



Central NSW Joint Organisation

PO Box 333 Forbes NSW 2871

Chair – Cr John Medcalf, OAM - Lachlan Shire Council

Executive Officer – Jennifer Bennett

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

Ph: 0428 690 935

Agenda to the CNSWJO Board Meeting 24 February 2022

Members

Cr R Taylor	Bathurst Regional Council	Cr J Medcalf, OAM	Lachlan Shire Council
Cr S Ferguson	Blayney Shire Council	Cr M Kellam	Oberon Council
Cr K Beatty	Cabonne Council	Cr J Hamling	Orange City Council
Cr B West	Cowra Shire Council	Cr K Keith, OAM	Parkes Shire Council
Cr P Miller, OAM	Forbes Shire Council	Cr C Bembrick	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	Mr W Sunderland	RDACW
Mr S Loane, OAM	Forbes Shire Council	Cr M Statham	Lithgow City Council
Mr G Tory	Lachlan Shire Council	Mr C Butler	Lithgow City Council
Mr G Wallace	Oberon Council	Ms G Collins	DPC
Mr D Waddell	Orange City Council	Ms A Bowman	OLG
Mr K Boyd, PSM	Parkes Shire Council	Ms J Bennett	CNSWJO
Mr J Rath (Acting)	Weddin Shire Council	Ms M Macpherson	CNSWJO
		Ms K Barker	CNSWJO

It is advised that the next meeting of the Central NSW Joint Organisation Board Meeting will be held Thursday 24 February 2022, at the **Canowindra Services Club**, 93 Gaskill St, Canowindra beginning at 10.00am.

Please contact Jenny Bennett on 0428 690 935 with any questions

Agenda



**CENTRAL NSW
JOINT ORGANISATION**

Central NSW Joint Organisation

PO Box 333 Forbes NSW 2871

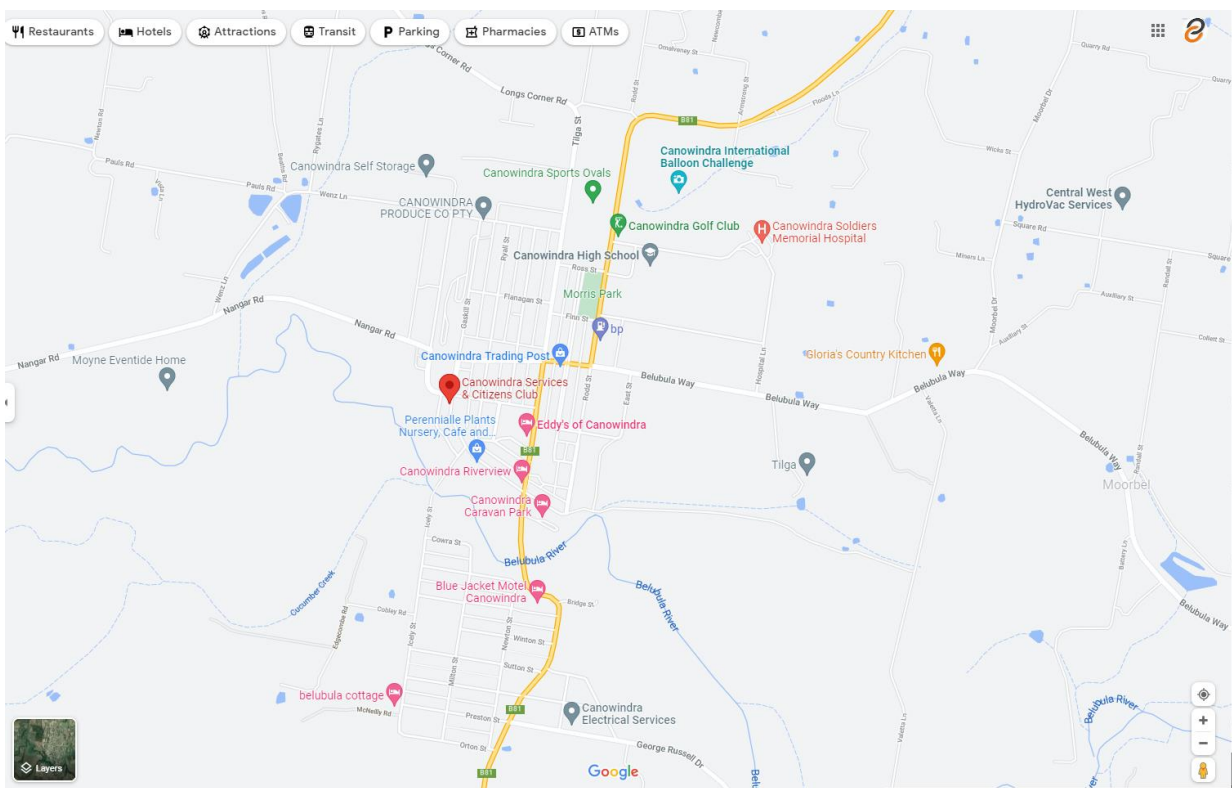
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**Canowindra
Services Club
93 Gaskill St
Canowindra**



Agenda



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Agenda

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Board – 30/31 March 2022 – Canberra
GMAC – 28 April 2022 - Blayney

Jenny Bennett

Executive Officer
Central NSW Joint Organisation

Agenda

5. Election of Chairperson and Deputy Chairperson

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 Jenny Bennett, dated 5 February 2022

Recommendation/s
That the Board determine the method of voting for the position of Chairperson and Deputy Chairperson.

Election of Chairperson and Deputy Chairperson

By proclamation dated 11 May 2018, the Central NSW Joint Organisation of Councils was created; a copy of the Proclamation can be viewed at

<https://legislation.nsw.gov.au/view/html/inforce/current/sl-2018-0192#statusinformation>

All Joint Organisations were required to adopt a Charter and the Election of Chairperson and Deputy Chairperson falls under this document in accordance with the Local Government Act 1993, Local Government (General) Regulation 2005 and the Interpretation Act 1987. It can be viewed on the website <https://www.centraljo.nsw.gov.au/charter-statement-of-strategic-regional-priorities/>

The term of these positions is two years.

4.7 Chairperson and Deputy Chairperson

- a. The Chairperson is to be elected from amongst the Voting Representatives who are mayors and will hold office in accordance with the Act and Regulations.*
- b. The Chairperson while acting as such:

 - i. has a deliberative vote; and*
 - ii. does not have a casting vote.**
- c. The Board may elect a Deputy Chairperson from amongst the Voting Representatives who are Mayors following the election of the Chairperson, to hold office for the term of the Chairperson.*
- d. In the absence of the Chairperson, the Deputy Chairperson (or in their absence, a person elected by the Voting Representatives at the meeting) is to preside at a meeting of the Board and does not have a casting vote.*

Upon election, the Chairperson will assume the Chair and preside at the meeting.

Voting for the position of Chairperson can be carried out by one of the following methods:

- a. Open voting (ie show of hands)
- b. Ordinary ballot (ie secret ballot)
- c. Preferential ballot (ie place 1, 2, 3 against each candidate)

Voting representatives for the Board are the Mayors of the Member Councils as listed in the Proclamation. These are:

Bathurst – Cr R Taylor

Blayney – Cr S Ferguson

Cabonne – Cr K Beatty
Cowra – Cr B West
Forbes – Cr P Miller
Lachlan – Cr J Medcalf
Oberon – Cr M Kellam
Orange – Cr J Hamling
Parkes – Cr K Keith
Weddin – Cr C Bembrick

Nominations have previously been called for and nomination forms have been circulated.
Nomination forms will be received up until and including the item at the meeting at which the election of the Chairperson occurs.

Under the Act the Returning Officer is the Executive Officer of the Joint Organisation.

Portfolio Mayors, Sponsoring General Managers and other potential positions will be retained until adoption of the revised strategy with revised priority.



**CENTRAL NSW
JOINT ORGANISATION**

2022

Central NSW Joint Organisation Nomination for Chair

Nominations for election of the **Chair** of the **Central NSW Joint Organisation Board**

Thursday 24 February 2022.

We the undersigned nominate _____ to the office of **Chair** of Central NSW Joint Organisation.

Nominators

1. Name _____ Signature _____

2. Name _____ Signature _____

I consent to be nominated to the office of **Chair** of Central NSW Joint Organisation

Nominee

Name _____ Signature _____

Please note that the nominee may be one of the nominators.
Please ring Jenny Bennett on 0428 690 935 for assistance.

Minutes



**CENTRAL NSW
JOINT ORGANISATION**

2022

Central NSW Joint Organisation Nomination for Deputy Chair

Nominations for election of the **Deputy Chair** of the **Central NSW Joint Organisation Board**
Thursday 24 February 2022.

We the undersigned nominate _____ to the office of **Deputy Chair** of
Central NSW Joint Organisation.

Nominators

1. Name _____ Signature _____

2. Name _____ Signature _____

I consent to be nominated to the office of **Deputy Chair** of Central NSW Joint Organisation

Nominee

Name _____ Signature _____

Please note that the nominee may be one of the nominators.
Please ring Jenny Bennett on 0428 690 935 for assistance.

Minutes

6. Minutes

Confirmation of the Minutes of the Board meeting 25 November 2021 held in Orange

In Attendance

Cr I North	Bathurst Regional Council	Cr J Medcalf OAM	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 OAM	Parkes Shire Council
Cr P Miller OAM	Forbes Shire Council		

Mr D Sherley	Bathurst Regional Council	Cr D Somerville	Central Tablelands Water
Ms R Ryan	Blayney Shire Council	Ms R Fagan	RDACW
Mr B Byrnes	Cabonne Council	Mr W Sunderland	RDACW
Mr P Devery	Cowra Shire Council	Ms K Hartwig	TfNSW
Mr S Loane - via zoom	Forbes Shire Council	Ms G Collins	Regional NSW
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 A Thomas	CNSWJO
Mr G Rhodes	Central Tablelands Water	Ms C Griffin	CNSWJO
		Ms V Page	CNSWJO

Meeting opened at 10:04am

- Welcome**
- Acknowledgement to Country and Welcome from the Chair, Cr John Medcalf OAM.**
- Apologies applications for a leave of absence by Joint Voting representatives**

Cr M Liebich, Mr J Rath, Mr K Boyd, Ms K Purser, Ms A Bowman and Ms K Barker

Resolved	Cr K Beatty/Cr R Kidd
That the apologies for the Central NSW Joint Organisation Board meeting 11 August 2021 listed above be accepted.	

4. Speakers

DPIE

Gary Hopkins, Director, Western Region, and

Robert Hodgkins, Manager, Western Region,

Presentation on the Draft Central West and Orana Regional Plan 2041

[https://s3-ap-southeast-](https://s3-ap-southeast-2.amazonaws.com/mysocialpinpoint.com.au/uploads/redactor_assets/documents/0f02f44e889df972edbde1bbc1134b617a3432a155c0c7205bcd12e506797ef2/10380/Draft_Central_West_and_Orana_Regional_Plan_2041.pdf)

[2.amazonaws.com/mysocialpinpoint.com.au/uploads/redactor_assets/documents/0f02f44e889df972edbde1bbc1134b617a3432a155c0c7205bcd12e506797ef2/10380/Draft_Central_West_and_Orana_Regional_Plan_2041.pdf](https://s3-ap-southeast-2.amazonaws.com/mysocialpinpoint.com.au/uploads/redactor_assets/documents/0f02f44e889df972edbde1bbc1134b617a3432a155c0c7205bcd12e506797ef2/10380/Draft_Central_West_and_Orana_Regional_Plan_2041.pdf)

Follow-up –Given the consultation period for the CWORP finishes on 18 February the CNSWJO will write to the Dept. and Minister to extend the timeline.

TfNSW

Kristy Hartwig, Acting Regional Director

Minutes

Mark Hannan, Director, South and West Region
 Lachlan Paull, Senior Transport Planner
 Presentation on the Central West and Orana Regional Transport Plan
<https://future.transport.nsw.gov.au/plans/draft-plans/draft-central-west-and-orana-transport-plan>

Follow-up –confirm the offer for an extended consultation period to the end of March and note the offer of further consultations to new Councillors or the Board.

11.09am

CNSWJO

Jenny Bennett – Executive Officer

Presentation on CNSWJO End of Term Highlights – See slide attached.

5. Chairman’s Minute – Nil

6. Minutes

Confirmation of the Minutes of the Central NSW Joint Organisation meeting 12 August held online

Resolved	Cr S Ferguson/Cr K Keith
That the Central NSW Joint Organisation Board confirm the Minutes of the meeting 12 August 2021 held via zoom.	

11.38am Kristy Hartwig left meeting

7. Business Arising from the Minutes – Matters in Progress

Resolved	Cr P Miller/Cr R Kidd
That the Central NSW Joint Organisation Board note the Matters in Progress, making deletions as suggested.	

8. Reports on Statement of Regional Strategic Priority

Priority One: Inter-Council Co-operation

a. Adoption of Audited Financial Statements for the year ended 30 June 2021

Resolved	Cr K Sajowitz/Cr K Keith
That the Board adopt the CNSWJO Joint Organisation General Purpose Financial Statements for the year ended 30 June 2021.	

b. Financial Report

Resolved	Cr P Miller/Cr S Ferguson
That the Board note the Financial Report.	

c. Delegations for the Chair between elections

Resolved	Cr I North/Cr B West
That the Board note the report on the Delegation for Chair through the Election Period as per Section 377, and	
<ol style="list-style-type: none"> 1. delegate to Cr John Medcalf, OAM the authority to: Carry out functions delegated to the CNSWJO Chair, between election day December 2021 and the first CNSWJO Board meeting in 2022 when the election of a Chair will take place. 2. write to OLG, regarding the need to ensure continuity for Mayors between the elections and the election of the new Mayor, and 3. acknowledge the commitment from our current Chair Cr John Medcalf. 	

d. Compliance and CNSWJO meeting dates for 2022

Resolved		Cr B West/Cr Ian North		
That the Board note the Compliance report and CNSWJO meeting dates for 2022 and;				
1. note the Calendar of Compliance and Reporting-Requirements update;				
2. endorse the 2021 Annual Performance Statement and place it on the website;				
3. note the advice from the Portfolio Mayors and that this is summarised in the Annual Performance Statement;				
4. note the Pecuniary Interest Returns under s450a of the Local Government Act 1993;				
5. determine the dates for GMAC and Board meetings for 2022 be:				
Board	TBA February or March to be confirmed based on sitting days	26 May	26 August TBC to fit with sitting dates	25 November
Location	Federal Parliament House	Summit	State Parliament House	Cabonne
GMAC	3 February	28 April	28 July	27 October
Location	Orange	Blayney	Cabonne	Orange

e. Policy and Procedure review

Resolved	Cr P Miller/Cr K Beatty
That the Board note the Policy and Procedure report; and	
<ol style="list-style-type: none"> 1. note the minimal changes to the Procurement Policy, and 2. adopt the 2021 Joint Organisation Policy and Procedure register. 	

f. Options for regional support in implementing Office of Local Government (OLG) guidance in audit, risk and improvement

Resolved	Cr P Miller/Cr I North
That the Board note the “Options for regional support in implementing OLG guidance in audit, risk and improvement” report and	
<ol style="list-style-type: none"> 1. note that there is scope for collaboration between Councils on elements of the guidance including: <ol style="list-style-type: none"> a. coordination and administration of the Audit Risk and Improvement Committee; and b. development and/or procurement of the various strategies, reviews and self-assessments in internal audit, assurance, improvement and risk management; 2. note that a more strategic regional approach is likely to identify opportunities for regional collaboration on improvement; 3. note that a workshop of interested General Managers will be progressing a regional approach; 4. note the advice in the report on a preferred approach being: <ol style="list-style-type: none"> a. supporting a collaboration of member council staff responsible for internal audit; b. leveraging the CNSWJO strength in procurement through coordinating a strategic approach aggregating some or all opportunities for audits, strategies, reviews and improvement; and c. offering an optional administrative support program for ARIC for interested councils; 5. lodge a response to the OLG as attached to this report; 6. prioritise in this response the issue that exclusion of elected representatives from the ARI Committees both works against the principles of local democracy and excludes the value that elected representatives provide in audit, risk and improvement; and 7. this is to include that CNSWJO seeks to be exempt from the program. 	

g. The internal review of the CNSWJO and end of term Report

Resolved	Cr R Kidd/Cr K Beatty
<p>That the</p> <p>That the Board note the report on the end of term, thank members who provided feedback and recommend to the incoming Board it;</p> <ol style="list-style-type: none"> review the current advocacy policy and approach with a view to better respecting and leveraging the role of the Mayors of this region; continue to advocate for fit for purpose engagement in development of State strategies and that this include the codesign of consultation before engagement commences; consider the extent to which it should continue to pursue collaborating with the State; monitor the success of the JO model and <ol style="list-style-type: none"> if JOs continue to fail due to financial sustainability; the State does not step up its support; and compliance costs continue to rise- the incoming Board seek to transition to an incorporated model twelve months after the next State election; note the strengths and successes of this JO term including in; <ol style="list-style-type: none"> cost savings and other value of procurement; PR value of tourism where advice from a 3 year marketing plan informed by this report should be included in the Board's forward considerations; reputation as an advocate particularly in water; reputation as a collegiate and collaborative region that speaks clearly with one voice and seek to build on these strengths as part of its strategic review, hold a Summit addressing the region's wicked problems such as health; and include in its forward strategy advice from the review of JOs being undertaken by the OLG; adopt the BPAP Stages 1-6 reports and <ol style="list-style-type: none"> consider the extent to which Procurement Model 2 is of value to members; adopt a management fee model for income to the JO using a shared cost savings methodology; build on the strength of the procurement roles of the JO; consider using a shared cost savings methodology for the resourcing required for the JO to support an increased level of procurement as well as supporting other JO programming more broadly noting that councils are reporting they do not want to pay more in fees; consider underwriting \$100k from CNSWJO reserves to enable additional procurement resource; consider other value-added services including training, sharing expertise, audits and health checks etc., and how these would be funded; consider each of the best practice initiatives and decide which should be pursued and in which priority order; the Chair, Executive Officer and Staff be acknowledged for their work; and include this report in strategic advice to the incoming Board. 	

h. Regional Procurement and Contracts

Resolved	Cr K Sajowitz/Cr I North
<p>That Board notes the report on the Procurement and Contract Management and</p> <ol style="list-style-type: none"> notes the delayed commencement of the Safety Compliance Training contract to 1 October 2021; 	

2. approves the JO to conduct a new procurement process for the supply and delivery of bulk fuel for participating member councils;
3. notes the analysis of the income to the JO via the bulk fuel contract which recognises the cost savings and shared value of procurement and approve the increase of the management fee for bulk fuel from 0.15% to 0.7%;
4. approves the JO to conduct a new procurement process for an Audit and Benchmarking of Performance Monitoring Data which includes a 5% management fee to the JO; and
5. approves an extension of the existing contract with ELMO until 31 August 2023 for Forbes (TBC), Lachlan, Oberon and Orange for the Recruitment module, and Cowra, Oberon and Orange for the Onboarding module.

i. Energy Program

Resolved	Cr S Ferguson/Cr K Beatty
That the Board note the report on the Energy Program and	
<ol style="list-style-type: none"> 1. note the objectives endorsed by GMAC and the electricity procurement steering committee regarding: <ol style="list-style-type: none"> a. Cost – Proceed with a PPA provided the pricing is less than the existing contracted price; b. Percentage of renewable energy – The PPA should maximise the renewable energy component over and above the 50% of total electricity load; c. LGCs – Councils are encouraged to surrender/retire the LGCs rather than on-selling; d. Duration – The PPA to be a 7-10 year term; e. Environmental – Each Council to decide how they will meet their emissions reduction targets, where applicable; f. Additionality – Support the development of new projects over existing projects; and g. Local projects – Within the regulatory framework, support local projects in Central NSW over projects elsewhere in NSW; 2. note that electricity is only one source of councils' emissions and therefore councils will need to look at other sources of emissions when seeking to meet any emissions reduction targets and may wish to consider the purchase of additional LGCs to offset other emissions; 3. note GMAC's approval to include REROC councils in the CNSWJO electricity procurement process for a renewable energy PPA; 4. note REROC's decision to wind-back its involvement in the Southern Lights Project and that CNSWJO staff will take over the project management of the Southern Lights Project in the interim while discussions with LGNSW take place; 5. note the update regarding the RACE for 2030 application including advice that Essential Energy is supporting the program on the basis of 3-4 Councils being part of the Pilot and other considerations including data quality; 6. recommend to the Board that it note the continuation of the MOU with the DPIE SCC Program with a review to occur in June 2022. 	

j. Energy Advocacy Plan

Resolved	Cr P Miller/Cr K Keith
That the Board note the report on the Regional Energy Advocacy Plan (the Plan) and	
<ol style="list-style-type: none"> 1. adopt the Plan; and 2. share the policy position with LGNSW 	

Priority Three: Regional Transport and Infrastructure

k. Transport update including working with TfNSW and the (Central NSW ITG)

Resolved	Cr K Keith/Cr P Miller
That the Board note the Regional Transport update and	

1. note that Minister Stokes has been invited to update the Board on the Central West and Orana Regional Plan;
2. note that advice has been circulated regarding progress on Blayney Demondrille;
3. note the collaboration with TfNSW with the wider Joint Organisation network;
4. note the update on the new Central NSW Integrated Transport Group (CNSW ITG) Lead by TfNSW;
5. endorse the Terms of Reference for the CNSW ITG; and
6. review advocacy regarding the connection of the two Wests as part of a broader advocacy review by the new Board.

Priority Four: Regional Water Security

I. Water Update

Resolved	Cr R Kidd/Cr K Keith
That the Board note the Regional Water report and advocate for the role of Town Water Commissioner to be made permanent with a structure that enables authentic engagement with communities, particularly elected representatives	

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

Resolved	Cr P Miller/Cr I North
That the Board note the Report to the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority and	
<ol style="list-style-type: none"> 1. endorse the following submissions: <ol style="list-style-type: none"> i. The Central NSW Joint Organisation response for Essential Energy to prepare for the NSW/ACT/TAS/NT Electricity Distributors Consultation Paper 1: Service Classification; ii. The Environmental Planning and Assessment Amendment (Infrastructure Contributions) Bill 2021; iii. Transport for NSW (Transport) on the (REF) and Concept Design for the proposed Medlow Bath Upgrade; iv. The Department of Planning Industry and Environment on the Regional Housing Taskforce; v. 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; and vi. The Local Government Tendering Regulation Review 2. note the advice on progress of Stage One and Stage Two of the Office of Local Government (OLG) Capacity Building Program Fund including progress on the Community Strategic Plan project with the Regional Leadership Executive; 3. note that the Building Better Regions Fund Round 5 application was unsuccessful and seek a variation for \$50K of Round One of the OLG Capacity Building Program to go to supporting marketing for the region and the forward Statement of Strategic Regional priorities of the incoming Board; 4. note stage 2 funding projects were approved by the OLG; and 5. note advice on the Central West and Orana Regional Plan Review. 	

12.09am Steve Loane Left meeting

12.09am Gerry Collins left meeting

10. Confidential: CNSWJO Executive Officer Proforma Performance Review Report

Resolved	Cr R Kidd/Cr B West
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Minutes

That the Board:

1. Pursuant to section 10A(1)-(3) of the Local Government Act 1993, the media and public be excluded from the meeting on the basis that the business to be considered is classified confidential under the provisions of section 10A(2) for the following reason:
 - (a) personnel matters concerning particular individuals (other than councillors); and
2. correspondence and reports relevant to the subject business be withheld from public access.

All attendees of the meeting with the exception of voting Mayors left the meeting at 12:09pm

12.28pm the meeting resumed, and all attendees returned with the exception of Ms G Collins and Mr S Loane.

Resolved	Cr R Kidd/Cr B West
That the Board resumes open session.	

Resolved	Cr I North/Cr P Miller
That the Board note the report regarding the annual performance review of the Executive Officer of the CNSWJO.	

11. Late reports – Nil

12. Matters raised by Members

Cowra Shire Council

- Population projections - Council is deeply concerned that these population projections create a skewed process away from Government's investigating thoroughly the opportunities for growth beyond current methodology.
- The duplication of the GWH - Council strongly urges the Central NSW Joint Organisation to prioritise the establishment of an expressway route across the Blue Mountains connecting Sydney to the central NSW region.

Bathurst Regional Council – raised from the floor their issue regarding a Section 10 application on the Mount Panorama area.

Resolved	Cr I North /Cr P Miller
That the Board support the Bathurst Regional Councils submission by 28 February and a report be provided to the Board as background information from Bathurst Regional Council.	

13. Notices of motions/Questions with notice - Nil

14. Speakers to next meeting will be Ministers at Federal Parliament House - TBC

15. Next meeting

GMAC – 3 February 2022

Board – TBC and will include the Election of Chair

Meeting close 12.43 pm

Page 7 is the last page of the Central NSW Joint Organisation meeting 25 November 2021

Minutes

7. 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	<p>This sub-committee has now been replaced by the Resilience and Recovery Sub-committee managed by Resilience NSW. This committee has not met since February 2020. Follow up has been undertaken. As at February 2022 it is understood that drought preparedness is being resourced at the State level by Regional NSW.</p> <p>Concerns are that now it has rained, and the State Government has developed its Future Ready Regions Strategy to guide drought management, its inter-agency coordination for drought has been discontinued. https://www.nsw.gov.au/regional-nsw/future-ready-regions</p> <p>Advocacy continues through the development of the Regional Water Strategies and the Town Water Risk Reduction Program for inter-agency coordination of water security planning and management with Local Government with a seat at the table. See also Board resolve to advocate for the Town Water Commissioner to be a permanent role. See the Regional Water Report.</p>
281113 - 8b - Water Infrastructure Develop a MoU with NSW Health.	MM	<p><i>November 2013- ongoing</i></p> <p>Despite MoUs being achieved for other utilities there has been no interest from NSW Health in progressing an MoU. Collaboration between Local Water Utilities and regulators for town water supplies including NSW Health now forms part of the Town Water Risk Reduction Program.</p> <p>It is hoped that an interagency approach on water currently being advocated for will resolve the need for an MoU. Based on feedback from the end of term report</p> <p>Suggest deletion.</p>
271119-6-P3a-Regional Transport Advocacy Policy, Prioritisation and Freight Links Mapping. <ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 1. This work is being finalised by DPE (Planning) and TfNSW at which point outputs will be adapted by the JO. Currently seeking a publishable format from TfNSW. 2. Please note a significant amount of work is being undertaken at the Federal level by both the National Heavy Vehicle Regulator and at the National Freight Data Hub - prototype website National Freight Data Hub - prototype website (freightaustralia.gov.au)
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 	MM	<ol style="list-style-type: none"> 1. a.to d. 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.

Matters in Progress

<p>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);</p> <ol style="list-style-type: none"> 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; <ol style="list-style-type: none"> 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. 		
<p>271119-15a-Confidential Reports Regional Bridge Assessment Report</p> <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. 	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 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 with TfNSW was held Friday 29 October 2021 where the issue of a better and more strategic approach to bridges was raised. TfNSW have agreed to progress this in collaboration with the JO Network. 2. Follow-up with members continues.
<p>270820-7h- Scoping Report of a regional promotion campaign Provide a report to the Board that includes the following option:</p> <ol style="list-style-type: none"> 1. a significant promotion campaign over 5 years similar to that of Evocities; 2. tailored approach working with 	JB	<p>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 livability based on a potential skills initiative.</p>

Matters in Progress

the Regional Australia Institute or other similar entities; and 3. a rework of the Beyond the Range site with associated marketing.		Given the review of the JO strategy Suggest deletion.
270820-7j-Water 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.	MM	Advice on the approach to productive water taken by RAMJO has been provided 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.
41220-9m-Western Link Work with TfNSW on aligned messages on road safety.	JB	Correspondence has been sent and follow-up through the newly formed Central NSW Regional Integrated Transport Group is anticipated
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	1. and 2. This matter was raised with the Regional Prosperity Subcommittee 14 May 2021. Feedback from EDOs was included. Follow up has been undertaken with Brendan Cook of DPC who advises that REDS will be reviewed this year (2022) and will be seeking feedback from this region. This advice has been provided to the Economic Development Managers' Forum meeting 3 November. Outgoing correspondence from both RDACW and CNSWJO seeking better outcomes and a codesigned process has been sent to Mr Cook. Please see attachments. 3. Advice has been sought from members seeking case studies. Some advice has been provided. This work is being done by the DESE Jobs Taskforce which Ms J Bennett has access to. Suggest deletion. 4. A meeting was held with representatives of Water NSW and Water Infrastructure NSW. Advice in that regard is provided separately in this agenda.
030621- 9d- Energy Program Invite Essential Energy to come and present to the Board on the LED street lighting upgrade.	KB	Underway. Most councils have commenced or completed their roll-out, with Lachlan and Parkes the only councils yet to commence. Please see an update elsewhere in this business paper.
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	JB	1. The Regional Prosperity Committee has been under review by the Regional Leadership since mid 2021. 2. Noted. 3. Please see report to this meeting Suggest deletion

Matters in Progress

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.		
030621-9g -Skills, Workforce and Housing Report provide advocacy support to Business NSW in its efforts onskilled migration.	JB	Support has been reported previously and the offer is ongoing. Suggest deletion.
030621- Progressing a Western LinkEvent meet with Blue Mountains City Council, Penrith City Council and other Western Sydney Councils individually on potential opportunities.	JB	Meeting regularly with Penrith City Council. Please see advice in this business paper on advocacy leading into the election.
120821-4-Speakers Ms Steph Cooke, Parliamentary Secretary for Regional Health and Member for Cootamundra 1. Ms Steph Cooke to take offline about the Maternity Services in Parkes and Forbes; 2. The region wants to see lga by lga data for vaccinations; 3. Support for Tresillian in Cowra; and 4. Seeking an update from Ms Cooke on the review of rural workforce.	JB	CNSWJO have been progressing with Steph Cooke's Office. LGA data provided. Suggest deletion
120821- 8e-Energy Program a. Support the RACE for 2030 application on understanding and alleviating network constraints; b. 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.	KB	a. The application has been lodged and successful through EOI stage. The full application is being progressed. b. The NSW Government has recently announced that the EV fast charging EOI and the fleet incentives round 1 are open. CNSWJO is working to support members in their applications. See elsewhere in this business paper for an update on the EV program. Suggest deletion.
120821-8h-Skills, Workforce and Housing Report Nominate the Executive Officer to be a member of the Local Jobs and Skills Taskforce	JB	Progress is reported in every Board agenda. Suggest deletion
120821 -8i-Water Update seek advice from DPIE on innovative water security projects in NSW and their enablement;	MM	Regional Water Report to the November Board meeting provided a DPE website link for advice on projects across the state. Suggest deletion
120821-9 Report to the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority 2019/2020	JB	1. a-c. See report to this meeting. d.Completed Suggest deletion

Matters in Progress

<ol style="list-style-type: none"> 1. progress a collaborative approach to regional support for members in developing their Community Strategic Plans (CSPs) including: <ol style="list-style-type: none"> a. twelve month support for a regional support group of Council staff undertaking IPandR; b. advice to the next round of the CNSWO Statement of Strategic Regional Priority; and c. leveraging the Regional Leadership Executive to provide better State support to the CSP development; d. write a support letter to Steph Cooke regarding the funding for the Tresillian and Gidget Foundation Australia to open a new Regional Family Care Centre in Cowra 		
<p>251121- 4 Speakers</p> <p>DPIE</p> <p>Follow-up –Given the consultation period for the CWORP finishes on 18 February the CNSWJO will write to the Dept. and Minister to extend the timeline.</p> <p>TfNSW</p> <p>Follow-up –confirm the offer for an extended consultation period to the end of March and note the offer of further consultations to new Councillors or the Board.</p> <p>CNSWJO</p> <p>Circulate slide</p>	JB	<p>Completed</p> <p>Suggest deletion</p>
<p>251121-8c - Delegations for the Chair between elections</p> <ol style="list-style-type: none"> 1. delegate to Cr John Medcalf, OAM the authority to: Carry out functions delegated to the CNSWJO Chair, between election day December 2021 and the first CNSWJO Board meeting in 2022 when the election of a Chair will take place. 2. write to OLG, regarding the need to ensure continuity for Mayors between the elections and the election of the new Mayor, and 	JB	<p>Completed</p> <p>Suggest deletion</p>

Matters in Progress

3. acknowledge the commitment from our current Chair Cr John Medcalf.		
251121-8e – Policy and Procedure review adopt the 2021 Joint Organisation Policy and Procedure register	JB	Complete. Please see website. Suggest deletion
251121 - 8f- Options for regional support in implementing Office of Local Government (OLG) guidance in audit, risk and improvement <ol style="list-style-type: none"> note that there is scope for collaboration between Councils on elements of the guidance including: <ol style="list-style-type: none"> coordination and administration of the Audit Risk and Improvement Committee; and development and/or procurement of the various strategies, reviews and self-assessments in internal audit, assurance, improvement and risk management; note that a more strategic regional approach is likely to identify opportunities for regional collaboration on improvement; note that a workshop of interested General Managers will be progressing a regional approach; note the advice in the report on a preferred approach being: <ol style="list-style-type: none"> supporting a collaboration of member council staff responsible for internal audit; leveraging the CNSWJO strength in procurement through coordinating a strategic approach aggregating some or all opportunities for audits, strategies, reviews and improvement; and offering an optional administrative support program for ARIC for interested councils; lodge a response to the OLG as attached to this report; prioritise in this response the issue that exclusion of elected representatives from the ARI 	JB	<p>1-4 Workshop postponed due to circumstances beyond the JO's control– a new date will be progressed. In the meantime there is a report to this meeting on a proforma for LGA by LGA data. This information will be used to inform</p> <p>5-7 Response lodged with OLG and is available on the CNSJO website at https://www.centraljo.nsw.gov.au/submissions/</p> <p>Suggest deletion</p>

Matters in Progress

<p>Committees both works against the principles of local democracy and excludes the value that elected representatives provide in audit, risk and improvement; and</p> <p>7. this is to include that CNSWJO seeks to be exempt from the program.</p>		
<p>251121- 8g - The internal review of the CNSWJO and end of term Report</p> <ol style="list-style-type: none"> 1. review the current advocacy policy and approach with a view to better respecting and leveraging the role of the Mayors of this region; 2. continue to advocate for fit for purpose engagement in development of State strategies and that this include the codesign of consultation before engagement commences; 3. consider the extent to which it should continue to pursue collaborating with the State; 4. monitor the success of the JO model and <ol style="list-style-type: none"> a. if JOs continue to fail due to financial sustainability; b. the State does not step up its support; and c. compliance costs continue to rise- the incoming Board seek to transition to an incorporated model twelve months after the next State election; 5. note the strengths and successes of this JO term including in; <ol style="list-style-type: none"> a. cost savings and other value of procurement; b. PR value of tourism where advice from a 3 year marketing plan informed by this report should be included in the Board's forward considerations; c. reputation as an advocate particularly in water; d. reputation as a collegiate and collaborative region that speaks clearly with one voice and e. seek to build on these strengths 6. as part of its strategic review, hold a Summit addressing the region's 	JB	<ol style="list-style-type: none"> 1. See Advocacy Tactics Report to this meeting. 2. Ongoing – suggest deletion <p>3-8 to be included in considerations for the incoming Board as resolved at 10. See report on Strategic Review providing advice on process and timeline.</p>

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<p>wicked problems such as health; and</p> <ol style="list-style-type: none"> 7. include in its forward strategy advice from the review of JOs being undertaken by the OLG; 8. adopt the BPAP Stages 1-6 reports and <ol style="list-style-type: none"> a. consider the extent to which Procurement Model 2 is of value to members; b. adopt a management fee model for income to the JO using a shared cost savings methodology; c. build on the strength of the procurement roles of the JO; d. consider using a shared cost savings methodology for the resourcing required for the JO to support an increased level of procurement as well as supporting other JO programming more broadly noting that councils are reporting they do not want to pay more in fees; e. consider underwriting \$100k from CNSWJO reserves to enable additional procurement resource; f. consider other value-added services including training, sharing expertise, audits and health checks etc., and how these would be funded; g. consider each of the best practice initiatives and decide which should be pursued and in which priority order; 9. the Chair, Executive Officer and Staff be acknowledged for their work; and 10. include this report in strategic advice to the incoming Board. 		
<p>251121-8h-Regional Procurement and Contracts</p> <ol style="list-style-type: none"> 1. notes the delayed commencement of the Safety Compliance Training contract to 1 October 2021; 2. approves the JO to conduct a new procurement process for the supply 	KB	<ol style="list-style-type: none"> 1. Suggest deletion 2. Procurement process to commence in early 2022. Suggest deletion. 3. Noted. Suggest deletion. 4. Procurement process to commence in early 2022. Suggest deletion. 5. Underway.

Matters in Progress

<p>and delivery of bulk fuel for participating member councils;</p> <ol style="list-style-type: none"> notes the analysis of the income to the JO via the bulk fuel contract which recognises the cost savings and shared value of procurement and approve the increase of the management fee for bulk fuel from 0.15% to 0.7%; approves the JO to conduct a new procurement process for an Audit and Benchmarking of Performance Monitoring Data which includes a 5% management fee to the JO; and approves an extension of the existing contract with ELMO until 31 August 2023 for Forbes (TBC), Lachlan, Oberon and Orange for the Recruitment module, and Cowra, Oberon and Orange for the Onboarding module. 		
<p>251121-8i- Energy Program</p> <ol style="list-style-type: none"> note the objectives endorsed by GMAC and the electricity procurement steering committee regarding: Cost – Proceed with a PPA provided the pricing is less than the existing contracted price; Percentage of renewable energy – The PPA should maximise the renewable energy component over and above the 50% of total electricity load; LGCs – Councils are encouraged to surrender/retire the LGCs rather than on-selling; Duration – The PPA to be a 7-10 year term; Environmental – Each Council to decide how they will meet their emissions reduction targets, where applicable; Additionality – Support the development of new projects over existing projects; and Local projects – Within the regulatory framework, support local projects in Central NSW over projects elsewhere in NSW; note that electricity is only one source of councils’ emissions and 	KB	<p>Complete. Suggest deletion.</p>

Matters in Progress

<p>therefore councils will need to look at other sources of emissions when seeking to meet any emissions reduction targets and may wish to consider the purchase of additional LGCs to offset other emissions;</p> <p>10. note GMAC's approval to include REROC councils in the CNSWJO electricity procurement process for a renewable energy PPA;</p> <p>11. note REROC's decision to wind-back its involvement in the Southern Lights Project and that CNSWJO staff will take over the project management of the Southern Lights Project in the interim while discussions with LGNSW take place;</p> <p>12. note the update regarding the RACE for 2030 application including advice that Essential Energy is supporting the program on the basis of 3-4 Councils being part of the Pilot and other considerations including data quality;</p> <p>13. -note the continuation of the MOU with the DPIE SCC Program with a review to occur in June 2022</p>		
<p>251121-8j-Energy Advocacy Plan</p> <p>1. adopt the Plan; and</p> <p>2. share the policy position with LGNSW</p>	KB	<p>Complete.</p> <p>Suggest deletion.</p>
<p>251121-8k-Transport update including working with TfNSW and the (Central NSW ITG)</p> <p>1. endorse the Terms of Reference for the CNSW ITG; and</p> <p>2. review advocacy regarding the connection of the two Wests as part of a broader advocacy review by the new Board.</p>	JB	<p>1. the TOR can be viewed on the website. https://www.centraljo.nsw.gov.au/key-stakeholders/</p> <p>2. See report on Advocacy Tactics to this business paper</p> <p>Suggest deletion</p>
<p>251121-8l-Water Update</p> <p>Advocate for the role of Town Water Commissioner to be made permanent with a structure that enables authentic engagement with communities, particularly elected representatives</p>	MM	<p>Correspondence sent to Kevin Anderson, Minister for Water. This item has also been added to the Advocacy Plan for Water.</p> <p>Suggest deletion</p>
<p>251121-12-Matters raised by Members</p> <p>Support Bathurst Regional Council's submission by 28 February and a report be provided to the Board as background information from Bathurst Regional Council</p>	JB	<p>See report to this meeting</p>

Matters in Progress

8. Reports on Statement of Regional Strategic Priority

Priority One: Inter-Council Co-operation

a. Financial Report

Regional Strategic Priorities	1.2 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 Jenny Bennett, dated 14 February 2022

Recommendation/s
That the Board note the Financial Report.

This report presents the financial accounts at 14 February 2022. This report anticipates a full year loss of \$26,326 at 30 June 2022 against a budgeted loss of \$35,232. Taking into account prior year surpluses carried over it is anticipated that the surplus at 30 June 2022 will be \$397,181.

This report includes the staff wages and oncosts to 31 December 2021 so now includes all costs for the first six months of the financial year providing a half year result. The anticipated figures at 30 June 2022 have been reviewed and small adjustments have been made. The anticipated result is tracking close to budget with the slight improvement being due to the higher than budgeted management fee income received from LGP.

Attachment/s: Nil

Central NSW Joint Organisation

Financial Position at 14 February 2022

	Budget 2021/2022	Actual 14/02/2022	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	94,294	100,187
CNSWJO Operational Membership	104,650	104,650	104,650
WRAS	9,495	9,495	9,495
	\$797,044	\$791,151	\$797,044
Grant - Sustainable Councils & Communities		10,000	10,000
	\$0	\$10,000	\$10,000
CWUA - Smart Approved Watermark	39,535	39,535	39,535
	\$39,535	\$39,535	\$39,535
Energy - Aggregated Electricity Procurement		80,000	80,000
Energy – ERP		9,890	9,890
Energy - EV Charging Assessments		7,875	7,875
	\$0	\$97,765	\$97,765
HR - Regional Training Service Income	60,000	36,931	60,000
HR - Online Training & Other HR Modules	280,000	130,516	280,000
	\$340,000	\$167,447	\$340,000
Management Fees from Contracts	120,000	36,920	120,000
Management Fee from LGP	55,000	64,736	64,736
	\$175,000	\$101,656	\$184,736
Copyright Licence	19,000	14,173	19,000
Vehicle Lease Back EO	4,500	2,271	4,500
Vehicle Lease Back CWUA	5,500	2,839	5,500
Vehicle Lease Back Operational Program Mgr	4,900	2,446	4,900
Interest	1,000	97	170
Member Council/Consultant expenses to be reimbursed		20	1,000
	\$34,900	\$21,846	\$35,070
Total Income	\$1,386,479	\$1,229,399	\$1,504,150

Expenditure

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Executive Officer Costs	205,000	92,719	205,000
Executive Officer Vehicle Costs & Depn	13,500	279	13,500
Operational Program Manager	125,000	59,398	125,000
Operational Program Manager - Vehicle costs	13,500	6,550	13,500
Finance Manager	70,000	41,691	70,000
Training & Program Support Officer	55,000	30,469	55,000
Executive Support Officer	70,000	38,324	70,000
Grant - Sustainable Councils & Communities			10,000
CWUA Program Manager & Program costs	160,000		160,000
CWUA Membership Program & Benchmarking Program	120,694	42,600	120,694
CWUA - Smart Approved Watermark	39,535	39,535	39,535
CNSWJO Regional Tourism Group	100,187		100,187
Energy - Aggregated Electricity Procurement			80,000
Energy – ERP			9,890
Energy - EV Charging Assessments		7,875	7,875
WRAS	9,495	9,495	9,495
HR - Training Service Costs	58,000	34,633	58,000
HR - Online Training & Other HR Modules	280,000	130,516	280,000
Regional Medical Student Scholarship	15,000		15,000
Advocacy	10,000	3,117	10,000
Accounting/Audit/Payroll	30,000	6,500	30,000
Bank Fees and Sundry costs	2,500	1,194	2,500
Computer Software/Licences	3,000	452	3,000
Copyright Licence	19,100		19,100
Depreciation (excl vehicles)	2,000		2,000
Internet Cloud	8,000	4,968	8,000
Legal	5,000		5,000
Member Council/Consultant expenses to be reimbursed		20	1,000
Printing/Stationery/Postage	1,000	347	1,000
Supply Management Administration	2,500	73	2,500
Zoom Conferences	1,500	1,140	1,500
Website Hosting and costs	2,200	584	2,200
Total Expenditure	\$1,421,711	\$552,478	\$1,530,476
Net Profit/Loss	-\$35,232	\$676,922	-\$26,326

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Non-Budgeted Expenditure**CNSWJO Reserves from 2020/21 and previous years**

BPAP - contributions from other JOs - Stages 2 to 6	22,270	22,270	22,270
Capacity Building Funding Stage 1	70,026	40,241	70,026
Capacity Building Funding Stage 2	150,000	45,560	150,000
CWUA Best Practice Program	105,826	60,523	105,826
CWUA - Asset Revaluations	166,481	99,889	166,481
Central NSW Regional Tourism Group	79,646	69,280	79,646
Energy Project	44,401	43	44,401
Grant - DPIE Sustainable Councils and Communities Program	120,000	70,394	120,000
Inter-Council Cooperation Reserve – Procurement	39,123	4,956	39,123
Roads and Transport Group	14,220		14,220
	\$811,993	\$413,156	\$811,993

Net Profit/Loss after Non-Budgeted Income and Expenditure	\$263,766	-\$838,319
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CNSWJO Accumulated Surplus at 30 June 2021 (incl Grants)	\$1,235,500
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Anticipated Surplus at 30 June 2022	\$397,181
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Reports

b. Review of the CNSWJO Advocacy position for a safe, swift link between Central NSW and Sydney

Regional Strategic Priorities	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 Jenny Bennett dated 14 February 2022

Recommendation/s
<p>That the Board note the report on its advocacy position for a safe, swift link between Central NSW and Sydney and</p> <ol style="list-style-type: none"> 1. Reiterate that this transport connection remains a priority of the CNSWJO Board; 2. Provide a response to the Draft Central West and Orana Regional Transport Plan emphasizing its key messages; and 3. Circulate the response to the Draft Central West and Orana Regional Transport Plan for member feedback.

Precis

At its meeting November 2021 the Board resolved to receive a report on advocacy for a safe, swift link between Central NSW and Sydney.

This report provides the background and current situation regarding advocacy and seeks direction regarding key messages.

The key challenge for the Board is to balance support for the significant expenditure on the western escarpment of the Great Western Highway with the region's aspirations for a 100kph safe swift link between Central NSW and Sydney capable of supporting the freight task.

Legislative Policy and Risk Considerations

Background

The current key message regarding connecting Western Sydney to Central NSW is:

A safe, swift link between Central NSW and Sydney remains a priority of the CNSWJO Board.

This approach was based on discussions with the Mayors of Western Sydney in 2017 and 2018 where it was agreed that an approach that did not determine the solution, like that used for the Western Sydney Airport, would be more likely to have success.

There are a series of sub-messages that further outline the Board's position, and these are below.

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The challenge for the Board is that the likelihood of even a long-term dual carriageway at 100kph across the Blue Mountains along the GWH alignment is unlikely given the pattern of settlement. At the same time this is where the State and Federal Governments are making their substantive financial commitment of \$4.6bn.

Notably, in past iterations of transport plans for the region an upgrade to the Bells Line was included with a time frame. The most recent iteration of the 2056 Transport Plan for the region included planning for a long-term solution. The current Draft Central West and Orana Regional Transport Plan is silent in this regard.

The past decade

Subsequent to advocacy by Centroc in 2006 and 2007, it emerged that a staged approach to Bells Line advocacy would be more likely to succeed. This became Centroc policy.

The honoured commitments to Centroc from the Federal Election in 2007 by the incoming Labor government included \$5m on transport studies to identify solutions to the transport constraints for Central NSW and \$250m for a Little Hartley Bypass.

With relation to the strategic funds, these monies were administered through the State and this led to the development of the Central West Transport Need Study 2009 which included significant engagement with this region. This Study found that while the Bells Line would not be needed until 2033, the corridor should be secured to allow in the short term for future infrastructure development.

Meanwhile Centroc secured bipartisan State support for the project.

The NSW Long Term Transport Masterplan 2012 identified the need to secure the corridor. The Central West Transport Plan 2013 continues to identify the corridor and on the website was treated as current till 2016 with a 2017 update on program delivery. Program delivery is silent regarding the corridor.

The next round of Federally funded strategy was the “Bells Line of Road Long Term Strategic Corridor Plan.” Centroc had a seat at Steering Committee level though the steering committee had little control, for example over budgets or project design; and was primarily advisory. Centroc requested a blog be developed to enable a conversation between the communities of Central NSW, Western Sydney and the Blue Mountains. The blog was very strong on road safety which became a key consideration for the \$43m of safety upgrade spend with a further \$5m to be spent on securing the corridor.

Centroc was invited to be part of the process of the Outer Sydney Orbital and Castlereagh Connection (the link between the M7 and Kurrajong) corridor committee. Apparently a corridor was identified but not made public due to a variety of factors including issues around compensation thrown up by the WestConnex process and wanting to take a strategic approach to other key infrastructure in the area.

Securing of the corridor was an election commitment of the State Government. The Hon Duncan Gaye provided feedback that it was just a matter of timing when he was Minister for Roads.

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In August of 2017 the Board resolved to call a meeting of Mayors to progress Bells Line Expressway as soon as possible. A meeting with Councils of Hawkesbury, Blue Mountains and Penrith Councils was held 4 December 2017. Subsequently a shared position was sought with these Councils but this was unable to be achieved, primarily due to the Corridor debacle described below.

Minister Pavey “jumped for joy” in May 2018 with the Chair of Centroc and Cr Ken Keith when placing on exhibition a corridor between the M7 to Kurrajong which deviated from the original Castlereagh Corridor alignment. This generated a lot of hostility from affected residents which garnered support from the radio commentator Alan Jones. The Minister stepped away from the new Corridor and as a result the original alignment ending in the Nepean remains the only corridor contemplated heading west from Sydney.

It is also noteworthy that Centroc and now the CNSWJO resourced a Regional Strategic Transport Group with membership from RMS, TfNSW, DPC including Industry and RDA Central West and have done so since 2016. This is now being administered by TfNSW with a view to them working more closely with the region on the CNSWJO member priorities. Please request the TOR where the role is to identify synergies and opportunities; to share information and provide feedback to stakeholders and to influence the regulatory and planning frameworks.

The Future Transport 2056 Plan adopted in 2018 makes commentary about long term work in the area of a safe swift connection.

In 2020 the region sought to reengage with Western Sydney leveraging the friendship relationship between Penrith and Lachlan. This included joining the Western Sydney Dialogue.

With the intervention of Covid in person meetings have not been possible however the conversation with Penrith continues and they have joined the Central NSW Regional Integrated Transport Group.

Regarding tunnels - it is not clear how much is myth or fact, though a 2012 AECOM report suggests that transport tunnels are more expensive in Australia than they should be.¹ According to an advocacy group in Sydney² Treasury has costed tunnels at \$366m per kilometre³. The estimate for the Melbourne-Brisbane Inland Rail Alignment tunnel is \$55m per kilometre plus fitout.⁴ Much of the advice on the web is at least 5 years out of date. There may be some potential for a different approach to tunneling for example that suggested by Elon Musk <https://www.createdigital.org.au/musk-price-blue-mountains-tunnel-idea-good/>

¹ https://web.wpi.edu/Pubs/E-project/Available/E-project-043012-122558/unrestricted/Analysing_International_Tunnelling_Costs_Public_Report.pdf

² <http://www.ecotransit.org.au>

³ <http://www.ecotransit.org.au/ets/files/Rail-Tunnelling-Factsheet.pdf>

⁴ Melbourne-Brisbane Inland Rail Alignment Study, Working Paper No. 3, Stage 1 Capital Works Costings. Available on the web at: <http://www.artc.com.au/library/IR>

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Road status is a consideration. The Bells Line is rated 3U – urban, though is treated as 3R regional with associated levels of service, which is basically one lane of traffic either way. There are however further complications around safety and freight. RMS is investigating the degree to which the geometry of the road are limiting factors.

Regarding freight, the Bells Line of Road and Great Western Highway are not approved for travel by B-doubles longer than 19 metres and with a total mass greater than 50 tonnes. The Bells Line of Road is approved for vehicles up to 4.6 metres high, whereas the Great Western Highway is not.

Vehicles of this height include car carriers, trucks with wool or hay bales, high containers and livestock crates. Overmass vehicles are permitted on the Great Western Highway but not on the Bells Line of Road. As a result, there are no direct routes for larger B-doubles (longer than 19 metres) from the central and western regions of NSW to Sydney via the Blue Mountains.

While the priority outcome of the CNSWJO Board is a safe swift link between Sydney and Central NSW along with any alignment or modality including trains and tunnels, this region recognises that securing the Corridor along the Bells Line of Road alignment with a link into the M7 is essential for longer term strategic planning and delivery. A multiplicity of options is required to serve the needs of both Central NSW and the communities further west as well as those of Sydney, particularly Western Sydney. It is estimated that 80% of all road freight generated in the Central West travels through Lithgow.⁵

The NSW Government has completed over \$48m in programming to improve traffic efficiency on Bells Line of Road between Lithgow and Kurrajong Heights.

The current situation

The NSW Government has committed to dual lane duplication between Lithgow and Katoomba. This includes tunnelling under Blackheath and potential tunnel extensions. Works are near commencement in the Medlow Bath segment which includes 2 sets of traffic lights.

The State and Federal funding commitments are \$4.6bn and anticipates

- an additional 67km of dual carriageway
- greater safety especially for emergency vehicles
- time and productivity benefits

Corridor planning in NSW, as was undertaken for the past decade or more, is no longer. This includes the corridor along the Bells Line.

Sub-messages:

- **A safe swift connection between Sydney and Central NSW is the first priority of the CNSWJO Board. In terms of speed – this means 100kph.**

⁵ Lycopodium RDA Central West Freight Study 2014

- Build this safe swift link now and development will follow, like the M5 and the M2 into the Central Coast.
- Corridors needs to be set aside now for development in the future, particularly Kurrajong to M7.
- There are more than thirteen kilos of studies on the Bells Line. What is needed now is action.
- Taking a staged approach to the development of the Bells Line is sensible.
- The CNSWJO Board fully supports the \$2.5bn upgrades to the Great Western Highway between Lithgow and Katoomba but has concerns that speeds along this alignment are slowing down.
- 80% of the freight by road from Central NSW goes through Lithgow.
- Tourism is the third largest industry in Central NSW and totally constrained by transport options most particularly congestion on the Great Western Highway.
- Given the significant population increases projected by both the State and Federal Governments, several routes including the Bells Line will be needed for the expansion of Sydney.
- A second crossing of the Hawkesbury near Richmond should be part of the considerations of the route.
- The corridor needs to be secured now as the costs every day of growth in the north west of Sydney will only increase costs in the future.
- We challenge the State Government to publish the daily costs to the taxpayers of NSW of not securing the Corridor.
- We need to leverage Inland Rail providing linkages to port including the Aerotropolis from the Parkes Special Activation Precinct.
- This region supports the use of tunnels and new technologies if feasible.

Attachment/s: Nil

c. Advocacy Tactics to the State and Federal Elections

Regional Strategic Priorities	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 Jenny Bennett dated 14 February 2022

Recommendation/s
<p>That the Board note the report on advocacy tactics to the Federal and State elections and</p> <ol style="list-style-type: none"> 1. Adopt the CNSWJO Advocacy Policy; 2. Adopt the Advocacy Plans for <ol style="list-style-type: none"> a. Transport and Infrastructure; b. Water; c. Regional Prosperity; and d. Energy; 3. Adopt the “Central NSW Joint Organisation Advocacy Priorities to the Federal Election;” 4. Adopt the priorities for the Federal election as: <ol style="list-style-type: none"> a. Opportunities along the Lachlan Valley to do business differently to support the nation’s growth aspirations. Raising the dam wall at Wyangala is an important first step to deliver better flood immunity and water security to enable the agricultural sector. b. The roll out of Inland Rail with funding support for enabling infrastructure in region. c. Regional activation precincts like the one in Parkes and the 20 suggested by the National Farmers Federation for agricultural place-based development. d. Connectivity, including to ports includes ensuring a safe swift link between Western Sydney and the Central West including the current upgrades along the Great Western Highway and more importantly securing a corridor for dual carriageway for a future crossing at 100kph. How is it that Queensland has two safe swift highways at 100kph to the west of Brisbane and NSW has not one? e. A progressive increase in Financial Assistance Grants to at least one percent of Commonwealth taxation revenue (at least \$4.5 billion per year) and an initial injection of additional Financial Assistance Grants funding. f. A solutions-based approach to health workforce shortages that puts the needs of regional communities first. g. A Federal Government led fully funded support program for apprenticeships in local government codesigned with local government. h. A Local Government Climate Response Partnership Fund of \$200m over four years to enable planning and preparation to minimise the impacts of climate change in local communities and enable councils to achieve climate neutrality as soon as practicable. i. Continuation of the Stronger Regional Digital Connectivity Package at \$55m over four years to improve community resilience and local economic recovery. 5. Draft collateral to the Federal election from these priorities for feedback from members; 6. Delegate up to \$10K to the Executive Officer for the development of collateral to the State and Federal elections; 7. Commend to members they attend the round table led by the Shadow Duty Senators for Calare and the Riverina 17 March; 8. Commend to members they attend a meeting with the Government in Canberra 31 March;

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9. Commend to members they support the rollout of weekly media releases via Mayors on key regional issues leading into both the Federal and State elections;
10. Develop key messaging for the State election based on existing priority and strategic work undertaken in the development of the Statement of Strategic Regional Priority with a report to be provided to the Board in May 2022; and
11. Advocacy at the State level to align with and leverage Country Mayors, the Joint Organisation Chairs' Forum and Local Government NSW.

Precis

The advice in this report is intended to stimulate discussion and resolve on advocacy messaging and tactics into the upcoming Federal and State elections.

Please note that the tactics suggested in this plan will need more Mayoral engagement and time – this is in line with feedback from Mayors at the last Board meeting.

Given that this is a new term, there are 4 new Mayors and the election cycle it is prudent to review advocacy policy plans. Advice is provided in the report on material changes where the policy and plans themselves are attachments.

Reason for the report

Given that this is a new term, there are 4 new Mayors and the election cycle it is prudent to review advocacy policy plans. Advice is provided in the report on material changes where the plans themselves are attachments.

A Federal election is anticipated for May 2022. This report provides advice on messaging and tactics and seeks adoption of the “Central NSW Joint Organisation Advocacy Priorities to the Federal Election.” Delegation for expenditure on collateral is sought and a series of recommendations are made to harness the support of the Mayors of the region in proffering agreed priorities.

Less imminent is the State election however thought needs to be given to meeting schedules and key messaging to optimize outcomes.

Legislative Policy and Risk Considerations

It is the JO's legislative role under the Local Government Act to provide leadership and advocacy regarding the priorities of the region. CNSWJO advocacy is progressed in accordance with its Advocacy Policy. Please find this attached. This Policy is reviewed annually each November and seeks readoption given the new term for the Board.

CNSWJO has four priorities

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- Inter-council cooperation
- Regional Prosperity
- Transport and Infrastructure
- Water

The Board advocates in line with its Policy – please find this attached seeking re-adoption given the new term with new Mayors. In summary, the policy provides the following direction:

- a. Be effective and efficient and share costs with other stakeholders where possible;
- b. As a general rule, have elected officials meet with elected officials;
- c. Where senior bureaucrats, Ministers or Ministerial advisors are in the region at the Board's request State and Federal representatives will be notified;
- d. Political stakeholders including the opposition and the media should receive a "Chair's report" modelled on the Mayor's report subsequent to Board meetings;
- e. Include a portfolio approach for the Board's priorities to enable sharing of the workload and to increase our advocacy capacity;
- f. Be reflective of opportunities as offered by the electoral cycle;
- g. Recognise the usefulness of intergovernmental collaboration but have primacy over the other functions; and
- h. Ensure messages are consistent.

Members review Advocacy Plans each year in February for Regional Prosperity, Water, Energy, Transport and Infrastructure. These plans provide advice on key messages and background advice on these key messages. This information is then used for submissions, media, collateral and representations. Please find these plans attached.

The Advocacy Plan for Energy was adopted by the Board in November 2021 and seeks re-adoption by the incoming Board. Key messages are:

1. Collaboration for Growth - Central NSW has a unified voice with a clear vision. The region is seeking to collaborate with all levels of government, industry and the community to achieve sustainable regional development with net zero emissions that leads to jobs and population growth.

Sub-messages:

This region has a proud history of working collaboratively, demonstrating strong value to member councils and through them to community as well as to State and Federal Government. Examples include:

- Working with DPIE on the Sustainable Councils and Community Program
 - Procurement where this region currently supports the administration of around 25 contracts at \$2.2m net annual savings to members.
 - Water utilities collaboration including national award-
2. Regional Empowerment - Regional communities should be empowered to become more independent and resilient
 3. Climate Leadership - Local Government in NSW should be enabled to play a leadership role in delivering net zero emissions

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4. Energy Transformation - This region is looking to transform the way that we do business with State and Federal Governments and their associated agencies
5. Listening to the Regions - NSW Government's programs are essential to accelerate the State's energy transition, but the needs of the regions must be included if their impact is to be maximized.
6. The need for reform of public lighting and laying a foundation for smart communities
7. Digital Connectivity - Digital connectivity is critical to the livability and economic prosperity of the regions
8. The Importance of accurate Regional Data - Actual and accurate regional data must be included in planning models and shared with the regions if existing distribution network constraints are to be resolved rather than perpetuated.
9. Regional Planning - One size does not fit all

Advocacy Plan for Transport and Infrastructure

For the Advocacy Plan for Transport and Infrastructure the following changes are suggested where a more detailed report is provided separately on the connection between Sydney and Central NSW:

The suggested additions are:

- Insist that transport planning in region use population data that better reflects the growth being experienced by all member Councils.
- Support for Very Fast Rail between Sydney and Parkes where links in region beginning with Bathurst to Orange are prioritised.
- The re-instatement of strategic work by the NSW government on transport corridors including
 - a. The Bells Line and associated roads between Lithgow and the M7.
 - b. Key freight linkages in region including the Lachlan Valley Way, Mid Western Highway, State Road 90, Newell Highway and the Great Western Highway.

The balance of the key messages are:

1. A safe swift link between Central NSW and Sydney for both passenger and freight:
 - 1.1. Supporting the NSW government in its \$2.5b expenditure on the GWH seeking to have speeds of 100k along the route and able to service High Productivity Vehicles.
 - 1.2. Seeking to have the corridor sequestered for a future upgrade of a safe swift link between Sydney and Central NSW along the Castlereagh Corridor alignment.
 - 1.3. Seeking a multi modal approach to shorter journey times including faster rail.
2. To focus on the potential of Inland Rail for this region including leveraging linkages from the region to ports including airports and the Special Activation Precinct in Parkes.
3. To seek funding for the Transport Infrastructure identified in

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- the Priority Infrastructure Multi Criteria Analysis Matrix (the Transport Matrix) and associated Plans.
4. Support for Very Fast Rail between Sydney and Parkes where links in region beginning with Bathurst to Orange are prioritised.
 5. To lobby Federal and State representatives and other key stakeholders as appropriate in the areas of road deficiencies, rail infrastructure and intermodal facilities. This is to include
 - the Blayney/Demondrille Line
 - Maldon Dombarton
 - branch lines and
 - road upgrades as identified in the Transport Matrix and associated Plans.
 6. maintaining the CNSWJO Policy for responding to issues relating to regional services remaining at Kingsford Smith Airport (KSA).
 7. supporting the current air services to Parkes, Orange and Bathurst and encourage any future expansion either of these services or into other LGAs.
 8. ensure the connectivity of the region through early understanding and adoption of new technology that adds value to the lives of our communities.

Advocacy Plan for Regional Prosperity

The material changes to the Advocacy policy for Regional Prosperity are the addition of housing and skills and the great emphasis on population projections.

Key messages follow where sub-messaging and more background can be found in the attached plan:

1. Central NSW has a unified voice with a clear vision and is seeking to work in collaboration with other levels of government, industry and the community to achieve sustainable regional development that leads to jobs and population growth
2. This region seeks to continue to be recognised as one of the 7 top contributors to National Gross Regional Product
3. This region's proximity, pattern of settlement, diverse economy and livability make it a destination of choice for both visitation and relocation
4. Treasury must take a different approach to population growth than the Common Planning Assumptions currently in use.
5. This region seeks to do business differently with the State and Federal governments
6. Health is a particular challenge for the communities of Central NSW and their Councils
7. Overall, regional planning particularly land use planning is currently in a state of at best change and at worst churn.

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8. There should be a review of the population projection methodology in NSW that recognises the need for infrastructure and services to grow the economy as well as the population
9. Local communities should be self-determining and have land use planning control
10. Significant work needs to be undertaken on frameworks to enable regional planning and prioritisation
11. One size does not fit all
12. Data is crucial to taking an evidence based approach to planning
13. Digital connectivity is critical to the livability and economic prosperity of the region

Advocacy Plan for Water

The Advocacy Plan for Water includes key messages and sub-messages developed over recent years including through Board endorsed submissions for this complex portfolio. There continues to be a huge amount of strategic work in the water space including for large scale infrastructure planning and the regulatory environment as it impacts on Council's management of local water utilities.

Noting this, the key messages largely remain unchanged with the exception of additional messages relating to the announcement of State and Australian Government funding for a Final Business Case for the Belubula Water Security project. See the Water Report for detail.

Advocacy messages have been discussed with the current portfolio Board members for regional water, Mayor Bill West and Cr David Somerville and Lachlan Valley Water regarding this announcement. The following are suggested as additions to the CNSWJO Advocacy Plan for Water.

- i. The CNSWJO Board welcomes commitment from the Australian and New South Wales governments of \$6 million to undertake a business case into the construction of a 10 kilometre pipeline between Lake Rowlands and Carcoar Dam, as well as options to raise the existing Lake Rowlands Dam or construct a new dam downstream. The need to augment Lake Rowlands was identified in the National award winning 2009 Centroc Water Security Study and it's great that government has recognised its merit for further investigation.
- ii. The Belubula Water Security project only stands to benefit the communities serviced by the Belubula Valley.
- iii. The Belubula Water Security Project should not be seen as an alternative to the Wyangala Dam wall project but an additional project.
- iv. The Belubula Water Security Project does not discount the need for a significant new or increased storage for the Lachlan Valley that provides both improved security and flood mitigation capability, given the losses that farmers downstream of Cowra suffered in the November 2021 flooding.

Noting the above, the key and sub messages for advocacy for regional water are suggested as follows:

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1. The supply of secure, quality drinking water for Central NSW communities is of the highest priority for the CNSWJO Board.
2. As the failure of urban water supplies is socially unacceptable and economically enormously costly, the CNSWJO Board support investment in long-term options that offer substantive improvements in security and reliability of water for town, agricultural, industrial and mining needs as well as flood management.

Sub messages:

- Towns use around 2% of the water stored in dams in NSW. It is critical to the sustainability of the region's towns that it is not overlooked.
 - A key consideration that should inform funding or financing of new water infrastructure is the value that is placed on urban water and the economic effects of water restrictions on the regional, state and national economy.
3. Further investigation of preferred options from the Lachlan Valley Water Security Investigation to improve water security for the Lachlan Valley are welcomed with the expectation that the outcome will ensure evidence-based decision making on options including the Lake Rowlands to Carcoar pipeline (now Belubula Water Security Project) and the raising of the Wyangala Dam wall and, subject to greater certainty, clarity about the management of water.
 4. The CNSWJO Board support opportunities along the Lachlan Valley to do business differently to support the nation's growth aspirations. Raising the dam wall at Wyangala is an important first step to deliver better flood immunity and water security to enable the agricultural sector.

Sub messages:

- Increasing storage capacity in Wyangala Dam will improve flood mitigation capability and will have a major economic benefit which must be factored into any business case.
 - The Lachlan and Macquarie Regional Water Strategies and the Wyangala Dam wall (and Belubula Water Security) projects present the opportunity to ensure policy and water management settings are right in a whole of catchment approach, not just for urban water, but for productive uses to drive growth and prosperity through increased reliability of supply.
 - Investment in additional storage must be augmented with improvements in distribution networks for town water supplies.
5. The CNSWJO Board support the development of the Lachlan and Macquarie Regional Water Strategies as 50 year strategic plans that together with the Wyangala Dam wall and Belubula Water Security Projects will potentially solve drought emergency urban water needs for the region's towns and communities while delivering an economic driver through increased high security water.

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Sub message:

- The Belubula Water Security Project does not discount the need for a significant new or increased storage for the Lachlan Valley that provides both improved security and flood mitigation capability, given the losses that farmers downstream of Cowra suffered in the November 2021 flooding.

6. The CNSWJO Board supports advice from the Productivity Commission and others that water planning and management requires a whole-of-government approach that includes Local Government with a seat at the decision-making table.

Sub message:

- The missing piece in regional water planning and management is effective inter-governmental collaboration at the regional level in strategic water management.

7. The CNSWJO Board support institutional arrangements that maintain Local Government responsibility for the operation and management of water supply and sewerage services and infrastructure in regional NSW.

Sub messages:

- Local Government management of water utilities in Central NSW is being undertaken on a solid basis through the Central NSW Joint Organisation's Water Utilities Alliance with demonstrable cost savings and efficiencies being achieved.
- There are great opportunities for resource and skills sharing amongst geographically closely linked water utilities that are yet to be optimised with the major barrier being the strategic framework and lack of inter-governmental collaboration that includes Local Government as a partner with a seat at the table in the development of strategy and policy in the water space.

8. The Central NSW JO Board seek a whole of Government Drought Policy.

Sub message:

- There needs to be more storage and a change in how the Murray Darling Basin Plan is administered to sustain growth, particularly in the context of drought for inland communities.

It is Board policy to support the LGNSW and ALGA advocacy positions. Please find following advice from both that is available at the time of writing.

Federal key messages

There are important projects in the region that are federally funded that may be at risk given they are either early in construction or have not yet commenced. These include:

- Raising the wall at Wyangala Dam
- Inland Rail
- The upgrades on the Great Western Highway including tunnels

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Further, Covid has exposed the weaknesses in our society as well as the nation's incredible resilience and response. Where the nation has taken heart at the sensible and considered response to restrictions and vaccinations, this region has experienced impacts in a number of sectors including:

1. A growing housing shortage of all types including for affordable housing;
2. A growing skills shortage particularly of the more qualified;
3. A reducing capacity for Councils to pay for infrastructure where the last rate increase in NSW was 0.7%;
4. Disruptions to supply chains across all sectors noting that the lack of availability of synthetic fertilisers could reduce crop yields by up to 30%;
5. Increase in business pessimism, low expectations, and mental anguish with a recent Business NSW Survey showing both a high response rate and 40% of businesses with only 3 months of cash reserves;
6. A lowering of workforce numbers in the health and aged sectors creating even more challenges for these overburdened services; and
7. Cuts to the university sector.

More detailed briefing notes will be provided based on the "Central NSW Joint Organisation Advocacy Priorities to the Federal Election," where this document seeks adoption at this meeting and is attached. It is suggested that collateral be developed for member use with drafts to be circulated to the Board for feedback which includes the following key priorities:

1. Opportunities along the Lachlan Valley to do business differently to support the nation's growth aspirations. Raising the dam wall at Wyangala is an important first step to deliver better flood immunity and water security to enable the agricultural sector.
2. The roll out of Inland Rail with funding support for enabling infrastructure in region.
3. Regional activation precincts like the one in Parkes and the 20 suggested by the National Farmers Federation for agricultural place-based development.
4. Connectivity, including to ports includes ensuring a safe swift link between Western Sydney and the Central West including the current upgrades along the Great Western Highway and more importantly securing a corridor for dual carriageway for a future crossing at 100kph. How is it that Queensland has two safe swift highways at 100kph to the west of Brisbane and NSW has not one?
5. A progressive increase in Financial Assistance Grants to at least one percent of Commonwealth taxation revenue (at least \$4.5 billion per year), and an initial injection of additional Financial Assistance Grants funding.
6. A solutions-based approach to health workforce shortages that puts the needs of regional communities first.
7. A Federal Government led fully funded support program for apprenticeships in local government codesigned with local government.
8. A Local Government Climate Response Partnership Fund of \$200m over four years to enable planning and preparation to minimise the impacts of climate change in local communities and enable councils to achieve climate neutrality as soon as practicable.
9. Continuation of the Stronger Regional Digital Connectivity Package at \$55m over four years to improve community resilience and local economic recovery.

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Federal Tactics

The 2022 Australian federal election will be held on or before 21 May 2022. Given the mood for change at the Federal level, the election will either be close or there will be a change of government.

The incumbent [Liberal/National Coalition Government](#), led by [Prime Minister Scott Morrison](#), is seeking to win a fourth consecutive term in office. They will be challenged by the current [opposition](#), the [Labor Party](#), led by [Anthony Albanese](#). The [Greens](#), [United Australia](#), [One Nation](#), other minor parties, and several [independents](#) will also contest the election.

The growth or otherwise of the independent movement will be one to watch where key seats are being targeted with campaign funding support from Simon Holmes a Court. The battleground conversation of these independents is broadly around corruption, climate change and female representation. Arguably, corruption, climate change and management of the pandemic will influence thinking between now and May 21.

Meeting with Shadow Cabinet

An approach has been made to the Labor Duty Senators for Riverina and Calare, Deb O'Neill and Tony Sheldon, to provide advice and support in coordinating meetings with the Shadow Cabinet.

Correspondence has been provided and this is attached.

The Duty Senators suggested a round table in region during the week commencing 14 March. At the time of writing this is being progressed under the auspices of the Chair. Meetings with key members of the Shadow Cabinet are also under consideration and final briefing materials will be drafted after direction from the Board at this meeting.

Meeting with the Government in Canberra

Members will find invitations in their diaries to attend meetings with the government in person in Canberra for 31 March 2022. These are being coordinated through the Hon. Michael McCormack's Office.

At the time of writing invitations have been sent to:

Deputy Prime Minister, Minister for Infrastructure, Transport and Regional Development

[The Hon Barnaby Joyce MP](#)

Minister for Regionalisation, Regional Communications and Regional Education

Minister for Emergency Management and National Recovery and Resilience

[Senator the Hon Bridget McKenzie](#)

Treasurer

[The Hon Josh Frydenberg MP](#)

Minister for Resources and Water

[The Hon Keith Pitt MP](#)

Minister for Industry, Energy and Emissions Reduction

[The Hon Angus Taylor MP](#)

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Minister for Employment, Workforce, Skills, Small and Family Business

[The Hon Stuart Robert MP](#)

Minister for Regional Health

Minister Assisting the Minister for Trade and Investment

[The Hon David Gillespie MP](#)

Briefing materials will be drafted after direction from the Board at this meeting and include the following material from ALGA with the Advocacy Policy attached.

Meeting with the incoming Federal Government

It is suggested that if there is a change of government, it will be imperative for the region to leverage its duty Senators and meet with as many members of the new Cabinet as possible. It is recommended that these meetings be coordinated both in person and online at the direction of the Chair with all members to be invited where possible.

Media

CNSWJO manages media in line with its policy – please find attached. The Chair is the media spokesperson and can delegate as he/she sees fit where it is useful to hear many voices in region with the same message.

The region issues media releases both via its Chair and through Mayors using templates. Mayors are encouraged to use the key messaging provided in Advocacy Plans.

It is recommended that for the next twelve months the Chair issue one media release per week on regional priority as agreed by the Board.

Collateral

At the last round of elections, the JO developed collateral that had key messages for both the State and Federal Governments. It is suggested that this time collateral be developed specific to each level of government as there was some confusion about how to use it. The report seeks delegation of \$10K for expenditure on collateral.

The Australian Local Government (ALGA) Priority

This Election ALGA have focused on the following five Priorities, a summary follows where the link to accesses the full report https://alga.com.au/app/uploads/alga-election-priorities_web.pdf

1. Economic Recovery
2. Transport and Community Infrastructure
3. Building Resilience
4. Circular Economy
5. Intergovernmental Relations

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State

Typified by a decade of churn and change of Cabinet membership, which also impacts the NSW public service, the NSW Government will go to the polls by March 2023. The next twelve months will be important to lobby both major parties.

This term of State Government has seen a “rise of the regions” where a new Department for Regional NSW and significant investment in regional NSW has occurred. This ‘rise of the regions’ is also reflected in the increasing number of regional plans. These include Regional Water Strategies, the Central West and Orana Regional Plan and the Central West and Orana Regional Transport Plan.

The Councils of the JO are a subset of the Central West and Orana Planning region where Cabinet has directed agencies to follow the boundaries. The graphic on page 52 shows the Orana and Central West Planning Boundary where the red highlight is the boundary that the JO has been advocating for as a change to those announced by Destination NSW last year – which excluded Parkes, Forbes and Lachlan.

The recently elected Premier of NSW Dominic Perrottet has brought in a new cabinet. This includes Paul Toole, once a Centroc Board member and previously the Minister for Local Government during the inception of the JOs, as Deputy Premier. Also important to the JO is Wendy Tuckerman as the Minister for Local Government where she was also on the Centroc Board. Steph Cooke, who has been very supportive in coordinating parliamentary visits in recent years, has been elevated to Minister for Emergency Services and Resilience.

Meeting in Sydney

The Board meeting in August is anticipated to be in Sydney. This will enable lead time for the Board meeting in May to approve advocacy material at the State level. All material will be based on existing advocacy plans and key messages developed by Local Government NSW.

Meetings with members opposition

Advice to the Board meeting in May will include a schedule of meetings with the State opposition. Board members may wish to provide early direction in this regard.

Media

It is recommended above that media releases be published weekly. Regarding messaging to the State, current priorities include the sustainability of Local Government, population projections and health services in regional NSW. The Board may have a view on issues they would like highlighted.

Country Mayors, JO Chairs’ Forum and LGNSW

It is anticipated that JO messaging will align with and leverage Country Mayors, the JO Chairs’ Forum and Local Government NSW.

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Conclusion

Advocacy Plans are reviewed each February. Given the election timeframes and the incoming CNSWJO term this is an opportune time to review the policy, approach to key messages and tactics leading into the State and Federal election.

Attachment/s

2. Advocacy Policy
3. Energy Advocacy Plan
4. Transport and Infrastructure Advocacy Plan
5. Water Advocacy Plan
6. Regional Prosperity Advocacy Plan
7. Central NSW Joint Organisation Priorities for the 2022 Federal Election letter to ALP

d. Developing the Statement of Strategic Regional Priority for this term of the JO

Regional Strategic Priorities	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 Jenny Bennett dated 14 January 2022

Recommendation/s
<p>That the Board note the report on developing the Statement of Strategic Regional Priority (SSRP) for this term of the JO and</p> <ol style="list-style-type: none"> 1. Note that the Statement is to be developed by 4 December 2022; 2. Adopt an approach to an output similar to the last term – that being a high level two page summary document supported by a more detailed plan for the term of this Joint Organisation plus one year thereafter including a risk management plan and communication strategy; 3. Adopt the following timeline: <ol style="list-style-type: none"> a. Two workshops in June and July 2022 informed by the following outputs: <ol style="list-style-type: none"> i. A Risk Management Plan developed by a subcommittee of the Board identified at the Board meeting; ii. An environmental scan of strategies and plans by the State and Federal Governments; iii. A report on member priorities for the JO informed by consultation with members; iv. A summary report of CSPs; v. A State agency snapshot developed through the regional CSP support program; <ol style="list-style-type: none"> a. A draft SSRP for adoption at the August Board that seeks feedback from members; b. Final SSRP and Strategic Plan to the November Board meeting; and 4. Monitor the rollout of ABS data from the 2020 Census and include this where possible; 5. Delegate to a subcommittee of interested Mayors the development of a Risk Management Plan and oversight of the SSRP process; 6. Include considerations for the subcommittee of Mayors the timing and focus for a Summit bringing together Councils in the region; 7. Direct a Draft Statement of Budget and Revenue Policy be prepared for the meeting in May that as best as possible resources the strategic direction of the Board on the SSRP to date; and 8. Note that the workshop on the SSRP in June will need to have a formal component to adopt the Statement of Budget and Revenue Policy.

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Precis

This report provides advice on the timeframes, inputs and outputs of the mandatory Statement of Strategic Regional Priority.

Mayors are asked to do three things:

1. Give consideration to the process in particular their capacity to attend workshops; and
2. Nominate themselves to a subcommittee that will drive the process where this would entail some early work on direction setting and then monitoring and feedback sessions -all via online meetings and typically no more often than 30 minutes a fortnight.
3. Provide feedback to the PESTEL analysis – has this high level description of the current situation in region covered all the issues?

Reason for report

This report provides advice on the pathway for renewal of the Statement of Strategic Regional Priority (SSRP).

Members are aware that under the Local Government Act that Joint Organisations must renew their SSRP with each new term. For the current SSRP, which is the broader strategy summarised to two pages, please go to [FINAL-Statement-of-Strategic-Regional-Priorities.pdf \(nsw.gov.au\)](#)

This report seeks determination on the process and to create a subcommittee on oversight.

Feedback is also sought on the content of the PESTEL analysis which informs the Risk Management Plan.

Policy, risk and legislative considerations

Under the Local Government Act the SSRP must set out the strategic regional priorities for the joint organisation area and the strategies and plans for delivering those strategic regional priorities.

The SSRP is to be prepared no later than 12 months after each ordinary election of councillors for all the member councils and the Joint Organisation must consult with the member Councils about the content of a proposed statement of strategic regional priorities.

With Council elections held on 4 December all members now have Mayors elected and at the time of writing inductions of Mayors has commenced. Included in the induction are discussions of the process for renewal of the SSRP.

There are four new Mayors in the region, these are highlighted below. Mayors of the region are:



Reports

Title	First	Surname	Position	Organisation	Town
Cr	Robert	Taylor	Mayor	Bathurst Regional Council	Bathurst NSW 2795
Cr	Scott	Ferguson	Mayor	Blayney Shire Council	Blayney NSW 2799
Cr	Kevin	Beatty	Mayor	Cabonne Council	Molong NSW 2866
Cr	Bill	West	Mayor	Cowra Council	Cowra NSW 2794
Cr	Phyllis	Miller	Mayor	Forbes Shire Council	Forbes NSW 2871
Cr	John	Medcalf	Mayor	Lachlan Shire Council	Condobolin NSW 2877
Cr	Mark	Kellam	Mayor	Oberon Council	Oberon NSW 2787
Cr	Jason	Hamling	Mayor	Orange City Council	Orange NSW 2800
Cr	Ken	Keith	Mayor	Parkes Shire Council	Parkes NSW 2870
Cr	Craig	Bembrick	Mayor	Weddin Shire Council	Grenfell NSW 2810
Cr	David	Somerville	Chairman	Central Tablelands Water	Blayney NSW 2799

At the Board meeting on 25 November 2021, it was resolved that

That the Board note the report on the end of term, thank members who provided feedback and recommend to the incoming Board it;

1. *review the current advocacy policy and approach with a view to better respecting and leveraging the role of the Mayors of this region;*
2. *continue to advocate for fit for purpose engagement in development of State strategies and that this include the codesign of consultation before engagement commences;*
3. *consider the extent to which it should continue to pursue collaborating with the State;*
4. *monitor the success of the JO model and*
 - a. *if JOs continue to fail due to financial sustainability;*
 - b. *the State does not step up its support; and*
 - c. *compliance costs continue to rise-*
the incoming Board seek to transition to an incorporated model twelve months after the next State election;
5. *note the strengths and successes of this JO term including in;*
 - a. *cost savings and other value of procurement;*
 - b. *PR value of tourism where advice from a 3 year marketing plan informed by this report should be included in the Board's forward considerations;*
 - c. *reputation as an advocate particularly in water;*
 - d. *reputation as a collegiate and collaborative region that speaks clearly with one voice and*
 - e. *seek to build on these strengths*
6. *as part of its strategic review, hold a Summit addressing the region's wicked problems such as health; and*
7. *include in its forward strategy advice from the review of JOs being undertaken by the OLG;*
8. *adopt the BPAP Stages 1-6 reports and*
 - a. *consider the extent to which Procurement Model 2 is of value to members;*
 - b. *adopt a management fee model for income to the JO using a shared cost savings methodology;*
 - c. *build on the strength of the procurement roles of the JO;*
 - d. *consider using a shared cost savings methodology for the resourcing required for the*

Reports

JO to support an increased level of procurement as well as supporting other JO programming more broadly noting that councils are reporting they do not want to pay more in fees;

- e. consider underwriting \$100k from CNSWJO reserves to enable additional procurement resource;*
- f. consider other value-added services including training, sharing expertise, audits and health checks etc., and how these would be funded;*
- g. consider each of the best practice initiatives and decide which should be pursued and in which priority order; and*
- h. this End of Term report be the basis of the consideration of the strategic review.*

This resolve is being progressed where the OLG has approved the Board request to spend \$25K of Round One Capacity Building funds on consulting support to progress the SSRP. Please find attached the full report from the November Board meeting for reference. It is suggested that outputs to be purchased could include:

- A regional State agency data snapshot developed from the workshops on CSP – this to include LGA by LGA advice
- Summary advice from key regional strategies including member CSPs
- Inputs and outputs from 2 Board workshops
- ABS data informed by the census packs due from June 2022
- Summit expenditure
- Final documents drafting and design

It is anticipated that both a Risk Management Plan and a Communication Plan would be included in the suite of strategic work for the Board. Where risks are reported on quarterly and can be found on pp 31-53 of the CNBSWJO Strategic Plan <https://www.centraljo.nsw.gov.au/content/uploads/FINAL-Centroc-JO-Strategic-Plan-edited-3-March-2020.pdf>. The Communication Plan can be found here:

https://www.centraljo.nsw.gov.au/content/uploads/CNSWJO_Communication-and-Engagement-Plan-2019_2022.pdf

Please find following the early work on risk being undertaken where the Board is encouraged to identify anything missing that will be important when considering the risks both to the Joint Organisation and to the region.



Risk review considerations leading into the development of the Statement of Strategic Regional Priority.

1. PESTEL Analysis

Please find following a high-level snapshot of the region from political, environmental, social, technological, economic and legal perspectives.

Political

Reports

Local Government

Council elections were conducted on 4 December 2021 and there are now 4 new Board members of the JO. None of the Councils in the region are overtly political party driven, however many Board members have strong lobbying networks or are members of political parties.

This term of local government will be shorter than the last and will be two years and nine months, ending in September 2024.

Councils are currently at the beginning of the Integrated Planning and Reporting cycle investing their time in induction and community strategic planning.

As a creature of the State Government, Local Government including Joint Organisations, experience a paternalistic and at times completely unreasonable relationship with the NSW Government. Where examples proliferate, the recent 0.7% rate rise determination by IPART is both astonishing and disappointing given the fiscal challenges of Councils, exacerbated by Covid over the past two years. Clearly Council sustainability is on the agenda and members are reporting cutting services in order to balance budgets. This on top of the significant expenditure and losses taken during Covid along with the constant pressure to match funds for infrastructure in the current round of economic stimulus is putting Councils under enormous pressure.

In 2018 Joint Organisations were proclaimed and at the end of 2021 a review by the State Government was made public where the, at the time, Minister directed the Office of Local Government to facilitate the implementation of all of the recommendations. Please go to <https://www.nsw.gov.au/media-releases/joint-organisation-model-gets-tick-of-approval> for media commentary by the State Government and a link to the review itself. Arguably, the review paints a disingenuously rosy picture and does little to address either the sustainability issue for many Joint Organisations or the need for the State to take a more systematic approach to leveraging JOs with corollary resourcing. If members are interested in more information on the Joint Organisation Review, please see a report elsewhere in this agenda.

State Government

Typified by a decade of churn and change of Cabinet membership, which also impacts the NSW public service, the NSW Government will go to the polls by March 2023. The next twelve months will be important to lobby both major parties. The Nationals are concerned about the support for the Shooters and Fishers growing in the next election and this is likely to affect their commitments.

Reports

This term of State Government has seen a “rise of the regions” where a new Department for Regional NSW and significant investment in regional NSW has occurred. This ‘rise of the regions’ is also reflected in the increasing number of regional plans. These include Regional Water Strategies, the Central West and Orana Regional Plan and the Central West and Orana Regional Transport Plan.⁶

The Councils of the JO are a subset of the Central West and Orana Planning region where Cabinet has directed agencies to follow the boundaries. The graphic to the right shows the Orana and Central West Planning Boundary where the red highlight is the boundary that the JO has been advocating for as a change to those announced by Destination NSW last year – which excluded Parkes, Forbes and Lachlan.



The recently elected Premier of NSW Dominic Perrottet has brought in a new Cabinet. This includes Paul Toole, once a Centroc Board member and previously the Minister for Local Government during the inception of the JOs, as Deputy Premier. Also important to the JO is Wendy Tuckerman as the Minister for Local Government where she was also on the Centroc Board. Steph Cooke, who has been very supportive in coordinating parliamentary visits in recent years, has been elevated to Minister for Emergency Services and Resilience.

In January 2022 the rapid escalation of Covid-19 cases is having political implications as health and testing regimes are overwhelmed. Whether fair or otherwise there is a perception that Premier Perrottet has not been conservative enough with management of the Omicron wave. Covid dominates conversation about politics at the State level.

The four bi-elections on 12 February have shown an interesting pattern of voter behaviour primarily with significant swings against the government. Interestingly in Bega the seat was won by a doctor standing for the ALP and very disgruntled at regional health services.

Federal Government

The 2022 Australian federal election will be held on or before 21 May 2022 to elect members of the 47th Parliament of Australia.

The incumbent Liberal/National Coalition Government, led by Prime Minister Scott Morrison, is seeking to win a fourth consecutive term in office. They will be challenged by the current opposition, the Labor Party, led by Anthony Albanese. The Greens, United Australia, One Nation, other minor parties, and several independents will also contest the election.

⁶ Both the Central West and Orana Regional Plan and the Central West and Orana Regional Transport Plan are on exhibition.

The growth or otherwise of the independent movement will be one to watch where key seats are being targeted with campaign funding support from Simon Holmes a Court. The battleground conversation of these independents is broadly around corruption, climate change and female representation. Arguably, corruption, capturing women's votes, climate change and management of the pandemic will influence thinking between now and May 21.

International

Key features of international politics are:

- The response to and impacts from Covid including both international tourism and international trade;
- The rise of China with its trade impacts currently meaning significant price rises and product scarcity;
- A growing international movement to support “democracy versus authoritarianism” led by the current president of the United States, Joe Biden; and
- The global community being underwhelmed by Australia's response to climate change.

The funding framework

With the politically driven rise of the regions has come corollary funding at both the State and Federal levels. Some spend is administered by the State and Federal Governments, at the same time Councils are seeing solid expenditure in region including Covid stimulus. Typically, this funding is for infrastructure projects.

The funding framework is usually competitive requiring substantial resourcing by Councils and has not been optimised for Joint Organisations.

Environmental (including Covid)

Central NSW has a varied landscape from the escarpment of the Blue Mountains to the east out to the western plains.

Geographically, it is proximal to the west of Sydney and also to the south to Canberra. Significant transport corridors in the region are east-west to Sydney, south-east to Canberra and north-south along the Newell and Inland Rail alignment between Melbourne and Brisbane.

The region includes the Macquarie and Lachlan rivers where the Lachlan is regulated and the upper Macquarie which includes the communities of Oberon, Bathurst, Orange and Molong, is unregulated. The significant water storage in the region is the Wyangala Dam where raising its dam wall to assure better water security and flood mitigation is being progressed. Other State managed water storages are Lake Cargelligo, Oberon and Carcoar. Councils also have dams for urban water purposes. The Macquarie and Lachlan Regional Water Strategies are due for completion in 2022.

Climate variability

Many communities in Central NSW have the impacts from the recent drought writ large in their thinking. For example, the need to bring in the Critical Water Needs legislation to operationalise the Macquarie

Reports

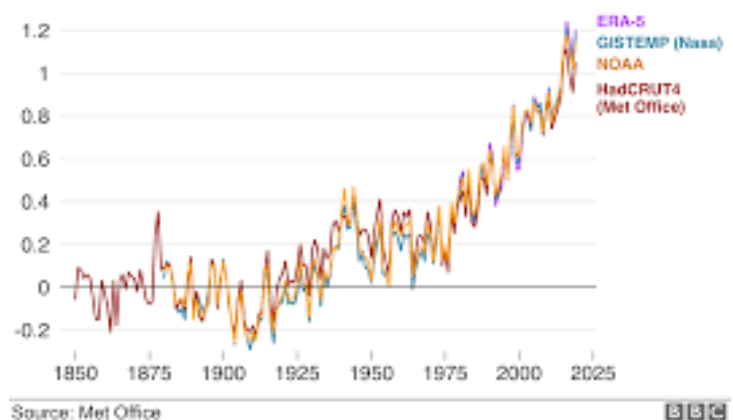
pipeline into Orange illustrated the challenges communities have even when the infrastructure is in place for human water consumption.

At the time of writing the Australian climate is enjoying La Nina conditions with associated significant rain. Dams are full and overflowing. There has been flooding and flood damage but not to the extent of the 2016 event. Harvests are wet but good in the region. Weed management is emerging as an issue with the costs and availability of chemicals. Stock numbers are yet to recover from the last drought and prices are high.

While the summer of 2021/2022 to date is showing cooler temperatures the broader outlook shows continued temperature rise. The effect of this temperature rise in this region will see more impactful droughts (longer and hotter) interspersed with more severe storm events. The change in climate will have a wide variety of impacts. A useful resource for more advice in this regard is [Impacts of climate change \(nsw.gov.au\)](https://www.nsw.gov.au/impacts-of-climate-change)

Temperature rise since 1850

Global mean temperature change from pre-industrial levels, °C



There is broader and growing social acceptance that climate change is 'real' and a response needs to be effected both in terms of adaptation and mitigation.

Covid-19

At the time of writing Covid-19 has had significant impacts for the Australian community for 2 years. Case numbers are in the high tens of thousands every day where confidence in the overwhelmed testing regime has been lost. Professor Tony Blakely an expert in epidemiology and public health medicine at the University of Melbourne suggests that the real numbers are likely to be 4-5 times those being reported.⁷ Numbers in ICU and death are also increasing where each day sets a new record.

Advice on peoples' response to managing the pandemic changes frequently and is at times confusing. With media reporting of the health system being overwhelmed people are beginning to take management into their own hands.

The pandemic is seeing every industry, including Local Government, impacted. At the time of writing Bathurst Regional Council is seeing 10% of its workforce either working from home or in isolation as a result of having Covid or being a close contact.

⁷ [Regional COVID-19 case numbers are likely double with RAT results not yet counted, expert says - ABC News](https://www.abc.net.au/news/2021-02-24/regional-covid-19-case-numbers-likely-double-with-rat-results-not-yet-counted-expert-says/100676440)

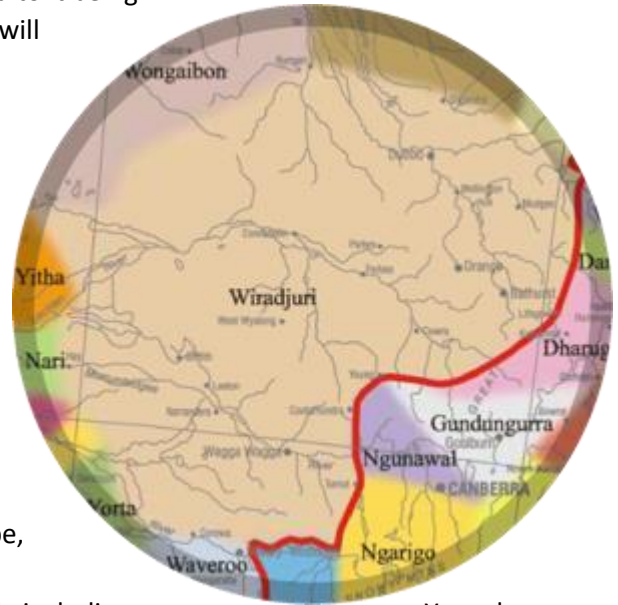
Arguably, Covid is overwhelming the health system and economy as well as the thinking and feeling of the citizenry. At the same time people are becoming increasingly stoic, recognizing that it is likely they will get Covid and hoping that once the levels of the virus lead to it being endemic that there will be some type of regime in place that will enable what will pass for normalcy.

Social

Central NSW is in Wiradjuri Country. Natural, aboriginal, and western cultural heritage is significant in this region.

Central NSW has a pattern of settlement of:

- larger regional cities of Bathurst and Orange,
- region towns over 5000 people such as Cowra, Forbes and Parkes,
- a network of towns over 1000 people including Oberon, Blayney, Canowindra, Molong, Millthorpe, Condobolin, Lake Cargelligo and Grenfell; and
- a significant number of villages under 1000 people including Yeoval, Eugowra, Carcoar, Trundle, Tottenham, Mandurama, Lyndhurst, Newbridge, Hobbys Yards, Sofala, Hill End, Neville, Spring Hill, Forest Reefs, Barry, Cumnock, Nashdale, Cudal, Borenore, Baldry, Spring Terrace, Mullion Creek, Wattle Flat, Peel, O'Connell, Rockley, Perthville, Tarana, Sunny Corner, Trunk Creek, Yetholme, Lucknow, Albert, Peak Hill, Bogan Gate, Tullamore, Gooloogong, Wattomondara, Woodstock, Cargo, Burruga, Black Springs and Yerranderie.



Demographically the region has an older population than average in Australia and is predominantly white Anglo-Saxon Protestant.

The constraints of data

Unfortunately, the region is at the mercy of population projections and common data assumptions of the NSW Government. This shows very little growth in the region and is at odds with other data sets developed by the State for the region, for example:

- workforce and population projections developed by TfNSW in planning for construction on the Great Western Highway (30,000 jobs over ten years)
- workforce estimates as a result of the Parkes Activation Precinct – up to 3000 jobs by 2041⁸
- workforce estimates as a result of the construction anticipated for the Central West and Orana region for the next 5 years – 64,000 jobs⁹

Migration to the region

Covid-era migration patterns are underscored by an increasing preference for regional areas: capital-city dwellers are moving to the regions in greater numbers, while regional people are electing to stay in

⁸ [PowerPoint Presentation \(shared-drupal-s3fs.s3-ap-southeast-2.amazonaws.com\)](https://www.amazonaws.com)

⁹ WRI Region Shapers Report commissioned by the Department of Planning 2021 – please request

Reports

place in greater numbers. This has seen the former group increase its share of total quarterly movement – from around 5 per cent in the years just prior to Covid to slightly more than 6 per cent of total quarterly movement in more recent quarters. The latter group of movers – regional people moving to capital cities – has shrunk in its share of total movement. From generally staying above 4 per cent in the years prior to Covid, to reaching as little as 3.6 per cent back in the September 2020 quarter.¹⁰

The Regional Australia Institute advises that communities that enjoy the highest levels of growth are those within a 3-hour travel time from a capital city.

The significant spend by all levels of government on construction to stimulate the economy is exacerbating skills shortages.

Housing Shortage

Migration from the cities is being constrained by the housing shortage in region. Housing prices continue to climb and the cost of housing is increasing as input costs such as timber and steel rise. Workforce shortages are exacerbating the situation. A Housing Taskforce has been set up by the State and has identified longer term solutions which may or may not be implemented.

Covid impacts

The Covid pandemic is having significant social impacts. These include:

- Changes to employment both in the short term (affected directly by the disease) and structural where various industries that have been unable to pivot are unable to continue (for example international tourism related businesses);
- The rise of online communication eg Zoom;
- Isolation particularly from family with Covid restrictions impacting cross border and international families as well as aged care; and
- Normal social fabric activities like weddings, funerals, birthday parties and Friday trivial pursuit at the pub have been substantially changed.

Arguably, everyone is “over it” particularly young people who just want to catch up with friends as they once did – in pubs, on the beach and at events. This has no doubt exacerbated the current Omicron wave with record breaking numbers.

Most importantly is the “great resignation” where employees across globe are considering their employment, there need for a break and their priorities. Given skills shortages it is anticipated that there will be substantial movement of staff including for Councils and this will impact on service delivery.

Health and education

Health more broadly in Central NSW has been identified by the outgoing Board as being an issue. Communities in Central NSW have lower life expectancies and poorer health outcomes than their metropolitan cousins. This is impacted by health workforce shortages.

¹⁰ [M395_RAI-CBA-Regional-Movers-Index-September-21_v04.pdf \(regionalaustralia.org.au\)](#)

Health is a wicked problem in region. Despite past talk of a tsunami of doctors and various attempts to resolve the situation, figures from the Rural Doctors Network show that doctor shortages alone are increasing as part of a broader health workforce challenge. This is being exacerbated by Treasury's Common Planning Assumptions informing both service delivery and the size of new hospitals. The CSP project reported elsewhere in this agenda has data sets on health from Western Area Health for every LGA; detailed advice from these is underway.

In terms of education, the region has:

- University presence primarily from Charles Sturt and Sydney universities where Sydney University is mostly about health services where Charles Sturt provides a broader offering. There is a Country University Centre in Parkes.
- A fragmented vocational education sector including TAFE and various Registered Training Organisations accessing an equally challenging funding framework. It is unsurprising to see a downward trend in apprenticeships though this has improved during Covid.
- A network of public and private schools at both primary and high school. Further information will be provided once CSP data has been analysed.
- Preschools and childcare where again CSP data has yet to be analysed.

Apprentices and trainees in training (thousands)



Chart: AAP FactCheck • Source: NCVER • Created with Datawrapper

Technological

The significant changes in technology that are either here or coming shortly that will impact on the activities and outcomes of the JO are:

1. The rise of the use of Microsoft Teams will enable collaboration over distance on projects.
2. Online vulnerability and cybersecurity risk have been identified by police in region as significant.
3. It is anticipated that the 74% of the Central West and Orana region's households that have internet access will grow.
4. Parkes is the first official Special Activation Precinct, taking advantage of location, business development opportunities and employment growth offered by the east-west rail line and the Inland Rail project, placing Parkes at the crossroads of Australia. The precinct is set to become Australia's largest intermodal site and will create new jobs in the freight and logistics industry and optimise opportunities in the circular economy and agricultural industries. Regional suppliers will be brought closer to their customers, allowing local products to be delivered across Australia and around the world.

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5. The circular economy will provide opportunity for the region and include significant technological innovation. Limiting factors for the circular economy include the cost of transportation which may be resolved by renewable energy and EVs.
6. While no CNSWJO Councils are included in the footprint, the Central West and Orana region has been announced as the first Renewable Energy Zone as part of the 2019 NSW Electricity Strategy. It will play a vital role in delivering affordable energy to help replace the state's existing power stations as they retire over the coming decades. Construction of the Renewable Energy Zone is expected to commence in 2022. The broader State Government policy position on reducing emissions by 50% by 2030 is being driven by growing renewable energy production. This will both drive opportunities in RE and thinking on "what's next" in emissions reduction.
7. Electric Vehicles will see substantial growth over the next 5 years.

Economic

Agriculture

The outlook for agriculture in region is positive with the following being a snapshot:

- Commodity prices are high
- Supply chain issues are exacerbated by Covid
- Stock numbers still recovering
- Workforce shortages (shearers, harvest workers)
- Impacts of excess rain for some but not as bad as in 2016

Mining

As the coal belt does not fall into the CNSWJO footprint, mining in this region is for gold, copper, high-grade nickel, cobalt and lithium. The outlook for all of these metals is good.

From January 2019 to July 2020 the price of gold rose from US\$1300-US\$2000 per ounce. It is now hovering around US\$1800 and has been since June 2021. Copper has risen from US\$2.60 per pound in January 2019 to a high of US\$4.40 and is currently hovering around US\$4.40 where prices have been above US\$4.00 since February 2021.

Exploration continues in region and work continues to develop mines at Macphillamy's in the east of the region and for other metals in Lachlan and Parkes to the west.

The primary challenge for these industries is workforce.

Secondary and Tertiary Industries

Central NSW is a well-connected and innovative region with growing opportunities across a range of sectors including ag-tech, resources, logistics and health. It's location and the Special Activation Precinct in Parkes leveraging Main Western railway line to Adelaide and Sydney, road transport to Adelaide, Brisbane, Melbourne and Sydney. There is also an established agri-finance hub in Orange.

The region has a small but steadily growing number of manufacturing businesses.

Reports

The region has a range of successful agribusinesses from multinationals to niche producers of artisanal food. The region's climate enables production of diverse food and beverage products. It is home to global manufacturing companies such as Nestle Purina, Mars Petcare and Simplot and 18% of Regional NSW agribusiness and food manufacturing workers.¹¹

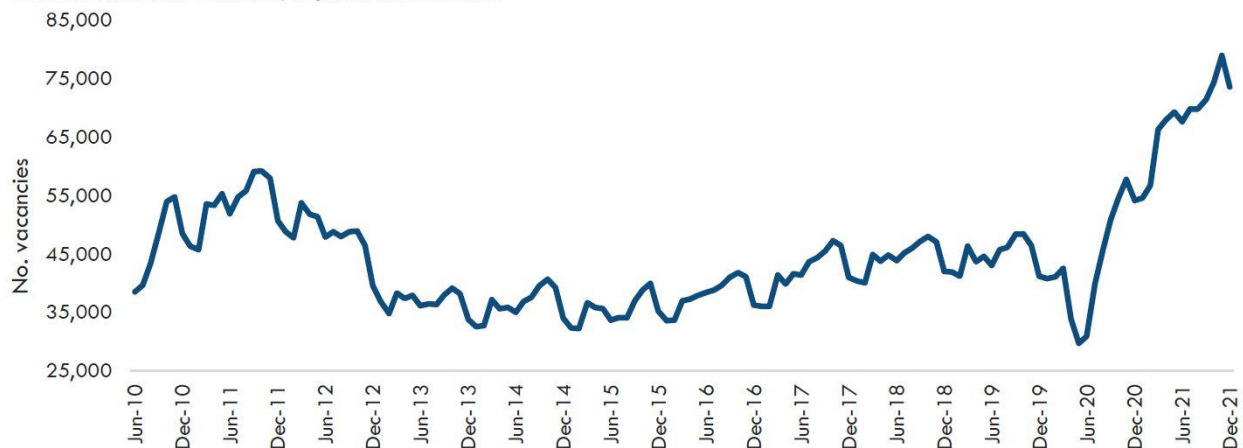
The visitor economy is an important and growing industry sector where every LGA's Regional Economic Development Strategy references its importance. Councils collectively spend \$20m per annum on events, visitor services and visitor experiences such as galleries museums and parks. For more detail please go to <https://www.centraljo.nsw.gov.au/content/uploads/Refresh-of-Visitor-Economy-Strategy.pdf>

The tertiary education sector has been significantly impacted by Covid where post school training and education is fragmented and arguably has a lower service level than in past decades. Communities miss their TAFEs.

Employment and skills shortages

Regional Australia job vacancies

Source: National Skills Commission, Regional Australia Institute



Similar to most of regional Australia, skills shortages are being reported across the region in every industry. This is both short term as a result of the immediate impacts of workforce having Covid and structural impacts for example the growth of the regional population and the government spending so much money on infrastructure to stimulate the economy.

This will be exacerbated by the 64,000 jobs just as a result of construction in the broader Central West and Orana region in the next 5 years.

Metropolitan Australia is also showing low levels of unemployment and so the extent to which the problem can be solved by tree changers moving into region to find work is marginal.¹²

¹¹ [Central West and Orana | Invest Regional NSW](#)

¹² [Regional Labour Market at Full Employment - Regional Australia Institute](#)

The fragmented nature of post school education including vocational training and employment services is difficult for Councils, community and businesses to try and navigate.

Covid impacts on supply chains and logistics

Covid impacts are variable but significant over the past two years and outlook is uncertain. At the time of writing, for the second time in two years supply chains are creating shortages of product in supermarkets.

Legal

Councils are subject to a growing number of legislative and regulatory instruments. The administration of the business of Councils is directed under the Local Government Act which incrementally increases the need for Council to resource the growing compliance framework. The most recent example of this is the Audit Risk and Improvement (ARI) framework.

It is noteworthy that the JO estimates an increase to its costs as a result of being administered under the Local Government Act where these are conservatively estimated at \$50K – without ARI.

The legal framework for the JO has impacted on the region in other ways, for example removing the vote for General Managers. Further, the lack of support from the State to enable the JOs intergovernmental collaboration function has led to ad hoc and time-wasting engagement with various State agencies with some notable, very successful, exceptions.

2. Advice from a review of the current Risk Management Plan

Please find attached the risks identified for the current Strategy. These were reviewed by JO staff 24 January in the context of the PESTEL Analysis above and the end of term report provided to the Board last December using the ISO 31000 methodology.

Attachment/s:

8. Risks Identified in the current CNSWJO Strategy
9. The internal review of the CNSWJO and end of term Report. to November Board 2021

e. Regional State Government/Local Government Workshop – Informing Community Strategic Plans

Regional Strategic Priorities	Cooperation between JO and Stakeholders that adds value for members
Portfolio Mayor	Cr John Medcalf, OAM
Sponsoring General Manager/s	Mr B Byrnes and Mr G Tory

Report by Jenny Bennett and Carolyn Griffin dated 14 February 2022

Recommendation/s
<p>That the Board note the CSP Report and provide a report to the May meeting on the feasibility of repeating this program in the future including the recommendations from the work undertaken to date, those being:</p> <ol style="list-style-type: none"> 1. To provide an ongoing opportunity to inform “State of the City/Shire” reporting and the development and monitoring of future Community Strategic Plans it is proposed that a similar forum bringing State agencies and local government together be held in a scheduled, ongoing way: <ol style="list-style-type: none"> a. Around June/July ahead of each local government election to get updated data to inform reporting and the development of the next CSP; b. Following each local government election to share draft CSPs and confirm opportunities for implementation and delivery of local strategies; and c. Around the mid-point of each council term to monitor the progress of implementing CSP strategies.

Precis

This report is provided for noting, where a report will be provided to the May meeting on the feasibility of repeating this program in the future including the recommendations from the work undertaken to date.

Reason for this Report

This report presents the information on the Regional State Government/Local Government Workshop – Informing our Community Strategic Plans - delivered in Orange in December 2021 and next steps. It is provided for noting where Board feedback is welcomed.

Legislative Policy and Risk Considerations

Background

Members will recall past reports where OLG JO Capacity Building funds of \$20K will be expended on consulting services to provide regional strategic support for IP and R. Please request past reports.

The project has oversight by Mr Paul Devery GM Cowra, Mr Brad Byrnes GM Cabonne and Ms Rachelle Robb, Director Community and Corporate Orange City Council.

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It is facilitated by weekly meetings of the consultant, CNSWJO staff, the Regional Leadership Executive and RDA Central West.

Project progress

A CSP workshop with State Agencies was arranged in conjunction with Regional NSW and CNSWJO staff and delivered in Orange on 3 December 2021. The intent of the workshop was to provide an opportunity for our region's Integrated Planning & Reporting (IP&R) practitioners and other council representatives to hear from State Government agencies about matters that will inform the development of the next local Community Strategic Plan:

- a. State agency priorities and plans for the next 5 years
- b. Data collected or held by the agency that may assist councils in their community planning
- c. Opportunities for State agencies to partner with local councils (including to inform Delivery Program activities)
- d. Where councils can find additional information related to the agency's work.

A secondary purpose of the workshop was to help establish or cement relationships between State agencies that operate in the Central West and local councils across this region, as well as providing an opportunity for council practitioners to network with their peers, all of whom are undertaking the same IP&R tasks within the same timeframes.

Presentations were received from the following:

1. Transport for NSW
2. Western NSW Local Health District (Ministry of Health)
3. Training Services NSW
4. Community Services, Commissioning & Planning / Department of Communities & Justice
5. Housing / Department of Communities & Justice
6. Rural Fire Service
7. NSW Police Force
8. Office of Sport
9. Create NSW – Arts, Screen & Culture
10. Aboriginal Affairs
11. Resilience NSW
12. Regional Housing Supply Unit
13. Planning + Environment + Water – Department of Planning, Industry & Environment

Recommendations arising from the Workshop

1. Conduct a follow-up session to hear from those agencies absent from this discussion.
2. Give consideration to the establishment of a schedule of future forums that will bring State agency representatives and local councils together.
3. Provide a report to the Regional Leadership Executive on the outcomes and learnings of this workshop.

Following up on the recommendations

1. An online follow-up session will be held on 21 February 2022 to enable local councils from across the region to hear from those State agencies that were unable to attend this workshop. RLE staff are progressing attendance by:
 - o Mental health

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- o Disability
 - o Education outcomes & school infrastructure
 - o Early childhood.
2. To provide an ongoing opportunity to inform “State of the City/Shire” reporting and the development and monitoring of future Community Strategic Plans, it is proposed that a similar forum bringing State agencies and local government together be held in a scheduled, ongoing way:
- o Around June/July ahead of each local government election to get updated data to inform reporting and the development of the next CSP
 - o Around February following each local government election to share draft CSPs and confirm opportunities for implementation and delivery of local strategies
 - o Around the mid-point of each council term to monitor the progress of implementing CSP strategies.

All presentations on the day can be downloaded via this link (this link also includes the Health Profiles by LGA): <https://spaces.hightail.com/receive/VAFenuVOU3>

Advice is being sought on costs for an lga by lga State data set including comparative analysis with a regional overlay. This will inform the Statement of Regional Strategic Priority and provide a template for future CSP data sets.

Attachment/s:

10. Overview of the Regional State Government/Local Government Workshop

f. Policy for Competitive Funding

Regional Strategic Priorities	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 Jenny Bennett dated 14 January 2022

Recommendation/s
That the Board note the Policy for Competitive Funding report and approve the Competitive Funding Policy to be added to the policy and procedure suite.

Precis

This report seeks the Board's approval for the Competitive Funding Policy to be added to the CNSWJO policy and procedure suite that is reviewed annually.

Reason for the Report

Members would be aware that the funding framework has not been designed with JOs in mind. Recognition of JOs has been provided in the funding framework allowing them to apply for projects, however this has the effect of JOs competing with member Councils for funding and poorly designed funding criteria.

To enable CNSWJO to participate in the current funding framework and advocate for change the following policy has been developed and seeks commendation.

Legislative Policy and Risk Considerations

Please find following the suggested draft policy and procedure:

Competitive Funding Policy

1. POLICY

The Board resolved in June 2021 to develop policy that allows for the JO to apply for competitive funding where there is an established regional priority, this to be in the context of the objectives of the JO.

Central NSW JO is a regularised local government entity under the NSW Local Government Act 1993. It has ten member Councils and one associate member, a County Council.

It is noteworthy that every region and JO is navigating the opportunities afforded in the funding framework in different ways based on their capacity and priority.

Where voluntary Regional Organisations of Councils delivered a strong and recognised value proposition to their member Councils for decades, it is important to demonstrate the benefits that will flow from the new statute-based JOs. This includes accessing grant funding and providing support material for members as they apply for funding.

All stakeholders recognise that the new regional organisations provide an opportunity for the State to work with recognised and regulated entities that offer comfort with regard to the funding, strategic and collaborative frameworks. However, if these opportunities are to be realised, serious thought around the nexus between the value to the State and the funding framework needs to be explored for a sustainable JO network to develop into the future.

The State's response to date has been to include JOs as eligible for competitive funding. Criteria are often a poor fit with the value that the JO can provide to both the State and to member Councils.

There are many roles that JOs can fulfil in support of the State's objectives including in the funding framework where prioritisation is a mandated function of these entities. Where practitioners in the region have lots of ideas, a fit for purpose process codesigned by the State and JO representatives will ensure the best possible shared value proposition. In the meantime, policy is required for CNSWJO to navigate the competitive framework.

CNSWJO will continue to advocate for a codesigned purpose-built funding framework that recognises the value to the State of the JO while delivering value to member Councils and through them to the communities of Central NSW.

2. PROCEDURE

Generally, CNSWJO will not compete for funding with members. Exception to this approach is where:

1. A project has preapproval from the Board for competitive funding;
2. Members request a grant application be made by the JO as a more efficient use of resource, for example the bridge assessment program; and
3. An opportunity arises that has a clear fit with existing priority and the Chair approves the approach between meetings if timeframes do not allow for Board approval and consideration of the extent to which members are applying is given.

All queries regarding the above process are to be directed to the Executive Officer Jenny Bennett on 0428 690 935 or jenny.bennett@centraljo.nsw.gov.au

RELATED DOCUMENTS

1. Delegations Register
2. Procurement Policy

g. Regional Procurement and Contracts

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

Report by Kate Barker dated 14 February 2022

Recommendation/s
<p>That the Board notes the report on Procurement and Contract Management and approves the JO to conduct new regional procurement processes for the following, along with the corresponding contract management fees:</p> <ul style="list-style-type: none"> a. LED lighting upgrades for buildings with a 1% contract management fee; b. LED lighting upgrades at parks and sporting fields with a 1% contract management fee; c. Variable speed drives with a 3% contract management fee; d. Power factor correction devices with a 3% contract management fee; e. Smart management system for new and existing solar installations with a 3% contract management fee; and f. Solar panels and battery storage with a 1% contract management fee.

Precis

With the vast amount of work underway in the energy space across the region through the collaborative project with DPE, the Regional Energy Group has identified a number of procurement processes that would facilitate implementation.

This report seeks the Board's approval for the JO to conduct the procurement processes on behalf of interested member councils, with the inclusion of a contract management fee payable by the supplier/s to the JO.

Reason for the Report

This report provides advice on the upcoming proposed procurement for early 2022 and seeks that the Board approves the new regional procurement process for councils interested in each.

Legislative Policy and Risk Considerations

Given procurement is an operational support program designed to bring cost savings and other benefits from aggregation, prior to commencing a procurement process a report is considered by GMAC where they are notified of the background and asked to approve the process. All procurement processes are conducted in accordance with the requirements of the Local Government Act and the CNSWJO procurement policy.

The region has recently completed a best practice in aggregated procurement program collaboratively with neighbouring JOs to inform optimal processes that can be leveraged by the changes in legislation enabling the JO.

Reports

Related risks from the Strategic Plan include:

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

Discussion

Through the regional energy program, councils have been collectively identifying a number of regional projects, some of which have a procurement component. Councils have provided the following advice regarding which projects they would be interested in participating in:

	Bathurst	Blayney	Cabonne	Cowra	CTW	Forbes	Lachlan	Oberon	Orange	Parkes	Weddin
LED upgrades (buildings)		y	y	y		y	y	y	y		
LED upgrades of park, area and sporting field lighting	y	y	y	y		y	y	y	y		
VSDs	y		y	y		y		y	y	y	
HVAC (& BMS) upgrades	y		y	y		y		y	y	y	
BTM solar/storage project with smart management system	y		y	y	y	y	y	y	y	y	
Tariff optimisation	y		y	y		y	y	y	y	y	
Power Factor Correction		y	y	y		y	y	y	y	y	TBC

At its meeting on 7 December, the Regional Energy Group prioritised the list with the focus to be on all activities in the table, as well as aquatic centre efficiencies, however provided advice that HVAC and BMS upgrades were complex and costly and funding may therefore be required.

This report recommends that the Board approves new procurement processes for all identified procurement activities, except for HVAC and BMS upgrades where more scoping is required.

Contract Management Fees

Through the Best Practice in Aggregated Procurement Program, the JO has been working on identifying optimal ways to obtain an income through procurement, while aiming to ensure councils aren't paying a higher price.

Currently the JO does not receive any income from members for the regional energy group which has been and is anticipated to continue to take up a significant amount of resource into 2022 and beyond to support councils with the implementation of a variety of recommendations identified through the various DPE-funded projects to date.

As there is no current spend data for these processes to set the management fee percentage on, it is recommended that a conservative percentage be placed on each, which could then be reduced once the value stack and cost savings are determined through the procurement process, should it be necessary.

Reports

It is therefore recommended that the Board approves the inclusion of a contract management fee into the proposed procurement processes. It is anticipated that the LED upgrades and solar/battery procure will be more costly than the others, so it is recommended that these contain a 1% management fee, and the remaining lower-value procurements have a 3% management fee.

Value for Members

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

Financial Implications

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

Attachment/s: Nil.

Reports

h. 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 and Jenny Bennett, dated 14 February 2022

Recommendation/s
That the Board notes the report on the Energy Program and endorses the following submissions: <ul style="list-style-type: none"> a. AER Framework and Approach Consultation; b. NSW Public Lighting Code Review; and c. AEMC Review of Regulatory Framework for Metering Services d. IPART Review of Electricity Network Operators' Licenses

Precis

This report provides an update on the regional energy program and seeks the Board's endorsement of four recent submissions regarding streetlighting.

Reason for the Report

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

- Electricity procurement;
- DPE energy project and subsequent sub-projects;
- RACE for 2030 application;
- Southern Lights; 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**

Work is well underway for the PPA/electricity procurement process for contracts to commence on 1 January 2023. The consultant engaged to support the project, Presync, has met with all councils to finalise the forecast load details, with the remaining councils to be followed up in the coming weeks.

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A variation to the contract has been executed to include 5 REROC councils. An invoice has been sent to REROC for \$5k per Council, in line with the amount that CNSWJO councils are paying. This total amount of \$25k is slightly higher than the variation, however, ensures a fair split of costs and allows the contingency budget for the project to be higher. Any remaining funds will either be refunded to councils or could be used to continue the engagement of Presync to conduct quality assurance when the contract commences in January 2023.

The specification for the procurement process is under development and expected to be finalised in the coming weeks. It is still expected that the RFx will be released to market in March 2022. The inclusion of REROC councils has not caused any delays to the timeframe. All 5 councils have finalised their load with Presync.

The Probity Plan has been prepared by Procure Group.

Councils have received a proforma report for their next meeting which provides an update on the process, as well as the details of the steps to be put in place for the acceptance of offers subsequent to the RFx. The RFx cannot be released to the market until all 16 councils have the appropriate resolution in place.

DPE Energy Project

Please find attached recent reporting to DPE on the progress of this project against the funding deed.

Regional Activities

Advice was sought from members in November 2021 regarding the list of activities that should form the priorities to progress in 2022. The following list has been developed and supported by the Energy Group:

	Bathurst	Blayney	Cabonne	Cowra	CTW	Forbes	Lachlan	Oberon	Orange	Parkes	Weddin
LED upgrades (buildings)		y	y	y		y	y	y	y		
LED upgrades of park, area and sporting field lighting	y	y	y	y		y	y	y	y		
VSDs	y		y	y		y		y	y	y	
HVAC (& BMS) upgrades	y		y	y		y		y	y	y	
BTM solar/storage project with smart management system	y		y	y	y	y	y	y	y	y	
Tariff optimisation	y		y	y		y	y	y	y	y	
Power Factor Correction		y	y	y		y	y	y	y	y	TBC

The Group provided advice that HVAC/BMS upgrades were costly and complex and funding would likely need to be sought, and therefore they do not currently form part of the short-term priority list.

See elsewhere in this business paper for details of the proposed regional procurement processes.

Tariff Optimisation

ChargeWorks has been engaged to undertake analysis for CNSWJO to identify the most optimal electricity tariff for each Council site to be on. Work is underway with each Council and the retailer to make these changes.

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Should councils agree to change all sites to the recommended tariff, the estimated annual savings across the region is approx. \$230,000.

Origin has provided advice that they will waive the annual costs of the interval meter required to be installed to enable to tariff change, which are usually around \$100 p.a. per site. This provides further saving of approx. \$30,000 across the region.

RACE for 2030 Research Project Application

In early December 2021, a proposal was submitted to RACE for 2030 regarding a research project aimed at alleviating constraints and optimizing capacity of the electricity network in Central NSW. Simon Wright is leading this project. In late December it was advised that the proposal had been progressed to the next round which involves a more detailed application. The project is in collaboration with Essential Energy, NSW DPIE and UTS.

A summary of the proposed project is as follows:

The energy sector is undergoing a rapid transformation. For this transition to occur, regional communities require information about network opportunities and constraints that is accurate, easy to access and compliant with privacy and security legislation. Furthermore, there is a need to clarify how communities can use this data to engage more meaningfully with Distribution Network Service Providers (DNSPs) to explore existing and future opportunities that influence new connections, network upgrades and new service provision.

Building on the work of the N2 project with both Essential Energy and SA Power Networks mapping network hosting capacity, this project will again work with Essential Energy to achieve the following:

- a. Using 'local' network data for three to four trial sites in the Central West of NSW, develop a framework for how best to publish network opportunities and constraints to optimise the available capacity for DERs such as solar, EVs, customer batteries but also standalone power systems (SAPs), microgrids and embedded generation.*
- b. In developing this decision-making framework from this public data-sharing 'strawman,' identify efficient and effective channels for local councils to collaborate with DNSPs on network connections, planning and innovative delivery options that will deliver improved service outcomes for entire communities.*
- c. Benchmark the proposed framework with best practice amongst local and overseas network service providers to help define a roadmap to uplift network opportunity and constraint analysis using public mapping*
- d. Socialise the framework with other NSW JOs/ROCs to determine how best it could support them in understanding network opportunities and constraints in their regions.*

The ultimate objective of the project is to (a) provide a roadmap for implementation of DERs for local government and other entities; and (b) to create an outcome that will lead to closer collaboration between councils and DNSPs and ultimately to the possibility of ongoing cooperation and potential co-investment.

In summary, it is anticipated that this research will enhance our understanding of the network; improve the planning and implementation of new technologies and business models; facilitate an improved understanding between councils and Essential Energy and foster greater collaboration and strategic alignment; while also illuminating the impacts of EVs and large-scale batteries on the region's electricity load. This enhanced understanding will accelerate the adoption of new

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technologies and renewable energy more broadly, leading to further decarbonisation of the energy sector and a cheaper, more secure supply of electricity across the NSW Central West.

The full application forms an attachment to this report.

Southern Lights

Roll-Out Update

The roll-out of the project still continues with Essential Energy providing the following update as at 13 December 2021:

Council	No. of lights	% LED	Project Status	Estimated timeframe for mop-up completion	Comments
Bathurst	6389	90%	Major works completed - mop up remaining	Q3 FY22	Majority of outstanding HID were not planned for upgrade as part of the BLR as planned for Zhaga. 3 LED upgrades (one pole on private property) outstanding are planned as part of an internal mop up project.
Blayney	762	97%	Major works completed - mop up remaining	TBC	13 mop up tasks with 1 condemned pole.
Cabonne	803	92%	Major works completed - mop up remaining	Q3 FY22	Majority of outstanding HID were not planned for upgrade as part of the BLR as planned for Zhaga. 3 mop up tasks with two potential redesigns.
Cowra	1397	96%	Major works completed - mop up remaining	Q4 FY22	32 mop up tasks with 22 decoratives and one condemned pole.
Forbes	1040	95%	Major works completed - mop up remaining	Q3 FY22	10 mop up tasks with 7 condemned poles.
Lachlan	995	12%	Not commenced	N/A	
Oberon	506	99%	Major works completed - mop up remaining	Q3 FY22	2 mop up tasks (one vegetation issue and one access)
Orange	5495	73%	Awaiting Zhaga	N/A	Zhaga/ Phase 2- 1500 assets planned. Plus volume of under awning and suspension lights globes only.
Parkes	1597	22%	Not commenced	N/A	
Weddin	467	96%	Major works completed - mop up remaining	Q3 FY22	4 mop up tasks with 2 condemned poles

Smart Controls Update

The Southern Lights Group is meeting monthly with Essential Energy to progress the various parts of the project which are still experiencing significant delays.

Essential Energy has engaged Deloitte to prepare a business case for smart controls. A meeting was held with Deloitte, Essential Energy and some Southern Lights Group members in November 2021; Jenny Bennett was in attendance. The business case was expected to be finished in mid-December however there have been delays. Essential Energy has confirmed that the business case will be ready for the review by the Southern Lights Group prior to the next meeting in February 2022.

Reports

The Southern Lights Group has expressed its ongoing frustrations with the timeframes of the decisions made around smart controls where the same discussions are being held now as they were 3 years ago.

Members will be kept informed of progress on this matter.

Zhaga

CNSWJO understands that Bathurst, Cabonne and Orange have quarantined a significant number of lights from the bulk LED upgrade to have Zhaga-compatible luminaires installed when they become available. This continues to cost these councils money in energy and SLUOS charges, with Orange reporting they are losing around \$55k per year waiting for the lights. The Southern Lights Group continues to push Essential Energy on this issue.

Essential Energy is currently in the process of conducting trials of a number of sensors in Zhaga luminaires, which is expected to be completed in early 2022. Once the trial is finalised, and if deemed successful, the Southern Lights Group will be pushing for Essential Energy to deploy the luminaires as a matter of urgency. There is currently only 1 supplier contracted by Essential Energy who has the international standard Book 18-approved luminaires; however, they have been requested to commence discussions with the remaining suppliers to seek their certification.

Members will be kept informed of progress on this matter.

Submissions

There has been a number of submissions in relation to streetlighting submitted in the past few months, which include:

- [AER Framework and Approach Consultation](#)
- [NSW Public Lighting Code Review](#)
- [AEMC Review of Regulatory Framework for Metering Services](#)
- IPART Review of Electricity Network Operators' Licenses

The submissions can be found by clicking the links above and are attached to this business paper. All are in line with existing policy. Notably CNSWJO was one of only two submissions to the AER Framework and Approach Consultation. Given the importance of the electricity regulatory framework, particularly for street lighting and the posturing of the DNSPs in the past – consumer engagement is essential. CNSWJO has been communicating with other JOs and peak Council bodies eg LGNSW, with a view to better representation in this regard.

Electric Vehicles

In September, ChargeWorks was engaged by the JO to complete site assessments for prioritised EV charging locations. Councils were able to select up to 5 destination charging sites and up to 3 fast charging sites for the assessment. All councils participated in the project. The project is being co-funded by the JO using OLG Capacity Building Round 2 funding.

In mid-November the NSW Government announced the release of:

- [EV Fleet Incentives](#) – which will help bridge the cost of transitioning fleets of passenger, light commercial or sports utility vehicles to BEVs through a reverse auction process.
- [EV Fast Charging EOI](#) - this investment will expand existing public fast charging across the state. This involves co-funding private industry to build and operate charging stations

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every 100km along major NSW highways, and every 5km along commuter corridors in metropolitan NSW.

The JO is working with councils to provide support to individual EOI responses from councils who wish to put forward sites for the fast-charging round. Sites submitted through the EOI process will be added to a register of interest that potential charging providers will have access to.

The round focusing on destination chargers are expected to commence in early 2022.

Value for members

Members have received over \$330k in the 20/21 FY to directly fund consulting support for council-identified priority projects. Additionally, \$40k of the OLG Round 1 funding was utilised to fund the EV Mapping report, and a further \$70k of the OLG Round 2 funding has been earmarked for future energy and waste projects.

Financial Implications

Members currently don't pay membership fees specifically for the energy program, with the funding for all projects coming from existing and new grant funds. CNSWJO staff continue to seek funding opportunities to support this program.

Income gained through the regional procurement program subsidises the resourcing required for the energy program where many activities are procurement related. See a report elsewhere in this business paper for details on the proposed procurement activities for the energy group.

While the consulting support for the DPE energy project reports have mostly come from DPE and the OLG Capacity Building Fund, some councils have contributed financially to the projects. Few projects to date have secured funding for the capital component of projects, and the JO will continue to work with councils to seek grant funding.

Attachment/s:

11. Funding report to DPE October to December 2021
12. RACE for 2030 application
13. Submission - AER Framework and Approach Consultation
14. Submission - NSW Public Lighting Code Review
15. Submission - AEMC Review of Regulatory Framework for Metering Services
16. Notes from Energy Group meeting 7 December 2021

Reports

Priority Two: Regional Prosperity**i. Destination Network Central West Report**

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

Report by Carolyn Griffin and Jenny Bennett, dated 11 February 2022

Recommendation/s
That the Board note the report on the mooted Destination Network Central West and monitor the situation closely through the Deputy Premier, Paul Toole's Office.

Precis

Members are to be advised that changes to the Destination Network structure are effective from 1 July 2022.

These changes to the State's Destination Networks include the formation of a new Network – Central West Destination Network however the communities of Forbes, Parkes and Lachlan have not been included.

Advocacy has been undertaken by the Board and it is understood through the Office of the Deputy Premier, Paul Toole, that a review of the above decision is underway.

Reason for the Report

This report provides advice to the Board about the NSW Government's announced changes to the State's Destination Networks and suggests that the situation be monitored weekly with a view to ensuring a review of the current boundary which excludes the communities of Parkes, Forbes and Lachlan.

Legislative Policy and Risk Considerations

In late November 2021 the NSW Government announced changes to the State's Destination Networks to ensure the regional visitor economy is set up for continued success and receives more local resources and support.

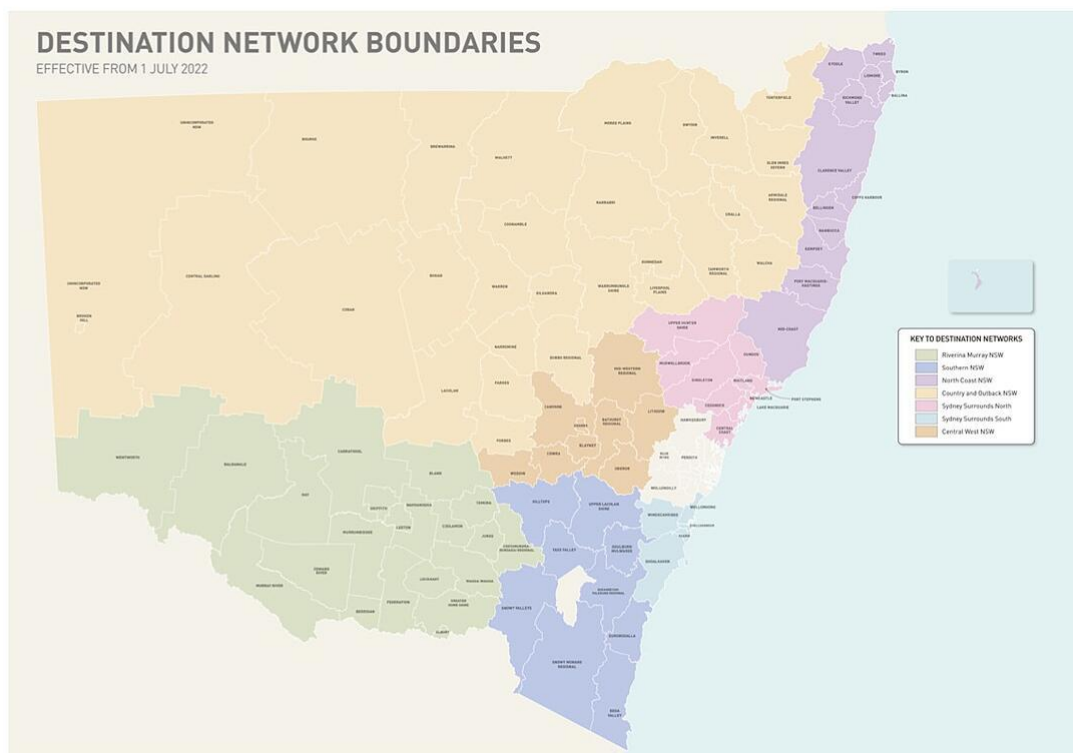
The advised changes to the Destination Network structure include:

- A new Destination Network for Central West NSW to increase resources for well-established visitor destinations, including Bathurst, Orange and Mudgee
- The relocation of Snowy Valley Local Government Area from Destination Riverina Murray to Destination Southern NSW
- Aligning Destination Sydney Surrounds North and Destination Sydney Surrounds South boundaries with Western Parkland City.

Reports

Members will note that the new boundary removes communities of Forbes, Parkes and Lachlan from the new Central West Destination Network. Central NSW Joint Organisation provided correspondence and media welcoming a reduction in size of Destination Network Country and Outback from its current footprint of 61% of the State, however removing communities of Forbes, Parkes and Lachlan from the new Central West Destination Network is disappointing.

The changes to Destination Network borders will take effect from 1 July 2022. Below will be the Destination Network Boundaries:



Media Release from NSW Government about the announcement can be found here, however members will note that there is mention that the new network aligns with other State government boundaries which is simply not true: <https://bit.ly/3uJafe>

On 1 December 2021, correspondence to Mr Geoff Provest, Member for Tweed, Parliamentary Secretary for Regional Tourism and Hospitality was sent to advise of the Central NSW Joint Organisation's concerns regarding the new Destination Network as there was no consultation with Councils in this region on the boundary for this new network. Again, this is an example of State agencies ignoring the Department of Premier and Cabinet and making it very difficult for Joint Organisations to work on a regional basis. This also goes against all advice this region has put to the State where we want to work within the State Boundary that the State has defined.

Correspondence advising the above sentiment was also sent to Minister for Tourism and Sport, the Hon. Stuart Ayers, Minister for Emergency Service and Resilience and member for Cootamundra the Hon. Steph Cooke, Member for Orange, Mr Phil Donato and Member for Barwon, Mr Roy Butler. Minister Cooke and the Parliamentary Secretary's Office both acknowledged the letter however a response has not yet been received. Minister Toole's office verbally advised that once Parliament sits again during the week commencing 14 February 2022, they will progress resolution of the issue.

Attachment/s:

17. 1 December 2021 letter to Deputy Premier, Toole, Minister Ayers, Local MPs and Parl Secretary regarding the proposed Destination Network Central West

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Priority Four: Regional Water Security**j. Water Report**

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 14 February 2022

Recommendation/s
That the Board note the Regional Water report

Precis

This report is to keep members updated on the huge amount of strategic work underway by the State Government in regional water planning and management and water security infrastructure planning. It provides advice on the status of the Town Water Risk Reduction Program implemented in response to a report by the NSW Auditor-General on support for town water infrastructure. Attention is also drawn to the draft review of the Water Utilities Alliance Strategic Plan where feedback is welcome.

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 development of the Lachlan and Macquarie Regional Water Strategies, Town Water Risk Reduction and Water Efficiency Programs and the NSW Health Drinking Water Quality Management Audit Guidelines. It provides updates on the status of infrastructure projects including the Wyangala Dam wall raising and Belubula Water Security Project.

An overview is also included of the review of the Water Utilities Alliance Strategic Plan by the Alliance Executive and member Council representatives with a discussion draft provided as an attachment.

Legislative Policy and Risk Considerations**Strategic Work****Regional Water Strategies**

Work on the Unregulated Macquarie and Lachlan Regional Water Strategies is ongoing. Further consultations with the JO and Lachlan Valley Councils on challenges for town water supplies and the identification of options to be included in the next round of consultation papers, have been delayed while modelling for the base case water security risk assessment is completed. A meeting date will be confirmed shortly.

As previously reported, consultation on the Lachlan Strategy has been better than for the Unregulated Macquarie where it is understood from DPE that engagement is currently taking place

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directly with individual member Councils. At the time of writing, a date for the next round of consultations on the Unregulated Macquarie Strategy has not been provided. Follow up with DPE is underway to confirm the consultation schedule.

The JO continues to work with various DPE staff to ensure authentic engagement with communities, particularly elected representatives, on the integration of town water security into the consultation drafts for both strategies. The next round of consultation papers are due for public exhibition in early 2022.

Notable is that following the meeting with Jim Bentley, CEO NSW Water Sector on 3 November, he has committed as follows:

Actions from meeting:

1. Agreed to work with JO on the design of the governance structures that might best drive implementation of the Regional Water Strategies by state and local government.
2. Agreed to meet with JO about the economic modelling used for the Regional Water Strategies (noting specific concerns about an assumption used by Marsden Jacobs).

Areas of focus and reports back to a future meeting:

- Proposed review of alternative funding arrangements for local water utilities and review of the pricing aspects of the Best Practice Guidelines
- Update on efforts for better coordination amongst water co-regulators at the Leadership level (Jim) and at the officer level (coregulator action in the Roadmap to new approach to regulation of local water utilities)
- Update on working with Regional NSW on more effective water management to address perceived constraints to economics growth in key regional towns – like Parkes
- Update on Town Water Risk Reduction pilot project about sub regional strategy to link RWS with LWU level plans
- Update on water efficiency program.

Follow up is underway on items 1 & 2 above in the context of consultations on the Regional Water Strategies. Correspondence has been sent to Jim Bentley thanking him for the meeting and his commitment and also advocating for the Regional Town Water Co-ordinator role to be made permanent.

Meanwhile advice from DPE is that work is underway to develop new guidance materials for town water supply systems dependent on both regulated and unregulated water sources. The guidance focusses on using [Regional Water Strategy modelling](#) generated streamflow data.

The department will prepare town water security guidelines using lessons from pilots and case studies including the process for using regional water strategy data. Both the JO IWCM Pilot and Orange/Cabonne/CTW sub-regional town water strategy are seeking access to this data for local level planning by Councils.

DPE have advised that they will consult widely on these new guidelines before their adoption in 2023. More information on the interim guidance for regulated and groundwater sources can be found on their [website](#)

Town Water Risk Reduction Program

JO engagement with the TWRRP continues to be a major focus for work in the water portfolio. This two-year Program aims to work with the town water sector to identify long-term solutions to

Reports

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

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.

Latest Update

The [roadmap to an improved regulatory framework for local water utilities](#) was released in October 2021 and working groups have been formed to test and improve the regulatory framework.

Working groups that are collaborating with DPE as they deliver the roadmap are:

1. **Working Group 1 - Strategic Planning** – are working on setting outcomes focussed requirements for service levels, performance standards, *Integrated Water Cycle Management*, financial planning and price monitoring.
2. **Working Group 2 - Technical Assessment and Approvals** are collaborating to design an improved approach for Section 60 approvals.

The JO is represented on Working Group 1 by Jenny Bennett and Meredith Macpherson while Orange City Council are represented on Working Group 2.

An [update from the working groups activities](#) since they were established is now available. It outlines how the working groups are addressing relevant roadmap actions, considering regulatory options and designing improved regulatory frameworks.

The JO continues to work closely with the TWRRP team. Engagement across the various tranches of work can be summarised as follows:

- **Skills and Training Focus Group**– JO is a member - meeting every couple of weeks. The Department has contracted the Balmoral Group to quantifying training needs across NSW and the scope of training delivery needed, particularly for regional and remote NSW towns.

A draft [Action Plan](#) has been developed to establish a sustainable training market. The plan identifies a range of actions that address both supply and demand barriers.

The JO has completed a Case Study on Water Operator Training identifying barriers and constraints experienced over the past 6 years in the delivery of this program. This has been provided to DPE and the Industry Training Advisory Board as an example of industry best practice in Water Operator Training. A copy is provided as an attachment.

The TWRRP is focussing on the needs of high risk areas including the Councils of the Orana Water Utilities Alliance to identify a training pathway for the critical skills shortages in the Far West region and engage a registered training provider to tailor a program that addresses

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their specific needs. Resources such as generic professional role descriptions and training and skills required for supervisors, operators, and relief operators, will be made available to all water utilities in regional NSW to assist with workforce planning.

Clearly our region has benefitted from working collectively on training and from having a centralised resource to enable it.

On 17 December the NSW Government announced that it is investing \$1.175 million for 200 new trainee places each year in NSW under a new plan to tackle the critical skills shortage in the water operations sector.

- **Encouraging regional collaboration and state government support-** Numerous opportunities to work with the TWRRP team on regional collaboration and to share this region's success in this space have been offered.

The TWRRP team are now working with a number of local water utilities and joint organisations to progress regionally focussed strategic and risk reduction pilot programs between councils where collaboration currently does not exist. This includes funding for a project led by Namoi Joint Organisation and Tamworth Regional Council to investigate a potential, regional approach to the management of liquid trade waste.

The pilot which is running until July 2022 aims to develop a business case for a shared service model to help the participating councils understand if a regional approach is viable. In mid-2022 the pilot will be evaluated to determine if a regional approach to liquid trade waste management should be further encouraged across the NSW. How this will be funded and resourced will be the challenge.

- **Integrated Water Cycle Management Planning – Expressions of Interest to Pilot the co-design of components of the framework-** the JO was successful in a proposal to co-design a regional approach to IWCM development. Two workshops facilitated by industry leader, Carmel Krogh OAM have been held with selected participants to discuss this approach including opportunities to align IWCM planning with the IP&R requirements. A final report is currently being developed and will inform other work by the TWRRP. Further advice will follow on this.

This is complex and time consuming work being done in a short timeframe with opportunities to optimise work already underway by the JO and Water Utilities Alliance. Advocacy with DPE has emphasised the need to potentially extend the timeline for the program to ensure the quality of the output is not compromised by an unrealistic timeframe. Further advice will be provided as this evolves.

TWRRP resources for more information:

Website: [Town Water Risk Reduction Program](#)

Minutes and presentations: [Stakeholder Advisory Panel webpage](#).

Monthly newsletters have been issued to Local Water Utilities since April.

You can email your thoughts to DPE at any time: regional.town.water@dpie.nsw.gov.au.

The JO staff and members of the Water Utilities Alliance Executive continue to have regular formal and informal discussions with members of TWRRP team. The team are very receptive.

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DPIE Water Efficiency Program and Framework

Concurrently DPE are also developing a [Water Efficiency Program and Water Efficiency Framework](#) to address network leakage and water losses, residential and business water use efficiency, amongst many other things. DPE is seeking to work collaboratively with the JO network on the development of various aspects of this. This has resulted in requests for participation by JO and Council staff in multiple virtual workshops (at one point up to 16 across 4 tranches of work in mid-November-early December) to inform the program development and rollout.

Concerns have been raised by the NSW Water Directorate and JO network that the timeframes and lack of agreed consultation plans by DPE, compounded by conflicting demands on the sector to engage in the development of the Regional Water Strategies and the TWRRP, is leading to consultation fatigue, poor engagement, and ultimately not-fit-for-purpose program outcomes.

Where DPE has recruited a new team under Michael Blackmore to undertake this work and contracted consultants, Councils and JOs will struggle in the short-term to resource the demands.

- **Smart Water Advice**

To date DPIE has offered local water utilities and councils who are not current subscribers of the Smart Water Advice program a three-year subscription for the cost of just one year. Existing subscribers will receive an additional year of their membership at no additional cost.

Smart Water subscribers receive water efficiency tips and advice, interactive tools and information to share with their communities via Council websites. Collateral is downloadable and can be co-branded with Council logos.

The CNSWJO Water Utilities Alliance have been supporters of the Smart Water Program since its inception assisting with the early governance arrangements based on many years' experience with its predecessor the Save Water Alliance. The contribution of over \$116k by our members over the past three years has contributed to the development and improvement of the Save Water collateral.

While it is understood that the idea is to provide an incentive to those who are not already members— it rewards those who are not members over those who have long term commitment to doing the right thing in promoting water efficiency. This is an example of where better engagement by DPE, could have addressed the heart of the problem which is the provision of collateral that is more relevant to inland regional NSW (as opposed to a coastal city audience) and on improved implementation across our membership.

In negotiation with Smart Water it has been agreed that the CNSWJO members who are participating in the regional membership program will have their existing agreement extended to 31 December 2024 in recognition of their complementary 12 month membership. In addition, members will be supported by Smart Water in the use of collateral with a virtual workshop for relevant Council staff on 21 February. The Alliance Program Manager will also participate in a newly formed Advisory Panel to provide governance and strategic oversight of the organisation.

- **Water Leakage Reduction Pilot**

A key aspect of the Water Efficiency Program is addressing local water utilities' network leakage and water loss as a priority. This need became apparent during the drought and has been reinforced during consultation with Councils and the wider sector as part of the TWRRP.

The aim of the program is to focus on where the NSW Government can provide the most value to local water utilities, enhancing their ability to identify leaks and target and fix leaks as part of their asset management framework.

The JO has been in discussion with DPE about the potential to co-design a pilot to optimise previous work by the Alliance on Water Loss Management (WLM) including its Water Loss Management Toolkit and Operator's Guide and more recent work on a WLM maturity audit tool through a Sydney University student placement.

Where Board policy is for the JO to share its collateral, DPE have leveraged the work by the Alliance and added to it to come up with a process (not co-designed) to survey water leakage maturity across 25 selected LWUs using contractors Isle consulting. While member Councils including -Cowra, Forbes, Lachlan, Parkes, Bathurst and Orange (TBC) will participate in this exercise, it is not the pilot project the JO was hoping for.

While a number of our member councils have expressed a need to do work in this area, the challenge is resourcing a pilot program and ensuring that whatever work is done is embedded in Councils and not delivered by a consultant and lost when the consultant walks away. Again, co-design by DPE early in this process could have seen added value through a regional collaborative program.

Infrastructure Projects

Belubula Water Security Project

A State and Australian Government funding commitment totalling \$6 million has been made to complete a Final Business Case into the construction of a pipeline between Lake Rowlands and Carcoar Dam, as well as options to raise the existing Lake Rowlands Dam or construct a new dam downstream.

In September 2021 responsibility for the proposed Lake Rowlands to Carcoar pipeline project transitioned from WaterNSW to Water Infrastructure NSW (WINSW).

A strategic decision was made to develop a Final Business Case that will include the assessment of both the Lake Rowlands to Carcoar Dam pipeline project and the Lake Rowlands Dam Augmentation project, previously being developed by Central Tablelands Water. The amalgamated projects are now known as the Belubula Water Security Project.

WINSW applied for Australian Government funding and on 4 February 2022, the National Water Grid Authority (NWGA) announced additional funding to support development of a Final Business Case for the project.

The business case will be subject to a detailed options analysis consistent with the Infrastructure NSW Infrastructure Investor Assurance Framework. This analysis will review both the Lake Rowlands to Carcoar Dam pipeline and the Lake Rowlands Dam Augmentation projects, along with potential additional options to improve the efficiency and resilience of water management within the Belubula Valley.

WINSW will undertake stakeholder engagement in early 2022 to inform the business case process. The JO will advocate to WINSW for engagement with its member Councils.

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Questions or feedback on the proposal can be directed to the Project team via email at lakerowlands-carcoar.pipeline@dpie.nsw.gov.au or by calling 1300 081 047.

A copy of the Media Release is provided as an attachment.

Belubula Water Security Project Advocacy

Key advocacy messages have been discussed with the current portfolio Board members for regional water, Mayor Bill West and Cr David Somerville and Lachlan Valley Water regarding announcement of funding for the business case for the Belubula Water Security Project. See the Advocacy Report for detail.

Wyangala Dam Project Updates

Work on the Final Business Case and Environmental Impact Statement continues. Over the coming weeks, the Project team will be:

- In the field continuing geotechnical investigations at the potential rock quarry and clay borrow sites around Wyangala.
- Carrying out a road safety audit on construction heavy vehicle routes to inform the Environmental Impact Statement traffic and transport assessment.
- Doing enabling work including environmental controls, cutting vegetation and improving access for construction of the new water treatment plant at Wyangala.
- Starting consultation with Registered Aboriginal Parties on the Project's draft Aboriginal Cultural Heritage Assessment Report. On-Country engagement on Cultural Values will continue.

As part of the early works package to the proposed Wyangala Dam Wall Raising project, a new water treatment plant will be built to deliver clean, safe drinking water for the Wyangala community and Wyangala Waters Holiday Park.

A development application was approved in December 2021. Enviropacific Services has been awarded the contract to design, build and commission the new plant. Construction and commissioning of the new plant is expected to take up to 12 months.

The Wyangala Dam Wall Raising Project team keeps the community updated through a number of channels, including Facebook. To receive Project updates and share them with your networks follow the project Facebook page, at the following link: [Wyangala Dam Wall Raising Project | Facebook](#)

For the latest about the Project progress, [visit the website](#).

Wyangala Wall Raising Advocacy

In consultation with the Chair and Mayor Bill West and guided by the communique agreed between the CNSWJO and Lachlan Valley Water, the JO continues to work with Lachlan Valley Water on media in support of the Wyangala Dam wall raising. Current LVW priorities for media are:

- (1) estimates of the cost of the flooding damage in November/December
- (2) information from the Business Case on the \$ benefits of the project, both for water security and flood management. LVW have approached the Wyangala project team for some information on this, but not much response to date.

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- (3) environmental outcomes – the lower end of the river should still get similar flows because it allows better management of the river, and extraction cannot increase above the allowed limit.

LVW have contracted media advisor, Bruce Reynolds and expect a media release every 2-3 weeks apart in the coming months. See Advocacy Report for key messages for water.

Rationale for, and impacts of, new dams and other water infrastructure in NSW - Part 2 - Government response

The NSW Government's response to the report of the NSW Legislative Council Portfolio Committee No. 7 – Planning and Environment entitled 'Rationale for, and impacts of, new dams and other water infrastructure in NSW – Part 2' was received on 28 January 2022.

The NSW Government response to Part 1 of the Committee's report was tabled on 20 September 2021. This related to the Wyangala Dam wall raising project. Refer to the November Board report.

Part 2 relates to:

- Dungowan Dam project
- Mole River Dam project
- Macquarie River re-regulating storage project
- Western Weirs project
- Menindee Lakes Water Savings project.

To review the recommendations and the Government's response follow this link:

<https://www.parliament.nsw.gov.au/committees/inquiries/Pages/inquiry-details.aspx?pk=2614#tab-reportsandgovernmentresponses>

A separate response will be provided to Part 3 of the report when it is released by the inquiry.

Pumped Hydro Funding Application by Central Tablelands Water

As resolved by the Board at its August meeting, the JO assisted Central Tablelands Water (CTW) with its funding application to the Pumped Hydro Recoverable Grants Program to support the "Lake Rowlands Pumped Hydro" project. On 1 October CTW were advised that their application had been found to be eligible for Program funding and has now progressed to the Merit and Portfolio Assessment stage. Advice prior to Christmas was that the outcome of this assessment will be communicated to Applicants in early 2022. Successful Applications will progress to the Due Diligence and Funding Agreement negotiation phase, with Applicants required to present their Project to the Program team in Q1 2022.

Lake Lyell Pumped Hydro Investigations

It is understood that community consultation is underway for a pumped hydro energy plant outside Lithgow after preliminary studies by consultants Arup confirmed it is technically feasible.

Initial studies indicate the Lake Lyell facility could produce 350 megawatts of electricity with more than eight hours of storage – enough to power more than 150,000 households during peak periods – with the advantage of being located near major transmissions lines. The project would require a second 4.4 gigalitre capacity reservoir at a higher elevation on Energy Australia land on Mt Walker. Arup is undertaking feasibility studies including environmental and geotechnical investigations. Early design concepts show the new dam walls following the hill contours.

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A presentation for members on the Lake Lyell project and another project understood to be under investigation in the Bathurst area will be sought from Arup.

Review of the Alliance Strategic Plan

As reported to the November Board meeting, the Water Utilities' Alliance is reviewing its Strategic Plan.

Broadly, given the resourcing needed for water advocacy and inter-governmental collaboration in the next 12 to 18 months at the strategic level, it is recommended that the Alliance continue to provide procurement and training support for members' Local Water Utilities, particularly given other resources are available within the organisation to support these.

Based on themes emerging from strategies, including the NSW Water Strategy, the draft Strategic Plan suggests that there be a focus on the following:

- Asset management practices through the newly formed Regional Asset Management Working Party;
- Water Loss Management Auditing across member councils to inform a leakage reduction program;
- Audits and benchmarking of DPIE Performance Monitoring data;
- Audits of member's Drinking Water Management Systems including a potential pilot of NSW Health's revised Drinking Water Management System Audit Guidelines and peer training for internal auditing;
- Development of a Report Card based on the benchmarking and audit program;
- Optimisation of Smart Water collateral for community education and awareness of water efficiency and alternative water sources;
- Review and scoping for regional opportunities in smart metering/digitalisation;
- Nexus between water and energy projects including further investigation and analysis of the relationship between system water loss/leakage and Water Pump Station/Water Filtration Plant energy requirements (and subsequent impact on costs);
- Building on the water and waste-water operators training program, a review of the Regional Workforce Development Plan to profile the workforce and determine next steps for training; and
- Review and implementation of a platform for shared resources (e.g. policies and templates etc) across member councils.

While a draft Strategy is provided as an attachment, the outcomes of the Town Water Risk Reduction and Water Efficiency Programs as well as other state-based plans will impact on forward strategy. A draft version has been reviewed with the Alliance Executive and circulated to members for comment. It will require support from the incoming Board.

Operational Update

A copy of the Water Report to GMAC that includes an update on operational matters is included as an attachment.

Parkes to Host Major 2023 LGNSW Water Management Conference

Congratulations to Parkes Shire Council who has won the right to host the prestigious 2023 Local Government NSW (LGNSW) Water Management Conference, which is expected to attract hundreds of participants from across NSW.

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The major annual event provides a dedicated forum for local government delegates, water managers and professionals, policy makers from government agencies and key industry stakeholders to discuss water policy initiatives and trends as well as best practice in water governance and management.

It presents a great opportunity to showcase not only Parkes but the region.

Value to Members

Work by the CNSWJO in the regional water portfolio supports members in the planning and management of quality, secure water and sewer services for Central NSW communities. The work of the collaborative Water Utilities Alliance supports the Board's key advocacy priority for Local Government ownership and management of Local Water Utilities in Regional NSW.

Financial implications

Nil

Attachment/s:

18. Correspondence to Dr Jim Bentley, CEO Water Sector, re Town Water Commissioner
19. Draft Water Utilities Alliance Strategic Plan
20. Water Operator Training – Case Study
21. GMAC Water Report
22. Media Release - Supporting Water Security Across the Central Tablelands - 4 February 2022

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k. Matters Raised by Members: Bathurst Regional Council Section 10 application on the Mount Panorama area.

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 Jenny Bennett, dated 16 February 2022

Recommendation/s
That the Board note the report and provide the enclosed correspondence as a formal submission to the section 10 reporter in relation to the current section 10 application lodged under the ATSHIP Act in relation to lands at or near Mount Panorama Wahluu in support of Bathurst Regional Council's efforts in maintaining and developing the Mount Panorama Wahluu site as a tourism destination of international significance.

Precis

Bathurst Regional Council has sought regional support for its submission to the Application under Section 10 Aboriginal and Torres Strait Islander Heritage Protection Act.

This report recommends providing a formal submission to the section 10 reporter based on the economic value to the region of Mount Panorama Wahluu where the content of the letter is below

Reason for Report

At the November 2021 meetings of the Board it was resolved to support the Bathurst Regional Councils submission by 28 February and a report be provided to the Board as background information from Bathurst Regional Council.

This report seeks resolve to provide a letter of support to Bathurst Regional Council, through a submission to the Section 10 Reporter, focusing on the value to the region of Mount Panorama Wahluu as an economic driver.

Legislative Policy and Risk Considerations

CNSWJO has existing policy that provides support to member Councils as they apply for funding using its Infrastructure Prioritisation Matrix.

This Matrix recognises that Mount Panorama Wahluu has international significance and is an important economic driver in the region, particularly for tourism. CNSWJO has provided support to Bathurst Regional Council for various funding applications including the successful boardwalk atop Mount Panorama Wahluu which has proved very popular for both visitors and locals.

CNSWJO does not have policy with regard to the Aboriginal and Torres Strait Islander Heritage Protection Act and it is therefore suggested that support be provided from an economic perspective.

Please find the content of the submission following:

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Re: Mount Panorama Wahluu's visitor economy value to the CNSW Region and further afield

On behalf of the Central NSW Joint Organisation of Councils (CNSWJO) I am pleased to offer my support to Bathurst Regional Council for Mount Panorama Wahluu's visitor economy value to the CNSW Region and further afield.

The Central NSW Joint Organisation (CNSWJO) consists of 10 member councils, Bathurst, Blayney, Cabonne, Cowra, Forbes, Lachlan, Oberon, Orange, Parkes and Weddin. Central Tablelands Water is an Associate Member

This region has worked collaboratively on growing the Visitor Economy for over twenty years. The NSW government has recently recognised this region's strength by announcing the Central West Destination Network.

At its meeting 25 November 2021 the CNSWJO Board resolved to support Bathurst in its efforts to maintain and develop the Mount Panorama Wahluu precinct as an international motor racing and events precinct.

Mount Panorama Wahluu is of international significance for the visitor economy. The dedicated work of Bathurst Regional Council intervening to ensure its continuity since the 1930's is a testament to both this Council and the role of local government. Quite simply, the people of Bathurst have identified Mount Panorama Wahluu and its careful development as the heart of racing Australia as a priority and Council has responded.

This dedication by the Bathurst community and its Council has led to a significant positive impact on the economy. The Western Research Institute identified the economic impact of motor sport events (2008/09) from the full track events is as follows:

- \$69 million expenditure in Bathurst Local Government Area*
- The four events contributed \$29.3 million in value – added to the Bathurst economy*
- The four events contributed \$33 million to the Gross State Product*
- The four events create approximately 330 + full time equivalent jobs.*

The Mount Panorama circuit continues to be home to 4 major events each year with a fifth event announced for 2020. Partners include: Supercars – Bathurst 1000, Supercars – 12 hour race, Hungry Tiger - Challenge Bathurst, Australian Racing Group - Bathurst 6 Hour and the new Australian Racing Group - Bathurst International.

Reid and Sulman Parks (located within Area A of the Specified Area of the section 10 application) are critical to the running of each race event inclusive of camping, spectator viewing and race control, for example the specified area includes some 2,000 camping sites used during the major motor sport events.

This region supports the development of the second motor racing track (also located within Area A of the Specified Area of the section 10 application) and it is a high priority in the CNSWJO Infrastructure Matrix due to its international significance.

Once again, the CNSWJO reiterates its support for the Bathurst community ably led by its Council in seeking to mindfully and culturally appropriately develop the Mount Panorama Wahluu precinct.

Please contact Executive Officer Jenny Bennett on 0428 690 935 if you would like to discuss any of the above any further.

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

Regional Strategic Priorities	1.2 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 Jenny Bennett, dated 16 February 2022

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"> 1. Submit the Board response to the Draft Central West and Orana Regional Plan and 2. Note that the final draft of the response to the Draft Central West and Orana Regional Transport Plan will be circulated to members for comment and feedback to be lodged under the hand of the Chair.

Reason for this Report

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

This report provides separate advice on:

- the progress of JOs more broadly including advice on the review of JOs being undertaken by the OLG;
- progress of the OLG Capacity Building fund both Rounds One and Two;
- progress of the representation on the Central West Region Local Jobs and Skills Taskforce;
- the Draft Central West and Orana Regional Plan, currently on exhibition; and
- the Draft Central West and Orana Regional Transport Plan, currently on exhibition.

Please find the quarterly update on actions identified in the CNSWJO Strategic Plan and Statement of Regional Strategic Priority following.

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 .

Risk #	Risk category	Risk	Risk Owner	Consequence	Inherent risks			Controls	Residual risks		
					Likelihood	Consequence	Rating		Likelihood	Consequence	Rating
17	Political	NSW Government underfunding JOs, heavy requirements for JO to deliver	Board	Unable to continue to operate JO	Likely	Severe	Very High	Early engagement with NSW Government about funding needs. Business case approach to	Likely	Severe	Very High

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

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. Please find attached associated minutes and agendas from recent meetings.

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ARTD consulting was engaged to completely view the JO model. The two-volume review was made public 2 December 2021. Please find a report in its regard elsewhere in this agenda. The timing of the Review is unfortunate as the outgoing Board were unable to consider it during their term.

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. The JO Review report provides advice on correspondence sent from the Chair seeking to address these issues.

Regarding 34, the risk perceived by members of an asset strip of water utilities has been exacerbated by the drought as the State stepped in to try and support Councils. Every effort is being undertaken to work with the State in a positive manner reflecting the capacity and capability of members working collaboratively in the Water Utilities' Alliance. Please find advice on water provided separately.

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 including holding a Summit this year, members are welcome to seek presentations or other engagement with the JO Executive Officer.

Local Jobs and Skills Taskforce expression of interest and other skills related matters

Local Jobs and Skills Taskforce (The Taskforce)

The Board at its August meeting resolved to nominate the JO Executive Officer as a representative on the Local Jobs and Skills Taskforce. For previous advice on the role of the Taskforce please request past reports or a verbal update.

It is noteworthy that this group only work with those registered for unemployment benefit. Given the low rates of employment in region, this may not make a material change to the skills' shortage.

As advised in previous reports, the Regional Leadership Executive is also supporting collaboration on skills. At the time of writing a strategy is under development. CNSWJO staff were provided an opportunity to provide feedback to an early draft. Further advice will be provided in due course where the RLE is undergoing a review of its processes.

OLG Stage 1 Funding

Where both the energy and procurement components of Round 1 have been expended, unfortunately, CNSWJO was notified early October 2021 that the Federal BBRF CBD grant applied for, with the support of RDACW, was unsuccessful. Advice from the Department is that the project was about land use planning, was business as usual and therefore could not be funded. For more detail on this project please request past reports.

This has a financial impact of returning \$50K to the tourism budget and needing to seek a variation to the OLG for the CBD project.

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Based on feedback and the current opportunities in region the Board at its 25 November 2021 meeting approved seeking a variation of the \$50K with \$25K to go to building on the marketing campaign “The Long Long Weekend” and \$25K to development of the Statement of Strategic Regional Priorities due June 30 this year.

This advice was provided to the Office of Local Government and was approved 17 December 2021.

Work has commenced on the **Statement of Strategic Regional Priority**. Please find a report on this regard elsewhere in this agenda.

The promotional campaign “**The Long Long Weekend**” continues to roll out. This is a digital tourism campaign which was launched to provide new content for the regions and to welcome back visitors and highlight the new and unique attractions across Central NSWs 10 LGAs. The campaign featured 10 new professional tourism videos with footage by Geagle Productions capturing idyllic scenery, historic towns, food and wine, outdoor adventures such as cycling, kayaking and hiking, and cultural delights at museums, galleries, boutique shops and art trails. The videos are still being featured on websites. For example, Forbes have featured the video on the homepage of their tourism website <https://www.amazingforbesnsw.com/>

OLG Stage 2 funding Project Plan Milestone Report

The approved OLG Stage 2 funding Project Plan has milestone reporting based on GMAC and Board business papers.

The suggested projects approved by the August 2021 Board meeting were lodged at the end of August to OLG. The projects were approved by OLG 29 September 2021. Please request the full Project Plan and past reports.

The four projects being funded by the OLG are in energy, water, Community Strategic Planning (CSP) and a tourism campaign. Please request past reports in this regard.

Progress is as follows:

- Please see the Energy Report for progress on the broader DPIE collaborative project. Funds are used to match DPIE funding or fill gaps as the project continues. Funding of \$800 has been expended from the OLG funds to support CTW in its application for a feasibility study for its pumped hydro project. This application was successful in progressing to the next round.
- \$14,343 of \$70,000 has been expended, with an additional \$5k earmarked for the regional opportunities report for the emissions reduction plan that Bathurst and Cabonne are undertaking with 100% Renewables, with both councils receiving part-funding from DPIE.
- Please go to the CSP report for advice on how this project is progressing where \$6,653 of \$20,000 has been expended. An output to inform the Statement of Strategic Regional Priority is currently being costed.
- The \$35,000 spend on a marketing campaign for the region has been designed under the messaging “The Long Long Weekend.” Of this \$24,632 has been expended. Please find below a campaign summary prepared by Gabrielle Brewer on 19/1/2022:

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- o In October 2021 a new digital tourism campaign ‘Long, Long Weekend’ was launched to provide new content for the regions and to welcome back visitors and highlight the new and unique attractions across Central NSWs 10 LGAs. The aim was to encourage people to plan and stay for longer, three to five days, as there is so much to see and do.
 - o It featured 10 new professional tourism videos (30 seconds) with footage by Geagle Productions capturing idyllic scenery, historic towns, food and wine, outdoor adventures such as cycling, kayaking and hiking, and cultural delights at museums, galleries, boutique shops and art trails.
 - o The videos were distributed by social media (You Tube, Central NSW and LGA social channels and \$5k boost), digital marketing (visitcentralnsw website and individual LGA websites) and public relations support with a media release ‘New campaign for a ‘Long, Long Weekend’ to Central NSW’. PR results included Channel 9’s the Today Show, WIN TV News, ABC Central West Radio, 2BS Radio and various travel and lifestyle news platforms.
 - o The videos are still being featured on websites. For example Forbes has featured the video on the homepage of their tourism website <https://www.amazingforbesnsw.com/>
- Conversations continue with DPE on potential collaboration with funding of \$25K. Currently opportunities are being sought to use this funding to leverage work with the State on workforce development and water leakage reduction. Meetings were held with DPE staff in December and January with a view to scoping a pilot project using the Alliance’s work on a water loss management maturity audit with DPE ultimately taking a different approach. Work continues to identify opportunities for collaboration. Please see the Water Report for more detailed advice.

Central West and Orana Regional Plan Review

The Draft Central West and Orana Regional Plan is on exhibition until 18 February 2022 for links to the various outputs please go to: [Social Pinpoint | Central West Orana homepage \(mysocialpinpoint.com.au\)](#)

The CNSWJO Board expressed dissatisfaction with this time frame and the consultation process more broadly at its meeting in November 2021. Both Minister Stokes and Deputy Premier Toole were sent correspondence in this regard. Minister Stokes’ response received in December gave an extra 10 days extension *if individual councils and the JO are not able to make a submission during the exhibition period, the Department will accept late submissions, up until the end of February 2022 provided a prior request to lodge a late submission has been made. Following exhibition of the draft plan, the Department will continue to work with councils and the JO to ensure the final plan responds to their submissions.*

Being members of the Steering Committee both Mark Dicker, Chair of the Planners’ Group, and Ms Jenny Bennett were able to review a late draft of the CWORP. Very little time was given for the review where the Plan has some major departures from the 2017 version. These include treating the Orana and Central West as one region. This does not align with CSNWJO Board policy.

Very little change was made based on feedback with a notable exception being the removal of any reference to the 64,000 jobs anticipated in region over the next 5 years from major construction projects. All population projections are now back to those of the Common Planning Assumptions and far from the lived experience in region. Where the JO has provided media in this regard, this will form a significant part of the commentary back to government. As will commentary on the engagement process. For example, how often should a ‘steering committee’ for 12-month project meet? The feedback from planners in the region is that engagement has been poorer than the first iteration of the CWORP.

Reports

A workshop with planning staff and the Dept of Planning was held 31 January to inform the attached submission which has also been circulated to members, feedback has been included and seeks adoption. The submission includes commentary on:

- The consultation process;
- Population data;
- The move away from a regional development focus;
- The disappointing move away from consideration of the two subregions of Orana and the Central West as being distinct and requiring different approaches and responses; and
- The removal of consideration of advice on the 64,000 jobs needed in region over the next 5 years to support the construction task when this is critical to planning considerations.

The Central West and Orana Regional Transport Plan Review

Members will recall a presentation from TfNSW on the Central West and Orana Regional Transport Plan (the Plan) to the Board meeting in November.

The Draft version seeks feedback by Thursday 31 March 2022. A draft regional response is being drafted, please request the current version.

The Plan will also be reviewed at the next Transport Technical Committee Monday 7 March, and any further advice will be circulated to the Board for final review.

Spend, Cost Savings and Funding

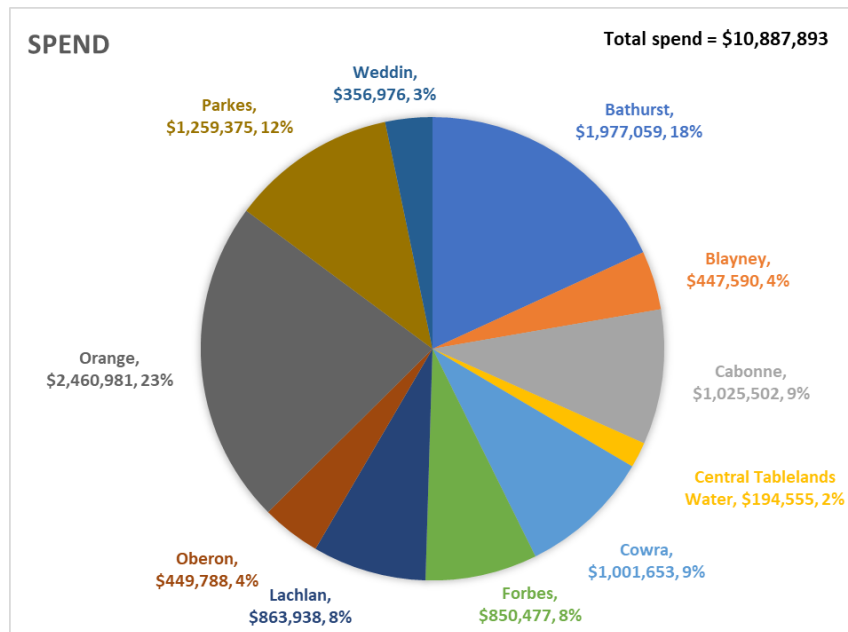
The following tables have been updated to reflect the spend, cost savings and grant funding through the Joint Organisation for the 2021/2022 financial year. The statistics are updated on a quarterly basis and are reported for the current financial year. Cumulative spend and cost savings for previous financial years are available on request.

Spend

The following table reflects the spend by each member council under the various JO contracts for the 21/22 financial year.

SPEND	Water Utilities Alliance Contracts	HR Contracts	WHS contracts	IT contracts	Supply contracts	Roads/ Transport contracts	Energy contracts	RDOCS contracts	Other contracts	Training	Total
Bathurst	\$14,893	\$47,443	\$1,002	\$0	\$526,599	\$0	\$1,371,039	\$16,083	\$0	\$0	\$1,977,059
Blayney	\$6,940	\$4,827	\$0	\$0	\$290,741	\$0	\$142,254	\$2,830	\$0	\$0	\$447,590
Cabonne	\$18,729	\$17,325	\$2,106	\$0	\$738,275	\$0	\$246,170	\$698	\$0	\$2,200	\$1,025,502
Central Tablelands Water	\$22,500	\$583	\$0	\$0	\$0	\$0	\$169,838	\$94	\$0	\$1,540	\$194,555
Cowra	\$20,330	\$14,718	\$1,187	\$0	\$459,626	\$0	\$505,075	\$717	\$0	\$0	\$1,001,653
Forbes	\$14,941	\$17,501	\$0	\$0	\$410,360	\$0	\$400,758	\$3,837	\$0	\$3,080	\$850,477
Lachlan	\$21,906	\$16,961	\$0	\$0	\$513,730	\$0	\$308,545	\$525	\$0	\$2,270	\$863,938
Oberon	\$0	\$9,097	\$0	\$0	\$319,408	\$0	\$112,721	\$4,212	\$0	\$4,350	\$449,788
Orange	\$533,717	\$61,730	\$18,557	\$0	\$282,714	\$0	\$1,551,228	\$13,036	\$0	\$0	\$2,460,981
Parkes	\$19,741	\$3,800	\$0	\$0	\$452,074	\$0	\$776,569	\$4,541	\$0	\$2,650	\$1,259,375
Weddin	\$0	\$583	\$0	\$0	\$278,767	\$0	\$75,434	\$2,192	\$0	\$0	\$356,976
Total	\$673,697	\$194,568	\$22,852	\$0	\$4,272,292	\$0	\$5,659,631	\$48,763	\$0	\$16,090	\$10,887,893

Reports



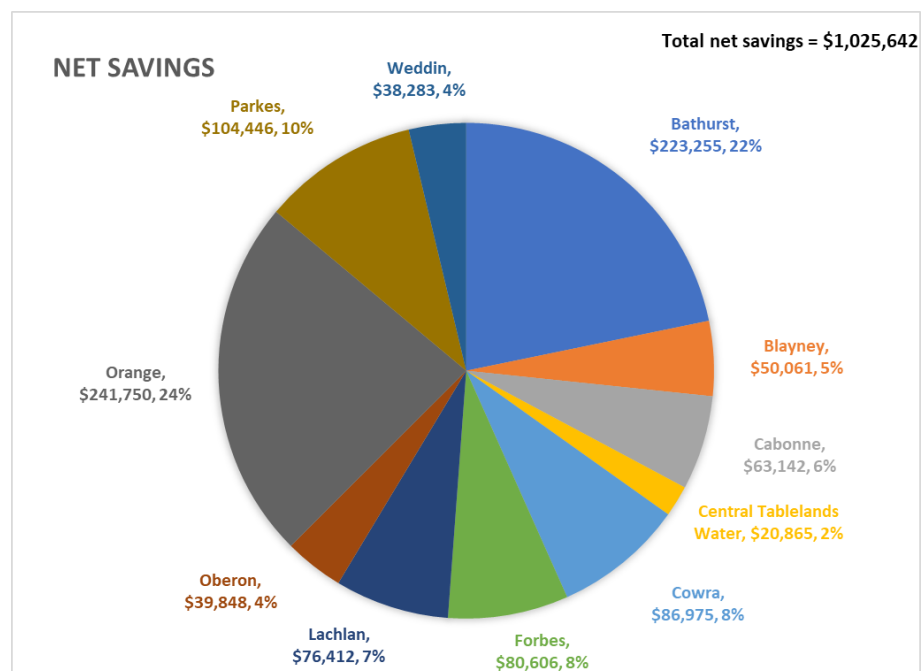
Savings

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 21/22 financial year.

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	\$3,297	\$3,419	\$177	\$0	\$15,438	\$0	\$216,093	\$3,530	\$0	\$0	\$0	\$9,000	\$250,954
Blayney	\$3,297	\$972	\$0	\$0	\$10,786	\$0	\$24,856	\$499	\$0	\$3,862	\$0	\$12,000	\$56,272
Cabonne	\$3,297	\$1,140	\$372	\$0	\$18,541	\$0	\$29,049	\$349	\$0	\$1,229	\$0	\$17,000	\$70,976
Central Tablelands Water	\$3,297	\$103	\$0	\$0	\$0	\$0	\$7,974	\$47	\$0	\$2,033	\$0	\$10,000	\$23,454
Cowra	\$3,297	\$479	\$209	\$0	\$23,531	\$0	\$57,891	\$359	\$0	\$0	\$0	\$12,000	\$97,766
Forbes	\$3,297	\$1,022	\$0	\$0	\$18,012	\$0	\$48,278	\$876	\$0	\$3,121	\$0	\$16,000	\$90,606
Lachlan	\$3,297	\$982	\$0	\$0	\$25,324	\$0	\$42,392	\$263	\$0	\$1,635	\$0	\$12,000	\$85,893
Oberon	\$0	\$722	\$0	\$0	\$7,955	\$0	\$17,373	\$843	\$0	\$1,898	\$0	\$16,000	\$44,791
Orange	\$3,297	\$4,375	\$3,275	\$0	\$8,486	\$0	\$245,185	\$3,126	\$0	\$0	\$0	\$4,000	\$271,744
Parkes	\$3,297	\$619	\$0	\$0	\$20,950	\$0	\$85,538	\$1,172	\$0	\$1,829	\$0	\$4,000	\$117,405
Weddin	\$0	\$103	\$0	\$0	\$12,536	\$0	\$17,941	\$453	\$0	\$0	\$0	\$12,000	\$43,032
Sub Total	\$29,669	\$13,936	\$4,033	\$0	\$161,558	\$0	\$792,572	\$11,517	\$0	\$15,607	\$0	\$124,000	\$1,152,892
												Cost to members	\$127,250
												Total	\$1,025,642



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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 21/22 FY. The breakdown of categories has been reported previously and is available upon request.

GRANT FUNDING - 21/22 FY	Water Utilities Alliance	Training/HR /WHS	IT	Supply	Roads/ Transport	Energy	RDOCS	Tourism	Other	Total
Bathurst	\$0	\$0	\$0	\$0	\$0	\$145	\$0	\$0	\$0	\$145
Blayney	\$0	\$0	\$0	\$0	\$0	\$145	\$0	\$0	\$0	\$145
Cabonne	\$0	\$0	\$0	\$0	\$0	\$10,145	\$0	\$0	\$0	\$10,145
Central Tablelands Water	\$0	\$0	\$0	\$0	\$0	\$145	\$0	\$0	\$0	\$145
Cowra	\$0	\$0	\$0	\$0	\$0	\$145	\$0	\$0	\$0	\$145
Forbes	\$0	\$0	\$0	\$0	\$0	\$145	\$0	\$0	\$0	\$145
Lachlan	\$0	\$0	\$0	\$0	\$0	\$145	\$0	\$0	\$0	\$145
Oberon	\$0	\$0	\$0	\$0	\$0	\$145	\$0	\$0	\$0	\$145
Orange	\$0	\$0	\$0	\$0	\$0	\$145	\$0	\$0	\$0	\$145
Parkes	\$0	\$0	\$0	\$0	\$0	\$145	\$0	\$0	\$0	\$145
Weddin	\$0	\$0	\$0	\$0	\$0	\$2,145	\$0	\$0	\$0	\$2,145
Total	\$0	\$0	\$0	\$0	\$0	\$13,600	\$0	\$0	\$0	\$13,600

Reports

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	ACTIVITIES TO DATE FOR YEAR 1 JULY 2021 - 30 JUNE 2022
SUBMISSIONS	20	23	10	1. 261121 -Draft risk management and internal audit guidelines 2. 280122- Draft State Significant Agricultural Land Map (SSAL Map)
PLANS, STRATEGIES AND COLLATERAL	26	12	2	1. As at 11 February 2022, 2912 contractors hold a current WHS induction.
GRANTS SEEKING	3	3	0	
GRANT FUNDING RECEIVED	\$215k	\$736k	0	
COMPLIANCE	13	9	9	261121 - Annual Performance Statement for 2021 to OLG 161221 - OLG Delivery Progress report for Stage 1 & 2 Building Capacity Funding 180122 – PID return July – December 2021
DATA	6	3	0	
MEDIA INCLUDING SOCIAL MEDIA	13	18	11	Social Media Followers as at 11 February 2022: Facebook – 586 Twitter – 935 Instagram (CNSWT) – 5,964 CNSWT Facebook – 15,195 1. 010222 – Bubbles, Brunch and Beauty in Country NSW (prepared by Gabrielle Brewer) 2. 251121 – Six New Luxe & Adventurous Must-Dos in NSW (prepared by Gabrielle Brewer) 3. 221221 – Central NSW JO Welcomes New Cabinet Ministers
COST SAVINGS	\$1.87m	\$2.2m	\$1.03m	See previous pages for more detail
REPRESENTATION	147	159	156	261121 - CNSWJO Regional strategic planning workshop #2- Water 291121 - WSAA Meeting 301121- Regional Leakage Reduction Workshop 1 301121 - Electric Destination Charging Grants - Expert Reference Group - Meeting 4 011221 - EDM Meeting December 2021 011221 - JO Review Final report - presentation of findings 021221 - CNSWJO HR Meeting 031221 – CSP Workshop with Agencies 061221 – JO EO fortnightly catch up 061221 - Telstra / NSW JO Strategy Discussion 061221 - WSAA Water Efficiency Network Meeting 071221 - CNSWJO Regional Energy Group Meeting 081221 - CNSWJO Training, Learning & Development Group 081221 - Southern Lights - family meeting 081221-CNSWJO Regional IWCM - workshop 2 091221 - Regional Energy Strategy Workshop 091221 - Water Utilities Alliance Meeting 091221 - TWRRP Working Group Strategic Planning – Workshop 141221 - Workshop 2 - Research and Innovation Program Design 141221 - Public Lighting Forum - to discuss the NSW Public Lighting Code 141221 - State Resilience Strategy 151221- TWRRP Stakeholder Advisory Panel - December meeting 151221-Southern Lights meeting 161221 - Tourism Group Teams Meeting - Regional Map Discussions 161221 - Skills and Training focus group- Town Water Risk Reduction Program 130122- Draft State Significant Agricultural Land Map Webinar #3 190122 - LJPCW Taskforce Monthly Meeting 240122 - DPIE System Leakage Reduction Benchmarking

Reports

				<p>240122 - Inland Rail - II Program - Central West Consolidation Centre - Options Discussion</p> <p>240122 – JO Staff Risk Strategy Session</p> <p>250122-TFNSW & JOs Workshop</p> <p>280122- MIPPS 2022 project</p> <p>310122 – JO Planners CWORP review with DPIE</p> <p>310122 – JO EO Network</p> <p>010222-DPE water leakage survey</p> <p>010222 – EO met with ALP Senators for NSW O’Neil (Parkes/Riverina) and Sheldon (Calare)</p> <p>020222-ARIC #1workshop to progress regional approach</p> <p>020222- TWRRP working group- Strategic Planning</p> <p>030222- GMAC</p> <p>040222- TWRRP working group- Strategic Planning</p> <p>070222- CNSW ITG –(Formerly Transport Strategic Group)</p> <p>070222- CNSWJO Electricity PPA discussion</p> <p>100222- HR Group Meeting</p> <p>140222 – JO EO Network</p> <p>160222- Southern Lights Family Meeting</p> <p>160222-ARIC #2next steps</p> <p>170222-CWUA Water Utilities Alliance</p> <p>210222 – CSP workshop #2 with Agencies</p>
OPPORTUNITIES COUNCILS HAVE BEEN AFFORDED INCLUDING PR	35	102	72	<ol style="list-style-type: none"> 1. New photography from We are Explorers team 2. Channel 7’s Better Homes and Gardens national TV show featured Central NSW on Friday night (5 Feb) https://7plus.com.au/better-homes-and-gardens?episode-id=BHAG28-001 3. Media media release on Autumn events was distributed last week to the following: <ul style="list-style-type: none"> • The Weekend Australian Travel and Indulgence – Orange’s F.O.O.D Week in April featuring a variety of events across Orange, Blayney and Cabonne (clip attached) • E Global Travel Media - https://eglobaltravelmedia.com.au/balloons-brunch-and-beauty-in-country-nsw-this-autumn/ • Travel Mall News - https://www.travelmallnews.com/tourism/balloons-brunch-and-beauty-in-country-nsw-this-autumn/ 4. “Water Adventures you need to Tick in NSW this Summer” – campaign results from Urban List 5. Byng Street Hotel in Orange and Nashdale Lane are included in two features on places to stay: <ul style="list-style-type: none"> • Urban List - https://www.theurbanlist.com/sydney/a-list/best-hotels-regional-nsw • Broadsheet - https://www.broadsheet.com.au/national/travel/article/six-try-nsw-cabin-stays-where-you-can-escape-world-little-while <p>The Holidays with Kids media partnership has been promoting our best secret swimming spots story - which features all 10 lgas - with 21,089 people reached.</p> <ol style="list-style-type: none"> 6. Workshop with Agencies for CSP 3 December Orange 7. IPWEA - Supervisors Course – Parkes 8. CNSWJO Members and Bill Identity Demonstration December 9. Things to see and do in Orange including Birdie Noshery, Nashdale Lane Wines, Charred, Lake Canobolas and the Lakeside Café, Sonic, views and walks, Orange Regional Gallery and Orange Regional Museum - https://www.traveller.com.au/orange-nsw-travel-guide-and-things-to-do-nine-highlights-h205i3 (This story is a result of our media visits program hosting Rob McFarland in December, thanks to our hosts and more stories from Rob are due to be published.) 2. Escape.com.au – ‘Top new walking, hiking and biking tours in Australia in 2022’ features Central West Tours cycling adventures to Cowra and Parkes

Reports

				<ol style="list-style-type: none"> 3. Sunday Telegraph, NSW – readership 1.8million – ‘<i>Kick off the new year on a high with these fitness focused holidays</i>’ features Central West Tours cycling adventures to Cowra and Parkes 4. Herald Sun, Victoria – readership 477,605 – ‘<i>Kick off the new year on a high with these fitness focused holidays</i>’ features Central West Tours cycling adventures to Cowra and Parkes 5. Sunday Mail, Queensland – readership 794,000 – ‘<i>Kick off the new year on a high with these fitness focused holidays</i>’ features Central West Tours cycling adventures to Cowra and Parkes 6. Adelaide Advertiser, South Australia, readership 110,000 – ‘<i>Kick off the new year on a high with these fitness focused holidays</i>’ features Central West Tours cycling adventures to Cowra and Parkes 7. Gourmet on the Road – ‘<i>A Japanese Treat in Country Australia</i>’ – new picnics at Cowra Japanese Garden https://www.gourmetontheroad.com/2021/12/a-japanese-treat-in-country-australia.html 8. Ocean Magazine – ‘<i>NSW Luxe</i>’ Shearers Hall new accommodation at Wilga Station, Blayney’s new Platform Arts Hub, Bathurst Grange Distillery, new bird hides at Gum Swamp in Forbes, Cowra Japanese Garden picnics 9. A story on the best local swimming holes: https://www.parkeschampionpost.com.au/story/5838181/five-best-places-to-central-west-videos/ https://www.westernadvocate.com.au/story/5831560/five-places-to-go-for-a-central-west/ 10. A feature in the Good Weekend SMH in December about favourite holidays for overseas correspondents and Bevan Shields reviewed ‘Orange for the seasons (and for wine)’ - https://www.smh.com.au/national/dreaming-of-oz-the-holiday-havens-our-foreign-correspondents-miss-the-most-20211122-p59b7b.html 11. Traveller - ‘<i>One and only Orange</i>’ the Saturday paper featured a story on Orange in Traveller, in the Sydney Morning Herald in NSW, and The Age in Victoria showcasing some of the best places to stay, eat, shop, drink, walk and enjoy the attractions of Orange (The writer Rob McFarland was a guest of our media visits program, and this is the first of a series of stories due to be published.) 12. Holidays with Kids - ‘<i>18 swimming spots near Bathurst</i>’ a great roundup of the best lakes, dams, rivers and places to cool down across Central NSW - https://holidayswithkids.com.au/secret-swimming-spots-near-bathurst/ 13. Ocean magazine – ‘<i>This is the summer for a country escape to the historic towns of NSW</i>’ - https://oceanmagazine.com.au/nsw-luxe/ 14. First Class Magazine – ‘<i>Luxury NSW country escapes for Summer</i>’ https://www.firstclassmagazine.co/central-west-holidays-nsw/ 15. Gourmet on the Road – ‘<i>Not your run of the mill farmstay</i>’ https://www.gourmetontheroad.com/2021/12/not-your-run-of-mill-farmstay-10.html?m=1 16. Promotion of Central NSW under Project Plan (production and promotion) of “We Are Explorers” outdoor adventure media campaign. 17. Opportunity to be featured in Jan/Feb issue of Country Style Magazine under Black Friday Sale (Gabrielle Brewer to negotiate editorial) 18. Urban List (media partnership) – this story ‘<i>Water adventures you need to tick off in NSW this Summer</i>’ goes live this week and will be promoted through various digital and social media channels. https://www.theurbanlist.com/sydney/a-list/water-adventures-central-NSW 19. Gabrielle Brewer arranged for a designer to produce various digital assets (banner ads etc) which will support our Water Adventures
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Reports

				<p>story – they feature kayaking on the Lachlan River and people on inflatables on Lake Cargelligo</p> <p>Central NSW homepage website has been updated with ‘<i>Water adventures in the Central West</i>’</p> <p>Thankyou to Debra Keane who helped arranged and hosted a photo shoot at Lake Cargelligo with images now featured in the Urban List story and design assets.</p> <p>20. Concrete Playground – Cowra’s The Shearing Shed is featured in a travel story ‘<i>Thirteen Charming Farmhouse Stays You Can Book in NSW Right Now</i>’ -https://concreteplayground.com/sydney/travel-leisure/farm-stays-nsw</p> <p>21. The Prime TV news story ran on the Long, Long Weekend campaign Friday 5/11 can be seen here: https://www.youtube.com/watch?v=SAiFTbrn-kY</p> <p>22. Holidays with Kids – Central NSW travel story on ‘<i>Secret Swim Spots - Pack your inflatables and head to the Central West of NSW this summer to cool off in some of the region’s best, and lesser-known, swimming spots</i>’ featuring our 10 regions with ideas on where to cool down this Summer.</p> <p>23. We are Explorers (media partnership) – Gabrielle has met with them on the Central NSW campaign and they will provide a final schedule and timings for their writer/photographer to visit and this content is due to launch in Feb 2022.</p> <p>24. Holidays with Kids - The latest Summer issue of Holidays with Kids, ran our feature on Central NSW (from page 76). Looks like there are so many great places to stay cool out there, and certainly inspiring families to visit.</p> <p>25. Out and About with Kids – ‘<i>Fossils and Footprints, the best 8 dinosaur experiences down under</i>’ includes Bathurst’s Fossil and Mineral Museum.</p> <p>This came from our media release story on ancient history</p> <p>1. Prime 7 News - interviewed Kathy Sajowitz the Oberon Mayor on Thur 4 November at 10.30am on Oberon’s tourism and the new campaign and was to air on the Thursday evening news.</p> <p>2. Australian Women’s Weekly magazine – Dec issue – our Central West watering holes story will be featured in a story by writer Catherine Best</p>
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Social Media – Central NSW Tourism – Provided by Fee Jennings on 20 January 2022

Facebook

Month	Number of Likes (at end of month)	Number of People Engaged	Number of People Reached	Impressions
2021				
October	13,541	3,149	46,930	65,388
November	13,547	4,883	177,662	198,697
December	13,544	9,643	234,619	263,880

Long Long Weekend Promotion

November 2021 saw the launch of our “Long, Long Weekend” campaign with some beautiful new videos showcasing the various regions across Central NSW. There were 11 videos in total. We launched these over 11 consecutive days and promoted them for longer periods over the months of

Reports

November and December. These videos have also been scheduled to play again over the month of January.

In addition to the videos, we have shared PR pieces associated with the campaign.

	FB Reach	FB ThruPlays	IG Reach	IG Impressions	Total Reach
Group Video	15,356	7,480	9,557	12,815	24,913
Bathurst	27,801	2,499	8,598	13,397	36,399
Blayney	16,138	7,942	8,545	15,587	24,683
Cabonne	13,672	7,845	5,644	9,182	19,316
Cowra Region	18,685	8,529	11,118	16,834	29,803
Forbes	12,823	8,452	7,302	12,669	20,125
Lachlan Shire	19,179	7,067	6,871	10,436	26,050
Oberon	34,864	10,566	12,186	19,608	47,050
Orange	15,422	7,195	5,813	9,354	21,235
Parkes Region	26,149	2,379	10,203	16,136	36,352
Weddin Shire	21,295	2,058	8,778	13,536	30,073

Reporting to the Strategic Business Plan

Please see following an update on progress on the Strategic Business Plan adopted 22 May, it also includes outgoing term commentary.

Attachment/s:

23. 5 Year Procurement Plan
24. 4 November 2021 NSW JO Chairs Agenda and meeting notes 4 November 2021
25. 7 December 2021 to Minister Stokes and Deputy Premier Toole seeking an extension to CWORP and thankyou for the extension to the CWTRP
26. 21 December 2021 from Minister Stokes Office re CWORP
27. Draft regional response to DPE on the CWORP.

Reports

Priority One: Inter-council co-operation						
1.1 Governance arrangements enable inter-council co-operation						
No	Activity	By	Timeframe	KPIs	Update	Outgoing Term Report
a)	Design and implement a robust governance framework that includes: <ol style="list-style-type: none"> Staff transferred to JO Policies for organisational management Financial processes and systems that offer controls, payroll, monitoring of expenditure and reporting outputs sufficient for the NSW Audit Office annual audit Records management processes compliant with legislation Risk Management Plan Compliance reporting framework– calendar of reporting requirements to enable easy tracking of deliverables Delegations register Declarations of interest processes Designated persons identified and declarations secured 	EO	From May 2019	<p>Board approves policies. Board adopts Strategic Plan and Statement of Regional Priorities. Staffing management systems in place and staff transferred to JO. Board advised financial systems in place. Board receives financial information and is able to resolve the organisation's viability on a quarterly basis. Board advised records management is compliant. Board adopts risk plan and considers corporate risks at each Board meeting. Compliance framework developed and reported to Board on quarterly basis to provide assurance of process compliance. Declarations of interest made in format and timeframe that is compliant. Related parties reporting processes in place</p>	<p>Regarding 1 and 3- After extensive consultation with Civica and Forbes it is too complex and so this approach will be unable to be facilitated within a member Council using Civica as is currently the case. One solution is external management as staff move across. Given the fragility of the JO network SLAs are being negotiated with Councils to keep staff with Councils for the time being.</p> <p>2. Policies are reviewed each year in November. 4. As above. 5. See advice above on risk management in this report and please request the wider plan which can be found as part of the strategic plan at https://www.centraljo.nsw.gov.au/content/uploads/FINAL-Centroc-JO-Strategic-Plan-edited-3-March-2020.pdf 6. See Finance and Compliance Report – all in order. 7. See report to this meeting. 8. Complete 9. Complete 10. Complete 11. An Annual Performance Statement was lodged November 2021. Advice on value to members is being incorporated and this will be sent to members.</p>	<p>The JO has more financial autonomy having its own bank accounts than as a Section 355 Committee of Forbes Shire Council.</p> <p>Given the fragility of the JO network SLAs are being implemented with Councils to keep staff with Councils for the time being.</p> <p>It is also recommended that the CNSWJO Board reviews it policies each November and receive quarterly advice on compliance.</p>

Reports

	10. Related parties reporting framework applied for annual statements processes					
	11. Prepare format and processes for the annual reporting required for operational and financial issues.					
1.2 Deliver cost savings and other value to member councils through aggregated procurement						
No	Activity	By	Timeframe	KPIs	Update	Outgoing Term Report
a)	Determine the regional procurement activities of the JO	EO	Ongoing	Board determines procurement functions.	The 5 Year Procurement Plan is attached to this report and feedback is sought for procurement activities of the JO on an ongoing basis.	<p>Procurement is a major function of the JO and provides a source of income to support the resourcing of various programs.</p> <p>It is recommended that the Board give consideration to the extent that the procurement program could fund regional programs in lieu of raising membership fees.</p> <p>A workshop is being planned with GMs and Directors to determine the priority procurement activities over the next 12 months.</p>
b)	Develop best practice in aggregated procurement to share with other JOs	EO	July 2021	Best practice procurement framework adopted by Board.	This project has completed, and final advice is being drafted for the Board.	Project complete. It is recommended that the Board focus on implementing the activities identified throughout the project.

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1.3 Members are provided with value for money from collaboration on energy related projects						
No	Activity	By	Timeframe	KPIs	Update	Outgoing Term Report
a)	Southern Lights	EO	As per Essential Energy rollout schedule	Rollout of LEDs well progressed in the region commencing with Orange and Bathurst	A detailed update is provided in the Energy Program report. Members are encouraged to make contact with Next Energy as the Southern Lights NSW consultants prior to discussions with Essential Energy about the roll-out.	<p>With the roll-out of LEDs almost complete across the region, work continues with Essential Energy in regard to smart controls and sensors.</p> <p>It is recommended to the Board that Southern Lights remain a priority for the JO, however, focus on optimisation of the assets, and advocating through various stakeholders to improve service levels etc.</p>
b)	Energy Management Program including electricity procurement	EO	Ongoing	Quarterly reports to Board	The current electricity contracts with Origin Energy and Energy Australia will conclude on 31 December 2022. A detailed report is provided in the Energy Program report.	<p>This item remains an ongoing activity of the JO. With the upcoming procurement for a PPA underway, it is anticipated that the contract could be up to 10 years. There will still be optimisation of Council electricity sites to do in between procurement processes.</p> <p>It is recommended to the Board that the Energy Management Program remain a priority, however renamed to 'Energy Management including energy efficiency, renewables energy and procurement'.</p>

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c)	Work with DPIE to provide added resource to progress a regional strategic approach	EO	June 2021	Additional resource provided for the regional energy program	CNSWJO and DPIE are working together with member councils on a strategic approach for members in the energy space, with over \$330k in funding from DPIE in 20/21. DPIE, CNSWJO and Mr Simon Wright meet fortnightly to progress this item. DPIE has approved the allocation of \$50k to support councils electricity procurement process for a contract to commence in January 2023, where it contains a renewable energy Power Purchase Agreement. More detail is provided in the Energy Program report.	The collaborative project with DPE has assisted council to position themselves for implementation of energy efficiency and renewable energy projects. It is recommended to the Board that it continue to support the collaboration with DPE and seek funding to assist councils in implementation.
d)	Electric Vehicles policy and toolkit	EO	March 2021	Members resolve policy and procedure	The EV Toolkit was developed in 2020 and is training to follow for Council staff. More detail on the EV project is provided in the Energy Program report.	The NSW Government is currently facilitating a number of grant funded programs for electric vehicles including charging stations and fleet. It is recommended that the Board keep EVs as a regional priority to support councils with the expected increase in the uptake of EVs into the future. The activity should however be renamed 'electric vehicles'
e)	Solar Panel and Battery Innovation	EO	Ongoing	Board receives report regarding this opportunity for consideration	Interest has been expressed in taking a regional approach to a solar panel and battery project. This project will be progressed through the broader DPIE energy project with direction from the Sponsoring General Managers, Mr B Byrnes and Mr G Tory where required.	Councils are either progressing solar and storage independently, or through the DPE regional program with support from the JO. It is recommended that the Board delete solar panel and battery innovation as a separate activity.

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f)	Innovation in the energy market emergent opportunities	EO	Ongoing	Board receives reports on innovative approaches to the energy market for consideration	Presync has been engaged to provide expert consulting advice to members for the upcoming electricity procurement process, where it is anticipated that the next contract will include a portion of renewable energy. Further detail can be found in the Energy Program report.	This activity is closely related to 'Energy Management Program including electricity procurement', and as such it is recommended to the Board that it removed as a separate activity to remove duplication.
1.4 Co-operation between JO and external stakeholders that adds value for members						
No	Activity	By	Timeframe	KPIs	Update	Outgoing Term Report
a)	Involvement in the Chairs of Joint Organisations' forum	Chair EO	Ongoing with review at June 2020	Board reports following meetings	CNSWJO has been represented at all JO Chairs' Forum meetings. The most recent meeting was 4 November 2021. Please see the most recent agenda and minutes as attachments to this Agenda. The review of JOs completed December 2021. Please see a separate report in this regard.	It is recommended that this activity continue give the greatest risk to CNSWJO is the failure of the broader network.
b)	Involvement in the Joint Organisations Executive Officers Group	EO	Ongoing with review at June 2020	Board reports following meetings	Please see a report to this meeting.	It is recommended that CNSWJO offer to continue to support the EO network given the risk of failure of the broader network.
c)	Involvement in the Joint Organisations Executive Officers Group and Department of Premier Cabinet	EO	Ongoing with review at June 2020	Board reports following meetings	With machinery of govt. changes, DPC no longer provided support to JO EO Group. With the advent of Regional NSW there is some discussion around where support for JOs will sit – Regional NSW or OLG. Correspondence has been sent to the Deputy Premier seeking to have a closer working relationship with Regional NSW. Ms Fiona Dewar met with Executive Officers Friday 9 October 2020 to progress. Follow-up is being progressed through Hunter JO. Please request a verbal update.	Suggest this be amended to Involvement in the Joint Organisations Executive Officers Group and opportunities that arise as OLG leads the response to the JO Review.
d)	Engagement with Local Government NSW and Australian Local Government Association on priorities for local government	Board	Ongoing	Board reports following meetings	Mr Scott Phillips attended the GMAC meeting and will attend GMAC meetings on a regular basis. He is an apology for this meeting and a date is being sorted for a future meeting.	Recommend that Country Mayors be added to the key peak organisations.

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1.5 Deliver cost savings and other value to member councils through co-ordinated training						
No	Activity	By	Timeframe	KPIs	Update	Outgoing Term Report
a)	Co-ordinate training for courses in the Region	EO	Ongoing with review at June 2020	Number of Courses Number trained Savings provided to members	<p>IPWEA Supervisors Course was delivered in Parkes on 7 December 2021 and 23 participants attended this training from across 6 member councils and 1 non-member council.</p> <p>Prepare Work Zone Traffic Management Plans training has been scheduled (training to be delivered under the Traffic Control Training Contract that's in place) in Blayney on 22, 23 & 24 February 2022.</p> <p>Safe Dog Handling (including Bite Prevention Component) scheduled to be delivered in Forbes on 24 February 2022.</p> <p>Initial steps have been taken to commence a scoping project aiming to identify the issues across the region within the Health & Building Surveyors industry. Regional training requirements are discussed during the regular TLD Group meetings.</p>	<p>Due to Covid restrictions, training over the past 12-18 months has significantly reduced.</p> <p>The newly formed Training, Learning and Development Group continues to meet and discuss vacancies in council-coordinated training courses. The attendance at group meetings is low, and GMAC have given the group another 12 months with the expectation that attendance increases significantly.</p> <p>There remains a role for regionally coordinated training, however the income received from selling vacancies in the past has dropped to a fraction of what it used to be. The Training resource provided by the JO has been redeployed to other areas of the organisation, however staff are continually on the look-out for courses that councils are interested in having delivered where councils individually would not have the numbers to run.</p>

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						It is recommended that the Board continue to support the regional coordination of courses, however noting the number of courses has declined in recent years. This activity should be renamed 'Co-ordinate training for courses in the Region and support the Training, Learning and Development Group'
b)	Collaborate with State agencies to deliver funded, tailored accredited training in Region with a focus on water.	EO	Ongoing with review at December 2020	Number of staff trained to accreditation level Number of courses Number of state agencies engaged Amount of funding	<p>Now that the training for Cert III Water Industry Treatment – Wastewater has been delivered, individual operators are now eligible for registration (formerly referred to as certification) under the WIOA framework.</p> <p>WIOA has provided the following update regarding the registration status of the operators who participated in this project.</p> <ul style="list-style-type: none"> · Bathurst – 3x operators listed; not yet registered · Cowra – 6x operators registered · Orange – 6x operators registered <p>The following councils have not yet progressed with registration for any operators.</p> <ul style="list-style-type: none"> · Blayney · Cabonne · Forbes · Lachlan · Oberon · Parkes <p>CNSWJO staff will continue to support members in the registration process if needed and all members have been</p>	<p>The Water Utilities Alliance continues to provide support to the continuation of this program and have requested further training in the future. The WUA is receiving a report at their February meeting regarding the proposed priority order of training delivering which will likely include</p> <ul style="list-style-type: none"> • reticulation/distribution networks • recycled water • water and wastewater. <p>The report also contains a recommendation that the membership fees for the WUA be increased to provide income for the continuation of this project, noting that a significant amount of JO staff resourcing is required.</p>

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					<p>provided with the information needed to progress their registrations.</p> <p>WIOA have advised they would be happy to have a suitable celebration for all the certified operators at a special day here in the region in the coming months, Covid permitting. This is something CNSWJO staff will work on with WIOA and the CWUA Alliance and as soon as detail is available it will be advised.</p>	<p>The previous 2 rounds of water/wastewater training have seen over \$300k in funding to support the delivery of training.</p> <p>It is recommended that the Board continue to support this activity.</p>
c)	Administer and review the Online Training Program	EO	Ongoing with review at December 2020	<p>Number of staff trained</p> <p>Number of courses</p> <p>Savings provided to members</p>	<p>The ELMO modules (for relevant members) remain a continual Agenda item during the TLD Group meetings.</p>	<p>The existing contract with ELMO will be up for renewal in August 2023. The HR Managers Group will be canvassed in the coming months to determine a pathway forward including the option for a new procurement process for an LMS and other related modules. The aggregated approach to the LMS has provided savings to members in the hundreds of thousands.</p>
d)	Provide support to the Training, Learning and Development Group	EO	Ongoing with review in December 2021	<p>Number of ELMO courses reviewed</p> <p>Amount of funding received</p> <p>Regional training plan developed</p>	<p>The Training, Learning & Development Working Group met in December 2021 and discussed the future direction of the Group. A report was provided to the February meeting of GMAC and GMAC resolved that they wish to see a minimum of 7-8 councils attend each meeting of the TLD Group and the future of the Group to be reviewed again in 12 months time.</p>	<p>See item a). It is recommended that this activity be rolled into the regional coordination of training.</p> <p>A new priority for councils is starting to come to light with members reporting skills shortages broadly. The HR Managers Group has recently requested scoping work to occur in the building surveyor/inspector space, and</p>

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						<p>GMAC resolved at its February meeting that the JO will undertake scoping and provide a further report in due course. There was robust discussion at the GMAC meeting where GMs reported that skills shortages was more widely spread than building surveyors.</p> <p>It is recommended that the Board give consideration to 2 new activities:</p> <ol style="list-style-type: none"> 1. scoping and subsequent delivery of building surveyors skills shortages project, and 2. Broad skills shortages project that looks at Local Government in the region generally.
1.6 Deliver cost savings and other value to member councils through online WHS Inductions for Contractors						
No	Activity	By	Timeframe	KPIs	Update	Outgoing Term Report
a)	Provide support to the WHS/Risk Management Group to progress the online induction program	EO	Ongoing with review at December 2020	Number of contractors inducted through the online system	As at 11 February 2022, 2,912 contractors from across the region hold a current WHS induction.	<p>The WHS/Risk Management Group continues to meet on a quarterly basis. The focus for the Group in 2021 and 2022 has been the implementation of the online contractor induction program.</p> <p>Attendance at meetings remains high most of the time. A survey</p>

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						<p>is currently being developed to obtain feedback from the group on how to make the meetings more effective.</p> <p>It is recommended that the Board continue to support this activity.</p>
Priority Two: Regional Prosperity						
2.1 Initiatives to grow population and increase the visitor economy						
No	Activity	By	Timeframe	KPIs	Update	Outgoing Term Report
a)	Review CNSW Tourism service provided by JO with consideration of future services in light of the offerings from Destination NSW Country and Outback	Tourism Working Party	March 2021	Tourism Working Party review report.	The Tourism Group last met via Zoom on 14 October 2021 and are scheduled to meet again on 17 March 2022. Between meetings, work has continued on the Review of the Tourism Refresh and current PR programming including the new campaign Long, Long Weekend and paid partnership with We are Explorers. Follow-up meetings to progress marketing is being undertaken via Zoom.	Given the inception of the Destination Network Central West it is recommended that the CNSWJO work with the new destination network to minimise duplication and maximise opportunity with a view to developing a MoU similar to that of RDA Central West.
b)	Visitor economy statistics at LGA level in place and longitudinal reporting provides key data for regional tourism development	EO	upon completion of the WRI data project review the value proposition to members Councils or tourism data collection. This may be picked up on the strategy above.	Visitor economy statistics developed.	The data project with WRI has been finalised and a summary report on the project was prepared for the Tourism Managers for their October 2021 meeting. During this meeting further conversations about data have been tabled including round robin discussions from each member regarding data.	<p>Despite the WRI project, tourism data remains a challenge for Councils.</p> <p>Councils have gone in a variety of directions with regard to data.</p> <p>It is recommended that the CNSWJO undertake a review of tourism data and that members be asked to standardize their visitor information surveys to support leading practice,</p>

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						benchmarking and intraregional travel information.
c)	Outputs from the MoU with RDA Central West (RDACW) are delivered including policy development on NBN, business retention and new entrants monitoring and regional data collation	EO	June 2021 and ongoing	Board receives reports on MoU outcomes achievements on quarterly basis.	The Executive Officers of the two organisations meet regularly.	Recommend this continues as it has proved to be an extremely useful instrument in supporting collaboration on regional development – a notoriously challenging place to get outcomes.
d)	Regional promotion plans for opt in by members developed to advertise regional attributes for business relocation and livability of the Region	EO	Nov 2020	Livability promotional campaign for relocation for participating members delivered.	The current focus is working through the Regional Activators Alliance “Move to More” program.	Suggest that the region seeks to work in the areas of housing and skills shortages as a greater priority. See item 1.5 for further detail on skills shortages.
2.1 Initiatives to grow population and increase the visitor economy						
No	Activity	By	Timeframe	KPIs	Update	Outgoing Term Report
e)	Advocacy Plan to engage on key regional service and utility areas is undertaken including: <ul style="list-style-type: none"> Health: ensuring the needs of services across the region are known to the NSW and Federal Governments, supporting a medical school in the Region, improvement to regional service levels Education 	Board	Annual review of advocacy plans and policy in November	Board adopts Advocacy Plan. Board receives regular reports on activities in the Advocacy Plan.	Advocacy Plans have been reviewed by the Board and revised versions inform all submissions and correspondence.	Advocacy Plans are updated annually in February. Suggest this continues.

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	<ul style="list-style-type: none"> • Telecommunications: delivered in collaboration with RDACW • Energy • Transport and Infrastructure • Regional Growth • Water: including urban water management and funding • Policing • Agriculture 					
f)	Develop policy regarding the use of the Central NSW Infrastructure Matrix	Transport and Infrastructure Working Party	May 2021	Board receives report.	Meetings have been held with various individual State agencies to progress matters. A workshop with TfNSW is slated for January 25 2022.	<p>A Matrix Review Committee started this work and identified the issue is the extent to which State agencies accept the results versus the resourcing on input advice.</p> <p>So far advice back from State agencies in mixed though it would appear some kind of defensible prioritisation approach is welcomed where interestingly the State does not do this to any extent. It is recommended that this work continue.</p>
2.2 Regional industry and population sustainability and growth planning across the Region						
No	Activity	By	Timeframe	KPIs	Update	Outgoing Term Report
a)	Review progress of the implementation of the Central West and Orana Regional Plan	Planners Group	Ongoing	Regional Prosperity Committee receives regular reports on progress against the Regional Plan.	Please see advice in the body of this report.	Recommended to continue as it is a core function of the JO.

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b)	<p>Codesigned Regional Plan for Prosperity with priorities to include:</p> <ul style="list-style-type: none"> • Services, particularly health and education • Agriculture • Land Use Planning • Special Activation Precincts • Tourism • Energy • NBN • Transport • Water • Quality data on population, transport, water, tourism 	Regional Leadership Executive sub committee – chaired by Central NSW Mayor Planners Working Party	ongoing – it will be useful to review this after the September 2021 election.	Sub- committee formed. Codesigned Plan reported to Board.	This committee is still finding its way and currently subject to a broader RLE review that has been underway for 12 months. Please request all Minutes and Agendas.	<p>The way the JO does regional development with the State is very ad hoc. At present an information sharing group of Economic Development Officers meets monthly supported by RDA Central West. The RLE is reviewing its strategy, governance and implementation and the support from the State for the Regional Prosperity Subcommittee is poor.</p> <p>It is understood that REDS are to be reviewed this year and that the RLE are contemplating doing a project that supports the construction activity in region in some way.</p> <p>It is suggested that the JO do two things:</p> <p>Firstly, spend 6 months exploring the extent to which the State is ready willing and able to work with the JO on either REDS or the construction activity above.</p> <p>Secondly, identify one area from the list on the left, for example health, that the JO does not provide any resource to – and scope up a project in that space.</p>
c)	In light of the size and impact of the agriculture sector across all member areas the regional support needs for sustainability of the	Executive Officer	Ongoing	Board receives report on the sustainability issues impacting on the Agriculture sector.	The Central West Food and Fibre strategy can be found at: https://www.centraljo.nsw.gov.au/content/uploads/Food-and-Fibre-Strategy-Final-combined-compressed.pdf	Various drought committees administered by the State have come and gone since the last drought where drought preparedness is currently in the

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	<p>Agricultural sector are monitored including:</p> <ul style="list-style-type: none"> • Consideration of drought preparedness capacity building processes • Report on program opportunities to Board subsequent to the delivery of the Central West Food and Fibre Plan • Grant opportunities 				<p>The regional Prosperity Subcommittee had oversight of its progress but has not met for some time due to the RLE undertaking a review of its programming.</p>	<p>remit of Regional NSW. They have developed a Future Ready Strategy and DPI is in their cluster.</p> <p>Future Ready Regions Strategy .pdf (nsw.gov.au)</p> <p>Significant work is also being undertaken as part of the Town Water Risk Reduction Program though this is for urban water only. Suffice to say of the summer of 22/23 is a drought year we are not prepared.</p> <p>Regarding dot point two, the Regional Prosperity Subcommittee of the RLE was the place that the Central West Food and Fibre Plan was to be delivered, however it has not met for over 6 months.</p> <p>Agriculture is a broad church and it is recommended that through its forward strategy the Board progress policy and strategy in productive water similar to the RAMJO for its upcoming term.</p>
2.3 Heritage, cultural advantages and land use regional planning processes						
No	Activity	By	Timeframe	KPIs	Update	Outgoing Term Report
a)	Regional land use planning strategy needs to support key	Planners Group	Ongoing	Quarterly reports to the Regional Prosperity Committee	This is being progressed through the regional plan at this time.	Suggest this continues through the Central West and Orana Regional Plan.

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	attributes of the Region including heritage and culture					No action required outside monitoring by the Planners Group and Reporting.
b)	Identification and reporting on Regional planning matters.	Planners Group	As issues arise	Quarterly reports to the Regional Prosperity Committee	There is a fairly consistent number of engagement processes. Please see recent submissions of Housing Taskforce and Affordable Housing. Some members are expressing fatigue given their workloads. Discussion in this regard will be provided at the next Planners' meeting.	Suggest this continues as it a core function of the JO.
Priority Three: Regional Transport and Infrastructure						
3.1 Transport connectivity planning						
No	Activity	By	Timeframe	KPIs	Update	Outgoing Term Report
a)	<p>Monitor and actively engage in the TfNSW Central NSW Landuse and Transport Plan and other strategic opportunities – seeking:</p> <ul style="list-style-type: none"> Assessment of neighbouring regional transport networks and connections Regional air services needs: including service levels and access to/from Kingsford Smith Airport, access to Canberra Airport for export to international market opportunities and monitoring of opportunities with Badgery's Creek airport development, growing role for airports in region for passenger and freight 	TfNSW Transport and Infrastructure Working Party	Ongoing	<p>Review of Terms of Reference</p> <p>Number of regional priorities recognised in the TfNSW Central NSW Landuse and Transport Plan (the Plan)</p> <p>Board reports on advocacy activities on transport initiatives.</p>	<p>A presentation on the status of the Plan was provided by the TfNSW representatives responsible for this program to the Board meeting 4 December 2020. Unfortunately, the quality of the connection was poor. Mayors advised they were hoping for better engagement before publication of the Plan. TfNSW advised they welcomed further inputs from members and this advice has been forwarded along with a copy of the presentation for the day. While not ideal, members will have the opportunity to respond further once the Plan is put on public exhibition. The Plan is yet to go on exhibition.</p>	Suggest this continues as engagement with State agencies on strategy is a core function of the JO.

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	<ul style="list-style-type: none"> Regional rail network needs: including Blayney-Demondrille line and leveraging the Inland Rail Regional road network needs: including connectivity to the National Logistics Hub in Parkes, safe and swift access to Sydney/ ports/Canberra 					
b)	Provide regional transport planning analysis with a focus on freight	Transport and Infrastructure Working Party	Ongoing	Report to the Transport and Infrastructure Committee.	Please request recent minutes from these meetings. The region is still awaiting the CSIRO freight data. This will be progressed at the next meeting of the CNSWITG. The Federal Government's 2021 published Welcome - National Freight Data Hub (freightaustralia.gov.au) is also worth look.	Suggest that CNSWJO seeks to work more closely with TfNSW and they should be named in the action. The name of the Working Party should be changed to the Central NSW Regional Strategic Transport Group.
c)	Identify opportunities for regional program funding and report on emergent transport issues	Transport and Infrastructure Working Party	Ongoing	Reports to the Transport and Infrastructure Committee.	Please request the minutes of the recent meeting.	The name of the Working Party should be changes to the Central NSW Regional Strategic Transport Group.
d)	Review the Roads and Transport Technical Committee Plan	Transport and Infrastructure Working Party	September 2020	Report to Transport and Infrastructure Committee.	This is anticipated subsequent to the finalisation of the State plan for the region.	This is anticipated at the end of the Central West and Orana Regional Transport Planning process – which has been in play for nearly three years but should land later in 2022.
3.2 Infrastructure planning						
No	Activity	By	Timeframe	KPIs	Update	Outgoing Term Report
a)	Maintain the transport and infrastructure priority matrix	Transport and	1 workshop per year with	Report to the Transport and Infrastructure Committee.	A workshop of technical staff updating the list subsequent to a meeting 25 January 2022 with TFNSW is anticipated.	Recommend keeping the process for the time being as

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		Infrastructure Working Party	quarterly review			there isn't a State equivalent that the JO can influence at this time.
Priority Four: Regional Water						
4.1 Regional water network planning and best practice skills development						
No	Activity	By	Timeframe	KPIs	Update	Outgoing Term Report
a)	Form a Regional Water Committee from member councils and Regional Leadership Executive Group participants.	Board	Ongoing	Formation of the Regional Water Committee.	While a Regional Water Committee comprising member council representatives was formed in April 2020, strategic engagement with State agencies on regional water is being undertaken through consultations on the Regional and State Water Strategies, regional infrastructure projects and the Town Water Risk Reduction Program. See Water report.	Negotiations with the State on a collaborative whole-of-government structure to enable delivery of the Regional Water Strategies and alignment with strategic water planning by LG at the regional and local level is on-going. It is noted that the Board may review the return on the time and resources in advocating for this and determine a different approach at a later date.
b)	Regional water infrastructure planning developed to improve urban water quality and security.	Regional Water committee	Ongoing	Report to Board.	Notable is the representation by JOs on the Town Water Risk Reduction Program Stakeholder Advisory Panel and various working groups. Also, consultation on the development of the Lachlan and Upper Macquarie Regional Water Strategies. See the Water report.	Recommend that engagement with the TWRRP and development of the Regional Water Strategies continue for the time being. It is noted that the Board may choose to review this engagement subject to the quality of meaningful engagement with elected representatives and the level of influence over the outcome.
c)	Deliver best practice compliant drinking water	Water Utilities Alliance	Ongoing	Report to the Regional Water Committee.	The focus for the past quarter has been supporting members through their management of the Covid response and the Water Operator training program. The WUA is working with NSW Health on a potential pilot of	This activity goes to the heart of Local Government ownership and management of Local Water Utilities and is of the highest

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					the new Drinking Water Management System Audit Guidelines. These are due for release in early 2022 and will inform procurement a third party to complete independent audits of member Council's Drinking Water Management Systems.	priority for the Water Utilities Alliance.
d)	Review and update the Water Strategic Business Plan and include identification of cost savings achieved	Water Utilities Alliance	Ongoing	Report to the Regional Water Committee.	<p>Work is underway in the context of the JOs strategic priorities and will take into consideration the strategic priorities of the State and Regional Water Strategies and the Town Water Risk Reduction Program. See Water Report.</p> <p>Cost savings are calculated for Alliance activities – see value statement.</p>	This is underway and forward strategy by the Water Utilities Alliance will need to reflect the outcomes of the TWRRP as well as other state-based plans as they evolve over the next 12-18 months.
e)	Better preparedness for climate impacts by implementing the actions in the Drought Issues paper	Regional Water Committee	Ongoing	Report to Board.	The Resilience and Recovery Sub-committee under the Department of Regional NSW has carriage of preparedness for climate impacts across the State. This group has not met since March 2020. The Department of Regional NSW has a Future Ready Region's Strategy with more strategic work underway. The JO has provided detailed input from the WRI Drought Study into the state's strategies and continues to engage at every opportunity with respect to climate preparedness. See Regional Water Report for advice on the Regional Water Strategies.	Engagement by the State on drought strategy has been patchy since the floods on the north coast in early 2021. Where there is a tendency to forget about drought once it rains, it is suggested that follow up is needed with the State to ensure lessons learned from the last drought are not lost and preparations for the next drought are in place. See comments above in Regional Prosperity.

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