in principle support for submission of an Expression of Interest by the

Blayney/Cabonne /Orange Alliance with Central Tablelands Water to the Safe and Secure Water Program (stream 2) for funding under the Regional Town Water Strategy stream; and

- a. Acknowledge the water security challenges of Cabonne Shire Council.
- b. Prior to any commitment by the Board:
 - i. Request advice on the scope of work be circulated to JO members.
 - ii. That the Blayney/Cabonne/Orange Alliance with Central Tablelands Water seek concurrence from their member Councils; and
 - iii. that the JO Board meet via zoom as soon as possible to give further consideration.

The amendment lapsed for want of a seconder

| Resolved | Cr K Beatty/Cr K Keith |
|--|-------------------------------|
| <p>That the Board:</p> <ol style="list-style-type: none"> submit an Expression of Interest in response to an invitation from the Town Water Risk Reduction Program to work with DPIE Water to co-design a more efficient and cost effective Integrated Water Cycle Management Framework that is proportionate, adaptable, fit-for-purpose and that provides value to Local Water Utilities, all levels of Government and customers. Support the submission of an Expression of Interest by the Blayney/Cabonne /Orange Alliance with Central Tablelands Water to the Safe and Secure Water Program (stream 2) for funding under the Regional Town Water Strategy stream. | |

13. Notices of motions/Questions with notice

- Orange has sought feedback on the status of the business case for the very fast rail being developed by the federal Govt. RDACW have been monitoring and will provide advice.
- The Chair congratulated Oberon, Orange and Blayney for their recent success in the recent NSW Top Tourism Awards.

14. Speakers to next meeting

This will be a meeting at Parliament House Sydney, at the Chairs request there will be a function the night before celebrating the end of term.

Regis Resources - Tony McPaul, Manager Special Projects, last minute apology to this meeting, will be given an opportunity to come to a future meeting.

15. Next meeting

GMAC - 29 July - Orange

Board – 12 August Parliament House (State)

Meeting close 12.27pm

Page 5 is the last page of the Central NSW Joint Organisation meeting 3 June 2021

6. Matters in Progress

| Action | By | Update |
|---|-----------|---|
| 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 | This sub-committee has now been replaced by the Resilience and Recovery Sub-committee managed by Resilience NSW. The JO has had no contact from the Resilience and Recovery Subcommittee since February. Follow up is underway. On request from Regional NSW the JO provided feedback on a draft of the Future Ready Regions Strategy informed by the JO's Drought Issues Paper. This has now been released and is part of the suite of strategies that includes the Regional and State Water Strategies https://www.nsw.gov.au/regional-nsw/future-ready-regions |
| 281113 - 8b - Water Infrastructure Develop a MoU with NSW Health. | MM | <i>November 2013- ongoing</i> 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. The Western Area Public Health Unit working out of Dubbo have now expressed interest in a collaborative exercise with the CNSWJO looking at areas across the health portfolio that could be optimised by working together. To progress matters as at February 2021 the JO is providing an online platform for collaboration. |
| 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 | See the Regional Water Report for advice on the DPIE Water Town Water Risk Reduction Program including an EoI by the JO to pilot the co-design of a regional approach to Integrated Water Cycle Management plan development. Suggest deletion |
| 271119-6-P3a-Regional Transport Advocacy Policy, Prioritisation and Freight Links Mapping. 1. Provide updated mapping to the Board; and 2. Provide a review of the Advocacy Plan that identifies one or two priorities for the Board to focus its advocacy efforts. | JB | 1. This work is being finalised by DPIE (Planning) and TfNSW at which point outputs will be adapted by the JO. Currently seeking a publishable format from TfNSW. 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. Please note the December 4 2020 meeting had a transport focus. A revised advocacy plan was provided to the March Board meeting. The current effort is in progressing a safe swift link between the two Wests. Please find a report elsewhere in this agenda in this regard. |

Matters in Progress

| Action | By | Update |
|---|----|---|
| 271119-P4-b-Regional Water Report. <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. | 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 through the State Government's strategic water planning framework currently underway. See Regional Water report. 2. Every opportunity is being sought to engage early with the newly formed Water Infrastructure NSW who, as of 1 July, have carriage of the Wyangala and Lake Rowlands to Carcoar Pipeline Projects. A zoom presentation for Board members on the Belubula Water Security Projects was held on 26 July. |
| 271119-15a-Confidential Reports Regional Bridge Assessment Report | JB | <ol style="list-style-type: none"> 1. A meeting was held in Bathurst on 13 February 2020 with Public Works Advisory, Transport for NSW and other JOs to |

Matters in Progress

| Action | By | Update |
|--|----|---|
| <ol style="list-style-type: none"> 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. | | <p>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. The broader JO network has also been progressing conversations around aggregation working collaboratively with TfNSW. A workshop in this regard is anticipated in the near future.</p> <ol style="list-style-type: none"> 2. Members of the transport technical committee are also looking at options to progress the findings of the report. |
| <p>270220 – 7-Chairman’s Minute</p> <ol style="list-style-type: none"> 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: <ol style="list-style-type: none"> 1. Watering the West <ol style="list-style-type: none"> 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: <ol style="list-style-type: none"> a. Reporting value to members of the operational support program; and b. Supporting the sustainability of the broader JO network; 4. Adopt the priorities for regional prosperity as: <ol style="list-style-type: none"> a. Progressing support for the visitor economy; and b. Developing and monitoring the progress of the Regional Prosperity Subcommittee noting the agricultural focus; 5. Encourage members to form or activate friendship agreements with Councils in Western Sydney; | JB | <p>1 and 2 Where this is being implemented the Covid 19 situation is limiting the amount of face to face advocacy and events that can be undertaken.</p> <p>3 and 4 and 7 The Mayoral Board reports from February 2020 included resolve in this regard. Regarding 4b and 7, please note reporting elsewhere in this agenda on the substantial activity being undertaken as part of the Energy Central Program.</p> <p>5 Follow up has been undertaken.</p> <p>This focus remains and will be reviewed as part of the overall review of the CNSWJO Strategy after the Local Govt election in December.</p> |
| <p>270220-P4a-Regional Water Report</p> <ol style="list-style-type: none"> a. Seek advice from DPIE Water on project status and what the issues are holding up emergency water projects; | MM | <p>Items a to c are now the subject of the Town Water Risk Reduction Program with ongoing advocacy by JO representatives through various forums including for the development of the Regional and State Water Strategies. See Regional Water Report.</p> <p>Suggest deletion</p> |

| Action | By | Update |
|---|----|--|
| 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. | | |
| 040620-14-Tourism Matters Advocate to LGNSW to coordinate a Regional Tourism Awards seeking support from Destination Network Country and Outback. | JB | The NSW Business Chamber will progress these in 2022. Suggest deletion |
| 270820 – 7c-Report from the NSW JO Chairs’ Forum 1. seek a report from GMAC on the potential for the Joint Organisation to leverage its role to deliver value to members on waste; 2. regarding the above ensure consultation is undertaken with key stakeholders including Netwaste; 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. | JB | 1 and 2 Stakeholder meetings are being coordinated and will include the findings of the work being undertaken through the Clean Energy Central Project with DPIE. Interest has been expressed from WRI, Netwaste, DPIE and RDA Central West. A report from Netwaste on the 20 year Waste Strategy has been received and is an attachment to the report the priorities for the OLG Capacity Building fund elsewhere in this agenda. 3 Correspondence sent to the Deputy Premier. The JO Executive Officer Network has met with Ms Fiona Dewar and a workshop in Sydney is being progressed to enable better integration with Regional NSW. Please request a verbal update. |
| 270820-7h- Scoping Report of a regional promotion campaign Provide a report to the Board that includes the following option: 1. a significant promotion campaign over 5 years similar to that of Evocities; 2. 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. | JB | The Board has resolved to progress leveraging the Regional Activators Alliance program through the Regional Australia Institute. Advice on progress of this initiative is provided elsewhere in MIP. This is the focus of the current effort. Further advice will be provided in due course where interest has been expressed by RLE in collaborative work in attraction and liveability based on a potential skills initiative. |

Matters in Progress

| Action | By | Update |
|---|----|---|
| 270820-7j-Water 1. 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 2. recognise the water security challenges for Oberon and seek to support them as a Board priority. | MM | 1. Advice on the approach to productive water taken by RAMJO has been sought and is being considered in the context of strategic work underway with the State in water planning. A further report will be provided to the Board in due course. 2. Discussions are on-going with continued advocacy by the JO to the State Government through the development of the Macquarie Regional Water Strategy and other strategic work. |
| 41220-9m-Western Link Work with TfNSW on aligned messages on road safety. | JB | Correspondence has been sent and follow-up through the Regional Integrated Transport Plan is anticipated upon its inception. |
| 110321-Energy Program Undertake an audit of lighting as provided by Essential Energy LED upgrade program. | KB | The audit is progressing. Advice will be provided in due course. |
| 110321- A 20-Year Economic Vision for Regional NSW – Refresh 1. work with RDACW and the Regional Prosperity Committee on ensuring opportunities in the Regional 20-Year Economic Vision are realised in Central NSW; 2. Seek feedback from members on the REDs to inform this discussion; and 3. Seek local case studies on skills shortages to inform a position paper on skills required to inform a codeveloped report with RDACW; 4. seek advice from Inland Rail, Wyangala Dam, the Newell Highway taskforce and TfNSW and Regional Growth NSW Development Corporation on the outcomes from their work on traineeships. | JB | 1and 2 This matter was raised with the Regional Prosperity Subcommittee Friday 14 May. Feedback from EDOs was included. Further work is anticipated and will be reported to the Board. 1. Advice has been sought from members seeking case studies. Some advice has been provided. 2. A meeting was held with representatives of Water NSW and Water Infrastructure NSW. Advice in that regard is provided separately in this agenda. |

Matters in Progress

| Action | By | Update |
|---|----|--|
| 110321-12-Matters raised by members Weddin – suggesting members work with LGNSW on agreed position on ESL | JB | LGNSW attended the April GMAC meeting – this item was raised and further advocacy is being undertaken through the NSW JOs. Meetings were held with IPART 27 May and clarification is being sought as to the way in which the recent changes to the Local Government Act regarding ESL will be interpreted in terms of charging. Suggest deletion |
| 030621-9c-Regional Procurement and Contracts Receive a report on heads of consideration for income from procurement to the next Board meeting noting the project is planned to be completed at this time; | KB | Report to this meeting. Suggest deletion |
| 030621- 9d- Energy Program Invite Essential Energy to come and present to the Board on the LED street lighting upgrade. | KB | Underway. |
| 030621-9e-Electricity Procurement Write to the Minister for Local Government seeking amendments to legislation to allow councils to have more options for the uptake of renewable energy and advocate through appropriate networks including the County Mayors Association LGNSW and NSW JO Chairs Forums; | KB | Correspondence to the Minister has been sent. Suggest deletion |
| 030621-9f - Visitor Economy Strategy 1. provide advice to the regional Prosperity Subcommittee on the action list seeking feedback on potential funding or other support for their delivery; 2. include those actions able to be delivered within resource in the CNSWJO strategy with quarterly review on progress; 3. develop policy that allows for the JO to apply for competitive funding where there is an established regional marketing priority, this to include in the context of the objectives of the JO; and | JB | 1. The Regional Prosperity Committee TOR are under review at the moment. This will action will depend on the priority of this subcommittee. 2. Noted 3. Underway – anticipated for the Policy Review in November 4. See report to this meeting – suggest deletion |

Matters in Progress

| Action | By | Update |
|---|----|---|
| 4. Receive a report to the next Board meeting on priorities to progress for the next 12 Months. | | |
| 030621-9g -Skills, Workforce and Housing Report 1. provide advocacy support to Business NSW in its efforts on skilled migration; 2. commend to members they proactively take up opportunities as identified in the report 3. further investigate the opportunity for spare capacity projects like that in Lachlan; 4. note that the position paper on skills is under development; 5. co-develop a paper with RDACW informed by members for briefing Ministers at the next Board meeting; and 6. Invite the relevant Ministers for Skills and Housing to the next meeting. | JB | Please see a report in this agenda. Suggest deletion of items 2 and 6 |
| 030621- Progressing a Western Link Event 1. seek to cancel with the concurrence of Penrith City Council the 8 June event; 2. meet with Blue Mountains City Council, Penrith City Council and other Western Sydney Councils individually on potential opportunities | JB | 1. Event cancelled - suggest deletion 2. Will be progressed after Covid |
| 030621 – 10-Report to the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority 2019/2020 1. advocate noting our disappointment in the review process including engagement with every Mayor and the unfortunate timing at the end of council term; 2. receive an end of term report and include the risks, challenges | JB | 1. Correspondence sent 2. Some responses to the survey have been received, follow-up with Mayors is being undertaken. An end of term report will be provided to the November meeting |

Matters in Progress

| Action | By | Update |
|---|----|--|
| and delivery against the objectives, this to include a survey with feedback from members.. | | |
| 030621- 11- Late Report – Regional Water -IWCM &TWRRP 1. submit an Expression of Interest in response to an invitation from the Town Water Risk Reduction Program to work with DPIE Water to co-design a more efficient and cost effective Integrated Water Cycle Management Framework that is proportionate, adaptable, fit-for-purpose and that provides value to Local Water Utilities, all levels of Government and customers. 2. Support the submission of an Expression of Interest by the Blayney/Cabonne /Orange Alliance with Central Tablelands Water to the Safe and Secure Water Program (stream 2) for funding under the Regional Town Water Strategy stream. | MM | 1. EOI submitted advice has been received that is was successful. 2. Advice on support provided to key stakeholders. Suggest deletion |

7. Reports on Statement of Regional Strategic Priority

Priority One: Inter-Council Co-operation

a. Financial Report

| | |
|--------------------------------------|---|
| Regional Strategic Priorities | 1.1 Governance arrangements enable inter-council co-operation. |
| Portfolio Mayor | Cr John Medcalf, OAM |
| Sponsoring General Manager/s | Mr B Byrnes and Mr G Tory |

Report by Ann Thomas and Jennifer Bennett, dated 3 August 2021

| |
|--|
| Recommendation/s |
| That the Board note the Financial Report. |

The budgeted result for the 2021/2022 financial year is a loss of \$35,232 and as we are so early into this new financial year we do not anticipate a change from this result at this time.

The books for the financial year 2020/2021 have just closed so we are not able to provide carry over figures for reserves and surpluses into the 2021/2022 year at this stage. Once all final year end adjustments have been processed we will have a clearer picture of the result for 2020/2021.

Of note were the two sources of grant funding approved in the final days of 2020/21. Round Two of the OLG Capacity Building Funding of \$150,000 was received and approval was given to invoice DPIE for \$120,000 for the Sustainable Councils and Communities Program Funding.

The interim audit for 2021 has been conducted and no issues were identified. The final audit visit is due to take place in early September. The JO's accountant, Findex Dubbo will again be assisting in the preparation of the final accounts to ensure compliance with accounting standards and will work closely with the JO's auditors.

The process for the completion and submission of the year end financial accounts is as follows:

1. The Finance Manager, Accountant and Auditor prepare the audited accounts which are then signed by the JO, approved and issued by the Audit Office and submitted to OLG by 31 October 2021. If an extension to this deadline is required then we need to apply to OLG by 17 October 2021.
2. We then advertise on our website that the next meeting of the Board will include the Audited Financial Statements and Auditor's Reports and notify the date of the Board meeting.
3. We then include these reports as part of the Annual Performance Statement that will be approved by the Board.
4. Once the Annual Performance Statement is approved by the Board it is submitted to OLG and placed on the JO website.

Attachment/s: Nil

Reports

Central NSW Joint Organisation

Financial Position at 3 August 2021

| | Budget 2021/2022 | Actual 3/08/2021 | Anticipated 30/06/2022 |
|---|---------------------|---------------------|---------------------------|
| Income | | | |
| CNSWJO Membership Fees | 302,018 | 302,018 | 302,018 |
| CWUA Best Practice Program | 280,694 | 280,694 | 280,694 |
| CNSWJO Regional Tourism Group | 100,187 | 88,400 | 100,187 |
| CNSWJO Operational Membership | 104,650 | 104,650 | 104,650 |
| WRAS | 9,495 | 9,495 | 9,495 |
| | \$797,044 | \$785,257 | \$797,044 |
| | | | |
| CWUA -Smart Approved Watermark | 39,535 | | 39,535 |
| | \$39,535 | \$0 | \$39,535 |
| | | | |
| HR - Regional Training Service Income | 60,000 | | 60,000 |
| HR - Online Training & Other HR Modules | 280,000 | 10,920 | 280,000 |
| | \$340,000 | \$10,920 | \$340,000 |
| | | | |
| Management Fees from Contracts | 120,000 | | 120,000 |
| Management Fee from LGP | 55,000 | | 55,000 |
| | \$175,000 | \$0 | \$175,000 |
| | | | |
| Copyright Licence | 19,000 | | 19,000 |
| Vehicle Lease Back EO | 4,500 | | 4,500 |
| Vehicle Lease Back CWUA | 5,500 | | 5,500 |
| Vehicle Lease Back Operational Program Mgr | 4,900 | | 4,900 |
| Interest | 1,000 | 8 | 1,000 |
| Member Council/Consultant expenses to be reimbursed | | 20 | 1,000 |
| | \$34,900 | \$27 | \$35,900 |
| | | | |
| Total Income | \$1,386,479 | \$796,204 | \$1,387,479 |

Reports

Expenditure

| | | | |
|---|--------------------|------------------|--------------------|
| Executive Officer Costs | 205,000 | 1,163 | 205,000 |
| Executive Officer Vehicle Costs & Depn | 13,500 | | 13,500 |
| Operational Program Manager | 125,000 | | 125,000 |
| Operational Program Manager - Vehicle costs | 13,500 | | 13,500 |
| Finance Manager | 70,000 | 45 | 70,000 |
| Training & Program Support Officer | 55,000 | | 55,000 |
| Executive & Programs Assistant | 70,000 | | 70,000 |
| CWUA Program Manager & Program costs | 160,000 | | 160,000 |
| CWUA Membership Program & Benchmarking Program | 120,694 | 26,300 | 120,694 |
| CWUA - Smart Approved Watermark | 39,535 | | 39,535 |
| CNSWJO Regional Tourism Group | 100,187 | 2,392 | 100,187 |
| WRAS | 9,495 | | 9,495 |
| HR - Training Service Costs | 58,000 | | 58,000 |
| HR - Online Training & Other HR Modules | 280,000 | 10,920 | 280,000 |
| Regional Medical Student Scholarship | 15,000 | | 15,000 |
| Advocacy | 10,000 | | 10,000 |
| Accounting/Audit/Payroll | 30,000 | | 30,000 |
| Bank Fees and Sundry costs | 2,500 | 10 | 2,500 |
| Computer Software/Licences | 3,000 | | 3,000 |
| Copyright Licence | 19,100 | | 19,100 |
| Depreciation (excl vehicles) | 2,000 | | 2,000 |
| Internet Cloud | 8,000 | 577 | 8,000 |
| Legal | 5,000 | | 5,000 |
| Member Council/Consultant expenses to be reimbursed | | | 1,000 |
| Printing/Stationery/Postage | 1,000 | | 1,000 |
| Supply Management Administration | 2,500 | | 2,500 |
| Zoom Conferences | 1,500 | | 1,500 |
| Website Hosting and costs | 2,200 | | 2,200 |
| Total Expenditure | \$1,421,711 | \$41,408 | \$1,422,711 |
| Net Profit/Loss | -\$35,232 | \$754,797 | -\$35,232 |

Reports

b. OLG Capability Building Stage 2 Funding Agreement

| | |
|--------------------------------------|---|
| Regional Strategic Priorities | 1.1 Governance arrangements enable inter-council co-operation. |
| Portfolio Mayor | Cr John Medcalf, OAM |
| Sponsoring General Manager/s | Mr B Byrnes and Mr G Tory |

Report by Jennifer Bennett, dated 30 July 2021

| Recommendation/s |
|---|
| <p>That the Board note the report on the OLG Capability Building Stage 2 Funding Agreement and</p> <ol style="list-style-type: none"> 1. Lodge a project plan with the following inclusions: <ol style="list-style-type: none"> a. a \$35K investment in a Public Relations campaign responding to Covid to be developed with members; b. a \$25K Workforce Development Plan for Water and Wastewater to be developed ; c. regional strategic support for IP and R to both support members and inform the next Statement of Strategic Regional Priority where CNSWJO contributes \$20K; and d. support for projects in energy and waste to support collaboration with key agencies and stakeholders for \$70K; and 2. Thank the Minister for her ongoing funding support. |

Precis

A few days before the end of the 20/21 financial year the Office of Local Government offered all Joint Organisations \$150K under similar funding arrangements to the past Capacity Building Program.

GMAC gave consideration to a report on priority for this spend and it is suggested that the region lodge a Project plan by 30 August with the following inclusions:

- a \$35K investment in a Public Relations campaign responding to Covid to be developed with members;
- a \$25K Workforce Development Plan for Water and Wastewater to be developed;
- regional strategic support for IP and R to both support members and inform the next Statement of Strategic Regional Priority where CNSWJO contributes \$20K; and
- support for projects in energy and waste to support collaboration with key agencies and stakeholders for \$70K.

Reason for the Report

The Chair received advice on 24 June regarding a Stage 2 Funding Agreement for the OLG Capability Building for Joint Organisations. To accept the funding, the deed had to be signed and returned by the following day.

At the Chair's discretion the Agreement was accepted and executed, and funds were received into the JO bank account on 29 June. Please find all associated documentation attached.

The second round of funding is for another \$150k and it will provide JOs with additional financial assistance to further build capacity and demonstrate capability to work with State agencies, while delivering our priorities in the strategic plan.

Reports

An action plan detailing the key delivery milestones for this funding, the expected benefits and budget, is required by 30 August 2021.

GMAC received advice regarding the priorities in the recommendation above and were supportive.

Background

In 2019 the NSW Government established the Joint Organisation Capacity Building Fund. This fund has supported the ongoing sustainability of JOs with an initial \$1.95m to assist each of the 13 JOs to build additional capacity and deliver their strategic plans.

In November 2019, the Board approved the first \$150k funding application for the following projects under the Joint Organisation Capacity Building Fund:

1. Best Practice in Aggregated Procurement budgeted at \$35K;
2. Regional Capacity Building in Energy Innovation budgeted at \$65K; and
3. Understanding and supporting the new role of our CBDs – a project of the Regional Prosperity Subcommittee budgeted at \$50K;

Of note, projects 1 & 2 are due to be completed by September 2021 with an extension granted for both, and Project 3 is dependent on Federal Funding and has been approved for an extension into June 2022.

Despite the feedback all JOs gave to the wider review of the JO model, this funding is to contribute towards a project or program and cannot be used for operational expenses, capital expenses or business as usual.

GMAC were asked to give consideration to the following projects that will complement the JO's current priorities. The Board is asked to approve with details for delivery and the OLG notified accordingly.

CNSWJO staff have given consideration to projects that work in with the budget and program for the next twelve months.

1. PR campaign

Currently Gabrielle Brewer is engaged by the JO to promote the Central NSW region. Please see advice elsewhere in this agenda on the ROI on this type of investment where it is anticipated that a project would be codesigned by tourism managers building on the work undertaken last year in the We Want You Back Campaign targeting a post Covid regional resurgence. Co-funding would be sought and the OLG component will be cut to cloth based around a spend of \$35K.

2. Workforce Development Plan for Water and Wastewater.

The water training framework is currently a component of the Town Water Risk Reduction Program. DPIE has already expressed interest as part of the Town Water Risk Reduction Program in this project being leveraged into a Pilot. Further advice will be provided in due course which will be codesigned with DPIE and include innovation and any change in the framework. The proposal for the training package would include an Optional TAFE Statement of Attainment NWPNET041 - Monitor & Operate water distribution systems. This project builds on the significant work in the water and wastewater space for members. Cost estimates are \$25K.

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3. Regional IP and R strategic support

Please see advice in the Report to the Central NSW JO Strategic Plan and Statement of Strategic Regional Priority where advice is provided on a potential collaboration with the Regional Leadership Executive to have better State engagement with Community Strategic Plans. General Managers were very supportive of progressing support where industry have been approached and there is potential for a project to be developed using \$20K.

4. Energy and waste related projects

The balance of the funding of \$70K would be set aside for energy and waste related projects furthering the current activities being undertaken and could be an addition to the work undertaken with DPIE already undertaken based on members interest and scale. Early conversations have been held with Netwaste, please find attached their report to the Board. For more advice on the energy program please see a report elsewhere.

Attachment/s:

1. 24 June 2021, Correspondence from the OLG re Stage 2.
2. OLG Capability Building Stage 2 Funding executed Agreement 1 July 2021
3. NSW Waste and Sustainable Materials Strategy 2041 Update from Net waste

c. Service Level Agreement Report

| | |
|--------------------------------------|---|
| Regional Strategic Priorities | 1.1 Governance arrangements enable inter-council co-operation. |
| Portfolio Mayor | Cr John Medcalf, OAM |
| Sponsoring General Manager/s | Mr B Byrnes and Mr G Tory |

Report by Jennifer Bennett, dated 26 July 2021

| |
|--|
| Recommendation/s |
| That the Board notes the report on the Services Level Agreement Report and adopt the Staff Employment and Hosting Policy. |

Precis

This report provides advice on a Staff Employment and Hosting policy between CNSWJO and member Councils.

It is suggested that the negotiations for the SLA with the three Councils be based on;

- Equity between the Councils
- Paying for services at market rates
- Existing Board policy of embedment in Council offices and the past policy of Centroc

The draft policy is attached and if adopted will be included in the policy suite for review each November.

Reason for the Report

This report seeks the adoption of a Staff Employment and Hosting Policy to inform Service Level Agreements between Councils and the CNSWJO.

Background

CNSWJO and Centroc staff before them have enjoyed generosity through variable hosting and employment support arrangements with the Councils where staff reside.

It is CNSWJO policy that staff work in local Councils and a decade ago SLAs were struck between Councils and Centroc where before that time nothing was paid to Councils at all. Having the employees in Council was seen as both a boon and a contribution to the region. The SLAs were made on the basis of usage of office space and payroll services to support employment and HR functions.

Councils with whom Centroc staff have an SLA with are Forbes, Orange and Bathurst. These SLAs accounted for the 6 staff, with 2 in each Council. Of note the current JO Staff are not paid directly by the JO but through their respective host Councils who are then reimbursed by the JO each quarter.

With the transfer to the JO, alternative options were sought for the employment function using Authority. Despite heroic efforts by Forbes Shire Council and the JO to get engagement with the

Reports

provider using the Civica package this did not come to fruition. Consultation with Illawarra JO suggested that their new arrangements using Civica were not workable.

As part of the windup of Centroc as a Section 355 Committee of Forbes Shire Council effected earlier this year negotiations commenced with Forbes on a new SLA for the 2 JO staff based in Forbes. Advice has been provided to Forbes that this process will also include new SLAs with Bathurst and Orange for their hosted staff as well.

Considerations for the policy

It is suggested that the negotiations for the SLA with the three Councils be based on;

- Equity between the Councils
- Paying for services at market rates
- Existing Board policy of embedment in Council offices and the past policy of Centroc

Please find a copy of the policy following.

Draft - Staff Employment and Hosting Policy

OBJECTIVES

- 1 To ensure that Central NSW Joint Organisation staff are adequately housed, trained and resourced to undertake their role
- 2 To ensure that the organisation sets a fair and reasonable budget that is reflective of the actual costs associated with the position, including administration charges payable to hosting and employing Councils
- 3 To ensure that hosting Councils who generously offer support to Central NSW Joint Organisation staff are paid an administrative fee for the cost of hosting the position
- 4 To provide advice to member Councils on the roles of hosting, employing and supervising Central NSW Joint Organisation employees
- 5 To provide direction to Central NSW Joint Organisation staff regarding their responsibilities in the hosting and employing process

APPLICABILITY

1. All Employees of the Central NSW Joint Organisation
2. All Central NSW Joint Organisation member Councils and their Employees

DEFINITIONS

- 6 *Host Council*: A member Council who provides regular (more than one day per week) office space for Central NSW Joint Organisation staff to work.
- 7 *Employing Council*: A member Council who employs a Central NSW Joint Organisation staff member on behalf of the region.
- 8 *Supervising Council*: The Chair Council of Central NSW Joint Organisation, responsible for all operational matters including the performance management of staff.
- 9 *CNSWJO Staff*: All members of staff employed through member Councils and included in the Central NSW Joint Organisation structure to deliver specific Central NSW Joint Organisation priorities.

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GENERAL

1. Any member Council can provide hosting space for a Central NSW Joint Organisation staff member.
2. A member Council may employ a Central NSW Joint Organisation Staff member on behalf of Central NSW Joint Organisation where the general rule is that they are employed by the nearest Council to their place of residence.
3. Central NSW Joint Organisation Staff will negotiate office space requirements with individual members, where work is to be undertaken at a specific location and based on the needs of the organisation.
4. Where the Central NSW Joint Organisation staff member works more than one full day per week every week in a Council, the Council is entitled to a rebate from Central NSW Joint Organisation based on market rates.
5. This overhead charge provides for administrative support supplied by the Hosting Council for example;
 - Office desk and chair
 - Land line phone
 - Stationery
 - Internet connection
 - Electricity
 - Printing

The above is not proscriptive though it is worthwhile noting that a shared understanding between Central NSW Joint Organisation staff and the Hosting Council about what can be expected in terms of support does make for better relationships between Central NSW Joint Organisation and Council staff.

6. The Executive Officer on behalf of the Chair Council of Central NSW Joint Organisation is the supervisor for all Central NSW Joint Organisation employees and is responsible for the supervision, allocation of duties and performance management of all Central NSW Joint Organisation Staff.
7. The Employing Council is responsible for providing an on-site supervisor to be nominated by the General Manager to act as mentor and provide guidance and direction to the employee. At the Employing Council's discretion, the supervisor may request or be requested by the Central NSW Joint Organisation Executive Secretary to be part of the performance review process.
8. All records regarding employment and performance management are filed with the Employing Council.
9. All Central NSW Joint Organisation Staff are employed in accordance with the policies of the Employing Council.
10. Upon commencement, the Central NSW Joint Organisation staff member is to complete the induction process with the Employing Council. The staff member will comply with all the policies and procedures of the Employing Council. Absence due to sick/annual leave, training and conferences must be approved by the CNSWJO Executive Officer and notified to the supervising Director of the Employing Council.

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11. The Employing Council charges a payroll fee in accordance with its policy for administration of the employee (approximately 3% of the Central NSW Joint Organisation employee's wage). This charge is passed on to member Councils.
12. The Employing Council is responsible for ensuring that all superannuation, long service leave and other accruals are charged to Central NSW Joint Organisation and held by the Employing Council.
13. At the termination of a Central NSW Joint Organisation Staff member, any outstanding amounts, for example long service leave, not remitted to the employee are split 50/50 with the Employing Council and Central NSW Joint Organisation.
14. Recognising the itinerant nature of regional work, the Central NSW Joint Organisation Employing Council is responsible for the provision of vehicles on lease back arrangements where appropriate, insurances etc and will be fully reimbursed by Central NSW Joint Organisation for this expenditure.
15. Income from leaseback arrangements will be remitted to Central NSW Joint Organisation.
16. Central NSW Joint Organisation staff will endeavour to keep costs down thereby ensuring that the fees charged to Members are kept at a minimum.

Recruitment Process

1. Central NSW Joint Organisation was proclaimed in May 2018 as a Local Government Regional Joint Organisation under the Local Government Act 1993.
2. The Central NSW Joint Organisation Executive Officer (or nominee) will be responsible for the coordination of the interview process, the appointment of Central NSW Joint Organisation staff, and the negotiation of terms and conditions with the employing Council
3. Upon identifying a successful candidate, The Executive Officer of Central NSW Joint Organisation (or nominee) will liaise with the General Managers (or nominee) of the Employing Council. This includes the negotiation of remuneration and provision of motor vehicle if required under a lease back arrangement with the Employing Council, as the terms and conditions of employment vary amongst the member Councils.
4. Once the recruitment process is complete and a letter of offer has been made, the Employing Council will commence its pay roll and Human Resourcing support.
5. Central NSW Joint Organisation will be responsible for recruitment costs including advertising, provision of supporting information and response to enquiries and pre-employment medicals.

Responsibility/Accountability

1. The Central NSW Joint Organisation Executive Officer is responsible for ensuring that all Central NSW Joint Organisation staff acknowledge compliance with this policy and that a signed copy is retained by the
 - a. Central NSW Joint Organisation staff member;
 - b. Supervising Council;
 - c. Employing Council and
 - d. Host Council.

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2. The Central NSW Joint Organisation Executive Officer is accountable to the Executive Secretary in the operation of this policy.
3. Hosting and Employing Councils are responsible for invoicing Central NSW Joint Organisation for any reimbursements on a quarterly basis.

Related Policies/Documents

All policies and procedures of both the Employing and Hosting Councils, including but not limited to;

- Code of Conduct
- Gifts and Benefits Policy
- Protected Disclosures Policy
- OHS Policy
- EEO Policy
- Motor Vehicle Policy
- Provision and Use of Mobile Phones
- Email and Internet Policy
- UV Policy
- Privacy Policy

Related Legislation

- Local Government Act 1993
- Protected Disclosures Act
- Privacy and Personal Information Protection Act

Attachment/s: Nil

Reports

d. Best Practice in Aggregated Procurement

| | |
|--------------------------------------|---|
| Regional Strategic Priorities | 9.2 Deliver cost savings and other value to member councils through aggregated procurement |
| Portfolio Mayor | Cr John Medcalf, OAM |
| Sponsoring General Manager/s | Mr B Byrnes and Mr G Tory |

Report by Jennifer Bennett and Kate Barker, dated 3 August 2021

| |
|---|
| Recommendation/s |
| <p>That the Board notes the report on Best Practice in Aggregated Procurement and</p> <ol style="list-style-type: none"> 1. Adopt the heads of consideration for aggregated procurement activities, contribution to income and expenditure in budgetary and strategic considerations' reporting; and 2. Receive the suite of BPAP documents at the November Board meeting for consideration with a view to adoption. |

Precis

This report provides an update on the Best Practice in Aggregated Procurement Program.

Subsequent to a workshop with GMAC in late July, this report provides heads of consideration to inform a future report to the Board about procurement activities of the JO.

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 1 to 5 have been completed and Stage 6 is near completion.

GMAC participated in a workshop at their July meeting and provided input into the opportunities and challenges for procurement through the JO.

This report provides an update on the program and seeks adoption of the heads of consideration for a future report to the Board.

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.

The Strategic Plan has identified this project at 1.2b – *Develop best practice in aggregated procurement to share with other JOs.*

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

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31 – long term viability and financial sustainability

36 – managing members' expectations

More detailed advice is also provided below regarding changes required to the legislation to enact a number of proposed procurement models.

Discussion

Stages 1a and 1b

A series of documents and templates were produced from the legal advice which formed Stages 1a and 1b. CNSWJO staff provided a presentation on this advice at the April GMAC meeting where General Managers sought to receive more detailed advice on the value of each procurement model option.

One of the documents forming Stage 1b is a draft letter to the Minister for Local Government which addresses two key points, being:

1. **Direct contracting** – it is requested that the Minister consider an amendment to s55(3)(c) of the Act so that it clearly provides for contracts between JOs and Member Councils to be exempt from the tendering obligations under the Act.
2. **Procuring goods and services as a delegate of a member council** – the Act currently states that where a council declines to accept a tender (a function which may be delegated) it is then required to decide to do one of the options under clause 178(3) of the LG Reg. The decision as to the appropriate option in cl 178(3) to be pursued must be made by resolution of a council. It cannot be delegated. This means that if a Member Council delegates to a JO the function of procuring the supply of particular goods and services, and it is recommended that the tenders be rejected, the JO is required to put a recommendation for that decision back before the governing body of each Member Council taking part in the tender process. The Minister is requested to consider an amendment to clause 178(3) of the LG Reg to remove the requirement for a council resolution where a joint organisation has been delegated tendering functions of a Member Council.

A meeting of a working party of General Managers for this project – David Sherley, Rebecca Ryan, Bradley Byrnes and Greg Tory – will be coordinated in the coming months to review the draft letter prior to a report to the November Board meeting seeking approval to send the letter to the Minister for Local Government.

Stages 2-6

The Western Research Institute (WRI) has been engaged to complete Stages 2 to 6 which include 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

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- Stage 6 - Toolkit that pulls together the above and takes into account serendipitous advice and shared learnings

Stages 2 to 5 expected have been completed by the consultant and Stage 6 is expected to be completed by the end of August which wraps up the project.

Workshop with GMAC

At the July 2021 meeting, General Managers participated in a workshop with WRI which presented a summary of the findings of the project and sought input on a number of questions including potential activities supporting councils and best practice in aggregated procurement.

Some of these findings from the workshop are shown below:

- How important it is for CNSWJO to provide aggregated procurement functions for members?
 - The average score was 8.3/10
- Which contract/asset classes should be prioritised for the Joint Organisation to focus aggregated procurement on?
 - Roads, water resource management, HR, energy, waste, legal advice, WHS and training ranked highest.
- What areas of council spending could benefit from a 'health check'?
 - Depots and stores, asset management and IT ranked highly
- How can Central NSW JO assist member councils with internal procurement activity?
 - Regional panels, training and templates
- Considering the procurement functions CNSWJO currently provide, what value adding activities would also provide value for member councils?
 - Local suppliers panels, procurement training, internal audit.

Heads of Consideration

On completion of the BPAP Project, the Board will receive a detailed report on the challenges and opportunities for procurement through the JO, including a series of recommendations.

The heads of consideration for that report are suggested as follows:

- **Procurement Models** – Stage 1 identified 3 key procurement models which each require different management and delegations to be in place. The 3 suggested models are as follows:
 1. *Administrative model* where the JO provides coordination and management of procurement on behalf of member councils at an administrative level.
 2. *Collaborative model* where the JO undertakes direct procurement on behalf of member councils through using delegations given by them to JOs.
 3. *Direct contract model* where the JO undertakes direct contracting on behalf of member councils.
- **JO procurement roles** – At its July workshop, GMAC considered a series of potential roles for the JO. It is anticipated that the Board would prioritise these at a future meeting.
 - *Priorities for JO procurement* – the GMAC workshop identified the focus should be on roads, water, HR, energy, waste, legal advice, WHS and training.
 - *Total optimization of contract and health checks of council spend* – there are some high-value contracts (e.g. spray sealing) that may benefit from a 'deep dive' to ensure councils are procuring in the most efficient and effective way possible.
 - *Extent to which the JO should be involved in supporting local suppliers* – this could include training and information sessions. There is currently no resource available

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-
- within existing staff to undertake this, so if desirable would require additional resources.
 - *Extent to which the JO should be involved in supporting internal council procurement practices* – like supporting local suppliers, this could not be done within existing resources and would require further resources to the JO should councils wish to take this approach.
 - *Working with other aggregated procurers* - consideration should be given to the contracts available to member councils by other aggregators such as Local Government Procurement (LGP) and Procurement Australia.
 - **Resourcing the procurement function of the JO** – taking into consideration all of the above, the Board should agree on the level of direct aggregated procurement that the JO should be involved in on behalf of member councils, as well as any value-added services including training, sharing expertise, audits and health checks etc., and how these would be funded.
 - *Funding models* – Stage 3 identified 9 distinct models for funding aggregated procurement in JOs. A combination of models could be used. The models include:
 1. A contract management fee charged to suppliers
 2. A subscription fee for procurement system access
 3. Rebates paid to councils and aggregated procurement providers (including JOs) based on the volume of spend on contracts
 4. Annual operational management fees charged to councils
 5. Fee for service charges for advisory services or reviews of procurement processes
 6. Flat fee to councils when they agree to participate in a procurement process
 7. Contract fee based on the spend a council estimates at start of a procurement or start of the financial year based on volume estimates
 8. A lower annual flat fee plus a fee per contract based on the contracts a Council agrees to participate in
 9. An annual fee paid by Councils that is based on the cost savings achieved by using regional contracts in the previous year

Currently CNSWJO is using a combination of models 1 and 4.

- **Sustainability of the JO and using the procurement function to support this** - The BPAP analysis identified an average of 13% cost savings across all contracts. The Board is asked to consider the extent to which it would be prepared to share cost savings with the JO.
- **Value for money** – ensuring the procurement activities of the JO provide members with a value for money service. This does not just include reporting and agreement on cost savings methodologies; but also initiating any new procurement activity would require new business cases.

Conclusion

The BPAP Program is almost complete, and the Board will receive a detailed report in due course to inform strategy and budgeting using the heads of consideration outlined above which includes the challenges, opportunities and recommendations for the future of JO procurement and sustainability.

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Attachment/s:

4. BPAP Stages 2 and 3 report
5. BPAP Stage 4 report
6. BPAP Stage 5 report
7. BPAP presentation slide pack to GMAC July 2021
8. BPAP survey results from GMAC workshop July 2021

e. Energy Program

| | |
|--------------------------------------|--|
| 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 | Mr B Byrnes and Mr G Tory |

Report by Kate Barker, dated 4 August 2021

| Recommendation/s |
|--|
| <p>That the Board notes the report on the Energy Program and</p> <ol style="list-style-type: none"> 1. Note the advice on a regional approach for solar panels and batteries with further scoping work to be undertaken with GMAC on options in due course; 2. Support the RACE for 2030 application on understanding and alleviating network constraints; 3. Communicate to the EV industry that Central NSW is EV-supportive and should be highly considered in their applications under the NSW Government's funding for ultra-fast EV charging and for fast charging under the upcoming ARENA funding round; and 4. Approve a regional grant application for destination chargers for interested member councils. |

Precis

This report provides an update on the various sub-projects under the regional energy program, with the focus currently being on electricity procurement.

A number of other projects are underway with member councils and the work identified from these activities will be progressed in the coming months.

Reason for the Report

This report provides an update on regional energy-related activities, including:

- Electricity procurement,
- DPIE energy project and subsequent sub-projects, including a bulk solar procure,
- Southern Lights Project, and
- Electric Vehicles

Legislative Policy and Risk Considerations

Related risks from the Strategic Plan include:

- 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**Electricity Procurement**

CNSWJO has commenced work on the next round of electricity procurement, where members have provided significant support for the inclusion of renewable energy. Proforma reports to councils

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were provided in May which included a recommendation to include a minimum of 50% of each council's total electricity load to be sourced from renewable sources. Some councils have expressed interest in going higher than 50% pending pricing.

The EOI process for the aggregated electricity procurement support is underway. It is anticipated that a selective RFQ will be conducted in mid-August.

The selective RFQ for a probity advisor for the electricity procurement process closed on 14 July. Responses are being evaluated.

CNSWJO will seek legal advice on the mechanism to accept offers, and such advice will be provided to councils in due course in the coming months, prior to the release of the RfX for the supply of electricity.

Members will recall from previous reports that DPIE has committed to \$50k in funding towards the electricity procurement process where a renewable energy PPA is included, with the remainder of the costs are to be covered by councils. Once the RFQ for probity advice and the EOI for procurement support are evaluated, councils will be advised of the estimated costs. At its July meeting, GMAC received a report on electricity procurement and resolved to approve an equal split of the balance of the costs for the project over the \$50k in DPIE funding.

The contracts for each engagement will be with the JO, with member councils being invoiced for their portion.

Renewable Energy

Kate Barker and Deborah Taylor from Bathurst Regional Council who is on the evaluation panel for electricity procurement, attended a PPA Bootcamp in late July run by the Business Renewables Centre Australia (BRC-A). Insights from the Bootcamp will help inform the process going forward, and it is recommended that members give consideration to the following as they engage with this project:

- **Models** – while currently councils in NSW are not able to participate in an agreement that is a Contract for Difference (CfD), CNSWJO has written to the Minister for Local Government seeking consideration for this restriction to be reconsidered to allow councils more flexibility when procuring electricity. In the meantime, there are limited models for councils to be able to participate in, with the most common being a Retail Power Purchase Agreement (PPA) or a Sleeved PPA.
- **Firming** – if the preferred model is a Retail PPA, the retailer can provide 'firming' which either partly or fully removes councils' exposure to the spot price by agreeing a price for surplus generation and/or supplying electricity during shortfalls.
- **Duration of supply contract** – in the past, councils have typically been entering into supply agreements for 24-36 months; however, agreements that contain at least a portion of renewable energy are typically much longer than this and can be from 5 to 10+ years. While the duration of contracts that include renewable energy PPAs appear to be getting shorter, councils should be aware that the duration of the supply contract commencing in 2023 will likely be longer than they are used to.
- **Specific projects and 'additionality'** – while it is possible to be an off-taker for a renewable energy farm that is already built, it may be possible to support the development of new

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generation. Supporting new developments could however take longer than the timeframe councils have to commence the contract in 2023. Members should be open to both options.

Additionally, some offers from retailers may be able to point to a specific project rather than simply stating the electricity is from a renewable source. Members should give consideration to whether being able to support a specific project is desirable.

- **Social licence** – members may wish to consider opportunities to support local communities within Central NSW as well as other regional communities that host renewable developments. To do this, social criteria could be included in the procurement of electricity to ensure that respondents have good social licence, have undertaken best practice community engagement in their host communities, incorporated financial benefit sharing programs and have training opportunities for young people both through construction and beyond.
- **Sustainability claim** – should members wish to claim the emissions reduction and a contribution to Net Zero, Large Generation Certificates (LGCs) that are created with renewable energy generation must be retired with the regulator rather than being sold or traded.

Once the successful consultant for the aggregated procurement support has been engaged, a workshop will be held with the steering committee and the nominated General Managers to consider the above options and opportunities and to agree on the overall objectives of the procurement.

DPIE Energy Project

DPIE has committed to additional funding of \$50k to continue to have access to the support from Simon Wright for the coming months to encourage implementation of the projects funded in the previous round.

In October 2020 CNSWJO, DPIE and Simon Wright met with councils individually to identify priority projects for which DPIE could provide funding for consulting support. Projects include:

- Renewable Energy Action Plans
- Solar and storage assessments
- Smart metering
- Emission reduction plan
- Audit of operational efficiencies at aquatic centres
- Pumped Hydro/Mini-hydro Feasibility
- Low Carbon Development Strategy
- Procurement support for solar and storage
- WWTP energy toolkit
- Nexus between grid capacity and renewable energy

There are 5 councils that have received funding for 2 projects, and 6 councils who have had 1 project funded. CNSWJO is still working with councils and DPIE to deliver the balance of projects however it is noted that the region is competing with many other projects for funding.

The table below shows the breakdown of funding for each Council through DPIE to date since October 2020, where the total funding for the region is \$337,570. It should be noted that councils received funding based on their priority projects rather than an even split of the funding.

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| GRANT FUNDING - Energy Program | DIRE SCC (Simon Wright) | Renewable Energy Action Plan | Solar and Storage Assessments | Pool Audits | Solar Procurement Support | PPA support | Smart meters | Emissions Reduction Plan | 20/21 FY Total |
|--------------------------------|-------------------------|------------------------------|-------------------------------|-----------------|---------------------------|-----------------|-----------------|--------------------------|------------------|
| Bathurst | \$9,091 | \$0 | \$0 | \$15,666 | \$0 | \$4,545 | \$0 | \$20,000 | \$49,303 |
| Blayney | \$9,091 | \$0 | \$6,500 | \$0 | \$0 | \$4,545 | \$5,000 | \$0 | \$25,136 |
| Cabonne | \$9,091 | \$0 | \$0 | \$18,800 | \$0 | \$4,545 | \$5,000 | \$0 | \$37,436 |
| Central Tablelands Water | \$9,091 | \$0 | \$12,000 | \$0 | \$0 | \$4,545 | \$0 | \$0 | \$25,636 |
| Cowra | \$9,091 | \$0 | \$0 | \$10,444 | \$0 | \$4,545 | \$0 | \$0 | \$24,081 |
| Forbes | \$9,091 | \$15,000 | \$0 | \$0 | \$0 | \$4,545 | \$0 | \$0 | \$28,636 |
| Lachlan | \$9,091 | \$0 | \$0 | \$0 | \$23,000 | \$4,545 | \$0 | \$0 | \$36,636 |
| Oberon | \$9,091 | \$11,080 | \$0 | \$0 | \$0 | \$4,545 | \$5,000 | \$0 | \$29,716 |
| Orange | \$9,091 | \$15,000 | \$0 | \$0 | \$0 | \$4,545 | \$0 | \$0 | \$28,636 |
| Parkes | \$9,091 | \$15,000 | \$0 | \$0 | \$0 | \$4,545 | \$0 | \$0 | \$28,636 |
| Weddin | \$9,091 | \$10,080 | \$0 | \$0 | \$0 | \$4,545 | \$0 | \$0 | \$23,716 |
| Total | \$100,000 | \$66,160 | \$18,500 | \$44,910 | \$23,000 | \$30,000 | \$15,000 | \$20,000 | \$337,570 |

Note: The value of the additional work through the Sustainability Advantage program for Cowra is not known at this time.

Procurement support for each of the projects has been provided by CNSWJO staff.

The next 6-12 months of the project will be focused on supporting councils to implement those financially beneficial options that have emerged from this first phase of planning and analysis. Dr Simon Wright has been retained for 1.5 days per week for the next 6 months to assist with the implementation process across the JO. Similarly, DPIE has set aside further funding for both Chargeworks and 100% Renewables who completed the renewable energy action plans at Forbes, Oberon, Orange, Parkes and Weddin to work with Simon and follow through with implementation.

To sustain the momentum of this project, Simon will continue to support the JO on a broad range of energy-related projects that include, but are not limited to, the following:

- Building on the REAPs, create a regional action plan and pathway to net zero by 2030.
- Assist with the renegotiation of the CNSWJO electricity procurement contract/PPA.
- Explore the potential for bulk procurement (e.g. solar, storage) across the JO.
- Submit funding applications for EV infrastructure, pumped hydro feasibility studies and transmission network stability in the region.
- Provide support on feasibility for mid and large-scale solar projects across the JO.

Bulk Procure of Panels and Batteries

Work is underway with members to identify the potential sites for the bulk procure of solar panels and batteries. Many councils have recently completed or are in the process of completing renewable energy action plans (REAP), and solar and storage assessments.

While some of the councils are yet to finalise their Renewable Energy Action Plans, a high-level review of the scale of a regional project sees more than 50 potential sites for behind-the-meter solar and 10 sites with potential battery storage opportunities. Full deployment of solar and storage as recommended in the action plans would result in a 25-40% carbon reduction for most councils. These numbers exclude solar projects that are already underway across a number of councils (e.g. Lachlan and Orange); plans for mid-scale (5MW) solar at Blayney and Cabonne; and opportunities at Cowra and Cabonne that were identified in the 2020 action planning process.

GMAC received a report at their July meeting on a bulk procure; however, there was some hesitation about a regional procurement process for panels and batteries. Further scoping work is underway to identify how the JO can support members in this space, including:

- Aggregated support from a consultant to work with councils on the specification, evaluation and roll-out;

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- Funding for consulting support, where the JO is proposing to earmark a portion of the OLG Capacity Building Funding Round 2 for energy projects. See elsewhere in this business paper for further advice on the OLG funding. The Board may wish to consider a 3-way split of such consulting fees between the JO, councils, and DPIE should funding be available; and
- Financing options for the infrastructure.

Members are at varying stages of understanding and implementing solar panels and batteries with some councils needing further work to get from their Renewable Energy Action Plan that suggests potential sites to being procurement ready.

The options will be further explored with General Managers in due course.

RACE for 2030 Research Project Application

Through consultation with members, a potential research project has been identified that aims to assist member councils in understanding the grid capacity and constraints in relation specifically to renewable energy and electric vehicles. Through the DPIE-funded project, Simon Wright has been working on the initial stages of the application and has sought support from Essential Energy. There have been multiple attempts to engage staff at EE on this project however unfortunately this has not led to commitment to support the project.

The nature of the RACE for 2030 research indicates that funding from members is not likely to be required from members for this project.

At its July meeting, GMAC resolved to form a delegation of General Managers to meet with Essential Energy, Simon Wright and Jenny Bennett to request support for the project. The delegation includes David Sherley, Brad Byrnes, Greg Tory, David Waddell and Kent Boyd.

Southern Lights

Roll-Out Update

The roll-out of the project still continues with Essential Energy providing the following update as at 21 July 2021:

| Council | No. of lights estimated as included in BLR | Scheduled FY | Scheduled Quarter | No. of lights | No. of LED | No. of non-LED | Project Status |
|---------------------------|--|--------------|-------------------|---------------|------------|----------------|----------------------------|
| Bathurst Regional Council | 6564 | 19/20 | Q2 | 6819 | 5715 | 1104 | Delivery |
| Blayney Shire Council | 744 | 21/22 | Q3 | 756 | 45 | 711 | Due to start Aug 21 |
| Cabonne shire Council | 800 | 19/20 | Q4 | 816 | 723 | 93 | Completed - Works Complete |
| Cowra Shire Council | 1421 | 20/21 | Q3 | 1458 | 1340 | 118 | Delivery |
| Forbes Shire Council | 1176 | 20/21 | Q4 | 1192 | 504 | 688 | Delivery |
| Lachlan Shire Council | 999 | 21/22 | Q1 | 1025 | 302 | 723 | Not commenced |
| Oberon Council | 486 | 20/21 | Q4 | 499 | 174 | 325 | Delivery |
| Orange City Council | 5349 | 19/20 | Q2 | 5536 | 3800 | 1736 | Completed - Works Complete |
| Parkes Shire Council | 1637 | 21/22 | Q3 | 1689 | 232 | 1457 | Not commenced |
| Weddin Shire Council | 464 | 20/21 | Q2 | 475 | 443 | 32 | Delivery |
| Totals | 19640 | | | 20265 | 13278 | 6987 | |

Smart Controls Update

While the rollout of the LEDs continues with very positive results, the deployment of the Smart Communications that will provide the backbone to allow the lights to “talk” to a CMS is delayed.

The Southern Lights Group has been advised by Essential Energy that they intend to engage directly with councils in relation to the uptake of smart controls. It is understood that Essential Energy is seeking a statement of intent from councils in relation to smart controls as JOs cannot commit to

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this on behalf of their member councils. There are significant concerns from the Group around the proposed approach to bypass the Southern Lights Group in these discussions.

A meeting of the Southern Lights Group and Essential Energy is scheduled for early August. Further advice will be provided to members following this meeting.

LED Upgrade Audit

At its March meeting, the Board resolved to undertake an audit of the LED upgrade. A proposal for this work was sought, and it was decided that the audit work could be done internally for less cost. CNSWJO has engaged Deborah Taylor from Bathurst Regional Council to conduct the audit, with the support from CNSWJO staff. CNSWJO will pay an hourly rate for Deborah's work, utilising surplus Southern Lights funding from the OLG Capacity Building funding.

The findings of the audit will be provided to members in due course.

Electric Vehicles

The [CNSWJO Regional EV Infrastructure Mapping Report](#) was adopted by the Board at its June meeting and is available on the CNSWJO website under 'Publications'.

CNSWJO staff are working with councils to prioritise the list of potential sites that were analysed through the mapping project with the aim of being grant-ready.

On 20 June 2021, the NSW Government announced the release of its [Electric Vehicle Strategy](#) which aims to accelerate and support the uptake of EVs in NSW. The key actions of the strategy include:

1. Rebates for new electric vehicle purchases
2. Phase out of stamp duty for electric vehicle purchases
3. Fleet incentives to help local councils and businesses buy electric vehicles
4. Building a world-class electric vehicle charging network
5. Making it easy to drive an electric vehicle with access to transit lanes
6. Regional tourism benefits

The last action in the list is particularly relevant to the EV Infrastructure Mapping report which focused on potential tourism locations for EV charge station installations. This action sees \$20m in grants for destination charging infrastructure at regional tourist locations, such as motels, restaurants and wineries, which is in addition to \$20m for destination charging infrastructure in or near commuter carparks and other popular Transport for NSW sites. It is recommended that members that the Board approves CNSWJO to develop and submit a regional grant application for destination chargers on behalf of interested member councils.

The strategy also earmarks \$131m for ultra-fast charging infrastructure which aims to build EV Commuter Corridors and Super Highways across the State. Ultra-fast chargers have a capacity of 350kW, whereas destination chargers are typically 7-22kW.

Due to the high cost of ultra-fast chargers, it appears unlikely that councils would be able to install, own and operate such infrastructure, and instead may benefit from a third-party taking on these roles. It has been suggested that councils may wish to consider communicating to the EV industry that the Central NSW region is EV-friendly and take a proactive approach to the opportunity by suggesting ideal locations where the ultra-fast charging infrastructure may be installed. It is expected that this approach would deliver better outcomes than charging providers choosing locations which may not be ideal for communities and tourists.

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It is recommended that the Board approves CNSWJO to release a formal communication to the EV industry that Central NSW is EV-supportive and should be highly considered in their applications under the NSW Governments funding for ultra-fast EV charging. It is also recommended that members identify priority sites for this approach.

Opportunities are also arising for councils to participate in transitioning their heavy vehicle fleets. While it is early stages in this discussion, information will flow through to members via the Regional Energy Group.

Attachment/s: Nil.

Priority One & Four: Energy Program & Regional Water Security**f. Report on the NSW Government's Pumped Hydro Recoverable Grants Program**

| | |
|--------------------------------------|--|
| Regional Strategic Priorities | 1.3 Members are provided value for money from collaboration on energy related projects 4.1 Regional water network planning and best practice skills development |
| Sponsoring Chair | Cr John Medcalf (Energy)/Cr David Somervaille (Water) |
| Sponsoring General Manager/s | Mr Brad Byrnes, Mr Greg Tory (Energy) Mr Gavin Rhodes, Mr Kent Boyd, Mr David Sherley (Water) |

Report by Jennifer Bennett, Kate Barker & Meredith Macpherson, dated 5 August 2021

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|--|
| Recommendation/s |
| That the Board note the report on the NSW Government's Pumped Hydro Recoverable Grants Program. |

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|--|
| For Determination |
| This report seeks advice from the Board regarding: 1. support for CTW for an application under the NSW Government's Pumped Hydro Recoverable Grants Program; and 2. support for the JO to work with CTW, key member Councils and identified stakeholders including WaterNSW and Water Infrastructure NSW on potential co-funding for a grant application. |

| |
|---|
| Precis |
| The State Government has announced a \$50 million Pumped Hydro Recoverable Grants Program with applications due on 20 August. DPIE has provided CNSWJO with funding for consulting work to investigate a range of projects for member Councils including a potential application under this Program. This work has identified four potential options for funding for a feasibility study under this Program. This report discusses these options and seeks Board advice on its support for an application by Central Tablelands Water as well as support to work with other stakeholders on opportunities for investigation into a pumped hydro project for the region. |

Reason for the Report

This report provides high level scoping advice on four potential options from the Central NSW region for an application to the \$50 million Pumped Hydro Recoverable Grants Program (the Program) announced on 8 July.

The report seeks to identify issues around the options to inform discussion and gauge support for an application.

Background

The NSW Department of Planning, Industry and Environment (DPIE) is supporting CNSWJO member councils with energy-related projects through its Sustainable Councils and Communities (SCC) Program.

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In October 2020, every General Manager from CNSWJO member councils co-signed an MoU with CNSWJO and DPIE to support the initiative. The overarching objective of the program is to accelerate the member councils' transition to net zero carbon. This will be achieved by assisting councils to:

- Optimise energy usage
- Reduce energy costs
- Remove the region's reliance on polluting and ever more expensive fossil fuels.

To date, \$100k has been received to provide support from Dr Simon Wright from Simply Sustainable to assist councils to identify priority projects that includes the implementation of projects such as energy efficiency devices, bulk procure of solar panels and batteries.

In addition, DPIE has also provided funding for consulting work to do a range of projects including a potential application under the Pumped Hydro Recoverable Grants Program.

The Opportunity

On 8 July, the NSW Government announced the launch of the \$50 million Pumped Hydro Recoverable Grants Program, a key action in the State's Electricity Infrastructure Roadmap. The Program will provide recoverable grants to project developers to assist with the cost of early stage, detailed feasibility studies for pumped hydro projects. The program aims to establish a pipeline of up to 3 gigawatts of 'shovel ready' pumped hydro projects that can make competitive bids for long term energy services agreements (LTESAs) for long duration storage under the Electricity Infrastructure Investment Safeguard. Applications have now opened and close on 20 August 2021. Full details are available at <https://energy.nsw.gov.au/pumped-hydro-recoverable-grants-program>.

Pumped hydro is recognised as the most established form of long duration storage. However, pumped hydro projects face long lead times with costly development activities taking up to four years to complete, and procurement and construction typically taking another four years.

The program calls for projects with **a minimum capacity of 30MW and a minimum of 8 hours of storage** (with a preference for >12 hours).

Program Guidelines – Key Considerations

A key feature of the Program is that **grants provided will be recovered if projects reach 'Financial Close'**.

Under the Program, grant amounts provided will be recovered from Applicants if the Pre-investment Activity leads to a successful pumped hydro project that reaches Financial Close, or otherwise upon commencement of construction of the Project.

The Program considers 'Financial Close' to be the date on which:

- All conditions to draw down under all equity and debt financing arrangements **required to fund the entire cost of constructing the Project** have been satisfied or waived (other than a condition that this agreement has become unconditional); and
- The Recipient has entered into binding arrangements, which have become unconditional, and under which the Recipient is committed to construct (or pay for the construction of) the entirety of Project (for example, by issuing an irrevocable notice to proceed to a contractor under an engineering, procurement and construction contract).

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As pumped hydro projects typically take between 3 and 4 years to develop, the funding body expects to fully disburse grant funding by the end of December 2025. Projects are then anticipated to be constructed by 31 December 2029 to support the 2GW target for long duration storage as per the objectives of the Electricity Infrastructure Investment Act 2020.

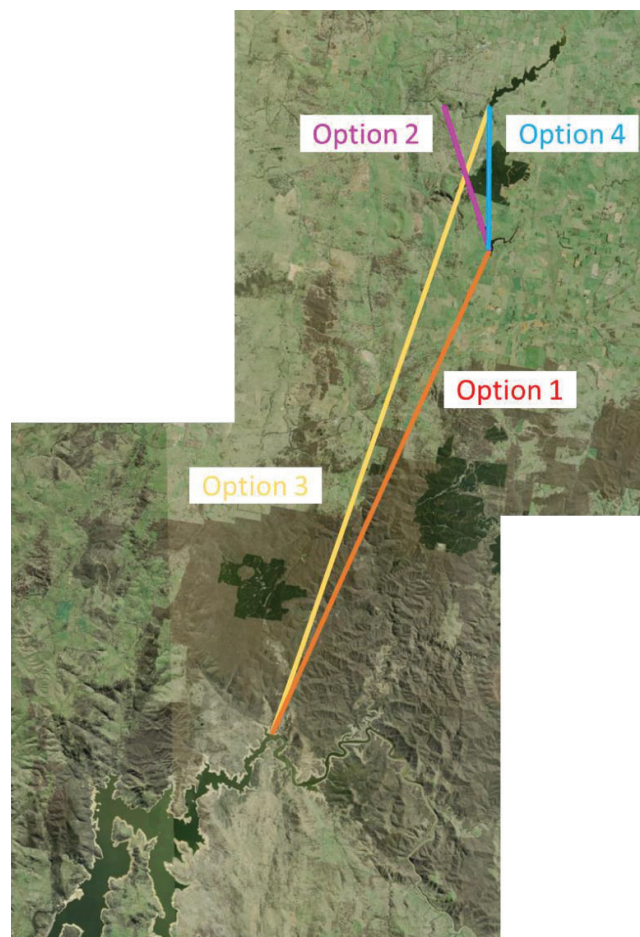
One of the key objectives of the Program is to de-risk and reduce barriers for private investment given the high costs of development works associated with pumped hydro technology.

Applicants are entitled to seek and receive project funding from other Commonwealth or state government support initiatives, such as the Australian Renewable Energy Agency's (ARENA) Advancing Renewables Program (ARP).

Potential Options in Central NSW

Based upon desktop assessments and conversations with Central Tablelands Water (CTW), four options appear to exist:

1. Lake Rowlands (upper reservoir) and Wyangala Dam (lower reservoir)
2. Lake Rowlands (upper reservoir) to Coombing Creek Ravine (lower reservoir)
3. Carcoar Dam (upper reservoir) to Wyangala Dam (lower reservoir)
4. Lake Rowlands (upper reservoir) to Carcoar Dam (lower reservoir)



Option 1 – Lake Rowlands (upper reservoir) and Wyangala Dam (lower reservoir)

- Lake Rowlands – 876m elevation
- Wyangala Dam – 378m elevation

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- Distance between them is 26km - 29km depending on suitable pump-house locations at the lower reservoir.

The 498m elevation change between the two dams could facilitate 30MW of generation power with flow rates of 7,232 L/S (assuming 85% efficiency). This would require approximately 6 x 1.3m diameter (1.24m inner diameter) pipelines with a flow rate of 1m/s. Higher velocity is desirable if possible - twice the speed means half the number of pipes.

This flow rate will empty Lake Rowlands at 26ML per hour or a total of 312 ML over 12 hours or ca. 7% of the total capacity of 4,500 ML. Raising the lake wall to store 8,000ML would obviously reduce the impact.

Option 2 – Lake Rowlands (upper reservoir) to Coombing Creek Ravine (lower reservoir)

- Lake Rowlands – 876m elevation
- Proposed Dam in Coombing Creek Ravine – 771m elevation
- Distance between them is 6.5km

The 105m elevation change between the two dams facilitates 30MW of generation power with flow rates of 34,300 L/S (assuming 85% efficiency). This would require approximately 12 x 2.0m diameter (1.9m inner diameter) pipelines with a flow rate of 1m/s. Higher velocity is desirable if possible – again, twice the speed means half the number of pipes.

This flow rate will empty Lake Rowlands at 123.5ML per hour or a total of 1,482 ML over 12 hours or ca. 33% of the total capacity of 4,500 ML. Again, raising the lake wall to store 8,000ML would obviously reduce the impact.

Option 3 - Carcoar Dam (upper reservoir) to Wyangala Dam (lower reservoir)

- Carcoar Dam – 848m elevation
- Wyangala Dam – 378m elevation
- Distance between them is 34-38 km

The 470m elevation change between the two dams facilitates 30MW of generation power with flow rates of 7,663 L/S (assuming 85% efficiency), a 6% increase over option 1 to compensate for the lower relief. This would also require approximately 6 x 1.3m diameter (1.24m inner diameter) pipelines with a flow rate of 1m/s, but at a distance 30% further than option 1 will require additional costs.

This flow rate will empty Carcoar Dam at 28 ML per hour or a total of 331 ML over 12 hours and add/subtract 1% of the total capacity of 35,800 ML.

Option 4 - Lake Rowlands (upper reservoir) to Carcoar Dam (lower reservoir)

- Lake Rowlands – 876m elevation
- Carcoar Dam – 848m elevation

The similar elevation precludes any pumped hydro opportunity.

Legislative, Policy and Risk Considerations

Issues to be considered for an application are as follows:

Option 1 – Lake Rowlands (upper reservoir) and Wyangala Dam (lower reservoir)

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Who is the applicant?

- Central Tablelands Water owns and manages Lake Rowlands, and WaterNSW owns and manages Wyangala Dam.
- The applicants need to be the legal and beneficial owner of, or have all necessary rights to use, any intellectual property necessary to carry out the Pre-investment Activity.
- An Australian state- or territory-owned body corporate, or a subsidiary of an Australian state- or territory-owned body corporate, or an Australian state or territory local government or council are eligible to apply. Based on this, WaterNSW is an eligible entity.
- The Department will only enter into a Funding Agreement with the proposed funding recipient assessed by the Department at the time of application or an entity that is majority owned and controlled by the proposed funding recipient assessed by the Department at the time of application.
- CTW and WaterNSW would need to enter into negotiations over an application.

Issues:

- It is anticipated that the cost of the feasibility study could be >\$300k. The applicant/s would need to provide greater or equal to the grant funding. If this was shared between CTW and WaterNSW the contribution by CTW would be around \$75k.
- CTW has advised that subject to Council's approval they could potentially co-fund a feasibility study up to the value of \$75K.
- This option would require the construction of a pipeline between Wyangala Dam and Lake Rowlands. The Draft Lachlan Regional Water Strategy proposes options to investigate inter catchment linkages for emergency town water security. See Draft Lachlan Regional Water Strategy Long List Option (at the end of this report.)
- Given the potential for increased emergency town water security from this option, CNSWJO member Councils (potentially the Blayney/Cabonne/Orange Alliance members) who would benefit from emergency town water security from a pipeline between Wyangala Dam and Lake Rowlands may consider co-funding a pumped hydro feasibility study.
- Given the regional benefits of emergency water security and long duration energy storage, the CNSWJO could potentially contribute \$25k from the \$150k funding provided by OLG towards a feasibility study.

It must be noted that this is a **recoverable grant** and that should the project progress to financial close, applicants are required to repay the grant.

A key issue that would need to be addressed if contributions by CNSWJO and/or member Councils are made to this grant application is that should the project proceed to Financial Close (see definition above), the applicant is required to repay the grant amount. So, in effect, a \$25k contribution becomes a \$50k contribution. Where CTW and WaterNSW as the applicant/s would be the organisation/s who would earn the income from the pumped hydro, an agreement would have to be reached with CTW to repay any amounts contributed by the CNSWJO and members.

- The NSW Government and Federal Governments have committed to raising the wall of

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Wyangala Dam with work underway. This presents an opportunity for discussion with stakeholders WaterNSW and Water Infrastructure NSW regarding an application to investigate pumped hydro as a component of this project.

- In assessing the merit of the project, the applicant will need to have a thorough understanding of all required approvals, including grid and water access (Merit Criteria 2). Presumably, the feasibility study will address issues such as thresholds for water availability for pumping for energy generation.
- In assessing the merit of the project, the following will be considered when assessing economic impact and community support:
 - i. the forecast economic benefits to the NSW economy with a specific focus on regional development and community benefit sharing schemes, including increasing employment opportunities and income opportunities for the local Aboriginal community, growth in local industry and a demonstrated commitment to source local contractors.
 - ii. a credible approach for achieving community support for the Project, and strategies to minimise adverse social impacts and maximise community co-benefits. Merit Criteria 3

Increased emergency town water security provides scope to demonstrate economic benefits from security of supply to keep businesses and industry open in times of water scarcity, hence the merit of this option.

- Should the feasibility of this option stack-up, in line with the Program Guidelines, construction must be finalised by 31 December 2029. Government funding would need to be sought for construction. The risk is that funding is not secured. In addition, the timeframe for the construction of this option could be complicated or delayed by the Wyangala Dam project. It also has implications for the NSW Government's Lachlan Regional Water Strategy slated to be completed in 2022. See Draft Lachlan Regional Water Strategy Long List Option (at the end of this report.)
- **This option has merit but is complicated due to the other stakeholders and existing Government commitments to be negotiated.**

Option 2 – Lake Rowlands (upper reservoir) to Coombing Creek Ravine (lower reservoir)

Who is the applicant?

- Central Tablelands Water owns and manages Lake Rowlands.
- This option includes a new reservoir that would be owned and managed by CTW.
- The applicant would be CTW making this process less complicated than others.

Issues

- CTW has advised that subject to Council's approval they could potentially co-fund an application up to the value of \$75K.
- The Coombing Creek Ravine reservoir has been discussed as part of the Lake Rowlands wall raising project. When valued some years ago the costs of construction of the reservoir were around the \$150M mark with the expectation that this cost would potentially be more significant today. Funding would need to be sought for this. The risk being that Government funding for the construction is not secured.

Reports

- The above aside – this option is less complicated as CTW would be the sole applicant.

Option 3 - Carcoar Dam (upper reservoir) to Wyangala Dam (lower reservoir)

Who is the applicant?

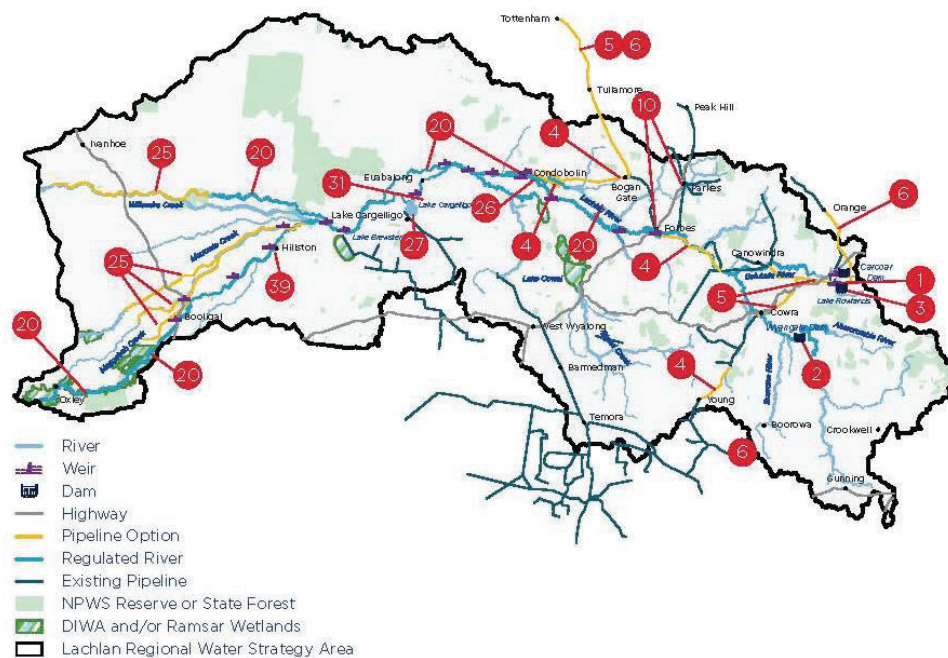
- The applicant would be WaterNSW as the owner and manager of these two dams.

Issues

- This option would need to be promoted to WaterNSW and Water Infrastructure NSW as part of NSW Government funded projects currently underway.

Draft Lachlan Regional Water Strategy Long List Option

Lachlan long list of options and government commitments map



Options not shown on the map are not location specific.

Legend:

Maintaining and diversifying water supplies

1. Water transfer pipeline between Lake Rowlands and Carcoar Dam
2. Wyangala Dam raising project
3. Lake Rowlands augmentation
4. Expansion to the piped town water supply system
5. Replacement and upgrade of existing pipelines
6. Inter-regional connections project investigation
7. Water quality treatment works
8. Managed aquifer recharge investigation and policy
9. Reuse, recycle and stormwater projects
10. Reliable access to groundwater by towns

Protecting and enhancing natural systems

11. Cold water pollution mitigation measures
12. Environmental restoration works
13. Improved management of wetlands on private land
14. NSW Fish Passage Strategy
15. Active management of flows
16. Water quality restoration works
17. Floodplain management works
18. Diversion screens to prevent fish extraction at pump intakes

Supporting water use efficiency and conservation

19. River Ranger Program
20. Secure flows for water-dependent cultural sites
21. Improved understanding of groundwater processes
22. Sustainable access to groundwater
23. Increased clarity in managing groundwater resources sustainably
24. Water efficiency projects (towns and industries)
25. Lower Lachlan efficiency measures
26. Mid-Lachlan efficiency measures
27. Improvements to the storage effectiveness of Lake Cargelligo
28. Review of water trade in the Lachlan region
29. Water pricing pilot study
30. Urban water restriction policy
31. The 'Sheet of Water' storage

Strengthening community preparedness for climate extremes

32. Efficiency for drought security program
33. Drought operation rules
34. Review of water accounting and allocation process


35. Investigation of licence conversions
36. Improved data collection and storage
37. Training and information sharing programs - new climate data/modelling - managing groundwater resources sustainably
38. Investigation to maintain amenity for regional towns during drought
39. In-stream storage for the Lower Lachlan
40. Land use change impact on water resources


Improving the recognition of Aboriginal people's water rights, interests and access to water

41. Culturally appropriate water knowledge program
42. Water-dependent cultural practice and site identification project
43. Shared benefit project (environment and cultural outcomes)
44. Aboriginal cultural water access licence review
45. Water portfolio project for Aboriginal communities
46. Co-management investigation of Travelling Stock Reserves
47. Regional Aboriginal water advisory committee
48. Regional cultural water officer employment program

Option 5: Replacement and upgrade of existing pipelines

Source: Central NSW Joint Organisation, Department of Planning, Industry and Environment—Utilities, targeted consultation with local councils

| | |
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| Description | <p>A range of projects could fall under this option, including:</p> <ul style="list-style-type: none"> Option A: Replacement and upgrade of B-section pipeline (Parkes Shire boundary to Tottenham, Bogan Gate and Tullamore). This option would replace 43 km of pipeline to reduce water losses and improve water security for the village of Albert and town of Tottenham. A strategic upgrade to a subsection of the pipeline would allow additional water delivery to Tottenham, Bogan Gate and Tullamore Option B: Cowra to Central Tablelands Water bi-directional pipeline. This option would include construction of 2-3 pump stations to enable water to be pumped in reverse from Cowra to Trunk Main C with the potential to put 3.5 ML/day back into the Central Tablelands system. With a pipeline upgrade to Trunk Main C from Canowindra to Carcoar, this would enable the distribution of additional water through the Central Tablelands system. The project would provide additional water security to Molong, Cumnock and Yeoval. |
| Intent | Increase the connections between town water supply in the Lachlan region and provide towns with access to more than one water source. |
| Challenges addressed | <ul style="list-style-type: none"> Increased climate variability poses new risks to towns, communities and industries in the region. Changing water needs, both within the agricultural industry and through strategic growth of regional centres. Provide regional towns with multiple sources of supply. |
| Potential combinations | This option could be combined with Government commitment 1 (Water transfer pipeline between Lake Rowlands and Carcoar Dam) or Government commitment 3 (Lake Rowlands augmentation). |
| Considerations | <p>The option requires:</p> <ul style="list-style-type: none"> a better understanding of the risks to town water supply—informed by regional water strategy modelling assessment of possible triggers of when options would be initiated further investigation of the policy implications of Option B assessment of pump screening requirements at waterways and reservoirs assessment if these options would lead to changes in the pumping capacity and volume extracted from a water source (such as assessment of any potential impacts on allocations, licensing and any water sharing plan requirements) assessment of impacts on Aboriginal cultural heritage assessment of possible employment/economic opportunities for Aboriginal people. <p>Note:</p> <ul style="list-style-type: none"> asset replacement is the responsibility of the asset owner; however, options may be eligible for co-funding through the Safe and Secure Water Program councils and local water utilities also raised opportunities to augment existing in-river gauges to improve town water security. No explicit example was suggested but possible impacts need to be assessed once specific projects are proposed the department received extensive comments on town water security needs during consultation on the water resource plan development. |
| Objective |  |
| Further information | <p>Details of Option 5A (replacement and upgrade of B-section pipeline): www.lachlan.nsw.gov.au/environement/water-sewer.aspx</p> |

| Option 6: Inter-regional connections project investigation | |
|---|---|
| <i>Source: Central NSW Joint Organisation, Department of Planning, Industry and Environment—Utilities</i> | |
| Description | Investigation of additional inter-regional pipeline connections between the Lachlan and neighbouring regions (Macquarie-Castlereagh and Murrumbidgee). |
| Intent | Increase the connections between town water supply systems and provide towns with access to more than one water source. |
| Challenges addressed | <ul style="list-style-type: none"> Increased climate variability poses new risks to towns, communities and industries in the region. Changing water needs, both within the agricultural industry and through strategic growth of regional centres. Provide regional towns with multiple sources of supply. |
| Potential combinations | This option could be combined with Government commitment 1 (Water transfer pipeline between Lake Rowlands and Carcoar Dam) or Government commitment 3 (Lake Rowlands augmentation). |
| Considerations | <p>The option requires:</p> <ul style="list-style-type: none"> assessment of whether this option would lead to changes in the pumping capacity and volume extracted from a water sources (such as assessment of any potential impacts on allocations, licensing and any water sharing plan requirements) assessment of possible triggers or conditions when this option would be progressed assessment of biosecurity risks if water is transferred between storages assessment of pump screening requirement at waterways and reservoirs analysis of public acceptance of the option. <p>Note:</p> <ul style="list-style-type: none"> the likely benefit of this option will be informed by the hydrologic modelling in different catchments conditions under which these inter-regional connections could operate would need to be assessed on a case-by-case basis the department received extensive comments on town water security needs during consultation on the water resource plan development. |
| Objective |  |

Conclusion

The \$50 million Pumped Hydro Recoverable Grants Program provides a rare opportunity for a feasibility study into pumped hydro opportunities. Four options have been identified in the CTW area with some having more complexity than others due to multiple stakeholders.

General Managers gave consideration to the opportunity under this program and provided advice that the JO and member councils should support the proposed application for Option 2 by Central Tablelands Water. The deadline for the grant application is 20 August. An extension has been sought by CTW.

Due to the complexities and sensitivities around such a project, GMs from CTW constituent Councils as well as Orange agreed to form a committee of General Managers to provide advice and oversee the process in the coming weeks.

Attachment/s: Nil

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Priority Two: Regional Prosperity**g. Tourism PR and Visitor Economy Strategy**

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| Regional Strategic Priorities | 2.1 Initiatives to grow population and increase the visitor economy |
| Portfolio Chairman | Cr Bill West |
| Sponsoring General Manager/s | Ms R Ryan, Mr D Waddell, Mr P Devery, Mr G Carroll |

Report by Jennifer Bennett and Carolyn Griffin, dated 2 August 2021

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| Recommendation/s |
| <p>That the Board note the Tourism PR and Visitor Economy Strategy report and</p> <ol style="list-style-type: none"> 1. Adopt the priorities for the next twelve months as: <ol style="list-style-type: none"> a. Codeveloping and delivering with members a PR campaign responding to Covid including \$35K from the OLG Capacity Building Fund; b. Progressing options advice for members for data; c. Review the advocacy plan to be considered by the next Board; d. Scoping report on a collaborative project with DNCO on the value tourism in this region to be resourced in-house; e. A report on tourism infrastructure priority to the Board; f. Any training as requested by the Tourism Managers that can be delivered by the CNSWJO Training Service; and g. High level marketing campaign codeveloped with Tourism Managers providing direction to PR, Social Media and broad direction CNSWJO services; and 2. Note the PR value from CNSWJO activities for the past twelve months was \$2.44m. |

Precis

The Board has sought advice on priority for activity in tourism. This report provides advice on what can be achieved within resource while planning for the next year.

Leveraging funds of \$35K from the OLG the focus should be on another round of Covid response building on the We Want You Back Campaign.

This approach recognises the substantive PR value being realised in the region which for the last financial year sits at \$2.44m - an increase of nearly \$1m on the year before.

Reason for the Report

This report provides an update on the CNSW Tourism service including strategic priorities for the next twelve months and reporting on the past twelve months of PR value.

The Tourism Group will next be meeting in Cowra on 26 August 2021 to undertake Aboriginal Cultural Awareness training, Covid permitting; and will meet again on 14 October 2021 to also farewell any Group members that may not be active in the Group after the local government elections.

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PR update

Gabrielle Brewer has provided the annual Destination Public Relations Report which provides public relations value and advertising value to CNSWJO member councils for the past 12 months.

The full report shows results that are bigger and better than the past 12 months and includes a summary and full list of results.

Below is an overview of the public relations value and advertising value, with the full report provided as an attachment.

Overview

- *Delivered **\$2,444,838 in public relations value and \$814,946 in advertising value** from over **168 editorial articles and promotions** of Central NSW in TV, social, digital, print and radio media outlets.*
- *Content promoted key towns and villages, attractions and experiences including food and wine, art and culture, places to stay, retail, events, history, and local personalities.*
- *Hosted **17 media** on 2-7 day hosted 'familiarisation trips' throughout Central NSW to research and produce story content.*
- *Researched, wrote, and distributed **10 media releases** to 500+ media and industry contacts to promote Central NSW travel news*
- *Delivered a beautiful new Central NSW television advertising campaign across **NSW's Prime 7 Network** for 'We Want You Back' to drive visitation back to the region after the Covid-19 lockdown. Key tourism ambassadors from 10 lgas featured in three newly produced ads which reached an audience of 4.5million viewers in regional NSW, Wollongong, Newcastle and Canberra.*
 - *On air July 2020 - from an investment of \$5k Prime 7 delivered a value of \$72,686*
 - *On air February 2021 - from an investment of \$5k Prime 7 delivered a value of \$43,402*
 - *All finished/available/approved videos can be found here on YouTube www.youtube.com/channel/UCozUpJNNUH1VmCyljNnNskA*
- *A feature on Central NSW aired on Channel 7's Better Homes & Gardens in February 2021 featured Bathurst, Wilga Station, Hillandale Gardens, Montrose House in Canowindra, Grenfell Silos, the Cowra Japanese Garden and more.*
- *Central NSW's new 'Night Skies' strategy delivered national promotion for Central NSW's unique night sky attractions, experiences and events. o Kick started with media partner Australian Geographic from March-May 2021 with an advertorial article, social media, newly created digital ads, EDM newsletter and editorial in the magazine. All performed above the AG average response.*
- *x newly created 'Visit Central NSW for Night Sky adventures' ads were created using the Parkes Dish, Grenfell Silos and Amazing Forbes night sky images with e-clicks direct to the Central NSW destination website and a newly created Night Skies content page.*
- *Results included the editorial EDM reaching an audience of 74,190 and an open rate of 18,321*
- *The FB post on 19 April received 61,000 reactions and 3,877 engagements and the boost on 20 April was 49,000 reactions (ie an emoji) and 4,400 engagements (ie likes, comments, shares).*
 - *Media partnership with Australian Traveller from March-May 2021 included an online article, social media, added-value and newsletter promotion.*
- *Facilitated a series of paid media partnerships between partner lgas to deliver tourism promotions, for example a 6-page feature in the Autumn 2021 issue of Out and About*

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with Kids 'Awesome family adventures in Central NSW' featured Parkes, Bathurst and Cowra with each council financially contributing.

Members will recall that \$1.5m in public relations value and \$504,333 in equivalent advertising value was reported in the 2019/2020 year and the fantastic results achieved in 2020/2021 of \$2,444,838 in public relations value and over \$814,946 in equivalent advertising value.

This equates to \$1.5m ROI on \$50k spend in public relations 2019/2020 financial year and approx. \$2.45m ROI on \$58k spend in public relations 2020/2021 financial year.

Activities for the next 12 months

Over the decades the NSW Government framework for providing support to the visitor economy and local tourism organisations has been evolving. For Central NSW Tourism this has seen a gradual reduction of services in a broader metrocentric funding and services support framework under Destination NSW.

To retain the value realised through decades of Councils working collaboratively in Central NSW, this region resolved to take on as best it could the resourcing of regional tourism. Adapting the Central NSW Tourism model into Centroc has shown continued value for money for members in tourism. One salient number is the \$1.5m ROI on \$50K of spend in public relations last financial year. For more advice on the value proposition of the CNSWJO involvement in the visitor economy please see the Report to the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority 2019/2020.

The Central NSW JO Strategic Plan for this year called for a review of the tourism function. This has been undertaken and found value in continued regional programming to be progressed from a refreshed regional strategy. Please request all past reports in this regard.

The Board requested advice on the priority that this region could deliver as the CNSWJO Plan is refreshed.

Where all of the recommendations and the JOs response are below, it is suggested that the following can be achieved as the region gives consideration to its round of strategy:

- a. **Codeveloping and delivering with members a PR campaign responding to Covid including \$35K from the OLG Capacity Building Fund;**
- b. **Progressing options advice for members for data;**
- c. **Review the advocacy plan to be considered by the next Board;**
- d. **Scoping report on a collaborative project with DNCO on the value tourism in this region to be resourced in-house;**
- e. **A report on tourism infrastructure priority to the Board;**
- f. **Any training as requested by the Tourism Managers that can be delivered by the CNSWJO Training Service; and**
- g. **High level marketing campaign codeveloped with Tourism Managers providing direction to PR, Social Media**

Proposed priority actions for the region please see over the page.

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| Objective | Priority actions | Recommendation | Resourcing implications |
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| Objective 1 Lead intergovernmental collaboration and advocacy within and outside the region – policy and funding | 1. Develop a <u>concise value proposition</u> for the visitor economy which includes targets for new jobs and economic growth. Use this for intergovernmental collaboration and advocacy within the region (councils, businesses and communities) as well as external to the region (Destination NSW and Australian and NSW governments). The value proposition should demonstrate the planned economic, social and environmental impacts of the visitor economy to the region and how investment can create additional, long term jobs and drive regional prosperity. | This is recommended as an activity to be included in the first year of the next CNSWJO Plan | Scoping with potential partners is within resource. |
| | 2. Map collaborators to <u>develop a five-year intergovernmental collaboration and advocacy plan</u> with levels of funding sought to: <ul style="list-style-type: none"> • Ensure the Australian and NSW governments deliver reliable NBN and mobile phone coverage (broadband at a minimum) across the whole region • Ensure Australian and NSW governments improve road connectivity into Western Sydney to avoid the traffic issues which are an inhibitor to weekend/long weekend visits. Also drive continued improvements to the Newell Highway and connection from Canberra and the South Coast • Work with the Australian Government's <i>Tourism 2030</i> to gain from its expected focus on regions, funding regional initiatives and promoting the regions for liveability • Ensure the NSW Government improves funding levels for DNCO to support the delivery of the CNSWJO strategy and/or combine funding levels to provide more 'bang for buck' across the whole region. Aim to address the funding inequity for DNCO with the NSW Government using the value proposition • Collaborate across councils (and also mayors) to consider infrastructure and planning initiatives to support the visitor economy, for example, public amenities, unused building or infrastructure assets and trading hours • Collaborate with government departments such as Planning and Infrastructure or NSW Parks and Wildlife to support the visitor economy via product investment. This includes static infrastructure such as heritage structures, silos and sculptures as well as dynamic investment, for example, into the development of rail trails for walking/cycling and mountain biking/cycle track on- and off-road, use of dams and associated caravan parks/infrastructure • Understand the pipeline of funding opportunities which councils and the region as whole can access. | Update all existing advocacy plans in line with this advice. | <p>This can be delivered to the extent of advocacy policy changes within existing resource as part of the annual advocacy plan updated.</p> <p>The more resource intensive collaboration would require more resource.</p> |

Reports

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| | 3. Develop a method to assist councils to <u>assess visitor economy infrastructure and service needs</u> and identify gaps to be filled at a local level to achieve consistently high grade visitor experience across the region. | The Matrix already exists. Test this with TMs. Include service needs in review of CNSWJO priority. | High level support on infrastructure needs is part of the existing resource of the JO. Service gaps have not been. This could be workshopped with tourism managers as a consideration in the plan going forward. |
| Objective 2 Build capacity for regional visitor economy growth and business attraction | 4. Design a <u>regional knowledge development plan</u> to: <ul style="list-style-type: none"> Provide mayors and councillors with the consistent tools and messaging to support them to advocate for local and regional tourism, as part of regional economic development, to support community building and resilience. Include quarterly dashboard measures on economic value creation and a small set of other measures for councils as well as the CNSWJO Board Upskill staff involved in tourism/economic development, potentially including mentoring between councils, including business case development for new initiatives Build the capability of tourism operators (food, accommodation and experiences) to understand the delivery standards needed to attract new and returning visitors and increase their business resilience. This is critical and could be undertaken in partnership with Chambers of Commerce who could also promote liveability of the region and its towns Understand how best to work with local Chambers of Commerce and other business groups to support product development. | This is already being undertaken in an adhoc way. It is recommended that this activity be included for review in the broader JO review next year. Inclusion of the workshop with Mayors is worthwhile. A strategic approach to capacity building across a few providers is probably worthwhile. | Advice is being sought from TMs on their support for this action as to some extent each of these could be quite resource hungry. Would it require outsourcing or is it something we could do collaboratively? JO can sort training for staff at any time depending on what they are looking for. Social media is regularly offered. Currently progressing Aboriginal tourism training with DNCO. |
| | 5. Develop a <u>centralised data and insights hub</u> for region-specific data on trends, forecasts, using TRA data and spend/travel pattern data from third party sources. Focus on deriving predictive data. Use case studies/success stories from within and outside the region to build on the story-telling about the region which has shown to be effective in the “We want you back” campaign. Stories and learnings should be shared regularly across the region via a regional forum (in person or digital). | Recommended. An affordable regional approach to data is worthwhile. | This is part of the existing BaU approach and is within existing resource. |
| | 6. Create <u>standardised templates</u> to drive consistency for: <ul style="list-style-type: none"> An annual calendar of events and festivals to avoid or reduce competition, build content and bundle other visitor experiences and accommodation Evaluation frameworks for events, attractions and other tourism related initiatives Council DMPs to allow for ease of completion and better view across all the DMPs to align shared priorities and support potential economies of scale. Develop an annual summary document to facilitate effective and efficient delivery of regional | There are a number of standardised approaches and templates that members might find useful. Add visitor information survey. | Advice is being sought from TMs on their support for this action as to some extent each of these could be quite resource hungry. There is existing resource to tackle just one standard template per year which would be undertaken in a workshop with TMs. |

Reports

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| | scale experiences and investment. Ensure a focus on increased visitation, longer trips and higher spend. | | |
| Objective 3 Design and deliver whole of region initiatives – products, systems, marketing and PR | 7. Design a <u>new regional brand strategy</u> which sits as an umbrella and ties existing individual council brands to the regional brand. Gradually retire the Uneath and Central NSW brands | Not recommended. A regional brand is a waste of time. Tactical campaign slogans like We Want You Back or Uneath are worthwhile. Branding is not. | This is viewed as a waste of public money, but if the Board wishes to proceed quotes can be sourced. |
| | 8. Develop a <u>five-year regional marketing and PR strategy</u> which: <ul style="list-style-type: none"> Identifies the region's comparative advantages and matches these to segmented markets underpinned by data on drivers of destination choice Coordinates all council tourism offerings to avoid duplication, identify gaps and leverage strengths Drives consistent best practice approaches to marketing/using social media for all councils, for example, maintaining the connection with visitors who have previously travelled to the region and build on the successful <i>We want you back</i> campaign Promotes 'anchor attractions' across the region and provides avenues for each council to leverage this effort by scaffolding with a broader list of things to see and do before or after the anchor attraction experience Leverages the strong role of word of mouth and VFR in the decision journey i.e. where to go, what to do, what not to miss Ensures sufficient resources are allocated from within and external to the CNSWJO to deliver it. | <p>This is recommended as an inhouse activity developed from a workshop of TMs using our existing PR firm.</p> <p>If the TMs want more this would have to be outsourced and funded.</p> <p>Realistically there should be packages put together and calls to action.</p> | Advice is being sought from TMs on their support for this action as to some extent each of these could be quite resource hungry |
| | 8. Invest in a <u>technology platform</u> or collaborate with existing providers to develop new website and mobile interfaces and social media to be focused on experiences/itineraries rather than destinations and individual activities. This also requires maintaining to produce accurate information for prospective visitors to help them plan their trip before they travel and during their trip which: <ul style="list-style-type: none"> Packages multi-day itineraries by travel time but includes a breadth of experiences Packages regional itineraries of interest to particular cohorts, for example, arts, heritage, indigenous experiences, nature-based, food, wine Readily provides information about the distance from their home base to the region (this is to address the misconception that the region is too far away for most people to visit within a short time frame) | Itineraries are worthwhile but not the platform, see above. | If the Board wish to proceed with this approach it can be costed. |

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| | <ul style="list-style-type: none"> Ensures that tourism related and other businesses are readily discoverable online. | | |
| | 9. Develop a <u>regional 'new products' plan</u> for experiences such as biking, ecotourism, agritourism, indigenous tourism and CBD/main streets revitalisation. | This is not seen as regional. It may be worthwhile having commentary around priority "new product" that aligns with existing strategies? A lot of this is in the DNCO DMP. | Advice is being sought from TMs on their support for this action as to some extent each of these could be quite resource hungry. We can put in words around priority and opportunity within existing resource but not a plan. |

Attachment/s:

9. CNSWJO Visitor Economy Strategy 2021-2026
10. Member Feedback on Tourism Strategy
11. Destination Public Relations Report, July 2020 to June 2021

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h. Skills and Workforce Report

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

Report by Jennifer Bennett, dated 2 August 2021

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| Recommendation/s |
| <p>That the Board note the Skills and Workforce Report and</p> <ol style="list-style-type: none"> 1. Nominate the Executive Officer to be a member of the Local Jobs and Skills Taskforce; 2. That the Regional Leadership Executive will be seeking a member from the Joint Organisation to be part of its Central West Orana and Far West Workforce Development Sub-Committee; 3. Note the Draft Terms of Reference for the Central West Orana and Far West Workforce Development Sub-Committee 4. Support the efforts by the Regional Growth and Development Corporation in seeking a dedicated resource to coordinate skills and workforce for the Special Activation Precinct; and 5. Note the advice regarding potential “Grow Our Own” activities that could be undertaken to support Council workforce and receive a business case to inform JO prioritisation for the incoming Board after the election in December 2021. |

Precis

The Board at its March meeting resolved to receive a position paper developed in collaboration with RDA Central West and informed by member case studies on the skills shortages issue. Some case study material has been received and follow-up continues. Please request the June report to the Board which outlines consultation in region with key agencies.

This report updates the response in region with regard to the response to skills shortages. In a nutshell, the skills area remains poorly co-ordinated and disparate. There are opportunities for the JO to engage and these are being taken up in the short term where the value to members will be assessed and further advice provided in due course.

The report notes the difference between what is within the remit of Councils to do, especially with regard to their own workforce, and what is happening more broadly. Recommendations are made accordingly.

Reason for the Report

The Board has requested advice a position paper on skills. While awaiting case study material from members regarding skills and a new Executive Director for Central West RDA this report seeks to update members on skills and workforce issues more broadly, the response in region and potential activity Councils can undertake based on the learnings from other Joint Organisations.

Legislative Policy and Risk Considerations

While skills and workforce are not the remit of Councils there is some activity going on in region. Further, other JOs have been undertaking strategic work in this regard which is readily adaptable to

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the CNSWJO. The challenge will be the extent to which this region will be able to resource engagement more broadly with the State and Federal Government and undertake inter-council cooperation for a “Grow our Own” program.

Please find advice following on:

- The Local Jobs and Skills Taskforce
- Central West Orana and Far West Workforce Development Sub-Committee
- The skills challenge for the Parkes Special Activation Precinct and
- Learnings from the Canberra Joint Organisation

Local Jobs and Skills Taskforce

Advice was received 28 July from the Australian Government Department of Education, Skills and Employment for an EOI on Local Jobs and Skills Taskforce. It is a process for the expansion of the Local Jobs Program. The Central NSW JO has been invited to consider nominating for the Taskforce in the Central West Employment Region.

Taskforce membership will be up to a maximum of 10 members (in each Employment Region), where the focus will be on ensuring a diversity of representatives from key stakeholder groups within the Employment Region, including State Government, Local Government, employers, the training sector, employment services providers and the community services sectors. As such, it is expected that Taskforces will generally comprise of one representative from each of these key stakeholder groups in line with local needs

Expressions of Interest close COB Tuesday, 17 August 2021.

Further information can be found on the DESE website <https://www.dese.gov.au/local-jobs-program> The Terms of Reference for the project are provided as an attachment .

Key responsibilities of the Taskforce:

- Identify regional employment priorities and local challenges and drive significant improvements in labour market outcomes for the Employment Region
- Develop and maintain a Local Jobs Plan which identifies key priorities for the region
- Identify and support potential activities that meet the Local Jobs Plan key priorities
- Identify and utilise funding available through local, state and other Australian government initiatives
- Consider and, as appropriate, provide feedback on proposals to be assessed for funding through the Local Recovery Fund
- Ensure local employers and their needs are central to any decisions or recommendations
- Encourage employment services providers to work collaboratively with each other to assist job seekers to upskill, reskill, prepare for and take advantage of local employment opportunities
- Support employment services providers to partner with organisations implementing Local Jobs Program activities

The Taskforce will consider local employment, higher education and skills information, including that provided by the National Skills Commission and National Careers Institute, when identifying workforce priorities and potential activities.

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It is understood that the role will include access to potential funding programs. The Executive Officer of CNSWJO has been asked to apply and this is recommended.

Central West Orana and Far West Workforce Development Sub-Committee

Earlier this calendar year representatives from various State agencies met to draft Terms of Reference for this subcommittee. Please find these attached.

Primary Purpose of this subcommittee is to co-ordinate and liaise between Dept of Regional NSW, Training Services and other key stakeholders regarding workforce development in the Central West, Orana and Far West.

Its functions are to:

- To work with the public and private sector to identify and address opportunities for training, upskilling and re-skilling of people in the Central West, Orana and Far West region that prepares them for ongoing employment – including on government supported projects.
- To identify and promote system improvements that support training opportunities that lead to the receipt of full qualification and sustained employment of people in the region
- To build on processes to assist and prepare small businesses (contractors) to successfully participate in the tender process for government contracts.
- To be a central point of notification regarding workforce development initiatives in the Central West, Orana and Far West of NSW.
- Liaise with the Department of Regional NSW Workforce Development Working Group on a fortnightly basis (Dept of Regional NSW representatives)
- To implement the Central West Orana and Far West Workforce Development Action Plan
- To identify 2-4 projects that can benefit from cross-agency support to assist in developing the regional workforce in the Central West, Orana and Far West

Please note that the Draft TOR contemplates membership of the CNSWJO.

It is also noteworthy that there is an internal review of RLE programming being undertaken at the moment where Ms Gerry Collins has provided advice that skills is a significant priority. Ms Collins will be present at the Board meeting should there be more questions about RLE thinking in this regard.

Department of Regional NSW coordination skills and workforce for the Special Activation Precinct and more broadly

There has been a committee set up to support the anticipated worsening skills shortage as a result of the development of the Parkes Special Activation Precinct.

Strategic work is near completion and it is clear that dedicated resource will be required to help with the activity required. It is also clear that this has the potential to either duplicate or optimize other efforts in region.

Recognising this, Regional NSW is in the process of considering dedicated resource to progress tangible outcomes for the region.

Thinking about growing our own: Canberra JO Regional Workforce strategy and our HR Group have some ideas

Reports

Please find following the recommendations of the Canberra JO Regional Workforce Strategy. Please request the whole strategy or go to the Canberra JO website <https://crjo.nsw.gov.au/regional-strategies/>

The following summary of recommendations have been identified as responses that can be undertaken by the Canberra JO to help achieve the following outcomes for their councils:

- *Local Governments in the Canberra Region are employers of choice*
- *Right people, with the right skills. in the right positions, at the right time in the region*
- *Effective and strategic partnerships*
- *Improved workforce planning and development*
- *Promotion of local government as a place based employer*
- *Capacity to attract and retain a diverse workforce*
- *Creating a contemporary workplace*
- *Continued and targeted investment in skills*
- *Improving productivity and leveraging technology*
- *Maximising management and leadership roles and skills.*

1. Flexible working arrangements

It is recommended the Councils consider how to implement a range of flexible working arrangements (including part-time arrangements, condensed hours, transition to retirement plans, work-from home or other spaces, and job-sharing) for staff members.

2. Improving recruitment and retention of the mature-age workforce

It is recommended the Councils consider opportunities to support their current mature age workforce through flexible working arrangements and training, and take advantage of this large workforce group in their communities through targeted recruitment .

3. Building on community resources through recognition of prior learning

It is recommended the Council utilise Recognition of Prior Learning (RPL) to create training pathways for people with other qualifications and experience, particularly in declining industries in the region into a council role. This should be supported by a project to identify which qualifications in other industries that with RPL applied could be transitioned into council-relevant qualifications.

4. Firming up CBRJO partnerships

It is recommended that partnerships be developed with professional and peak bodies, universities, training providers, and other bodies at the CRJO level. This will help streamline relationships, reduce the dependency of partnerships on a single employee or organisation, and provide access to a greater number of cross-organisation collaborative opportunities.

5. CBJO Employment and marketing Portal

It is recommended the CRJO work with the councils to establish a joint employment portal, creating a "one-stop-shop" for promoting the region, career pathways across all Councils in the region, and what Council can offer specific applicant cohorts.

6. Increasing business resilience

It is recommended that the Councils implement a range of business resilience measures to identify core business functions, develop and implement operating procedures and redundancy plans, and provide for cross-regional support during disaster event. This should be supported by the implementation of Business Continuity Plans as per the CRJO Regional Pandemic Management Policy.

7. Contemporary skilling

It is recommended Councils use micro-credentials and other short courses to fill gaps in capacity and qualifications for in-demand and emerging skills, quickly and in a cost-effective manner. This can be supported by the Councils procuring and undertaking the training as a group.

8. CRJO junior staff training program

It is recommended that the CRJO develop a junior staff training program encompassing cadetships, traineeships and apprenticeships with a single recruitment point, and a predetermined pathway into permanent employment in one of the Councils.

9. CRJO specialist staff recruitment

It is recommended the CRJO develop a program to recruit and employ specialist staff on a contract basis to be utilised by all or some of the Councils, to support key, unfilled positions.

10. CRJO leadership program

It is recommended the CRJO develop a leadership program aimed at senior staff or staff transitioning into management and leadership positions in the Councils, to support skills development, business continuity and success planning, and recruitment.

11. CRJO data collection and workforce measurement

It is recommended that the CRJO identify and develop a number of workforce data collection points to support benchmarking and implementation of workforce strategies.

These recommendations would readily apply to Central NSW. Some this region is already undertaking to a greater or lesser extent for example firming up relationships in the sector. Others would require resourcing. Rather than embarking on the development of a high level strategy, a better approach may be to choose some Canberra JO recommendations that have alignment with the prioritisation discussions being held by the Central NSW JO Human Resources (HR) Group. At its recent meeting the HR Group identified:

- Knowledge management handover
- Retirement discussions
- Career pathway building
- Mentoring program
- Succession planning
- Workforce plans (which include succession plan)
- Transition to retirement

At the direction of the Board a business case can be developed for priority activities to grow our own workforce informed by both the work undertaken by Canberra JO and our HR Group. This is recommended for consideration by the incoming Board.

Financial implications

Nil at this time

Attachment/s:

12. Terms of Reference - Local Jobs Skills Taskforce July 2021
13. Central West Orana RLE Project Progress Report template

Priority Four: Regional Water Security**i. Water Update**

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

Report by Meredith Macpherson, dated 5 August 2021

Recommendation/s

That the Board note the Regional Water report and support feedback to be provided by the JO through the Executive in consultation with members and in line with Board policy on DPIE Water's Roadmap to an improved regulatory framework.

Precis

The State Government is undertaking a huge amount of work in consultation with Local Government in the strategic regional and town water management areas in response to the challenges faced by communities through the recent drought and in an uncertain future of climatic extremes.

Through the Town Water Risk Reduction Program and development of place-based Regional Water Strategies, DPIE Water are seeking to work with Local Government to identify long term solutions to water and sewerage service challenges and water security risks in regional towns.

This report provides advice on the ongoing work by the CNSWJO and its members in this strategic space to ensure the needs of the region and its communities are met.

Reason for the Report

This report is for information on engagement with the State Government on strategic work with implications for Local Water Utilities notably the Town Water Risk Reduction Program and the status of the Lachlan and Macquarie Regional Water Strategies. It provides updates on key town water security infrastructure projects and operational projects underway by the Water Utilities Alliance.

Legislative Policy and Risk Considerations**Strategic Update****Town Water Risk Reduction Program Update**

Work is progressing on DPIE Water's two-year Town Water Risk Reduction Program (TWRRP) which aims to work with the town water sector to identify long-term solutions to improve outcomes and service delivery and reduce risks for Local Water Utilities.

To recap, the proposed high-level areas of focus for the Program are:

1. Improve the regulatory and support framework.
2. Encourage greater collaboration.

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3. Facilitate greater State Government support.
4. Review of skills shortages.
5. Investigate alternative funding models.

Visit the [Town Water Risk Reduction Program](#) website for more detailed information including a fact sheet that sets out the Program scope and proposed focus areas.

The Stakeholder Advisory Panel (SAP), of which Mayor Bill West is a member representing LGNSW and the CNSWJO EO is a proxy to Namoi JO representing JOs, has met monthly since February 2021 to guide and 'sense check' the program roll-out. Meetings have covered issues including:

- IWCM and IP&R including a project to review the inter-relationship of these.
- Potential pilots for regulatory redesign
- Skills and training
- State government support in emergencies and opportunities to enhance support for LWUs.
- The regulatory framework workshops.
- LGNSW Water conference
- Councillor training

TWRRP Workshop Series

Since the last report to the June Board meeting, the TWRRP have held their Workshop series titled – ***Improving the regulatory framework to co-develop a 'Roadmap to an improved regulatory framework'***. Workshops were open to all and the Water Utilities Alliance Program Manager attended the two virtual workshops (2 & 15 June).

2 June 2021: TWRRP Virtual Workshops 1A and 1B sought to obtain an understanding of roles and responsibilities for service provision, policy, regulation and LWU advisory/support. Feedback was also sought on what was required to improve the regulatory framework.

15 June 2021: TWRRP Virtual Workshops 2A and 2B followed on to identify objectives and critical steps to address:

- Improving strategic planning and coordination
- Providing affordable, safe and secure access to water and services
- Streamlining infrastructure approvals
- Supporting financial sustainability
- Monitoring compliance and performance
- Improving government processes

These virtual workshops informed a series of in-person workshops including one in Dubbo on 23 June attended by the JO EO and representatives from CNSWJO member Councils. Unfortunately, workshops scheduled in other regions had to be held on-line due to covid travel restrictions.

The agenda comprised:

- Improving the regulatory framework
- Emergency support for LWU's
- Regional collaboration and state government support for LWU's

On 18 June, DPIE TWRRP hosted a meeting with the Energy and Utility Services Functional Area, the Emergency Management Office, Resilience NSW, Public Works Advisory, Water Services Association of Australia, NSW Water Directorate, OLG, WaterNSW and Hunter Water on *enhancing emergency support arrangements for LWU's*.

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Attendees at the Dubbo Workshop reported a focus on emergency management and interest in the Queensland Regional Water Alliance Program (QWRAP) as a good example of regional collaboration of LWUs. Verbal advice can be provided on this model. <https://qldwater.com.au/QWRAP>

Encouraging regional collaboration and state government support

On 2 August the JO EO attended an online workshop on *Encouraging regional collaboration and state government support*. The workshop discussed:

- what LWU roles and functions are suitable for collaboration and state government support
- where such collaboration and support should be targeted, and
- what are the barriers to LWUs collaborating and accessing state government support?

The JO staff and members of the Water Utilities Alliance Executive continue to have regular formal and informal discussions with members of DPIE's TWRRP team. The team are very receptive and working hard on a huge and complex task within a short timeframe.

The collateral from all these workshops can be supplied on request.

The Alliance Program Manager had the opportunity to complete training in the *International Association for Public Participation's (IAP2) Planning and Techniques for Effective Public Participation* with Glen Colley and Nanda Altavilla. Glen is leading work on encouraging collaboration between LWUs and Nanda on connecting LWUs with State Government and training.

This training has enabled high level conversations about the levels of engagement across the spectrum for public participation. Where the word 'consultation' is used so freely, these key players have an understanding of the difference between 'informing', 'consulting', 'collaborating' and 'empowering'. This training also provided a forum for ongoing discussion about the co-design of a regional IWCM pilot project as well as regional collaborations based on the work of the Alliance.

Next Steps

Roadmap to an improved regulatory framework

With the workshop series completed, the draft '*Roadmap to an improved regulatory framework*' was released on 4 August.

The Roadmap reflects the outcomes of the Department's engagement with the local water utility sector to date and their commitment to continue to work in partnership to improve the department's regulatory framework. The draft Roadmap is [available here](#).

Feedback on the Roadmap is invited by Friday 4 September. Detailed analysis of this will be undertaken and it is suggested that feedback be made by the JO through the Executive in consultation with members and in line with Board policy.

Stakeholder Working Groups

The Program team have commenced the establishment of issue-specific stakeholder working groups and focused teams to undertake high priority work across the program's focus areas. This will involve the co-designing of solutions for each focus area and is scheduled to occur between July 2021 and September 2022. This is detailed in the Roadmap.

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Advocacy on the TWRRP is on-going and any feedback on the above is welcomed. The TWRRP Program team is continuing to receive and respond to feedback from the sector in relation to the proposed Program scope and approach.

Integrated Water Cycle Management Planning – Expressions of Interest to Pilot the co-design of components of the framework.

Advocacy continues by the JO to be involved in piloting a better approach to Integrated Water Cycle Management Plans.

In response to an invitation from DPIE's TWRRP team for Eols to pilot the co-design of components of the new framework for IWCM strategies in partnership with the TWRRP team and in line with the Board resolve at its June meeting, the JO submitted an Eol on 10 June as follows:

Where it is understood that the intention is to co-design with DPIE Water components of the IWCM Framework, the Central NSW Joint Organisation through its Water Utilities Alliance comprising 10 Local Water Utilities and a Water County Council is keen to build on the collaborative work done through the development of the Regional Water Strategies to potentially co-design a regional approach to Integrated Water Cycle Management planning as the local level of planning that will:

- o Reduce costs to the State and Local Government*
- o Avoid duplication and onerous reporting*
- o Optimise data and modelling used for the RWS*
- o Embed IWCM planning within Councils*
- o Meet Council's planning requirements and the Government's regulatory needs.*

There is also an opportunity to optimise the sub-regional approach being taken by the Blayney/Orange/Cabonne Alliance to inform the co-design of components of the IWCM framework specifically testing cross catchment water sharing arrangements including issues such as asset ownership, governance and instruments.

It is thought that this approach could have application across other regions within NSW. The CNSWJO would welcome the opportunity to work with DPIE Water to scope this approach.

The JO has had numerous discussions with TWRRP team members about our proposed pilot and on 27 July, was advised that its application had been successful. A meeting will be held with DPIE shortly to define the specific terms of the project in the context of the review of the IWCM framework being undertaken by the Town Water Risk Reduction Program. It's anticipated there will be a lot of work in this.

State-wide Water Efficiency Framework

At the Town Water Risk Reduction Program SAP on 28 July a new program being developed by DPIE Water around water efficiency projects and procurement was discussed. This initiative comes from the Draft NSW Water Strategy (action 6.5), see below.

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Action 6.5 A new state-wide Water Efficiency Framework and Program

The Government will implement a state-wide Water Efficiency Framework and Program in mid-2021 following consultation with key stakeholders, including water utilities in early 2021. The framework and program will:

- involve collaboration between all levels of government, water utilities, the private sector and the wider community
- focus on building water efficiency capacity, gaining a greater understanding of water use, improving the evaluation of water efficiency initiatives and increasing private sector involvement
- consider the total water cycle (from water supply through to wastewater treatment and reuse or discharge to oceans and waterways)
- embrace adaptive management and continual improvement and provide clear governance
- provide a clear statement of NSW Government policy and messaging of the need to support and invest in water efficiency across all sectors
- consider the effectiveness of BASIX (the Building Sustainability Index) in driving and sustaining water efficiency.

The initial planning is as follows:

Regional system leakage reduction – Budget announcement (\$12.5 million from 2021-22 to 2023-24) is for Efficient Water Loss Reduction in regional areas:

- **first stage** will comprise a survey of the current leakage reduction activities and capacity of regional utilities (\$300,000).
- **second stage** will develop and pilot systems to achieve the economies of scale needed to detect and repair leakage in their networks, such as through coordinated procurement of bulk water meters, targeted diagnostics and creation of a centralised water leakage detection service.
- **third stage** will involve working with DPIE's Town Water Risk Reduction Program to embed a modern approach to leakage management through best practice asset management requirements in DPIE's water utility regulatory frameworks (\$200,000).

The CNSWJO has already been in discussion with the DPIE, Water Efficiency team regarding its highly successful University of Sydney student placement project completed in Water Loss Management across Parkes, Bathurst and Orange Councils. The maturity model developed through this project has potential for further roll-out across the state.

The opportunity for DPIE to contribute to the development of training materials building on the Water Loss Management Toolkit developed by the Water Utilities Alliance with funding from the Federal Government and NSW Water Directorate in 2016 has also been floated with the Town Water Risk Reduction team overseeing the training focus area of the program.

DPIE has agreed to coordinate a workshop with JOs on the program. Further advice will be provided.

Regional Water Strategies

A virtual meeting on the status of the Regional Water Strategies was held on 1 July. Members of the DPIE TWRRP team also attended. Copies of the power point presentation and commentary from the JO regarding this was circulated to members via email on 2 July.

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In summary while it is difficult to understand the thinking that is informing the presentation without seeing the full draft of the Strategies and the methodologies that sit behind them, there is concern that some of the region's key messages have not been heard or maybe understood. This includes:

- the needs of the unregulated Macquarie system
- definitions for critical water (referenced in the slide pack as “essential for life water”) *part of a larger strategic exercise under the State Water Strategy
- the process for valuing town water –this process is not transparent, and we have had ongoing concerns about the methodology that informs this including the “interpretation of town water reliability based on new regional hydrologic data”.
- the need to ensure the state dam network is better integrated into the strategies in the interest of town water (thinking specifically about Oberon here)
- opportunities to support regional economic development through better water management.

The region's key messages continue to be the need for:

- Implementation and governance plans for the delivery of the place – based Regional Water Strategies (including appropriate delegation of agency staff in regional areas and a seat at the table for Local Government to both optimise and monitor the delivery of the Regional Water Strategies and enable a more effective response to emergencies and drought)
- Enablement of Local Government through a seat at the decision-making table for the prioritisation of options in the Regional Water Strategies.
- The sharing of new modelling and data with Local Government needed for local level planning - IWCMS.
- Ground-truthing of policy and methodologies around how town water is valued for regional communities (particularly where this has an implication for funding).
- Enabling water for critical human needs under the Water Management Act.

The above feedback has been provided in a briefing for Minister Pavey for this meeting.

We are now awaiting the issuing of a ***What we've Heard*** document in coming weeks to see how much of the above has filtered through.

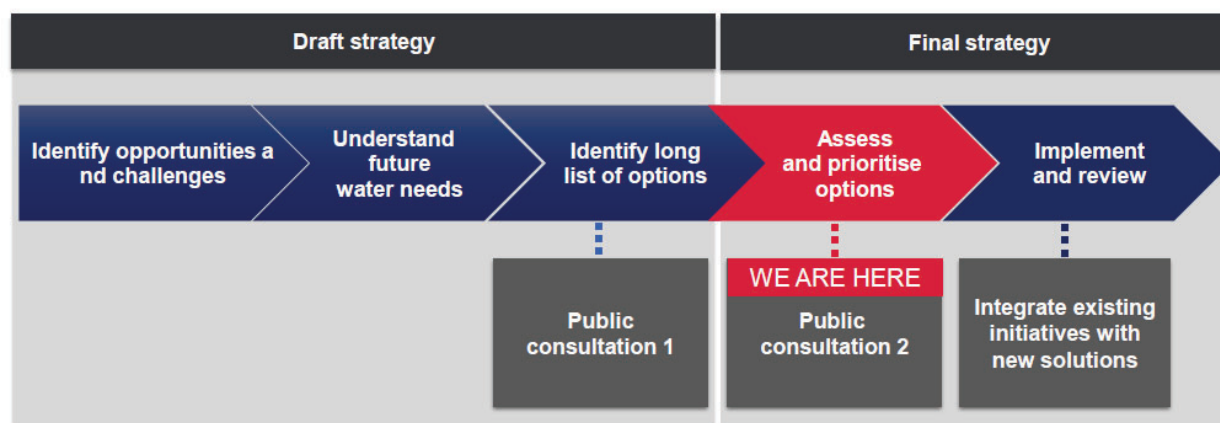
Meanwhile, copies of the submissions to the RWS team on the Draft Macquarie strategy have been re-sent and further follow up is being undertaken including the coordination by DPIE of a series of meetings over the coming months to work through:

1. **Macquarie** - upper Macquarie town related problem statement as well as the options for the upper Macquarie - this is to make sure we have captured all of the relevant options and specify them in a way that can then be appropriately assessed
2. **Lachlan** - confirm town problem statement and options
3. unpacking the options assessment process - covers both Macquarie and Lachlan

The timeframe for the release of the Lachlan and Macquarie Strategies has been extended due to the Wyangala Dam wall raising and Belubula Water Security Projects (Lake Rowlands to Carcoar Dam pipeline) and to ensure alignment with the Central West and Orana Regional Plan Review. At this stage shortlisted options are planned for release for public consultation in the second quarter of 2022 with the final strategies due for released in late 2022.

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Approach to Developing Regional Water Strategies



Focus and next steps - Macquarie and Lachlan RWS



Draft State Water Strategy

As previously reported, DPIE Water released the draft NSW Water Strategy for public consultation in February 2021. This overarching, state-wide strategy aims to improve the resilience of the state's water resources by addressing key challenges and opportunities for water management and service delivery across the state and set the long-term strategic direction for the NSW water sector. It is informed by the place-based Regional Water Strategies.

The Board adopted the submission made by the CNSWJO through the Executive at its June meeting.

Advice from DPIE Water is that submissions are currently being considered and a consolidated summary of feedback received will be used to develop a 'what we heard report' that will be published on the DPIE website by July 2021. For more detail go to the website [here](#).

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Future Ready Regions Strategy

The NSW Government has released its Future Ready Regions Strategy which identifies 14 initial commitments to build Future Ready Regions, with the goal of achieving sustainable, secure and healthy water resources, building stronger primary industries prepared for drought, and supporting stronger communities and diverse regional economies.

Key commitments

Sustainable, secure and healthy water resources

1. Fast-track investigations into new groundwater supplies in western NSW.
2. Better integrate land-use planning and water-management decisions.
3. Implement a state-wide water-efficiency framework for regional towns and cities.
4. Improve water-use decision-making for the resources sector.
5. Establish a Water in Mining Advisory Committee.
6. Investigate standardised water restrictions, with a focus on greater certainty during severe drought.

Stronger primary industries prepared for drought

7. Upgrade the Enhanced Drought Information System to provide farms with world-leading weather and climate data so they can make better business decisions.
8. Invest in an expanded Farms of the Future program to accelerate the adoption of 'ag-tech' enabled production methods which make farms more efficient, profitable and resilient.
9. Deliver a new 'Farm Business Resilience Planning' pilot to provide training opportunities for farm businesses to become more resilient and self-sufficient.
10. Help farm businesses and other landholders diversify their income through carbon farming and biodiversity offset programs.
11. Streamline planning requirements to make it easier for primary producers to diversify into agritourism and carry out agricultural operations.

Stronger communities and diverse regional economies

12. Undertake a comprehensive evaluation of drought-support programs.
13. Support communities and industries to plan for future droughts, including Future Ready Community plans in pilot locations.
14. Develop a Drought Signals Framework with drought 'triggers' to provide certainty on government decision making and services during drought.

The Strategy reinforces the Government's commitment to effective drought water management, promotes existing initiatives and includes commentary on lessons learned through the recent drought.

Future Ready Regions water security commitments support the NSW Water Strategy and draft Regional Water Strategies as well as the Water Management Act 2000 (NSW). For more detail: <https://www.nsw.gov.au/regional-nsw/future-ready-regions>

Next steps

As drought conditions change, and other challenges emerge, the Government has formed the Department of Regional NSW to lead a coordinated approach to the implementation of Future Ready Regions Strategy and related initiatives.

The NSW Government is undertaking a whole-of-government evaluation of drought response programs and will apply these learnings to future investment and alternative approaches and to

Reports

support better planning by communities and industries. The need for cross-agency collaboration required for this is acknowledged.

This strategy is the first in a series of Future Ready Regions reports. The next update will outline key program evaluation findings and provide an update on progress made in implementing the actions in this strategy.

The Government has committed to adjusting drought preparedness efforts and activities as they learn more about what works and what doesn't, and the support regional communities need to adapt and prepare.

Infrastructure Update

Wyangala Dam Wall Project

New WaterNSW CEO, Andrew George and former WaterNSW Wyangala Project Director, David Hogan have requested the opportunity to present to an upcoming meeting of the Board meeting on the project, changes to personnel through the formation of Water Infrastructure NSW, and new approaches being taken by WaterNSW in doing business.

Water Infrastructure NSW will now lead planning and delivery of government-funded water infrastructure projects in NSW as of July 2021. The new Project Director working with Water Infrastructure NSW will be Ian Payne and Emma Marr - both were previously with Aurecon.

For the latest on the project including opportunities for local businesses to register as suppliers - <https://www.waternsw.com.au/projects/new-dams-for-nsw/wyangala-dam>

Lake Rowlands to Carcoar Pipeline

Water Infrastructure NSW provided a virtual update to CNSWJO Board member on 26 July on the Belubula Water Security Projects which includes the Lake Rowlands to Carcoar Pipeline. As with the Wyangala Dam project, management of this project transitioned from WaterNSW to the newly formed Water Infrastructure NSW on 1 July 2021.

To recap, the purpose of this NSW Government project is to increase water security in the Belubula Valley, resulting in efficient long-term storage of available water and for the project to contribute to additional security for town water supply for Central Tablelands Water customers.

The CNSWJO has advocated that for this pipeline to be of benefit to town water security it needs to be bi-directional and aligned with the raising of the Lake Rowlands wall-not a stand-alone project.

In December 2019, the NSW Government committed \$1 million of funding for the completion of a feasibility study for the Lake Rowlands dam augmentation as part of its emergency response to the drought in regional NSW.

With the first stage involving the development of business cases to determine which option (raising the wall by up to five metres or building a new dam further downstream) would go onto stage two of the process completed, DPIE Water has approved for CTW to proceed with the second stage of the feasibility study of raising the wall at Lake Rowlands by 2.2 metres. The second stage includes a detailed concept design of the preferred option, a Review of Environmental Factors (REF), and the

Reports

completion of a final business case. Raising the height of the existing dam wall by 2.2 metres will increase the capacity of Lake Rowlands from 4.5 gigalitres to 8 gigalitres.

Both business cases for the Lake Rowlands to Carcoar Dam Pipeline and augmentation of Lake Rowlands are anticipated to be finalised by late 2021 for submission to the INSW Gateway investment decision process.

A copy of the power point presentation from this meeting is available.

<https://water.nsw.gov.au/water-infrastructure-nsw/regional-projects/lake-rowlands-dam-to-carcoar-dam-pipeline>

Priority Water Infrastructure Projects

The Water Utilities Alliance continues to maintain the Priority Water Infrastructure table with regular updates requested from members. A copy of this is available on request.

Covid Risk Management

The Alliance continues to maintain the Covid-19 Business Continuity Plan Action Status table. This is reviewed and updated at Alliance meetings and is a regular Agenda item. A copy of available on request.

The Alliance network continues to share advice regarding Covid related matters and is following closely work by LGNSW and industry associations to advocate for Water Operators and LWU staff to be classed as critical workers for the purposes of vaccination.

The Chair of the Alliance's Drinking Water Management Working Group is a member of the WSAA Community of Practice, Covid Forum and is ensuring Alliance members are kept up to date with the latest advice as it impacts on LWUs.

Financial implications

Nil

Attachment/s: Nil

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

| | |
|-------------------------------|---|
| Regional Strategic Priorities | 1.1 Governance arrangements enable inter-council co-operation |
| Portfolio Mayor | Cr John Medcalf, OAM |
| Sponsoring General Manager/s | Mr B Byrnes and Mr G Tory |

Report by Jennifer Bennett, dated 4 August 2021

| Recommendation/s |
|---|
| <p>That the Board note the Report to the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority and</p> <ol style="list-style-type: none"> Endorse the submissions to the <ol style="list-style-type: none"> Joint Standing Committee on road safety, response to the inquiry into mobile speed camera enforcement programs in NSW; Prepare a submission to the <ol style="list-style-type: none"> Transport for NSW (Transport) on the(REF) and Concept Design for the proposed Medlow Bath Upgrade; DPIE on the Regional Housing Taskforce; and Committee on Community Services inquiry into and report on options to improve access to existing and alternate accommodation in order to help address the social housing shortage in NSW Progress a collaborative approach to regional support for members in developing their Community Strategic Plans (CSPs) including: <ol style="list-style-type: none"> twelve month support for a regional support group of Council staff undertaking IPandR; advice to the next round of the CNSWO Statement of Strategic Regional Priority; and leveraging the Regional Leadership Executive to provide better State support to the CSP development; Note advice on the Central West and Orana Regional Plan Review; Note the advice on The Inland Rail Interface Improvement Program (II Program) – Productivity Enhancement Program (PEP); Note the cost savings of \$2.2m in the 2020/2021 FY; and Note the grant funding of \$736k in the 2020/2021 FY. |

Precis

This report provides advice on the activities against the NSW JO Strategic Plan and Statement of Regional Strategic Priority 2019/2020. Including the savings to Members of \$2.2m and grant funding of \$736k in the 2020/2021 FY.

This report also provides separate advice on:

- An opportunity for a collaborative approach to regional support for members in developing their Community Strategic Plans (CSPs) including;
- submissions requested by members; and
- The Inland Rail Interface Improvement Program (II Program).

Reason for this report

The Central NSW JO approved its Strategic Plan (the Plan) and Statement of Regional Strategic Priority on 2 May 2019. Four priorities were identified for action. This report provides advice on

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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. This report provides separate advice on:

- the progress of the JOs more broadly including advice on the review of JOs being undertaken by the OLG;
- a submission to the Stay Safe committee on the inquiry into mobile speed camera enforcement programs in NSW; and
- a potential 12-month project providing support to the CSP process.

Legislative Policy and Risk Considerations

Regarding risk, risks are reviewed each quarter please request the Risk Register. There are six Very High Risks identified of 37 risks overall. These six Very High Risks are below.

The risk to the JO from network sustainability as outlined in Risks 17 and 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.

ARTD consulting has been engaged to complete review the JO model. Their report is now overdue. Advice from OLG is that resources have been repurposed to manage the recent Covid outbreak and that the review will be provided to the Minister as soon as practicable.

OLG have also provide another \$150K in funding to JOs where advice on this is provided elsewhere in this agenda.

Please find attached associated minutes and agendas from recent meetings of the Chairs' Forum.

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. This work is very slow and showing some limited positive responses.

Regarding 34, the risk perceived by members of an asset strip of water utilities, 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.

Regarding 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 resourcing, the sheer workload for Councils and Covid have been making engagement challenging! Members are welcome to seek presentations or other engagement with the JO Executive Officer.

Regional Submissions

Members have forwarded requests for the JO to lodge submissions as follows where all advice provided is within existing policy.

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Please see the JO website for all submissions lodged to date.

In this quarter there was a response made to the Joint Standing Committee on road safety, response to the inquiry into mobile speed camera enforcement programs in NSW. Please find attached.

Member feedback and JO priority will inform submissions on the following:

- **Transport for NSW (Transport) on the (REF) and Concept Design for the proposed Medlow Bath Upgrade;**

Have your say on the Medlow Bath Upgrade

The Medlow Bath Upgrade is the first section of the Great Western Highway Katoomba to Lithgow Upgrade Program to be delivered. Transport understands that community feedback is crucial to ensure we can deliver the best upgrade for Medlow Bath, and we are committed to consulting with the community every step of the way. The Medlow Bath Upgrade Review of Environmental Factors (REF) and Concept Design are now on display and we invite your feedback.

The Upgrade will involve widening the Highway through Medlow Bath within the existing road corridor which has been long reserved for this purpose. The design provides for two lanes in either direction, traffic lights, landscaping, a shared pathway, safety improvements and a pedestrian bridge providing safer access across the Highway and into the Medlow Bath train station.

The Medlow Bath Upgrade has already helped deliver safety improvements to intersections at Bellevue Crescent and Foy Avenue. Motorists now have dedicated turning lanes for turning right into these streets and widened shoulders to help those turning left. This work was identified and planned by the project team, and funded by Federal Government Road Safety Funding.

Transport is presenting two options to further improve the safety of the Bellevue Crescent intersection. Your feedback will inform the decision on which intersection treatment is progressed in the concept design.

Medlow Bath has been prioritised to be the first section of the Great Western Highway to be upgraded because:

- *We can address known safety concerns and provide ongoing safety benefits for local traffic and pedestrians.*
- *There is ample space to upgrade the existing Highway with minimal property and environmental impacts, allowing faster environmental assessment and approval.*
- *We can deliver immediate benefits for Medlow Bath while we plan the other, more complex sections of the Great Western Highway Upgrade Program.*

- **DPIE on the Regional Housing Taskforce;**

Background

In addition to the challenges faced by Australian housing markets nationally, regional NSW faces unique housing challenges, linked to diverse economic, environmental and social pressures, and a complex policy context. Changes in migration patterns and housing preferences resulting from COVID-19, growing unaffordability, low rental vacancy rates and mismatches between supply and demand are increasingly placing pressure on regional communities.

The Regional Housing Taskforce (the Taskforce) was formally announced in June 2021 by the Minister for Planning and Public Spaces to identify challenges in the planning system that are preventing the delivery of housing supply and formulate recommendations to improve housing

Reports

outcomes in regional NSW. The Taskforce is to focus on the technical planning barriers that prevent new housing being delivered within the strategic context of the work being undertaken under the NSW Housing Strategy.

Purpose

The purpose of the Taskforce is:

- To undertake consultation with local government and experts from the development and housing sectors to identify barriers in the planning system to new supply and develop potential solutions
- To advise the Minister for Planning and Public Spaces on the findings of the consultation and research and recommendations to achieve better housing outcomes for regional NSW through the planning system
- To contribute to the evidence base identifying housing challenges and planning barriers to housing delivery, building on existing background work to inform future government housing initiatives and provide advice to the Housing Expert Advisory Panel, when established
- The Taskforce will utilise a collaborative approach between agencies, drawing on the expertise and statutory powers of each agency.

Scope

In consultation with relevant experts and stakeholders, the Taskforce will investigate planning barriers and develop recommendations to address regional housing issues with a focus on:

- The planning system and other government levers to stimulate housing supply and address housing needs
- Removing impediments within the planning system to the delivery of affordable housing types and housing generally
- Identifying mechanisms within the planning system to facilitate and drive the delivery of housing matched to community needs

Timeframe and deliverables

The Taskforce is to submit a report outlining its findings into the investigation of planning barriers to regional housing delivery to the Minister for Planning and Public Spaces in September 2021, followed by a second report with recommendations to address identified barriers to delivery of regional housing in October 2021.

Following delivery of the reports, the Taskforce will cease to operate unless the purpose and scope of the Taskforce is revised or expanded in consultation with, or as requested by, the Minister.

Membership

The Taskforce is led by the Chair, Garry Fielding. The Chair is responsible for convening meetings and setting the agenda for each meeting in consultation with the other members of the Taskforce. The Chair is also responsible for preparing the reports to the Minister for Planning and Public Spaces.

Senior representatives from relevant NSW Government agencies including the Department of Planning, Industry and Environment and the Department of Regional NSW (DRNSW) comprise the other members of the Taskforce.

The meetings of the Taskforce may also be attended by non-members, to be determined by way of invitation from the Chair.

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External Engagement

A series of meetings will be scheduled in key locations across regional NSW to allow for key stakeholders such as local government, industry and the community to inform the Taskforce's deliberation and consideration of recommendations.

A call for submissions will be made to inform the recommendations to Government about changes to the planning system that will assist to deliver appropriate housing in regional NSW. The Taskforce will consider written submissions made up until 27th August 2021.

- **The Committee on Community Services inquiry into and report on options to improve access to existing and alternate accommodation in order to help address the social housing shortage in NSW**

That the Committee inquire into and report on options to improve access to existing and alternate accommodation in order to help address the social housing shortage in NSW, with particular reference to:

- a) options to better support 'meanwhile use' (temporary supportive accommodation), and the current major planning barriers to 'meanwhile use';*
- b) options to improve access to existing accommodation to provide community housing;*
- c) options for crisis, key-worker and other short term accommodation models;*
- d) barriers to additional supply across NSW, including for smaller non-CHP housing providers;*
- e) support for and accountability of registered community housing providers.*

Community Strategic Plan Project opportunity with RLE

An opportunity for members is available working with both Gerry Collins of the Regional Leadership Executive. An email was sent to members accordingly 5 July 2021.

Councils' corporate and community planning staff may have been contacted to discuss in the past few weeks to inform the following advice.

Background

All councils in NSW including CNSWJO members are bringing their current suite of Integrated Planning & Reporting documents to a close and getting ready to develop the next suite of documents (in line with the local government election cycle).

At a regional level, many councils will share similar needs for information, evidence, data and stakeholder engagement, particularly in relation to reporting on the effectiveness of the current Community Strategic Plan in achieving its objectives (the 'end of term' report), and in developing the next Community Strategic Plan for the local government area.

This new cycle of local planning will inform the review of the Joint Organisation's Statement of Strategic Regional Priorities and its work over the next local government cycle.

State agencies are key stakeholders in the community strategic planning process. State and regional plans and priorities established by the State Government must be considered in the local Community Strategic Plans prepared by each Council.

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State agencies are also likely to be custodians of data and other evidence that will support local councils in their community strategic planning and reporting work.

All of our region's councils will be seeking similar information at the same time. Examples of data (identified in current CSPs from our region) that might support ongoing local planning and reporting activities include:

| Quadruple bottom line element | Data sets to inform planning & reporting |
|-------------------------------|---|
| Social and community | <ul style="list-style-type: none"> • Health outcomes for key indicators (eg rates of diabetes, CVD, obesity) • Access to health services • Number of health professionals employed • Aged care beds and waiting list numbers/time • Number of childcare places and waiting list numbers/time • Proportion of households connected to the internet/NBN (and broadband speed) • Mobile phone coverage • Crime rates (eg break and enter, assault, car theft, DV) • % of people who speak a language other than English • Affordable housing information: eg average rental/sale prices |
| Economic and education | <ul style="list-style-type: none"> • Growth regional product • Employment/unemployment rates • Visitor numbers and length of stay • Agricultural diversity information/market reach • Number or new businesses/business closures • Public transport usage (including privately operated) • Number and value of business incentives invested • Value of agricultural sales • Number of primary and secondary student places/total number of schools • NAPLAN results • % of school leavers who transition to further education or employment • Number of tertiary options available locally • Number of TAFE courses available locally • Number and nature of improvements to State road network • Air passenger numbers • Rail passenger numbers • % of employees who leave LGA daily for work • Household median weekly income |
| Environmental | <ul style="list-style-type: none"> • Container Deposit Scheme collection rates/diversion from landfill • Catchment area coverage by gross pollutant traps • Riparian condition in urban catchments • % regeneration of native vegetation corridors • % invasive weeds and pests rehabilitated • Biodiversity rates • River system health • Natural, Indigenous and built heritage identified and protected • Number of trees planted as carbon offsets • Amount of energy produced from sustainable sources/source types • Water security • Number of endangered species • CO2 emissions • Amount of land being used for carbon sequestration • % of land dedicated to National Parks and conservation |

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| | |
|--------------------------------|---|
| Civic leadership and democracy | <ul style="list-style-type: none"> • Amount of State Government investment in local community • Investment of big industry in local community (eg mining) • Number of community volunteers • Number of candidates for each election/% who are women |
|--------------------------------|---|

It is likely that State agencies will be a key source of much of this data or may have access to other data custodians who may share such information for our local and regional planning and reporting purposes.

General Managers gave consideration to this advice and recommend to the Board that CNSWJO proactively collaborate with Dept of Regional NSW to bring together council and State agency representatives to confirm data and other information requirements for the coming IP&R planning and reporting tasks.

CNSWJO would also establish an IP&R practitioner network to provide a hub where resources, tools, ideas and support can be shared over the next 12 months until the next suite of IP&R documents has been finalised and adopted by all councils.

Central West and Orana Regional Plan Review

A DPIE workshop reviewing the CWORP was held in Wellington 21 April. JO staff and member Council staff were in attendance. Please find attached the workshop outcomes report.

A follow-up presentation took place in mid-July and Planners were presented a draft composition of the new plan and discussed the role of the Local Government narratives in the new plan and identified opportunities for better integration of narratives in the new plan.

The next meeting of the Planners Group is 11 August and DPIE has been invited to attend to provide an update.

The Inland Rail Interface Improvement Program (II Program) – Productivity Enhancement Program (PEP)

Please find attached the draft project plan and media announcement for The Inland Rail Interface Improvement Program (II Program) – Productivity Enhancement Program (PEP). This project is being fully funded by the Federal Government.

The funding is for Ernst Young and sub consultants to develop a business case that identifies options that support Small to Medium Enterprises accessing Inland Rail. Please request past reports in this regard.

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| Risk # | Risk category | Risk | Risk Owner | Inherent risks | | | Residual risks | | |
|--------|-------------------|---|------------|----------------|-------------|-----------|----------------|-------------|-----------|
| | | | | Likelihood | Consequence | Rating | Likelihood | Consequence | Rating |
| 17 | Political | NSW Government underfunding JOs, heavy requirements for JO to deliver | Board | Likely | Severe | Very High | Likely | Severe | Very High |
| 18 | Political | Miss opportunity to see how collaborations could work effectively | Board | Likely | Major | Very High | Likely | Severe | Very High |
| 31 | Performance | Long term viability and financial sustainability | Board | Possible | Severe | Very High | Possible | Major | Very High |
| 33 | Performance | Allowing more cost shifting | Board | Possible | Severe | Very High | Possible | Severe | Very High |
| 34 | Performance | Privatisation of Water utilities – is it just another step on that process? | Board | Possible | Severe | Very High | Possible | Severe | Very High |
| 35 | Member management | Managing members expectations, remember is a "child" of the members | Board | Possible | Major | Very High | Possible | Major | Very High |

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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 2020 and 30 June 2021. The statistics are updated on a quarterly basis and are reported for the current financial year. Cumulative spend and cost savings for previous financial years are available on request.

Spend

The following table reflects the spend by each member council under the various JO contracts for the 20/21 financial year up to 30 June 2021.

| 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 | \$11,200 | \$78,237 | \$5,939 | \$0 | \$1,072,914 | \$0 | \$2,683,431 | \$24,046 | \$0 | \$23,952 | \$3,899,719 |
| Blayney | \$0 | \$7,177 | \$0 | \$0 | \$470,855 | \$0 | \$308,036 | \$5,107 | \$0 | \$10,530 | \$801,706 |
| Cabonne | \$25,679 | \$27,829 | \$20,013 | \$0 | \$1,156,578 | \$0 | \$468,524 | \$1,223 | \$0 | \$31,378 | \$1,731,224 |
| Central Tablelands Water | \$6,800 | \$583 | \$0 | \$0 | \$0 | \$0 | \$313,196 | \$145 | \$0 | \$0 | \$320,724 |
| Cowra | \$585,694 | \$32,096 | \$24,278 | \$0 | \$728,262 | \$0 | \$697,601 | \$1,273 | \$0 | \$28,510 | \$2,097,714 |
| Forbes | \$448,564 | \$26,493 | \$7,400 | \$0 | \$767,251 | \$0 | \$632,752 | \$6,983 | \$0 | \$25,350 | \$1,914,792 |
| Lachlan | \$273,551 | \$28,997 | \$0 | \$0 | \$804,987 | \$0 | \$774,203 | \$878 | \$0 | \$28,124 | \$1,910,739 |
| Oberon | \$0 | \$16,402 | \$0 | \$0 | \$567,292 | \$0 | \$230,899 | \$12,381 | \$0 | \$6,320 | \$833,294 |
| Orange | \$645,452 | \$110,603 | \$20,043 | \$0 | \$744,058 | \$0 | \$3,263,584 | \$16,560 | \$0 | \$22,920 | \$4,823,220 |
| Parkes | \$24,299 | \$14,180 | \$27,900 | \$0 | \$874,410 | \$0 | \$1,628,548 | \$1,389 | \$0 | \$17,458 | \$2,588,183 |
| Weddin | \$29,631 | \$583 | \$1,020 | \$0 | \$424,735 | \$0 | \$119,076 | \$405 | \$0 | \$0 | \$575,449 |
| Total | \$2,050,869 | \$343,181 | \$106,593 | \$0 | \$7,611,341 | \$0 | \$11,119,849 | \$70,389 | \$0 | \$194,542 | \$21,496,765 |

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 20/21 financial year up to 30 June 2021.

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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| 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 | \$0 | \$40,913 | \$1,048 | \$0 | \$25,384 | \$0 | \$413,466 | \$1,046 | \$0 | \$9,606 | \$2,000 | \$27,000 | \$520,462 |
| Blayney | \$0 | \$7,316 | \$0 | \$0 | \$26,039 | \$0 | \$51,824 | \$0 | \$0 | \$0 | \$2,000 | \$22,000 | \$109,179 |
| Cabonne | \$0 | \$12,826 | \$20 | \$0 | \$39,711 | \$0 | \$56,917 | \$644 | \$0 | \$6,726 | \$2,000 | \$31,000 | \$149,844 |
| Central Tablelands Water | \$0 | \$103 | \$0 | \$0 | \$0 | \$0 | \$13,700 | \$973 | \$0 | \$0 | \$0 | \$10,000 | \$24,775 |
| Cowra | \$0 | \$18,114 | \$1,676 | \$0 | \$48,323 | \$0 | \$114,353 | \$594 | \$0 | \$12,577 | \$2,000 | \$26,000 | \$223,636 |
| Forbes | \$0 | \$15,901 | \$0 | \$0 | \$42,214 | \$0 | \$98,198 | \$808 | \$0 | \$1,821 | \$2,000 | \$19,000 | \$179,942 |
| Lachlan | \$0 | \$26,846 | \$0 | \$0 | \$44,962 | \$0 | \$88,963 | \$989 | \$0 | \$3,977 | \$2,000 | \$26,000 | \$193,737 |
| Oberon | \$0 | \$17,227 | \$0 | \$0 | \$12,587 | \$0 | \$34,172 | \$1,346 | \$0 | \$0 | \$2,000 | \$30,000 | \$97,332 |
| Orange | \$0 | \$68,877 | \$3,537 | \$0 | \$33,878 | \$0 | \$491,769 | \$1,012 | \$0 | \$23 | \$2,000 | \$15,000 | \$616,095 |
| Parkes | \$0 | \$1,402 | \$0 | \$0 | \$43,570 | \$0 | \$180,478 | \$478 | \$0 | \$4,059 | \$2,000 | \$18,000 | \$249,987 |
| Weddin | \$0 | \$103 | \$0 | \$0 | \$25,397 | \$0 | \$33,063 | \$1,091 | \$0 | \$0 | \$2,000 | \$16,000 | \$77,653 |
| Sub Total | \$0 | \$209,629 | \$6,281 | \$0 | \$342,066 | \$0 | \$1,576,900 | \$8,979 | \$0 | \$38,788 | \$20,000 | \$240,000 | \$2,442,643 |
| | | | | | | | | | | | | Cost to members | \$245,600 |
| | | | | | | | | | | | | Total | \$2,197,043 |

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 for the 20/21 FY to 30 June 2021. The breakdown of categories has been reported previously and is available upon request.

Also included in this table is the grant funding achieved through the wastewater training.

| GRANT FUNDING - 20/21 FY | Water Utilities Alliance | Training | IT | Supply | Roads/Transport | Energy | RDOCS | Tourism | Other | Total |
|--------------------------|--------------------------|-----------|-----|--------|-----------------|-----------|-------|---------|-----------|-----------|
| Bathurst | \$0 | \$19,900 | \$0 | \$0 | \$0 | \$49,303 | \$0 | \$0 | \$15,000 | \$84,203 |
| Blayney | \$0 | \$11,550 | \$0 | \$0 | \$0 | \$25,136 | \$0 | \$0 | \$15,000 | \$51,686 |
| Cabonne | \$0 | \$49,846 | \$0 | \$0 | \$0 | \$37,436 | \$0 | \$0 | \$15,000 | \$102,282 |
| Central Tablelands Water | \$0 | \$0 | \$0 | \$0 | \$0 | \$25,636 | \$0 | \$0 | \$0 | \$25,636 |
| Cowra | \$0 | \$33,236 | \$0 | \$0 | \$0 | \$24,081 | \$0 | \$0 | \$15,000 | \$72,317 |
| Forbes | \$0 | \$36,686 | \$0 | \$0 | \$0 | \$28,636 | \$0 | \$0 | \$15,000 | \$80,322 |
| Lachlan | \$0 | \$44,540 | \$0 | \$0 | \$0 | \$36,636 | \$0 | \$0 | \$15,000 | \$96,176 |
| Oberon | \$0 | \$7,700 | \$0 | \$0 | \$0 | \$29,716 | \$0 | \$0 | \$15,000 | \$52,416 |
| Orange | \$0 | \$23,800 | \$0 | \$0 | \$0 | \$28,636 | \$0 | \$0 | \$15,000 | \$67,436 |
| Parkes | \$0 | \$21,678 | \$0 | \$0 | \$0 | \$28,636 | \$0 | \$0 | \$15,000 | \$65,314 |
| Weddin | \$0 | \$0 | \$0 | \$0 | \$0 | \$23,716 | \$0 | \$0 | \$15,000 | \$38,716 |
| Total | \$0 | \$248,936 | \$0 | \$0 | \$0 | \$337,570 | \$0 | \$0 | \$150,000 | \$736,506 |

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Value for members

Please see below the value to members for this financial year and a summary of the previous years.

| VALUE FOR MEMBERS 2020/2021 | FY 2019/2020 | FY 2020/2021 | FYTD 2021/2022 | FULL ACTIVITIES FOR THE YEAR 1 JULY 2021 - 30 JUNE 2022 |
|--|----------------|---------------|----------------|---|
| SUBMISSIONS | 20 | 23 | 1 | 1. Mobile speed camera enforcement programs in NSW |
| PLANS, STRATEGIES AND COLLATERAL | 26 | 12 | 2 | 1. As at 2 August 2021, 2,519 contractors across the region hold a current induction (this figure includes the historical data that has been uploaded). 2. Padmap Refresh 2021 now complete and the majority of padmaps have been distributed |
| GRANTS SEEKING | 3 | 3 | 0 | |
| GRANT FUNDING RECEIVED | \$215k | \$736k | 0 | 2020/2021 funding update: \$150k Stage 2 OLG JO Building and Capacity Building \$337k from DPIE for energy projects \$249k for training (inc \$210k for wastewater training). |
| COMPLIANCE | 13 | 9 | 4 | 1. 060721 - Proposed-Borrowings-2021-2022 2. 300721 - Milestone 3 Capacity Building Program report to OLG 3. 300721 - Goods and Services tax certificate 4. 020821 - Public Interest Disclosure report for period ending 30 June 2021 |
| DATA | 6 | 3 | 0 | |
| MEDIA INCLUDING SOCIAL MEDIA | 13 | 18 | 1 | Social Media Followers as at 5/8/21 Facebook – 572 Twitter – 937 Instagram (CNSWT) – 5,561 CNSWT Facebook – 14,995 060721 – Media Release – Spotlight on Condobolin and “SkyFest Miima Warrabinya” |
| COST SAVINGS | \$1.87m | \$2.2m | * | *Not yet calculated |
| REPRESENTATION | 147 | 159 | 14 | 1. 010721 – Regional Water Strategies Update 2. 060721 – WHS meeting 3. 150721 - IT meeting 4. 150721 - Water Directorate Executive Committee Meeting 5. 190721 – JO EO fortnightly Catch up 6. 260721 – Water Inf NSW Lake Rowlands to Carcoar Dam project 7. 280721 – TFNSW to progress RITG 8. 290721 – GMAC 9. 020821 – DPIE - Encouraging Regional Collaboration and State Government Support 10. 020821- JO EO's fortnightly catch up 11. 030821 – HR Managers Group Meeting 12. 040821 – TfNSW – RITG update 13. 050821 – NSW JO Chairs forum 14. 110821 – Planners Group meeting |
| OPPORTUNITIES COUNCILS HAVE BEEN AFFORDED INCLUDING PR | 35 | 102 | 7 | 1. 020721 -Presentation from Wi-Sky who they are, and their success in other regions. 2. 280721 -ATO presentation to JO reps on Peppol e-invoicing in NSW 3. 130721 – Advice received from Gabrielle Brewer that some of the region's recent news stories now uploaded onto Destination NSW's new Media Centre 4. 140721 – Advice received from Gabrielle Brewer that Tourism Australia have included Condobolin's Skyfest event in their Essentials newsletter, published every Wednesday. |

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|--|--|--|--|--|
| | | | | <ol style="list-style-type: none"> 5. 270721 – Escape Magazine/Lift Out in the Sunday Telegraph & News Ltd across Australia have featured Orange’s Nashdale Lane in a “10 best winery stays in Australia and NZ” story. 6. 270721 – Explore Travel across the 14 regional papers in ACM Media Group – did a feature on the effects of the lockdown on regional travel and included in Central NSW in top things to do in Orange’s Country Food Trails and Balloon Joy Flights in Canowindra. 7. 270721 – Australian Financial Review Life & Leisure – assisted Destination NSW with accommodation ideas for this story which featured Wilga Station in Bathurst and The Old Chemist in Millthorpe |
|--|--|--|--|--|

Reporting to the Strategic Business Plan

Please find see attachments for an update on progress on the Strategic Business Plan adopted 22 May.

Attachment/s:

14. 5 Year Procurement Plan
15. Submission inquiry on the Mobile speed camera enforcement programs in NSW
16. The Central West and Orana Regional Plan workshop outcomes report
17. Strategic Business Plan update
18. Inland Rail IIP PEP Project Plan
19. Inland Rail IIP PEP Announcement

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