



Central NSW Joint Organisation

PO Box 333 Forbes NSW 2871
Chair – Cr Kevin Beatty- Cabonne Council
Executive Officer – Jennifer Bennett
Email: jennifer.bennett@centraljo.nsw.gov.au
Ph: 0428 690 935

Agenda to the Board Meeting 26 May 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	Ms R Fagan	RDACW
Mr R Earl (Acting)	Blayney Shire Council	Mr W Sunderland	RDACW
Mr B Byrnes	Cabonne Council	Cr M Statham	Lithgow City Council
Mr P Devery	Cowra Shire Council	Mr C Butler	Lithgow City Council
Mr S Loane, OAM	Forbes Shire Council	Ms G Collins	DPC
Mr G Tory	Lachlan Shire Council	Ms A Bowman	OLG
Mr G Wallace	Oberon Council	Ms J Bennett	CNSWJO
Mr D Waddell	Orange City Council	Ms M Macpherson	CNSWJO
Mr K Boyd, PSM	Parkes Shire Council	Ms A Thomas	CNSWJO
Mr M Kershaw (Acting)	Weddin Shire Council	Ms C Griffin	CNSWJO
Cr D Somerville	CTW		
Mr G Rhodes	CTW		

It is advised that the next meeting of the Central NSW Joint Organisation Board will be held Thursday 26 May 2022, to be held in the **York 2 room at the Club York, 95-99 York Street, Sydney** beginning at **9.00am**.

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

Agenda



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Agenda

1. Welcome
2. Apologies
3. **Speakers – Department of Primary Industries & the Environment**
Amanda Chadwick, Executive Director Performance Division -Water Group
Jim Bentley, Deputy Secretary & CEO NSW Water Sector
Shagofta Ali, Leader of the Regional Water Strategies
4. Minutes 3
 - a. Confirmation of the Minutes of the CNSWJO Board Meeting 24 February 2022 held in Canowindra 3
5. Matters in Progress 9
6. Reports on Statement of Regional Strategic Priority 21
 - a. Financial Report 21
 - b. Remuneration for the Chair and or other Mayors in their capacity as Board members for the Central NSW JO 25
 - c. Statement of Budget and Revenue 2022-2023 28
 - d. Review of the Statement of Strategic Regional Priority Subcommittee update 34
 - e. Advocacy to the State and Federal Governments 43
 - f. Best Practice in Aggregated Procurement Program 47
 - g. Regional Procurement and Contracts 54
 - h. Energy Program 57
 - i. Skills Shortages Report 64
 - j. Inland Rail Productivity Enhance Program – Adoption of the Ernst & Young Report P2_022 Central West Consolidation Centre Gate 2 Pre-Feasibility Study 66
 - k. Water Report 70
 - l. Report to the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority 2019/2021 77
8. **Confidential Reports** 97
 - a. Legal Advice to inform response to the Town Water Risk Reduction Program Consultation Draft Regulatory Framework for Local Water Utilities 97
 - b. Small Market Electricity Sites Contract 101
9. Post Federal Election Discussion
10. Late reports
11. Matters raised by Members
12. Speakers to the next meeting
13. Next meetings:
GMAC – 28 July 2022
Board – 25 August 2022 – State Parliament

Jennifer Bennett

Jenny Bennett
Executive Officer, Central NSW Joint Organisation

Agenda

4. Minutes

a. Confirmation of the Minutes of the CNSWJO Board Meeting 24 February 2022 held in Canowindra

In Attendance

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

Mr D Sherley	Bathurst Regional Council	Cr D Somerville	Central Tablelands Water
Ms R Ryan	Blayney Shire Council	Mr G Rhodes	Central Tablelands Water
Mr B Byrnes	Cabonne Council		
Mr P Devery	Cowra Shire Council	Ms J Bennett	CNSWJO
Mr S Loane OAM	Forbes Shire Council	Ms M Macpherson	CNSWJO
Mr G Tory	Lachlan Shire Council	Ms K Barker	CNSWJO
Mr G Wallace	Oberon Council		
Mr D Waddell	Orange City Council		
Mr K Boyd PSM	Parkes Shire Council		
Mr J Rath (Acting)	Weddin Shire Council		

Meeting opened at 10:04am by Chair Cr John Medcalf, OAM

1. **Welcome from the Chair, Cr John Medcalf OAM**
2. **Acknowledgement of Country**
3. **Apologies applications for a leave of absence by Joint Voting representatives – Nil**
4. **Conflicts of Interest – Nil**
5. **Stepping down of outgoing Chair**
Cr John Medcalf OAM, stepped down from Chair after 5 years, welcomed new Board members and thanked everyone in the room for their support.

Resolved	Cr K Keith/Cr P Miller
That the Board record its appreciation of the outgoing Chair, Cr John Medcalf.	

6. **Election of Chairperson and Deputy Chairperson**
Ms J Bennett became Returning Officer and advised she had received 1 nomination for the position of Chair and 1 nomination for the position of Deputy Chair.
No further nominations were provided from the floor.

Cr Kevin Beatty was elected as Chair unopposed

Cr Mark Kellam was elected as Deputy Chair unopposed
Cr Medcalf welcomed Cr Beatty to the Chair.

Minutes

Cr K Beatty Assumes Chair.

Cr K Beatty thanks Cr Medcalf, acknowledges Country and welcomes the Board to Cabonne

7. Minutes

Confirmation of the Minutes of the Central NSW Joint Organisation meeting 25 November 2021 held in Orange

Resolved	Cr P Miller/Cr S Ferguson
That the Central NSW Joint Organisation Board confirm the Minutes of the meeting 25 November 2021 held in Orange.	

8. Business Arising from the Minutes – Matters in Progress

Resolved	Cr B West/Cr J Hamling
That the Central NSW Joint Organisation Board note the Matters in Progress, making deletions as suggested, and amend item 1 regarding ‘resilience and recovery subcommittee.’	

9. Reports on Statement of Regional Strategic Priority
Priority One: Inter-Council Co-operation

a. Financial Report

Resolved	Cr P Miller/Cr J Medcalf
That the Board note the Financial Report.	

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

Resolved	Cr J Hamling/Cr J Medcalf
That the Board note the report on its advocacy position for a safe, swift link between Central NSW and Sydney and	
<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; 3. Circulate the response to the Draft Central West and Orana Regional Transport Plan for member noting; 4. Include other important connections such as Hume to Newell, Mitchell and opportunities to link to Sydney, Port Kembla and Canberra; and 5. Hold a workshop to revitalise strategy connection to the east coast, inviting TfNSW and including rail. 	

c. Advocacy Tactics to the State and Federal Elections

Resolved	Cr J Medcalf/Cr B West
That the Board note the report on advocacy tactics to the Federal and State elections and	
<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:
 - 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 and aged care 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;
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.

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

Resolved	Cr R Taylor/Cr S Ferguson
That the Board note the report on developing the Statement of Strategic Regional Priority (SSRP) for this term of the JO and	
<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;
 - 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 Cr Beatty, Cr Kellam, Cr Medcalf, Cr Ferguson, Cr West, Cr Miller, 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.

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

Resolved	Cr J Medcalf/Cr P Miller
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:	
<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. 	

f. Policy for Competitive Funding

Resolved	Cr J Hamling/Cr B West
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.	

g. Regional Procurement and Contracts

Resolved	Cr P Miller/Cr J Medcalf
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:	
<ol style="list-style-type: none"> 1. LED lighting upgrades for buildings with a 1% contract management fee; 2. LED lighting upgrades at parks and sporting fields with a 1% contract management fee; 3. variable speed drives with a 3% contract management fee; 4. power factor correction devices with a 3% contract management fee; 5. smart management system for new and existing solar installations with a 3% contract management fee; 	

6. solar panels and battery storage with a 1% contract management fee; and
7. receive a presentation on the outcomes of the Best Practice in Aggregated Procurement Program.

h. Energy Program

Resolved	Cr B West/Cr R Taylor
That the Board notes the report on the Energy Program and endorses the following submissions:	
<ol style="list-style-type: none"> 1. AER Framework and Approach Consultation; 2. NSW Public Lighting Code Review; 3. AEMC Review of Regulatory Framework for Metering Services; nd 4. IPART Review of Electricity Network Operators' Licenses. 	

Priority Two: Regional Prosperity

i. Destination Network Central West Report

Resolved	Cr P Miller/Cr K Keith
That the Board note the report on the mooted Destination Network Central West and monitor the situation weekly through the Deputy Premier, Paul Toole's Office to ascertain timing of the Cabinet review of the boundary.	

Priority Four: Regional Water Security

j. Water Update

Resolved	Cr B West/Cr S Ferguson
That the Board note the Regional Water report and	
<ol style="list-style-type: none"> 1. circulate a report on the regulatory framework and 2. draft a submission and policy seeking to abolish the 75/25 rule. 	

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

Resolved	Cr R Taylor/ Cr K Keith
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.	

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

Resolved	Cr S Ferguson/ Cr P Miller
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. Submit the Board response to the Draft Central West and Orana Regional Plan; 2. Submit the attached response to the Draft Central West and Orana Transport Plan; 3. Undertake advocacy regarding the content of both submissions, particularly in regard to <ol style="list-style-type: none"> a. Consideration of Central NSW separately due to its pattern of settlement; b. The use of common planning assumptions; c. The need for a safe swift link between Central NSW and Sydney to be included in the Draft Transport Plan with advice on steps to be taken in this 5 year period; d. Commend to members they lodge their own submissions; and 	

4. Correspondence be provided to the Auditor General on the use of Common Planning Assumptions and their impacts in Central NSW.

10. Late reports – Nil

11. Matters raised by Members

- a. Cr Scott Ferguson requested a report to the next Board meeting on remuneration of the Chair.

b. IPART decision for the 0.7% rate rise

Resolved	Cr B West/Cr J Medcalf
That the Board express its strong dissatisfaction of the 0.7% rate rise.	

c. Thanks to administrative support staff at Lachlan and in the CNSWJO

Resolved	Cr J Medcalf/ Cr M Kellam
That correspondence be provided thanking the administrative support staff for their support of the term for the outgoing Chair.	

12. Speakers to next meeting - TBA

13. Next meeting

Special Board Meeting 17 March 2022 with our Duty ALP Senators and Members of Shadow Cabinet TBA- Orange at CSU Campus TBC

Board– 30/31 March 2022 Parliament House Canberra

GMAC – 28 April 2022 - Blayney

Meeting close 12.14pm

Page 6 is the last page of the Central NSW Joint Organisation meeting 24 February 2022

5. 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	Advice on 21 March from Ken Harrison, Director, Central West Orana and Far West, Resilience NSW is that the Office of Drought Preparedness is still a function in the department of Regional NSW. The State Government's Future Ready Regions Strategy has been developed to guide drought management while its inter-agency coordination for drought has been discontinued. https://www.nsw.gov.au/regional-nsw/future-ready-regions Advocacy continues for inter-agency coordination of water security planning and management with Local Government with a seat at the table. Most recently meetings with various Govt Ministers 12 May 2022.
271119-6-P3a-Regional Transport Advocacy Policy, Prioritisation and Freight Links Mapping. Provide updated mapping to the Board.	JB	This work is being finalised by DPE (Planning) and TfNSW at which point outputs will be adopted by the JO. Currently seeking a publishable format from TfNSW, however it can be viewed using google earth. https://earth.google.com/web/@-32.56102184,145.63504432,282.73547276a,1365965.8229896d,30y,0h,0t,0r 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. 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: a. Arrangements for the sharing of water for emergency water needs between towns across the region so that the burden of providing infrastructure for critical urban water transfers is borne equitably by the region (for example through the development of instruments and agreements not structures);	MM	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 Belubula Water Security Projects.

Matters in Progress

<p>b. Ownership and management by LG of any such infrastructure built to transfer emergency water between towns across the region for critical human needs;</p> <p>c. On-going operational costs for emergency water infrastructure;</p> <p>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;</p> <p>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>		
<p>271119-15a-Confidential Reports Regional Bridge Assessment Report</p> <p>1. receive a report on options for a collaborative approach within three months to the repair and replacement of identified bridges; and</p> <p>2. members give consideration to their participation in a collaborative approach and advise CNSWJO accordingly.</p>	JB	<p>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. Follow-up will be required.</p> <p>2. Follow-up with members continues.</p>
<p>270820-7j-Water</p> <p>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.</p>	MM	<p>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.</p>
<p>41220-9m-Western Link</p> <p>Work with TfNSW on aligned messages on road safety.</p>	JB	<p>Correspondence has been sent and follow-up through the newly formed Central NSW Regional Integrated Transport Group is anticipated once the Central West and Orana Regional Transport Plan is finalised.</p>

Matters in Progress

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 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. The RLE is currently under review and the Regional Prosperity Subcommittee has not been reinvigorated as of the writing of this advice. Followup is being undertaken. Follow up has been undertaken with Brendan Cook of DPC and the REDs program is currently being repeated in its current form. Outgoing correspondence from both RDACW and CNSWJO seeking better outcomes and a codesigned process has been sent to Mr Cook. Please see attachments. Mr Cook has responded with the suggestion of working with the JOEO Network and this is being progressed. 2. 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	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. Members may wish to receive a presentation on EE's position on smart controls in due course.
030621- Progressing a Western Link Event 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. Penrith have requested some type of associate membership. Please see advice in the strategy report.
251121- 8g - The internal review of the CNSWJO and end of term Report 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. consider the extent to which it should continue to pursue collaborating with the State; 3. 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;	JB	This process is being managed through the subcommittee of Mayors managing the review of the Statement of Strategic Regional Priorities. Please see a report to this meeting. Suggest deletion

Matters in Progress

<p>4. note the strengths and successes of this JO term including in;</p> <ul 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 <p>5. as part of its strategic review, hold a Summit addressing the region's wicked problems such as health; and</p> <p>6. include in its forward strategy advice from the review of JOs being undertaken by the OLG;</p> <p>7. adopt the BPAP Stages 1-6 reports and</p> <ul 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; 		
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<p>f. consider other value-added services including training, sharing expertise, audits and health checks etc., and how these would be funded;</p> <p>g. consider each of the best practice initiatives and decide which should be pursued and in which priority order;</p> <p>8. the Chair, Executive Officer and Staff be acknowledged for their work; and</p> <p>9. include this report in strategic advice to the incoming Board.</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>A submission was provided please request.</p> <p>Suggest deletion</p>
<p>240222 -9b- Review of the CNSWJO Advocacy position for a safe, swift link between Central NSW and Sydney</p> <p>1. Reiterate that this transport connection remains a priority of the CNSWJO Board;</p> <p>2. Provide a response to the Draft Central West and Orana Regional Transport Plan emphasizing its key messages;</p> <p>3. Circulate the response to the Draft Central West and Orana Regional Transport Plan for member noting;</p> <p>4. Include other important connections such as Hume to Newell, Mitchell and opportunities to link to Sydney, Port Kembla and Canberra; and</p> <p>5. Hold a workshop to revitalise strategy connection to the east coast, inviting TfNSW and including rail.</p>	JB	<p>1. Noted</p> <p>2. Please find at include link https://www.centraljo.nsw.gov.au/submissions/</p> <p>3. Complete</p> <p>4. Complete</p> <p>5. While originally intended for 3 June, members have provided feedback that there is just too much on. The suggestion is for this to be included as part of a Summit in September or October.</p> <p>Suggest deletion items 1-4</p>
<p>240222-9c-Advocacy Tactics to the State and Federal Elections</p> <p>1. Adopt the CNSWJO Advocacy Policy;</p> <p>2. Adopt the Advocacy Plans for</p> <p>a. Transport and Infrastructure;</p> <p>b. Water;</p>	JB	<p>1-4 noted and included in all collateral</p> <p>5. Briefing materials to the meetings with Federal Government and Opposition are available on request.</p> <p>6. Noted</p> <p>7 and 8 Meetings held and advice from these meetings has been circulated. Please find attached.</p>

Matters in Progress

<p>c. Regional Prosperity; and d. Energy;</p> <p>3. Adopt the “Central NSW Joint Organisation Advocacy Priorities to the Federal Election;”</p> <p>4. Adopt the priorities for the Federal election as:</p> <p>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.</p> <p>b. The roll out of Inland Rail with funding support for enabling infrastructure in region.</p> <p>c. Regional activation precincts like the one in Parkes and the 20 suggested by the National Farmers Federation for agricultural place-based development.</p> <p>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?</p> <p>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.</p> <p>f. A solutions-based approach to health workforce and aged care shortages that puts the needs of regional communities first.</p>		<p>9. Please find media releases at https://www.centraljo.nsw.gov.au/media-releases/</p> <p>10. See report on advocacy to the State and Federal Governments</p> <p>11. Noted</p> <p>Suggest deletion</p>
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<p>g. A Federal Government led fully funded support program for apprenticeships in local government codesigned with local government.</p> <p>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.</p> <p>i. Continuation of the Stronger Regional Digital Connectivity Package at \$55m over four years to improve community resilience and local economic recovery.</p> <p>5. Draft collateral to the Federal election from these priorities for feedback from members;</p> <p>6. Delegate up to \$10K to the Executive Officer for the development of collateral to the State and Federal elections;</p> <p>7. Commend to members they attend the round table led by the Shadow Duty Senators for Calare and the Riverina 17 March;</p> <p>8. Commend to members they attend a meeting with the Government in Canberra 31 March;</p> <p>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;</p> <p>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</p> <p>11. Advocacy at the State level to align with and leverage Country Mayors, the Joint Organisation Chairs' Forum and Local Government NSW.</p>		
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Matters in Progress

<p>220222-9d-Developing the Statement of Strategic Regional Priority for this term of the JO</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; 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 Cr Beatty, Cr Kellam, Cr Medcalf, Cr Ferguson, Cr West, Cr Miller, the development of a Risk Management Plan and oversight of the SSRP process; 	JB	<p>See report to this meeting</p> <p>Suggest deletion</p>
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<p>6. Include considerations for the subcommittee of Mayors the timing and focus for a Summit bringing together Councils in the region;</p> <p>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</p> <p>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.</p>		
<p>240222- 9e- Regional State Government/Local Government Workshop – Informing Community Strategic Plans</p> <p>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> <p>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:</p> <p>a. Around June/July ahead of each local government election to get updated data to inform reporting and the development of the next CSP;</p> <p>b. Following each local government election to share draft CSPs and confirm opportunities for implementation and delivery of local strategies; and</p> <p>c. Around the mid-point of each council term to monitor the progress of implementing CSP strategies.</p>	JB	<p>See report to this meeting.</p> <p>Suggest deletion</p>

<p>240222-9g-Regional Procurement and Contracts approves the JO to conduct new regional procurement processes for the following, along with the corresponding contract management fees:</p> <ol style="list-style-type: none"> 1. LED lighting upgrades for buildings with a 1% contract management fee; 2. LED lighting upgrades at parks and sporting fields with a 1% contract management fee; 3. variable speed drives with a 3% contract management fee; 4. power factor correction devices with a 3% contract management fee; 5. smart management system for new and existing solar installations with a 3% contract management fee; 6. solar panels and battery storage with a 1% contract management fee; and 7. receive a presentation on the outcomes of the Best Practice in Aggregated Procurement Program. 	KB	<p>1-6 underway 7. A presentation was held online on 5 May. The slides and project deliverables form attachments to this report and will also be circulated to members separately.</p> <p>Suggest deletion.</p>
<p>240222_9i - Destination Network Central West Report monitor the situation weekly through the Deputy Premier, Paul Toole's office to ascertain timing of the Cabinet review of the boundary.</p>	JB	<p>Follow-up has been consistent. A verbal update can be provided to the meeting where it looks like a positive decision including Forbes, Parkes and Lachlan is imminent.</p>
<p>240222-9j-Water Update</p> <ol style="list-style-type: none"> 1. circulate a report on the regulatory framework and 2. draft a submission and policy seeking to abolish the 75/25 rule. 	MM	<p>1. Briefing Note No. 11 issued on the consultation draft regulatory framework for Local Water Utilities. Submission circulated to members and lodged with DPE on 28 April. See Water Report for follow-up correspondence.</p> <p>Suggest deletion</p> <p>2. Focus is currently on response to the TWRRP submissions and review of the Water Sharing Plans. This matter will be followed up shortly.</p>
<p>240222- 9k-Matters Raised by Members: Bathurst Regional Council Section 10 application on the Mount Panorama area</p> <p>provide the enclosed correspondence as a formal submission to the section 10 report in relation to the current section 10 application lodged under</p>	JB	<p>Correspondence sent</p> <p>Suggest deletion</p>

Matters in Progress

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.		
240222 - 9I -Report to the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority 1. Submit the Board response to the Draft Central West and Orana Regional Plan; 2. Submit the attached response to the Draft Central West and Orana Transport Plan; 3. Undertake advocacy regarding the content of both submissions, particularly in regard to a. Consideration of Central NSW separately due to its pattern of settlement; b. The use of common planning assumptions; c. The need for a safe swift link between Central NSW and Sydney to be included in the Draft Transport Plan with advice on steps to be taken in this 5 year period; d. Commend to members they lodge their own submissions; and 4. Correspondence be provided to the Auditor General on the use of Common Planning Assumptions and their impacts in Central NSW.	JB	1. Submission was sent. Suggest deletion 2. Submission was sent. Suggest deletion 3. Ongoing in all advocacy including media releases: https://www.centraljo.nsw.gov.au/media-releases/ 4. Correspondence was sent 15 March. A response was received and advised that <i>correspondence from the Central NSW Joint Organisation has been passed onto our Assistant Auditor-General, Performance Audit, and the matters raised will be considered within our broader Annual Work Program.</i> Follow-up will be undertaken where support has been sought from other JOs.
240222-11a – Matters raised by Members Cr Scott Ferguson requested a report to the next Board meeting on remuneration of the Chair.	JB	See report to this meeting. Suggest deletion
240222-11b-IPART decision for the 0.7% rate rise That the Board express its strong dissatisfaction of the 0.7% rate rise.	JB	Advocacy included correspondence to IPART which was sent in March and a response has been received that advised that at the time of writing this issue is being raised with Minister Tuckerman 12 May. The full letter is an attachment. <i>While we use the latest available cost indicators from the ABS, there is up to a two-year lag between the time period these changes are measured over and when councils apply the rate</i>

Matters in Progress

		<p><i>peg to their income. This means that the 2022-23 rate peg is based on the changes in costs experienced by councils between 2019-20 and 2020-21, in the low inflation environment at the beginning of the COVID-19 pandemic.</i></p> <p><i>Consultation with councils will be an important part of this review, and we would welcome further input from the Central NSW Joint Organisation of Councils. We will publish the terms of reference for this review, and further information on how to have your say on our website</i></p>
<p>240222-11c-Thanks to administrative support staff at Lachlan and in the CNSWJO</p> <p>That correspondence be provided thanking the administrative support staff for their support of the term for the outgoing Chair.</p>	JB	<p>Flowers were sent to LSC staff thanking in particular Ms Ewing for her support during the outgoing Chair's term.</p> <p>Suggest deletion</p>

6. Reports on Statement of Regional Strategic Priority

Priority One: Inter-Council Co-operation

a. Financial Report

Regional Strategic Priorities	1.1 Governance arrangements enable inter-council co-operation.
Portfolio Mayor	Cr Kevin Beatty
Sponsoring General Manager/s	Mr B Byrnes and Mr G Tory

Report by Ann Thomas and Jenny Bennett, dated 17 May 2022

Recommendation/s
That the Board note the Financial Report.

This report presents the financial accounts at 17 May 2022. This report anticipates a full year loss of \$25,645 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 \$397,862.

This report does not include the staff wages and oncosts for the March quarter for the two staff hosted at Forbes Shire Council. These figures are still being collated by the Council. The report also does not include leaseback income from the two staff hosted by Orange City Council as the Council will include these in the next quarter invoice. All other staff costs are included in this report.

As we are nearing year end the anticipated figures at 30 June 2022 have been reviewed and small adjustments have been made where known. The anticipated result is on track to deliver a slightly better than budgeted result.

The Annual Audit Engagement Plan for the 2021/2022 financial year was signed on 15 March 2022 and Intentus will conduct the interim audit of the financial accounts from 18 May 2022. The final audit is scheduled to commence 9 September 2022.

Attachment/s: Nil

Reports

Central NSW Joint Organisation

Financial Position at 17 May 2022

	Budget 2021/2022	Actual 17/05/2022	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	97,240	100,187
CNSWJO Operational Membership	104,650	104,650	104,650
WRAS	9,495	9,495	9,495
	\$797,044	\$794,097	\$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	59,581	60,000
HR - Online Training & Other HR Modules	280,000	130,516	280,000
	\$340,000	\$190,097	\$340,000
Management Fees from Contracts	120,000	62,699	120,000
Management Fee from LGP	55,000	64,736	64,736
	\$175,000	\$127,435	\$184,736
Copyright Licence	19,000	19,275	19,275
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	3,764	4,900
Interest	1,000	131	155
Member Council/Consultant expenses to be reimbursed		5,644	5,644
	\$34,900	\$33,924	\$39,974
Total Income	\$1,386,479	\$1,292,854	\$1,509,054

Expenditure

Reports

Executive Officer Costs	205,000	140,490	205,000
Executive Officer Vehicle Costs & Depn	13,500	315	13,500
Operational Program Manager	125,000	87,297	125,000
Operational Program Manager - Vehicle costs	13,500	9,825	13,500
Finance Manager	70,000	42,016	70,000
Training & Program Support Officer	55,000	45,210	57,000
Executive Support Officer	70,000	38,780	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	3,602	100,187
Energy - Aggregated Electricity Procurement			80,000
Energy - ERP		8,790	9,890
Energy - EV Charging Assessments		7,875	7,875
WRAS	9,495	9,495	9,495
HR - Training Service Costs	58,000	47,948	58,000
HR - Online Training & Other HR Modules	280,000	130,516	280,000
Regional Medical Student Scholarship	15,000	15,000	15,000
Advocacy	10,000	9,324	10,000
Accounting/Audit/Payroll	30,000	6,500	30,000
Bank Fees and Sundry costs	2,500	1,715	2,500
Computer Software/Licences	3,000	1,215	2,500
Copyright Licence	19,100	19,378	19,378
Depreciation (excl vehicles)	2,000		2,000
Internet Cloud	8,000	6,223	8,000
Legal	5,000		5,000
Member Council/Consultant expenses to be reimbursed		5,645	5,645
Printing/Stationery/Postage	1,000	378	1,000
Supply Management Administration	2,500	73	1,000
Zoom Conferences	1,500	1,140	1,500
Website Hosting and costs	2,200	584	1,500
Total Expenditure	\$1,421,711	\$721,468	\$1,534,699
Net Profit/Loss	-\$35,232	\$571,386	-\$25,645

Reports

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	50,355	70,026
Capacity Building Funding Stage 2	150,000	65,161	150,000
CWUA Best Practice Program	105,826	105,423	105,826
CWUA - Asset Revaluations	166,481	99,889	166,481
Central NSW Regional Tourism Group	79,646	79,646	79,646
Energy Project	44,401	16,261	44,401
Grant - DPIE Sustainable Councils and Communities Program	120,000	119,844	120,000
Inter-Council Cooperation Reserve - Procurement	39,123	5,755	39,123
Roads and Transport Group	14,220	2,344	14,220
	\$811,993	\$566,947	\$811,993

Net Profit/Loss after Non-Budgeted Income and Expenditure	\$4,438	-\$837,638
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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	\$397,862
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Reports

b. Remuneration for the Chair and or other Mayors in their capacity as Board members for the Central NSW JO

Report by Jenny Bennett, dated 10 May 2022

Recommendation/s
That the Board note the report on remuneration of the Chair.

Precis

A report on remuneration of the Chair was requested at the February 2022 board meeting.

At this time there is no remuneration for the Chair or for board members. The Office of Local Government advice is that to effect remuneration of the Chair, amendment to the Charter is required. This includes consultation with members.

No recommendation is made regarding remuneration and members are encouraged to amend the recommendation based on discussion at the meeting informed by the advice below.

This report has been provided before the report on the Statement of Budget and Revenue as members may wish to make changes to the budget where remuneration for the Chair has not been included at this time.

Reason for the report.

A report on remuneration of the Chair was requested at the last February 2022 Board meeting.

Legislative, Policy and Risk Considerations

The Office of Local Government has provided the following advice on remuneration:

Q: Can joint organisations pay fees to the Chair or members?

Further to FAQ response on 15 June 2018. Joint organisations can determine to pay a fee to the Chairperson or voting members. In considering this option, the joint organisation board should ensure that the payment of any fee is at a level appropriate to the role. Provision should be made in the joint organisation charter for the basis for payment and the conditions of payment and member councils should be consulted before the charter is adopted. The option of paying fees was canvassed through the joint organisation consultation process, with almost 30% of responses supporting the payment of fees and almost 60% opposed to the payment of fees to the Chairperson or members of the joint organisation. The Office will monitor the approach taken by joint organisations. The regulation of fees is an option that may be considered by the NSW Government should joint organisations determine fees

Reports

payable to the Chairperson or voting members that are not commensurate with the responsibilities of the role.

Further clarification was sought in this regard given it seemed unusual to be putting a Clause of this type in a Charter:

The short answer is that the provisions of the Act relating to the payment of fees have been dis-applied meaning that JOs are neither permitted nor precluded from paying fees. However, section 252, which relates to the payment of expenses and facilities, has been reapplied through the regulation meaning that JOs must comply with that provision.

Clause 403 of the Regulation states that councils (and by extension JOs) must not include in an expenses and facilities policy adopted under section 252, a provision enabling the JO to pay to any voting representative (including the chairperson) an allowance in the nature of a general expense allowance. A provision in a JO's expenses and facilities policy that allowed the payment of a flat fee to the chairperson that was not in recompense for any expense incurred by the chairperson, would potentially be contrary to clause 403.

While JOs are not strictly required to make provision in their charters for the payment of a fee to the chairperson, I think that where JOs propose to pay a fee to their chairperson, provision should be made for this in the charter in the interests of transparency and accountability to their member councils and the communities they represent. JOs are required to consult with their member councils in preparing their charters and to publish them on their websites thereby ensuring this transparency and accountability.

Apparently, a quirk in the way the legislation has been progressed means in effect that to be transparent and accountable the Provision of Expenses and Facilities Policy may not be used for the payment of an allowance. Therefore, the Charter is the only other suitable vehicle.

Should the Board wish to include the option to remunerate the Chair and/or provide member sitting fees, the Charter will need to be amended to include the basis of payment and the conditions of payment. It should then be resent to members for their feedback. In effect, the words will need to reflect the formula for payment for example “20 days at the RDA sitting fee rate of \$350 per day” or some other option where others are provided below.

The Policy for the payment of expenses and the provision of facilities to Board members would also require amendment.

Financial implications

Joint Organisations were surveyed in 2019 and update advice has been sought. Where this has been included the year it has been updated.

Date of advice	JO	Remuneration status
2019	Hunter	No remuneration
2022	Namoi	No remuneration

Reports

2019	Canberra	\$10,000 pa for the Chair
2019	Illawarra	No remuneration
2019	Riverina and Murray	\$10,000 pa for the Chair
2019	Mid North Coast	Sitting fees based on RDA sitting fees at \$350/day for all members
2022	Northern Rivers	\$10,000 pa for chair.
2019	Orana	No provision has been made at this time though it has been a matter of discussion

Should the Board resolve to remunerate the Chair and or other delegates they will need to determine a figure and an approach then a revised Charter will need to go back to the membership for consultation.

Regarding the level of remuneration being commensurate with the role, CNSWJO staff estimate that the Chair would spend 10 days a year representing the Joint Organisation and the equivalent of 10 days in administration of the Joint Organisation above and beyond what other Mayors might do. This includes providing policy advice; review of correspondence, media and submissions.

Costing these duties at \$100 per hour would see annual remuneration at \$14,000 per annum. Adopting the \$350/day as set by the Public Service Commission would see remuneration at \$7,000 per annum assuming the same 20 days.

At this time monies for remuneration are not included in the Joint Organisation budget. Should remuneration be resolved it is suggested it form part of the budget considerations next in this agenda.

Attachment/s

1. Central NSW Joint Organisation Charter

Reports

c. Statement of Budget and Revenue 2022-2023

Regional Strategic Priorities	1.1 Governance arrangements enable inter-council co-operation.
Portfolio Mayor	Cr Kevin Beatty
Sponsoring General Manager/s	Mr B Byrnes and Mr G Tory

Report by Jenny Bennett and Ann Thomas dated 16 May 2022

Recommendation/s
<p>That the Board note the Report on the Statement of Budget and Revenue 2022/2023 and</p> <ol style="list-style-type: none"> 1. Approve the draft 2022/2023 Budget and Statement of Revenue to the Board including <ol style="list-style-type: none"> a. A 2.5% increase in fees with the exception of fees for the Central Joint Organisation Water Utilities' Alliance which will have no increase; b. an internally restricted reserve of \$150K to enable outcomes from the Best Practice in Procurement Program; c. noting that the Chair of GMAC is progressing discussion with Lithgow City Council on their interest in membership options; d. receive a report on working more closely with Penrith City including membership options; and 2. Offer an associate membership to the Upper Macquarie Country Council for \$2000.

Precis

It is a requirement of the joint organisation that it adopt a Statement of Revenue Policy for 2022/2023.

The Board have resolved previously for the 2022/2023 budget to return to surplus. This has been achieved with a 2.5% increase to fees with the exception of the WUA, which has no increase.

In forming the budget the following has been considered:

- Lithgow considering joining the JO in some form where they are being included in programming to explore the value;
- Upper Macquarie County Council seeking some type of associate membership with a nominal fee;
- The Statement of Strategic Regional Priority is being drafted and the Board may wish to change programming from 1 January 2023;
- Funding from the State as a result of the efforts by the OLG in implementing the JO Review; and
- Other grant funding.

Reason for this Report

Under the Local Government Act, Joint Organisations must approve a Statement of Budget and Revenue by June 30 each year.

In its last round of annual budget deliberations, the Board resolved to move out of deficit for this financial year.

Reports

Upper Macquarie County Council, Lithgow City Council and Penrith City have expressed interest in working more closely with Central NSW JO and the report provides advice and direction in this regard. At the GMAC meeting 28 April Mr D Sherley was nominated as the General Manager to progress options including Lithgow rejoining the JO. Please find a recent report to Lithgow which has been referred to the June meeting. The financial impact of these discussions has not been included in the budget at this stage.

2022/2023 Budget Considerations

It is noteworthy that recommendations from the Review of Joint Organisations are being implemented by OLG at this time. While aware of the issue of financial sustainability of the network the OLG is moving slowly though has said it is committed to addressing this issue going forward. It has been important that advice on the increased costs of running the JOs as well as the reduced income of the model as it currently operates in Central NSW is provided to the OLG. Each year CNSWJO has gradually filled this widening gap between income and expenditure with a combination of fees and income from other sources, mostly procurement.

The Board resolved in March 2021 to return the budget to surplus in 2022/2023. This has been challenging and a very small surplus is anticipated based on the success of the aggregated procurement program.

The following may impact the budget as printed:

- Lithgow considering joining the JO in some form where they are being included in programming to explore the value;
- Upper Macquarie County Council seeking some type of associate membership with a nominal fee;
- The Statement of Strategic Regional Priority is being drafted and the Board may wish to change programming from 1 January 2023;
- Funding from the State as a result of the efforts by the OLG in implementing the JO Review; and
- Other grant funding.

Lithgow considering joining the JO in some form where they are being included in programming to explore the value

The General Manager of Lithgow has a standing invitation to GMAC. Overtures between the Mayors of the region and the recently elected Mayor of Lithgow has led to outreach from CNSWJO to Lithgow offering inclusion in various programs.

Please find attached a recent report to Lithgow City Council where Mr D Sherley has been progressing options.

Upper Macquarie County Council seeking some type of associate membership with a nominal fee

A request has been received from Upper Macquarie County Council (UMCC) is seeking to become an Associate Member.

Reports

UMCC is a very small single purpose County Council whose main role is to carry out the functions of the Biosecurity Act 2015 in relation to priority weeds for the areas of Bathurst, Blayney, Oberon and Lithgow Local Government Areas. UMCC is funded via contributions from its constituent Councils and through restricted funding from the State Government called Weeds Action Program (WAP).

Please find attached correspondence where GMAC gave consideration to the matter and suggested the \$2K would be a suitable fee.

Penrith City

Penrith City has expressed an interest in working more closely with CNSWJO including membership options. Currently they have a Sister City relationship with Lachlan Shire Council which has proved fruitful for both parties. Should the Board be of a view, this can be explored more fully.

The Statement of Strategic Regional Priority is being drafted and the Board may wish to change programming from 1 January 2023; and Funding from the State as a result of the efforts by the OLG in implementing the JO Review and other grant funding.

It is noteworthy that a surplus of approximately \$400K should enable some emergent priority to be funded given the Board is reviewing its strategy. This does not include the \$150K recommended for internal restriction.

Impact of Best Practice in Aggregated Procurement findings

Members will recall that the BPAP program is completed with a presentation to the Board 5 May 2022. For more detail on the BPAP program please see the Best Practice in Aggregated Procurement Program report in this business paper. The presentation from 5 May is provided as an attachment. Please find following the anticipated funding from this program over 5 years.

			2022/2023		2023/2024		2024/2025		2025/2026		2026/2027	
Category	Contract	Average annual spend	%	\$	%	\$	%	\$	%	\$	%	\$
Water	Dam Surveillance	varies according to schedule of work	3%	\$3,805.73	3%	\$3,573.04	5%	\$5,500.00	5%	\$5,750.00	5%	\$6,000.00
Water	Asset Revaluation - W&S	\$170,000.00	-	-	-	-	-	-	-	-	5%	\$8,500.00
	Asset Revaluation - B&OL	\$150,000.00	5%	\$7,500.00								
Water	Auditing of Performance Reporting	\$100,000.00	5%	\$5,000.00	-	-	-	-	5%	\$5,000.00	-	-
HR	Pre-Employment	\$130,000.00	5%	\$6,500.00	5%	\$6,500.00	5%	\$6,500.00	5%	\$6,500.00	5%	\$6,500.00
HR	Employee Assistance Program	\$40,000.00	5%	\$2,000.00	5%	\$2,000.00	5%	\$2,000.00	5%	\$2,000.00	5%	\$2,000.00
HR	Learning, Recruitment, Onboarding...	\$100,000.00	5%	\$5,000.00	5%	\$5,000.00	5%	\$5,000.00	5%	\$5,000.00	5%	\$5,000.00
TLD	Safety Compliance Training	\$100,000.00	5%	\$5,000.00	5%	\$5,000.00	5%	\$5,000.00	5%	\$5,000.00	5%	\$5,000.00
TLD	Traffic Control Training	\$50,000.00	5%	\$2,500.00	5%	\$2,500.00	5%	\$2,500.00	5%	\$2,500.00	5%	\$2,500.00
WHS	First Aid Kits	\$50,000.00	0%	\$0.00	5%	\$2,500.00	5%	\$2,500.00	5%	\$2,500.00	5%	\$2,500.00
Supply	Road Signs	\$400,000.00	2%	\$4,000.00	5%	\$20,000.00	5%	\$20,000.00	5%	\$20,000.00	5%	\$20,000.00
		-	5%	\$10,000.00	-	-	-	-	-	-	-	-
Supply	Bitumen Emulsion	\$1,200,000.00	0.50%	\$6,000.00	0.50%	\$6,000.00	4%	\$48,000.00	4%	\$48,000.00	4%	\$48,000.00
Supply	Fuel	\$10,000,000.00	0.70%	\$70,000.00								
		\$8,000,000.00			0.70%	\$56,000.00	0.70%	\$56,000.00	0.70%	\$56,000.00	0.70%	\$56,000.00
Supply	Linemarking	\$1,000,000.00	2%	\$20,000.00	2%	\$20,000.00	3%	\$30,000.00	3%	\$30,000.00	3%	\$30,000.00
Corporate	Rates Notices	\$50,000.00	5%	\$2,500.00	5%	\$2,500.00	5%	\$2,500.00	5%	\$2,500.00	5%	\$2,500.00
				\$149,805.73		\$131,573.04		\$185,500.00		\$190,750.00		\$194,500.00

Green highlight – Board-approved increase in contract management fee

Yellow highlight – contract management fee would need to be increased.

Please note there is an increase in the total annual spend on fuel and this is due to members reporting the costs are almost doubling compared to what it used to cost. It is unclear if the price of fuel will continue to be this high in the future, so subsequent years have been decreased. It is also noteworthy

Reports

that Bland, Lithgow, Mid-Western and Upper Lachlan have joined the bulk fuel RFT process where Mid-Western has reported a saving of \$125Kpa on their previous aggregator.

Other contracts such as first aid kits have not had a contract management fee in the past, however the Board may wish to give consideration to changing this. See the procurement and contract report for detail on this contract where it is recommended that a new contract include a 5% management fee.

In a recent procurement process, suppliers were asked to identify the amount of the contract management fee that they absorb through recognised value of aggregated procurement to them, and how much is passed on to Councils. All 4 suppliers appointed to the panel advised that the contract management fee was fully absorbed and not passed on to Councils.

This result is based on the current 5-year procurement program. It may be that there is interest from members in growing its contract load which would increase its income stream accordingly. However, JO staff are at capacity or beyond. Should the Board want to do more it will have to further leverage the procurement program, increase fees and or pay for one off programs using the surplus.

In the past the region has set aside an internally restricted reserve of \$150k to progress this development of its procurement program. This has resulted in substantial cost savings to members verified through the Best Practice in Procurement Program (BPAP). Implementation of BPAP and a refresh of potential contracts is likely to drive a greater procurement load with associated income streams. It is recommended that this \$150K be set aside to enable resourcing of BPAP.

Fee Structure

General Managers gave consideration to this report and recommended this option which has most fees being increased by 2.5%. The exception is the Water Utilities' Alliance which has no increase. Modelling of the fee structure going forward for the CWUA shows that no fee increase this year ought not have a significant impact over 3 years. The CWUA fees include resourcing \$10K for water and wastewater training coordination.

CNSWJO has been supporting Councils in the delivery of water and wastewater training for many years. Two rounds of regionally coordinated training have been completed with water training being delivered in 2014/15 to 46 operators, and wastewater training delivered in 2020/21 to 52 operators.

Given the extreme challenges of the funding and training frameworks in NSW progressing this essential programming has been very resource intensive.

At the Water Utilities Alliance meeting on 17 February 2022, it was resolved to be recommended to the Board that the CNSWJO Water Utilities Alliance members pay a small fee of \$1,000 per Council to support the continuation of the regional coordination of water training which will include reticulation/networks, recycled water and then more water and wastewater training for new starters.

It is recommended that this \$1,000 not be charged and that the \$10,000 be absorbed into the overall CWUA fee structure.

Attachment/s:

2. Draft Statement of Budget and Revenue 2022-2023
3. Report to Lithgow City Council

Reports

Central NSW Joint Organisation Budget - 2022/2023

	Budget 2022/2023
Income	
CNSWJO Membership Fees	309,568
CWUA Best Practice Program	280,694
CNSWJO Regional Tourism Group	102,691
CNSWJO Operational Membership	107,270
WRAS	9,576
	\$809,799
 CWUA -Smart Approved Watermark	 19,767
	\$19,767
 HR - Regional Training Service Income	 200,000
HR - Online Training & Other HR Modules	176,636
	\$376,636
 Management Fees from Contracts	 150,000
Management Fee from LGP	70,000
	\$220,000
 Copyright Licence	 20,000
Vehicle Lease Back Executive Officer	4,600
Vehicle Lease Back CWUA Manager	5,700
Vehicle Lease Back Operational Program Manager	5,000
Interest	500
	\$35,800
 Total Income	 \$1,462,002

Reports

Expenditure

Executive Officer Costs	210,000
Executive Officer Vehicle Costs & Depreciation	13,500
Operational Program Manager	128,750
Operational Program Manager - Vehicle costs	13,500
Finance Manager	73,000
Training & Program Support Officer	58,500
Executive Support Officer	73,000
CWUA Program Manager & Program costs	160,000
CWUA Membership Program & Benchmarking Program	120,694
CWUA - Smart Approved Watermark	19,767
CNSWJO Regional Tourism Group	102,691
WRAS	9,576
HR - Training Service Costs	195,000
HR - Online Training & Other HR Modules	176,636
Regional Medical Student Scholarship	15,000
Advocacy	10,000
Accounting/Audit/Financial Services Support	30,000
Bank Fees and Sundry costs	2,500
Computer Software/Licences	3,000
Copyright Licence	20,000
Depreciation (excl vehicles)	3,000
Internet Cloud	10,000
Legal	5,000
Printing/Stationery/Postage	1,000
Supply Management Administration	1,000
Zoom Conferences	2,000
Website Hosting and costs	2,000
Total Expenditure	\$1,459,114
Net Profit/Loss	\$2,888

Reports

d. Review of the Statement of Strategic Regional Priority Subcommittee update

Regional Strategic Priorities	1.1 Governance arrangements enable inter-council co-operation.
Portfolio Mayor	Cr Kevin Beatty
Sponsoring General Manager/s	Mr B Byrnes and Mr G Tory

Report by Jenny Bennett dated 16 May 2022

Recommendation/s
<p>That the Board note the report on progress on developing the Statement of Strategic Regional Priority for this term of the JO; and</p> <ul style="list-style-type: none"> a. Adopt the Terms of Reference for subcommittee; b. Adopt the Environmental Scan of Social and Economic Strategies; and c. Write to members updating them on the process and seeking feedback on priorities.

Precis

The Subcommittee progressing the review of the Statement of Strategic Regional Priority (SSRP) have been meeting regularly. They have developed a Terms of Reference which seeks adoption by the Board.

This report seeks resolve to endorse the progress undertaken which includes:

- Vision
- Priorities
- Risk Management
- Approach to the Plan

At the time of writing the Environmental Scan of Social and Economic Strategies has been circulated to members and seeks formal adoption at this meeting.

According the guidance from the Office of Local Government, member Councils should provide input into the development of the SSRP. Accordingly, resolve is sought to seek feedback on the priorities which are:

Priority One: Inter-council cooperation

1.1 Deliver operational support programming to members that deliver cost savings and other value to member Councils including:

- a. aggregated procurement
- b. training
- c. energy related projects
- d. HR
- e. Risk Management
- f. Supporting Integrated Planning and Reporting eg Community Strategic Planning and Asset Management
- g. Emergent opportunities

Reports

- 1.2 Co-operation between JO and stakeholders that adds value for members including
 - a. Participation in the JO Chairs' Forum
 - b. Coordination of the Executive Officer's Network
 - c. MoU with RDA Central West
 - d. MoUs and other instruments as required with other key stakeholders

Priority Two: Regional prosperity through better infrastructure and services

- 2.1 Initiatives to grow the visitor economy in the context of locational preference factors
- 2.2 Regional industry and population growth planning
- 2.3 Advocacy and tactical initiatives on skills and housing shortages
- 2.4 Leveraging the region's endowments and opportunities:
 - a. Pattern of settlement and proximity to capital cities and ports
 - b. Agriculture
 - c. Critical minerals and mining
 - d. Circular economy
 - e. Activation precincts including Parkes SAP
 - f. Inland Rail

Priority Three: Advocate for better health and aging services and infrastructure

Priority Four: Telecommunications

Priority Five: Regional Transport and Infrastructure

- 5.1 Transport connectivity planning
- 5.2 Infrastructure prioritisation

Priority Six: Regional Water Security

- 6.1 Regional Water network planning and best practice skills development
- 6.2 Productive Water

Reason for report

This report provides advice on the progress 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)



Reports

There is a budget of \$25K for developing the strategy from the OLG Stage 1 Funding variation that was redirected for this project and approved by the Board in November.

Policy, risk and legislative considerations

The Office of Local Government provide the following guidance with regard to the mandatory Statement of Strategic Regional Priority at <https://www.olg.nsw.gov.au/wp-content/uploads/2021/11/Integrated-Planning-Reporting-Handbook-for-Local-Councils-in-NSW.pdf>

Joint Organisations (JOs) have a streamlined planning and reporting framework under the 'Local Government (General) Regulation 2021' and 'Integrated Planning and Reporting Guidelines for local councils in NSW'.

JOs are required to develop a Statement of Strategic Regional Priorities (SSRP) which sets out a vision for the region and provides an overview of the actions required to deliver the vision.

The SSRP should draw from the Community Strategic Plans (CSPs) of member councils, regional-level plans and other state strategic documents to clearly identify the highest regional priorities.

As a minimum, each SSRP should include:

- *Vision for the region*
- *Regional priority areas (around 5)*
- *Strategies and/or actions required to deliver the regional priorities*
- *Overview of the stakeholders, agencies and organisations required to help deliver activities and achieve regional priorities.*

Developing the SSRP The SSRP is a 4-year document that aligns with the IP&R reporting cycle and must be prepared within 12 months of ordinary election of councillors for all member councils.

The following process is generally used to develop and promote the SSRP:

- *Review of CSPs of member councils and key regional plans and strategies.*
- *Consultation with member councils, e.g. mayors, general managers and senior staff.*
- *Preparation of a draft statement for review and adoption by the JO Board.*
- *Publishing of SSRP on JO website. As the priorities in the statement draw on the community strategic plans of member councils, there is no requirement for the JO to carry out community consultation on the statement of regional priorities.*

Reviewing the SSRP The SSRP should be reviewed at least annually and a complete review of the statement should be carried out every 4 years and within 12 months of each ordinary election of councillors for all member councils.

Reporting on the SSRP JOs are required to prepare audited financial reports and annual performance statements. Communicating about the SSRP JOs must develop a Communication and Engagement Strategy that:

Reports

- *includes key messages about its role and commitment to achieving strategic priorities*
- *outlines methods for communicating effectively with member councils and stakeholders on progress in strategic priorities, including the achievement of key milestones and successes*
- *identifies monitoring and regular review processes, to ensure the Communication and Engagement Strategy remains relevant and effective.*

As resolved at the February Board meeting, delegation was given to a subcommittee of Cr Beatty, Cr Kellam, Cr Medcalf, Cr Ferguson, Cr West and Cr Miller for the development of a Risk Management Plan and oversight of the SSRP process. Please find the Terms of Reference attached seeking adoption. Given JO Board meetings are quarterly, these 6 Mayors nominated to take on the role of development of the strategy. The mandated Statement of Strategic Regional Priority (SSRP) is due in December 2022.

Sub committee meetings

Subcommittee meetings have met 25 March, 22 April and 10 May. Please request all agendas and notes. Progress has been made on the approach, forward program, vision and priorities. It is recommended that correspondence be provided to Councils on this progress with a view to feedback on inputs into the final Statement.

The next meeting will be held 1 June following the Board meeting

The Community Strategic Plan (CSP)s link

At the time of writing not all CSPs have been placed on exhibition. Advice will be drawn from the CSPs on exhibition by 30 May 2020. This will be combined with advice from Local Strategic Planning Statements to provide feedback from local plans into the SSRP.

Vision

The Subcommittee are recommending: *Strong region, progressive local government, vibrant communities – where one Council succeeds we all succeed.*

Approach and forward program

The Subcommittee have suggested a strawman approach to developing the SSRP.

Work breakdown strategy is as follows where it is recommended that a Summit be held in September as a check in with members on direction.

Key Milestones in bold	Action	Outputs
May Board Meeting	Approves outputs and endorses Subcommittee actions re approach, vision and priorities.	1. Board report includes vision statement and priorities 2. Environmental Scan

Reports

	Approves for correspondence to go to member Councils seeking input to plan with early July timeframe for response.	3. Correspondence to members
Subcommittee meetings June/July	Draft straw plan and design Board workshop. Adopt evaluation plan.	Bones of a straw plan
End July Board workshop	Synthesis of inputs workshop straw plan for Board member feedback.	1. Synthesis of inputs PPT 2. Bones of a straw plan
Subcommittee meetings August	Review 'Place Mats' Evaluation methodology	Place Mats Evaluation methodology
August Board meeting	Adopts "Our Place Mats" data packs for the region including updated ABS data where possible. Adopts draft plan for member Councils' feedback.	1. Board report 2. CSP State agency advice summary and data packs 3. Draft plan 4. Draft Risk Management Plan
Summit in September	Councils check in on priorities	Summit report
October Committee evaluation meeting	Evaluation process receives feedback from members	1. Feedback from members 2. Evaluation report
November Board meeting	Adopts plan, SSRP Risk Management Plan and Communication Strategy.	Board report SSRP and CNSWJO Term Strategy CNSWJO Communication Strategy CNSWJO Risk Management Plan

Priorities

The Subcommittee have suggested the following priorities. At the time of writing these will be fleshed out by the Subcommittee based on a report on resourcing.

Priority One: Inter-council cooperation

- 1.1 Deliver operational support programming to members that deliver cost savings and other value to member Councils including:
 - a. aggregated procurement
 - b. training
 - c. energy related projects
 - d. HR
 - e. Risk Management
 - f. Supporting Integrated Planning and Reporting eg Community Strategic Planning and Asset Management
 - g. Emergent opportunities
- 1.2 Co-operation between JO and stakeholders that adds value for members including
 - a. Participation in the JO Chairs' Forum

Reports

- b. Coordination of the Executive Officer's Network
- c. MoU with RDA Central West
- d. MoUs and other instruments as required with other key stakeholders

Priority Two: Regional prosperity through better infrastructure and services

2.1 Initiatives to grow the visitor economy in the context of locational preference factors

2.2 Regional industry and population growth planning

2.3 Advocacy and tactical initiatives on skills and housing shortages

2.4 Leveraging the region's endowments and opportunities:

- a. Pattern of settlement and proximity to capital cities and ports
- b. Agriculture
- c. Critical minerals and mining
- d. Circular economy
- e. Activation precincts including Parkes SAP
- f. Inland Rail

Priority Three: Advocate for better health and aging services and infrastructure

Priority Four: Telecommunications

Priority Five: Regional Transport and Infrastructure

5.1 Transport connectivity planning

5.2 Infrastructure prioritisation

Priority Six: Regional Water Security

6.1 Regional Water network planning and best practice skills development

6.2 Productive Water

The Economic and Social Environmental Scan

A consultant was sourced to conduct an Economic and Social Environmental Scan for the Central NSW Joint Organisation. The scan reviewed various State, Federal and key peak organisation plans. The purpose of the Scan was to inform the risk, opportunities and challenges that had been identified by the State Government and have relevance to the Central West.

This has been provided to the Board and was reviewed by Members who attended APH 31 March.

The scan gives wider possibilities to key priorities for the region that are informed by Federal and even international strategy and policy. It highlights opportunities like climate change and the circular economy, Critical Minerals, Hydrogen and Waste Management.

Please refer to the full report where pages 53 and 54 shown below summarise both the challenges and opportunities.

Reports

Summary Opportunities and Challenges

Based on the environmental scan of the State, Federal and private sector strategic plans the following challenges and opportunities have been identified.

Challenges	
Climate Change	Leading to extreme weather emergency events such as storms, droughts, floods, fires. Flow on impact on agriculture, water security, asset management, insurance costs and social dislocation
Population projections	Due to inaccurate population projections, there is a lack of planning for social infrastructure such as housing, education and healthcare
Inflation	Currently we are seeing the cost of living rising higher than wages. This is reflected in transport costs, consumer goods – including fruit and vegetables which have been impacted by climate change and rising input costs.
Transport Linkages	Between regional centres and cities and smaller communities as well as access into capital cities. The growing freight task and access into ports as well as the rising cost of freight will be a challenge into the future.
Telecommunications	Access, speed and costs for both mobile and internet services. Additionally, IOT networks for agriculture
New technology and Innovation	There seems to be a lack of appropriate Government policy to support new technology and industry. New technology has been hindered by things such as procurement guidelines for Government and the fact that Government Departments such as EPA are often looking for “proven” technology which is difficult when it is a new technology.
Community & Stakeholder Engagement	Transition to new technologies and a net zero economy will need careful, respectful and considerate community engagement especially as different industries and communities will be impacted disproportionately. Consultation also needs to be included in the development of strategic plans
Funding	Funding needs to be identified to deliver the objectives of many of the Strategic plans. Local Governments are taking on the responsibility of delivering many of the objective but they are doing it from a capped rate base making their financial sustainability more precarious.
Water Security	Water security is linked to climate change but also population growth. As more and more people moving to regional area and establish of new industries, we will need secure water supplies to ensure economic and social growth. There is a lack of focus on Water Security in most strategies.
Skills, housing, education & health	Currently there is very low unemployment in the Central West. Coupled with the pandemic suspending immigration there is a lack of skills in regional NSW. This is further impacted with the lack of housing options to entice skilled labour to regional areas. With the cost of housing going up the Central west is also suffering from an affordable housing crisis. The Central West is also suffering from a skills shortage in the healthcare sector especially outside of Bathurst and Orange and educational outcomes are still in some case substantially subpar metropolitan areas

Reports

Geopolitical Environment	There is no doubt that the geopolitical landscape looks vastly different to it did five years ago. Traditional trading partners such as China have introduced tariffs against Australia. The current war in the Ukraine and the sanctions against Russia are pushing up commodity prices such as grain and oil. Many Countries have also put net zero targets in place for their trading partners, which they will need to achieve to continue exporting. The pandemic has also highlighted fragility within our supply chains.
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Opportunities	
Net Zero	Reduce the impact of Climate change. Ensure international trade is maintained. Creation of new jobs and industries. There are also opportunities for local governments to develop their own net zero policies.
Renewable Energy	Green power generated in regional areas will entice new industry to locate to regional areas and ticks many of the ESG requirements that industry is looking for. It will also help the transition from traditional coal fired power stations and create new jobs and skills.
Circular Economy	The concept of the circular economy enables regions to think differently about products and waste. From designing waste out, to repurposing products to recycling and resource recovery there are many opportunities that the circular economy will present to Central NSW.
Agriculture	With better water security, new technologies and the opportunity to develop additional income streams through net zero initiatives such as carbon trading and soil sequestration – the future of agriculture in Central NSW is positive.
Better water management and security	We have to look differently at the way we manage our natural assets such as water and how we use technology monitor their use. We need to look at international best practice such as in the Netherlands who almost two decades ago, set themselves an ambitious target of ‘twice as much food, half the resources. Better water security supports not only agriculture but population growth and industry development
Liveability	More and more people are choosing to live where they want to work. This is a huge opportunity for regional areas to attract skills and investment into regional areas.
ESG initiatives	Financial institutions globally are increasingly looking at ESG credentials as part of their investment strategies. Consumers are increasing making purchasing decision based on EGS credentials.
Mining and Critical Minerals	Central NSW has the opportunity to play a large role in the developing critical minerals market. It is located along the Macquarie Arch and significant exploration is already happening with the area.

Value for Members

Value for members in relation to a regional approach for priorities in region where significant support is coming from the six subcommittee Members.

Reports

Members have received \$25k in the 20/21 FY to directly fund consulting support for developing the strategy from the OLG Stage 1 Funding variation that was redirected for this project and approved by the Board in November.

Financial Implications

No budgetary impacts are anticipated outside the \$25K from the OLG at this time.

Attachment/s:

4. Environmental Scan of Social and Economic Strategies

Reports

e. Advocacy to the State and Federal Governments

Regional Strategic Priorities	1.1 Governance arrangements enable inter-council co-operation.
Portfolio Mayor	Cr Kevin Beatty
Sponsoring General Manager/s	Mr B Byrnes and Mr G Tory

Report by Jenny Bennett dated 16 May 2022

Recommendation/s
That the Board note the report on Advocacy to the State and Federal Governments.

Precis

This report is provided to inform the Board of the advocacy undertaken with Federal Ministers and the Opposition through March and the work started with the State.

Given the opportunity of the June dates for National Conference, the JO will be coordinating advocacy in Canberra for this period.

Please note as a separate agenda item a discussion on tactics post the Federal election 21 May 2022.

Reason for this Report

Advocacy has been ramped up across the region with both Federal and State elections to be undertaken in the year.

Members may recall that a report was to be provided on key messaging for the State election based on existing priority and strategic work undertaken in the development of the Statement of Strategic Regional Priority, like the approach undertaken for key messages prior to the Federal Election.

The Chair and Deputy Chair and their GMs, along with the Executive Officer and Water Utilities Alliance Manager met with various State Ministers 12 May. See briefing notes attached.

These briefs have been used to form the region's key messages to the State and members are asked to provide feedback.

Legislative Policy and Risk Considerations

The region is keen to work with both State and Federal Governments on programming direct to region to support all of its priorities where this would be enabled by constitutional recognition.

The State Government has legislated for and invested in JOs as they provide a model with significant assurance for the roll-out of programming on a regional basis.

However, we have concerns regarding the existential threat to the network as the original intent

Reports

of the JOs is not being enabled. For example, Orana JO has ceased to meet though the Councils are working together as they clearly recognise the value of collaboration. A patchy JO network will reduce the interest that the State has in engaging with Local Government at the regional level. The impacts of Covid are yet to be measured or understood to any extent. However, it has exposed weaknesses in our society including supply chains and the potential for independence in key areas of manufacturing. Health, particularly aged care as well as the trade and investment outcomes from water and transport, and skill shortages.

Now we are all hearing stories of fatigue and sicknesses as we come through two years of adjusting and adapting to daily life through a global pandemic.

Advocacy undertaken with the State

Advocacy continues with our State leaders. Following the NSW JO Chairs Forum meeting in March where the JO was seeking a follow up meeting with the Minister for Local Government after her address to the meeting, acknowledged time is of the essence.

To utilise the time of the Chair and Deputy Chairs several Ministers were approached and meetings were held 12 May with.

- The Hon Paul Toole – Deputy Premier and Bathurst MP, Minister for Regional New South Wales, and Minister for Police and Leader of The Nationals
- The Hon Wendy Tuckerman - Minister for Local Government
- The Hon Sam Faraway, MLC- Minister for Regional Transport and Roads
- Angus Mackie Policy Advisor to Kevin Anderson- Minister for Lands and Water, and Minister for Hospitality and Racing.

Advice from these meetings has been circulated and is attached. A verbal update can be provided to the meeting.

Advocacy undertaken in the lead up to the Federal election

In the lead up to the Federal Election and face to face meetings in March, this region gave 9 key messages to the Federal Government. These are:

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.

Reports

6. A solutions-based approach to health workforce shortages and the aged sector 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 with a commitment to ensure all highways have mobile phone coverage.

ALP Orange 17 March

Members will recall the meeting with the ALP in Orange 17 March, this was led through ALP Duty Senators for Calare Tony Sheldon and the Riverina Deborah O'Neil, and hosted by CSU at the Bloomfield campus. They were provided this region's 9 key messages leading into the election.

Attendees heard from

- Dr Yann Guisard, Course Director for the School of Rural Medicine
- Scott Davies, Chief of Staff for Jason Clare MP, Shadow Minister for Regional Services, Territories and Local Government; Shadow Minister for Housing and Homelessness
- Georgia Betros, Advisor to the Ms Terri Butler, Shadow Minister for the Environment and Water
- Shervin Rafizadeh, Chief of Staff, representing Michelle Rowland MP, Shadow Minister for Communications
- Nick Beaver, representing Catherine King MP, Shadow Minister for Infrastructure, Transport and Regional Development

This meeting led to follow up meetings for the visit to Canberra.

Canberra Federal Ministers and Opposition 31 March

Some members travelled as a delegation to Canberra and met with various Ministers of the Government and representatives of the Opposition. These included:

- Host the Hon Michael McCormack Member for Riverina
- The Hon Mark Coulton, Member for Parkes
- The Hon Keith Pitt MP, Minister for Resources and Water
- The Hon Dr David Gillespie MP, Minister for Regional Health, Minister Assisting the Minister for Trade and Investment
- Perin Davey, Senator for NSW and Whip
- Deborah O'Neill, Duty Senator for NSW (ALP)
- Catherine King MP, Shadow Minister for Infrastructure, Transport and Regional Development Office
- Mr Scott Davies, Chief of Staff to The Hon Jason Clare MP, Shadow Minister for Regional Services, Territories and Local Government and Shadow Minister for Housing and Homelessness.

Reports

Feedback from both sides of Government welcomed the opportunity to discuss issues and opportunities with a delegation of Mayors from a region and would like to see more of this type of approach.

Key take aways

- Delegations of Mayors add plausibility to advocacy.
- Given feedback from the Government on the Budget – the region should follow-up on the business case for raising the wall at Wyangala Dam with the State as soon as possible.
- It is important to ramp up advocacy in the period immediately after the election with solutions based collateral.
- Duty Senators will be very important to the region if there is a change of government. They should be pursued.
- The Federal appetite in region is more for activation precincts than for a safe, swift and secure link between Sydney and Central NSW – there is scope to support the advocacy of the National Farmers and for activation identified to date in region eg Orange.
- If there is a change of government, there will be a renewed focus on RDAs.

Other matters raised by members

- The length of this term – should it be extended? This to be raised by members with LGNSW.
- Through the NSW JO Chairs Forum – advocacy on rapidly increasing costs on projects not aligning with contingency allowances in funding applications.
- Welcoming Lithgow.

Given the opportunity of the June dates for National Conference, the JO will be coordinating advocacy in Canberra for this period.

Financial Implications

Nil at this time

Attachment/s:

5. 12 May, briefing notes to the Deputy Premier, Ministers Tuckerman, Farraway and Policy Advisor to Minister Anderson.
6. Report on Canberra APH meeting 31 March
7. Confidential Memo from State Advocacy 12 May

Reports

f. Best Practice in Aggregated Procurement Program

Regional Strategic Priorities	1.2 Deliver cost savings and other value to member councils through aggregated procurement
Portfolio Mayor	Cr Kevin Beatty
Sponsoring General Manager/s	Mr B Byrnes and Mr G Tory

Report by Kate Barker dated 17 May 2022

Recommendation/s
<p>That the Board notes the report on the Best Practice in Aggregated Procurement Program and</p> <ol style="list-style-type: none"> 1. Adopt the Stages 1-6 deliverables including the recommendations and <ol style="list-style-type: none"> a. consider the extent to which Procurement Model 2 is of value to members; b. build on the strength of the procurement roles of the JO; c. adopt a management fee model for income to the JO using a shared cost savings methodology; 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 other value-added services including training, sharing expertise, audits and health checks etc., and how these would be funded; f. consider each of the best practice initiatives and decide which should be pursued and in which priority order; and g. send the letter to the Minister for Local Government regarding changes to the Act in relation to procurement undertaken by Joint Organisations as per Stage 1b advice; 2. Nominate the Inter-Council Cooperation Priority Sponsoring General Managers and the Chair of GMAC to oversee the progression of the recommendations; 3. Internally restrict \$150k from reserves to enable the outcomes of the Best Practice in Aggregated Procurement Program; and 4. As part of the review of the Statement of Strategic Regional Priorities, consider the recruitment of a Project Officer to support the procurement and contract management function of the JO, as well as other regional programs as needed.

Precis

The outgoing Board received a report in November 2021 and resolved inter alia to recommend to the incoming Board that it adopt the BPAP Stages 1-6 reports and progress a number of recommendations.

At the February 2022 meeting, the Board requested a presentation on the BPAP findings which was provided to members via Zoom on 5 May 2022. The presentation is attached to this report.

This report summarises the findings of the BPAP Program and seeks the Board's adoption of the reports and recommendations.

Legislative Policy and Risk Considerations

CNSWJO has led a cross-JO collaborative project called the Best Practice in Aggregated Procurement (BPAP) program to inform optimal processes that can be leveraged by the changes in legislation enabling the JO. This was completed in 2021 and there are a number of recommendations.

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

The Best Practice in Aggregated Procurement (BPAP) Program commenced in 2020 with neighbouring JOs, funded mainly through the OLG's Capacity Building funding – Round 1. With the program now complete, this report seeks the Board's adoption of the Stages 1-6 reports and the recommendations. There are a number of reports and tools that have been produced as part of the program, along with a series of recommendations and initiatives which are summarised below.

At a workshop with GMAC in July 2021, General Managers ranked the importance of the JO providing aggregated procurement functions for members as 8.12 out of 10.

At its August 2021 meeting the Board resolved to adopt the heads of consideration for aggregated procurement activities, which are detailed below.

Stage 1b

A series of documents and templates were produced from the legal advice which formed Stages 1a and 1b. One of the documents forming Stage 1b is a draft letter to the Minister for Local Government which addresses two key points, being:

Direct contracting – it is requested that the Minister consider an amendment to s55(3)(c) of the Act so that it clearly provides for contracts between JOs and Member Councils to be exempt from the tendering obligations under the Act.

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

It is recommended that the Board approve sending the proposed letter to the Minister for Local Government requesting consideration of the changes. The proposed letter forms an attachment.

Procurement Models

BPAP Stage 1 identified 3 key procurement models which each require different management and delegations to be in place. The 3 models are as follows:

1. Administrative model where the JO provides coordination and management of procurement on behalf of member Councils at an administrative level.

Reports

2. Collaborative model where the JO undertakes direct procurement on behalf of member Councils through using delegations given by them to JOs.
3. Direct contract model where the JO undertakes direct contracting on behalf of member Councils.

The JO is already providing aggregated procurement services through models 1 and 3. Model 2 would require a more detailed analysis to determine the value to members. Examples of Model 2's use is as follows:

- Electricity – currently each member Council resolves that there are extenuating circumstances around the acceptance of electricity supply offers with a short window of time for acceptance, and to delegate the acceptance of offers to the General Manager of each Council. To coordinate 11 Councils to hold extraordinary meetings within the short timeframe for acceptance after the offer is received is unrealistic; however, the Board may wish to give consideration to instead delegating the procurement of electricity and the subsequent acceptance of offers to the CNSWJO Board through an extraordinary meeting.
- Bitumen emulsion – the region has been procuring bitumen emulsion through the administrative model (Model 1) for well over 10 years. This model requires each Council to receive the same report and subsequently resolve to accept the recommended tender. The Board may wish to give consideration to using Model 2 in this situation, where the CNSWJO Board accepts the tender/s on behalf of the participating Councils. This example could be extended to bulk fuel, road signs and other supply-type contracts.

Model 2 aims to streamline the procurement of goods and services that are routine procurements that have been conducted many times before. It can also provide efficiencies to Councils through the Board receiving one report rather than each individual Council receiving the reports.

JO Procurement Roles

At its July 2021 workshop, GMAC considered a series of potential roles for the JO. It is recommended that the Board prioritise these roles:

- *Priorities for JO procurement* – the GMAC workshop identified the focus should be on roads, water, HR, energy, waste, legal advice, WHS and training. It is anticipated that the JO would hold an annual procurement workshop with key Directors and staff to identify the annual procurement plan for the following year.
- *Total optimization of contract and health checks of council spend* – there are some high-value contracts (e.g. spray sealing) that may benefit from a 'deep dive' to ensure councils are procuring in the most efficient and effective way possible.
- *Extent to which the JO should be involved in supporting local suppliers* – this could include training and information sessions. There is currently no resource available within existing staff to undertake this, so if desirable would require additional resources.
- *Extent to which the JO should be involved in supporting internal council procurement practices* – like supporting local suppliers, this could not be done within existing resources and would require further resources to the JO should Councils wish to take this approach.
- *Working with other aggregated procurers* - consideration should be given to the contracts available to member Councils by other aggregators such as Local Government Procurement (LGP) and Procurement Australia.

Reports

Resourcing the procurement function of the JO

BPAP Stage 3 considered 9 income models, with the JO currently using a combination of 2 of the models being:

- Model 1 – contract management fee charged to suppliers, and
- Model 4 – annual operational management fees charged to councils.

Recommendations from the BPAP Program includes giving consideration to the inclusion of model 9 whereby the Councils share their cost savings achieved through aggregated procurement with the JO.

The Board has previously received a report in relation to trialling a combination of models 1 and 9 with the bulk fuel contract. The current 0.15% management fee provides income to the JO of approx. \$7,500 per year, however the Councils utilising the contract are saving 1.4% on average, which excludes the savings in staff resources through the procurement process. The Board approved an increase in the management fee percentage for bulk fuel from 0.15% to 0.7% which would provide \$35,231 per year to the JO for this contract with a 50/50 split in the savings with members.

In recent procurement processes, suppliers are asked to identify the amount of the contract management fee that they absorb through recognised value of aggregated procurement to them, and how much is passed on to Councils. All 4 suppliers appointed to a recent panel advised that the contract management fee was fully absorbed and not passed on to Councils. Another process saw roughly half of respondents advise it was absorbed and the other half that it was passed through to Councils.

The following table shows each contract, it's average annual spend and current income stream. The yellow highlight suggests an increase in the management fee where members receive significant cost savings and using Model 9 would see these cost savings being shared between members and the JO, up to a maximum of 5%. The green highlight shows a management fee that has already been approved by the Board to be increased.

Category	Contract	Average annual spend	2022/2023		2023/2024		2024/2025		2025/2026		2026/2027	
			%	\$	%	\$	%	\$	%	\$	%	\$
Water	Dam Surveillance	varies according to schedule of work	3%	\$3,805.73	3%	\$3,573.04	5%	\$5,500.00	5%	\$5,750.00	5%	\$6,000.00
Water	Asset Revaluation - W&S	\$170,000.00	-	-	-	-	-	-	-	-	5%	\$8,500.00
	Asset Revaluation - B&OL	\$150,000.00	5%	\$7,500.00	-	-	-	-	-	-	-	-
Water	Auditing of Performance Reporting	\$100,000.00	5%	\$5,000.00	-	-	-	-	5%	\$5,000.00	-	-
HR	Pre-Employment	\$130,000.00	5%	\$6,500.00	5%	\$6,500.00	5%	\$6,500.00	5%	\$6,500.00	5%	\$6,500.00
HR	Employee Assistance Program	\$40,000.00	5%	\$2,000.00	5%	\$2,000.00	5%	\$2,000.00	5%	\$2,000.00	5%	\$2,000.00
HR	Learning, Recruitment, Onboarding...	\$100,000.00	5%	\$5,000.00	5%	\$5,000.00	5%	\$5,000.00	5%	\$5,000.00	5%	\$5,000.00
TLD	Safety Compliance Training	\$100,000.00	5%	\$5,000.00	5%	\$5,000.00	5%	\$5,000.00	5%	\$5,000.00	5%	\$5,000.00
TLD	Traffic Control Training	\$50,000.00	5%	\$2,500.00	5%	\$2,500.00	5%	\$2,500.00	5%	\$2,500.00	5%	\$2,500.00
WHS	First Aid Kits	\$50,000.00	0%	\$0.00	5%	\$2,500.00	5%	\$2,500.00	5%	\$2,500.00	5%	\$2,500.00
Supply	Road Signs	\$400,000.00	2%	\$4,000.00	5%	\$20,000.00	5%	\$20,000.00	5%	\$20,000.00	5%	\$20,000.00
		-	5%	\$10,000.00	-	-	-	-	-	-	-	-
Supply	Bitumen Emulsion	\$1,200,000.00	0.50%	\$6,000.00	0.50%	\$6,000.00	4%	\$48,000.00	4%	\$48,000.00	4%	\$48,000.00
Supply	Fuel	\$10,000,000.00	0.70%	\$70,000.00	-	-	-	-	-	-	-	-
		\$8,000,000.00	-	-	0.70%	\$56,000.00	0.70%	\$56,000.00	0.70%	\$56,000.00	0.70%	\$56,000.00
Supply	Linemarking	\$1,000,000.00	2%	\$20,000.00	2%	\$20,000.00	3%	\$30,000.00	3%	\$30,000.00	3%	\$30,000.00
Corporate	Rates Notices	\$50,000.00	5%	\$2,500.00	5%	\$2,500.00	5%	\$2,500.00	5%	\$2,500.00	5%	\$2,500.00
				\$149,805.73		\$131,573.04		\$185,500.00		\$190,750.00		\$194,500.00

Other contracts flagged for a management fee increase in the table above will be reported in the regular reporting and approval process in due course.

The income shown in the table is based on the current 5-year procurement program. Where members are requesting a greater number of regional contracts, along with project and contract management related to regional team/group projects, the current resourcing level is now insufficient. To provide a greater level of opportunity and service to members, additional resources are needed particularly in the procurement space. In its April meeting, GMAC resolved to

Reports

recommend to the Board that it internally restrict \$150k from reserves to enable the outcomes of the BPAP Program.

Currently the procurement resource (Operational Program Manager) has 50% of the fulltime load allocated to procurement and contract management, along with approx. 20% of the Training and Program Support Officer for contract management support. This is no longer sufficient to resource the regional procurement program which continues to grow. In 2017, Centroc employed a Contracts and Program Support Officer. This position was vacated in 2018 and has remained unfilled since. It is recommended that as part of the review of the Statement of Strategic Regional Priorities, the Board considers approving the JO to conduct a recruitment process to fill this position to partly support the procurement program, where the remainder of the position would support general project management across the organisation.

The Board should also give consideration to any other value-added services including training, sharing expertise, audits and health checks etc., and how these would be funded.

Sustainability of the JO and using the procurement function to support this

Many activities and projects that the JO supports member Councils in have a level of procurement. Almost all regional teams have at least 1 regional contract that they have carriage of. Therefore, it is recommended that the income from procurement activities be used to offset the resourcing costs of other JO programs.

A focus of the BPAP Program was to focus on procurement contributing to JO sustainability, and the outputs are designed not only to improve the processes of JOs that are currently undertaking procurement, but also to support the broader sustainability of the JO network through those yet to explore the opportunity for procurement to provide an income stream.

Value for Money

Providing value for money to members must be at the forefront of any aggregated procurement activity. While many of the regional contracts have been in place and repeated many times (e.g. bitumen emulsion, road signs, bulk fuel etc.) it is important that the JO also investigates other opportunities for new procurement activities, and this would require research and investigation. The JO currently does not have spare capacity to undertake this role, which further supports the need for additional resources.

Of significant interest to members currently is the vast number of opportunities in the energy space identified through the JO/DPIE program. GMAC recently identified a list of energy projects that it wishes the JO to pursue at an aggregated level, all of which require procurement and project management. Again, these are difficult to fit within the existing resource where the procurement resource is also the regional energy program resource. An additional staff member to support the procurement program and other regional projects is imperative to ensure the JO continues to deliver the value to members that they are requesting.

Best Practice Initiatives

The following best practice initiatives have been made through the BPAP Program. More detail on each can be found in the attachments.

- *Ensure any procurement arising from a supplier presentation follows best practice and compliant processes including consistency with Business Ethics, Code of Conduct and other policy positions, and includes consideration of anti-competitive trade practices and procurement guidelines.*

Reports

- *Pursue further engagement with the NSW Government via the Executive Leadership Team to maximise opportunities to work collaboratively and achieve shared procurement outcomes with the NSW Government.*
- *The National Procurement Network could be used as a basis for how multiple JOs might work together on aggregated procurement.*
- *Consider undertaking an annual internal audit and process improvement review akin to the Local Government Procurement customer journey mapping project and their internal audits of supplier contract spend to enable the benchmarking of their services. Could also look at a review of one bigger contract per year to test process used, externally delivered for independence benefits.*
- *Develop and monitor supplier engagement avenues under an aggregated procurement contract offered by the JO.*
- *As a value-add service, the JOs maintain a combined list of contracts offered by the JOs and other aggregated procurement providers to assist in council decision points on contract creation/renewal. The basis for this list is included in the appendices of the report for each provider assessed in this report as of December 2020 and it is recommended that the lists annually.*
- *An annual expression of interest process be undertaken to establish local supplier goods/services information, including goods/services detail, business capacity and pricing points and the level of interest in participating in aggregated procurement initiatives. Collating the volume and prices councils are paying for goods/services would also assist in ensuring they are getting the best possible price advantage via any aggregated procurement process.*
- *The JOs revisit the Stage 1 recommendation of a shared aggregated procurement plan to cover 3-5 years given concerns they raised in Stage 2 on this issue.*
- *JOs and councils to work with the council finance system vendors to create a script that can be shared across councils to capture details on goods/services basis that includes the supplier, value of spend per invoice, volume per invoice and postcode. Use this to identify goods/services to jointly procure in future years.*
- *Investigate the Contract Lifecycle Management System pilot undertaken by Local Government to determine if a similar approach would benefit member council/JO contract management processes.*
- *Review prescription options for JOs.*
- *JOs to consider if they want to pursue the implementation of social procurement approaches, including the concepts of a circular economy and First Nation business engagement initiatives.*
- *Seek a placement like Local Government Procurement did for Liverpool and Blue Mountains councils of one of their officers working in member council offices to assist in best practice procurement processes being implemented.*
- *Local Government Procurement creates a list of potential local suppliers from information sent from councils when engaging in new procurement processes. Individual emails are sent to these firms to encourage them to register in VendorPanel. This provides a means to establish local panels and establish if local suppliers exist. Data could be stored in VendorPanel (costs should be investigated) or through the eProcure software that 3 of the 4 JOs already use this system.*
- *buy.nsw schemes approach may offer a further alternative methodology for managing local suppliers' information.*
- *While volunteer regional waste groups operate across member councils are engaged in aggregated procurement, further consolidation into one waste procurement service for all volunteer regional waste groups would offer efficiencies given homogeneity of waste goods/services being procured.*
- *As a value-add service, the JOs should maintain the basket of goods list and other provider contracts lists for aggregated procurement contracts offered in the past, present or planned for the future. Current details on what contracts other providers are offering will make it easier to review their contracts to consider if a JO run procurement process would offer better value.*
- *Develop a monitoring dashboard to assist councils in managing and understanding expenditure levels by supplier, including local suppliers.*

Reports

It is recommended that the Board consider each of these recommendations made in the BPAP Program and decide which should be pursued and in which priority order.

Conclusion

A vast amount of work has been undertaken through the Best Practice in Aggregated Procurement Program which has subsequently identified recommendations for the JO to consider. It is recommended that the reports be adopted, and that the progression of the recommendations be overseen by the Sponsoring General Managers of the Inter-Council Co-operation Priority and the Chair of GMAC.

With resourcing attributed to the Operational Program already at capacity it is recommended that as part of the review of the Statement of Strategic Regional Priorities, the Board approve the recruitment of a Project Officer to support the procurement and contract management program, along with other JO programs as needed. It is also recommended that the Board internally restrict \$150k from reserves to enable the outcomes of the BPAP Program.

Attachment/s:

8. BPAP Report – Stage 1a – CONFIDENTIAL
9. BPAP Stage 1b letter to LG Minister - CONFIDENTIAL
10. BPAP Report – Stages 2 and 3
11. BPAP Report – Stage 4
12. BPAP Report – Stage 5
13. BPAP Report – Stage 6
14. BPAP Presentation 5 May 2022

g. Regional Procurement and Contracts

Regional Strategic Priorities	1.2 Deliver cost savings and other value to member councils through aggregated procurement
Portfolio Mayor	Cr Kevin Beatty
Sponsoring General Manager/s	Mr B Byrnes and Mr G Tory

Report by Kate Barker dated 17 May 2022

Recommendation/s
<p>That the Board notes the report on the Procurement and Contract Management and</p> <ol style="list-style-type: none"> 1. approve a 12-month extension for the following contracts: <ol style="list-style-type: none"> a. restocking of first aid kits with St John Ambulance; b. Employee Assistance Program with Converge International; c. traffic control training with Dubbo Traffic Control, Admire Workplace Safety, and Australian Training and Consulting; 2. note a 3-month extension of the ERP contract with 100% Renewables; 3. approve a new procurement process for: <ol style="list-style-type: none"> a. restocking of first aid kits, with the inclusion of a 5% contract management fee; b. Employee Assistance Program, with the inclusion of a 5% contract management fee; and c. asset revaluations of buildings and operational land, with the inclusion of a 5% contract management fee.

Precis

This report seeks the Board's approval of three contract extensions and three new procurement processes.

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. Please see the Best Practice in Aggregated Procurement Program report for further information.

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

Reports

Discussion

Restocking of First Aid Kits

The regional contract for the restocking of first aid kits with St John Ambulance is due to expire on 30 June 2022. The contract is currently used by 4 Councils with another Council interested in using it shortly. The current expenditure under the contract ranges from \$35-75k per year. There is no contract management fee linked to this contract.

Members have expressed interest in extending the existing contract for a period of 12 months, with a new procurement process following in early 2023. It is noted that the existing contract is between the provider and Councils directly. It is recommended that the Board approves a 12-month extension of the existing contract and approve a new procurement process for a new contract to commence in July 2023, with the inclusion of a 5% contract management fee payable to CNSWJO.

Employee Assistance Program

The existing regional contract for the Employee Assistance Program with Converge International is due to expire on 31 July 2022, with the option for a 12-month extension. Ten of the eleven member Councils currently use the contract and have expressed interest in extending the contract, with contracts being held directly between Councils and the provider. The current expenditure under the contract ranges from \$36-52k per year and includes a 5% contract management fee.

It is recommended that the Board approves a 12-month extension of the existing contract and approve a new procurement process for a new contract to commence in August 2023, with the inclusion of a 5% contract management fee payable to CNSWJO.

Traffic Control Training

The regional contract for Traffic Control Training is currently held between CNSWJO and each of the 3 providers on the panel – Admire Workplace Safety, Australian Training and Consulting, and Dubbo Traffic Control. While usage of the contract has been minimal to date with only 2 Councils having used the contract in the past 3 years with a total spend of \$35k, members have requested that the contract be extended.

Emissions Reduction Plan

CNSWJO currently has a contract with 100% Renewables on behalf of Bathurst Regional Council and Cabonne Council for the development of emissions reduction plans for each Council, which have both been mostly funded by DPE. The contract also includes a regional opportunities' report which CNSWJO will fund through the OLG Capacity Building Fund. The contract expired on 30 April 2022, and with Cabonne Council joining the contract as a variation after it commenced, the work has not yet been completed. The contract allows for a 3-month contract extension.

It is recommended that the Board note the extension of the contract to complete the work.

Asset Revaluations for Buildings and Operational Land

While the requirements set by the OLG have changed in relation to asset revaluations, RDOCS has previously agreed to continue with the schedule for the purposes of aggregated procurement. Interest is being sought from members regarding participation in a regional approach for buildings and operational land, with Bathurst, Cowra, CTW and Lithgow having expressed interest in

Reports

participating at time of writing this report. As per other procurement processes where non-members are included, Lithgow has agreed to the \$1,000 non-member participation fee.

The previous contract had 7 participating Councils and cost approx. \$140k. It is recommended that the Board approves a new procurement process for the asset revaluations for buildings and operational land, with the inclusion of a 5% contract management fee payable to CNSWJO.

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

Some 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. The JO is currently researching the extent to which providers recognise the value that aggregated procurement provides to them i.e., how much of the management fee is absorbed by the provider and how much is passed on to Councils through increased costs. A recent procurement process identified that all providers who gained a position on the panel absorbed the management fee entirely.

Attachment/s: Nil.

h. Energy Program

Regional Strategic Priorities	1.1 Deliver cost savings and other value to Member Councils through aggregated procurement 1.3 Members are provided with value for money from collaboration on energy related projects
Portfolio Mayor	Cr Kevin Beatty
Sponsoring General Manager/s	Mr B Byrnes and Mr G Tory

Report by Kate Barker, dated 17 May 2022

Recommendation/s
<p>That the Board notes the report on the Energy Program and</p> <ol style="list-style-type: none"> 1. notes the progress on the electricity procurement process; 2. notes the update on the Southern Lights project, particularly in relation to Essential Energy's decision to not proceed with smart controls at this time, and seek further information on alternate options from Councils to enable them to optimise the street lights; 3. endorse the Transgrid consultation submission in regard to Maintaining Reliable Supply to the Bathurst, Orange and Parkes areas; and 4. encourage members to participate in the recently announced grant funding round for EV destination chargers.

Precis

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

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

Member Councils will be receiving reports at their May meetings providing an update on the procurement process. The RFP was released on 17 May 2022 and closes on 7 June 2022.

It was originally anticipated that the Request for Proposals (RFP) for the supply of electricity for the 16 Councils participating in the aggregated procurement would be released in mid to late March.

Reports

However, in early March signs of increasing pricing were seen in the energy futures market. The increase was reportedly mainly due to the war in Ukraine.

In March, Presync, (the energy consultants who have been engaged to provide expert technical advice to the process), made a recommendation to delay releasing the RFP to market in the short-term as a price drop was anticipated.

However, while prices temporarily eased in mid-April, they remain at an unprecedented high. The following graph shows the electricity futures price trend for calendar year 2023 from May 2021 to May 2022



Source: BID Energy

Presync has more recently advised that due to the sustained increase in electricity futures pricing, competition for new sources of renewable electricity (which are anticipated to provide more stable pricing) is rapidly increasing and have highlighted that further delay in going to market may mean that Councils miss out on a suitable renewable project.

As such, Presync has recommended that the RFP is released to the market in May 2022. While the majority of the total load (~80%) can be matched to a wind or solar project, the remaining 20% will likely need to be firmed from grid energy. Retailers may use a pricing model informed by the futures or spot market, which will be affected by the current market volatility.

Consequently, the resolution of Council to:

contribute a minimum of 50% of Council's electricity load to a renewable energy Power Purchase Agreement where the pricing is lower than the existing contracted price,

is no longer considered realistic.

It is noteworthy that the current retail prices for regular grid power (flat rate) is currently around 20c/kWh (\$200/MWh), so a shift in the current approach away from renewable energy would not provide any relief. Indeed, renewable energy pricing is currently well below this.

It is therefore recommended that the resolution be changed to:

contribute a minimum of 50% of Council's electricity load to a renewable energy Power Purchase Agreement.

Reports

While the contracts are not due to commence until 1 January 2023 and the procurement process was commenced well in advance to allow sufficient time in case there were delays or extreme market volatility, the situation now includes the supply of renewable energy becoming limited. New generation continues to come online however projects take many years to come to fruition.

A detailed explanation from Presync can be found in the confidential attachment.

The Steering Committee for electricity procurement has been meeting regularly and at the most recent meeting on 5 May it agreed that due to the market volatility there is a chance that the offers received may not be lower than the existing contracted price, and as such, Councils will need to have the resolution from around May 2021 amended where it currently states a minimum of 50% of the total load be from renewable energy if prices are lower.

DPE Energy Project

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

The JO has been working with the Sustainable Councils Program and Simon Wright to develop a template to capture the planned and completed works including for example project details, electricity consumption reductions, estimated cost savings, funding type and value. While the projects from some Councils have been entered into the spreadsheet, there are many Councils that are still underway.

In future, the Board will receive a summary of the table which shows completed projects including their cost, funding received, renewable generation, emissions reduction, along with a table showing projects that are planned or pending funding. It is hoped that this spreadsheet will be useful for many stakeholders as it is a one-stop-shop for capturing all energy-related projects that Councils are working on.

Regional Activities

Work is underway with members of the regional energy group to progress the list of identified projects which mainly consist of procurement activities. Information is being sought from members.

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 second-round application was submitted in March. The project is in collaboration with Essential Energy, NSW DPIE and UTS.

An update is expected after the time of writing this report and a verbal update will be provided if available.

Southern Lights

Roll-Out Update

The roll-out of the project still continues with Essential Energy providing the following update as at 13 April 2022:

Reports

Council	No. of lights	% LED	Project Status	Estimated timeframe for mop-up completion	Comments
Bathurst	6390	90%	Major works completed - mop up remaining	Q3/Q4 FY22	Majority of outstanding HID were not planned for upgrade as part of the BLR as planned for Zhaga. 447 of the remaining HID quantities are under awning lighting, 35 floodlight, and 172 mop up tasks total with 154 completed. Small amount found recently to be added
Blayney	768	96%	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/Q4 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	34 mop up tasks with 22 decoratives and one condemned pole.
Forbes	1039	97%	Major works completed - mop up remaining	Q3/Q4 FY22	10 mop up tasks with 7 condemned poles. 6 quarantined for investigation, 7 flood lights
Lachlan	988	13%	Not commenced	N/A	due for completion Q4 FY22
Oberon	504	99%	Major works completed - mop up remaining	Q3/Q4 FY22	6 mop up tasks (one vegetation issue and one access)
Orange	5519	73%	Awaiting Zhaga	N/A	Zhaga/ Phase 2- 1500 assets planned. Plus volume of under awning and suspension lights globes only.
Parkes	1626	26%	Not commenced	N/A	
Weddin	469	95%	Major works completed - mop up remaining	Q3/Q4 FY22	4 mop up tasks with 2 condemned poles

It is noted that EE is experiencing delays in the roll-out of the final Councils in the schedule due to the flood impacts in the north of the state.

Smart Controls Update

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

Essential Energy engaged Deloitte in late 2021 to prepare a business case for smart controls. While no formal written report has been provided, during a meeting in mid-March EE advised that the business case was 'not compelling' for them.

While extremely disappointing and frustrating for the Southern lights Group after 4 years of negotiation on this, EE is investigating other options for Councils, including where Councils would procure, own, install and manage the smart control that operates the luminaire. Southern Lights has expressed concern with this model where there are no other examples of this approach anywhere else in the world as far as the expert consultants, Next Energy, are aware.

Reports

It is noteworthy that Ausgrid has just announced a deployment of 92,000 streetlights with smart controls, noting the benefits of the smart controls include fault detection, maintenance optimisation, energy usage measurement, and off-peak dimming. The lights will also be Zhaga-enabled to support future smart city devices. Southern Lights continues to question why other DNSPs see value in smart controls, but EE doesn't.

The Southern Lights response to EE on this matter can be found as an attachment.

A workshop is being held on 19 May with Essential Energy and other key stakeholders to dive deeper into their alternate approach and how it could work for Councils.

Members will be kept informed of progress.

Small Load Metering

Building on the smart controls report above, the Commonwealth Department of Industry, Science, Energy and Resources (DISER) recently commissioned a briefing paper on the progress and next steps of small load metering (also known as minor energy flow metering).

It is expected that movement on this will occur quite quickly by the relevant organisations, and if approved, will provide additional value to Councils where the actual energy consumption of the light can be billed, rather than simply using what is on the existing unmetered load table. *Billing for street lighting energy is determined through a calculation of the number of each type of luminaire multiplied by the corresponding unmetered load table entry for that particular type of luminaire and the estimated number of operating hours (as determined by sunset and sunrise times) over the billing period.*

Small load metering is only applicable to lights that have smart controls.

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 was expected to be completed in early 2022 however is still not finalised.

In light of the advice from EE regarding their lack of desire to install smart controls, another issue is now raised regarding how the Zhaga sensors will be powered when the light is off, where typically a smart control performs this function. It is understood that there may be a PE cell available that has the ability to provide 24/7 power, and Next Energy is conducting research to identify what is available, however it appears that there are not many available due to the lack of need for them when smart controls exist.

Members will continue to be kept informed of progress on this matter.

Submissions

There has been one submission in relation to energy submitted recently:

- [Transgrid consultation re Maintaining Reliable Supply to Bathurst, Orange and Parkes areas](#)

Reports

The submission can be found by clicking the link above and is attached to this business paper.

Electric Vehicles

Seven member Councils submitted an EOI to the NSW Government's EV fast charging application. It is understood that some Councils have been contacted by charging network operators. If Councils wish to seek further support from ChargeWorks to assist with responses from operators as a result of the EOI, the JO has agreed to provide each Council up to 2.5 hours of support, which will be funded through the OLG Capacity Building funding earmarked for energy projects.

The round focusing on destination chargers has recently been announced, opening on 23 May and closing on 23 September. The site assessment work undertaken by ChargeWorks in September 2021 identified the following destination charging sites:

Council	Site	Recommended Equipment Size	Estimated Cost EVSE + Install	Estimated Cost Infrastructure
Bathurst	Sofala	1 x 25kW DC	\$30,000	\$0
	Hill End	1 x 22kW AC	\$9,000	\$0
	Rockley	2 x 7kW	\$12,000	\$0
Blayney	Train Station	2 x Lockable Power Point	\$5,000	\$0
	Milthorpe	1 x 22kW Dual Port	\$20,000	\$0
Cabonne	Eugowra - Grevilla Ave Park	1 x 25kW DC	\$30,000	\$0
	Canowindra - Age of Fishes - VIC	1 x 25kW DC	\$33,000	\$0
Cowra	Japanese Gardens	2 x 7kW	\$12,000	\$0
	Aquatic Centre	2 x 7kW	\$10,000	\$0
Forbes	Victoria Park	2 x dual port 22kW	\$24,000	\$0
Lachlan	Bathurst St - Condobolin	1 x dual port 22kW	\$15,000	\$0
	VIC - Lake Cargelligo	1 x dual port 22kW	\$15,000	\$0
	Tottenham Memorial Park	1 x 25kW DC	\$32,000	\$0
Oberon	Tallys Lane	1 x dual port 22kW	\$18,000	\$0
Orange	Civic Centre Carpark	6 x 7kW	\$30,000	\$10,000
	Woolworths Carpark	2 x dual port 22kW	\$26,000	\$0
Parkes	Peak Hill	1 x 25-50kW DC	\$45,000	\$5,000
Weddin	Forbes St	1x 25-50kW Dual port DC	\$45,000	\$5,000
			\$411,000.00	\$20,000.00

The grant guidelines state that DC charging is not covered, so consideration is being given to those sites in the table above flagged for 25kW DC charging and whether 22kW is a suitable alternative.

Support is being provided to members via the JO and the DPE Sustainable Councils team who have provided further funding to engage Chargeworks to assist Councils in preparing and collating the information required for the grant round.

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

Reports

Mapping report, and a further \$70k of the OLG Round 2 funding earmarked for future energy and waste projects of which \$30k has been spent to date supporting Councils in a variety of energy-related projects.

Financial Implications

Nil.

Attachment/s:

- 15. Market Timing Advice from Presync - CONFIDENTIAL
- 16. Funding report to DPIE January to March 2022
- 17. RACE for 2030 application
- 18. Correspondence to Essential Energy regarding a response to EE's position on smart controls
8 April 2022
- 19. Ausgrid media release on smart street light upgrade 1 March 2022
- 20. Submission – Transgrid Consultation re Maintaining Reliable Supply to the Bathurst, Orange and Parkes areas.

i. Skills Shortages Report

Regional Strategic Priorities	1.1 Governance arrangements enable inter-council co-operation.
Portfolio Mayor	Cr Kevin Beatty
Sponsoring General Manager/s	Mr B Byrnes and Mr G Tory

Report by Carolyn Griffin, dated 17 May 2022

Recommendation/s
That the Board note the Skills Shortages report.

Precis

The HR Managers Group has provided advice to CNSWJO that the work undertaken in the water and wastewater space over the past few years should be extended to support the skills shortages issues being experienced by Councils in the health and building surveying profession, critical to all Councils' core operations.

Initial scoping has been undertaken in collaboration with the HR Group and at its February 2022 meeting, GMAC resolved to progress the proposed scoping of options to support Councils in the health and building surveyor department, however also noted that the skills shortages issue is much broader than one department.

This report provides an update on the progress of the health and building surveyor project and also provides information on what is being done elsewhere in regard to the skills shortages.

Riverina JO have provided details and collateral regarding their skills shortages program with advice that they are keen to collaborate with CNSWJO on a cross-JO program of some type.

Discussion

Health and Building Surveyors Skills Shortages

At its August 2021 meeting, the HR Group provided advice to the JO that there is a significant skills shortage in the building surveyor area. From here, the JO convened a meeting of HR and planning staff in September 2021 to identify the issues faced by Councils, a survey was created and distributed to member Councils to provide the extent of issues they are facing and following the workshops and the results of the survey, 13 options were identified.

A working group has been formed to scope these 13 options identified by the HR Group and key Council stakeholders and is supported by CNSWJO staff. The working party met on 13 April and have commenced identifying actions to progress the agreed options and will be meeting again on 2 June 2022. The meeting notes and associated actions form an attachment to this report.

Skills Shortages

Riverina JO has provided advice on their skills shortages program, Start Your Career Here, which they are funding from the OLG Capacity Building Fund. Start Your Career Here, through a variety of youth-

Reports

focused activities, is a project aimed at encouraging young people, those attending Secondary School, TAFE, and University, to consider a career in local government. Member Riverina JO Councils are keen to contribute to the education, vocational training, and career development of students.

The program has a number of key elements:

- ***Start Your Career Here Days***
- **Come and Try Days**
- **Professional Placements**
- **Graduate Programs**
- **Student Ambassadors' Program**

Riverina JO currently engages Paul Worsfold to coordinate the Skills Shortages Project for member Councils using OLG funding. A presentation on the program was provided to GMAC at the April 2022 meeting and is provided as an attachment to this report.

Advice from Riverina JO is that they are keen to collaborate with CNSWJO on this program. Riverina JO has kindly offered CNSWJO to use the collateral they have developed for this program, which includes a handbook for Councils to use with a suggested program structure, delivery plan, activities and worksheets and is provided as an attachment to this report.

A report was prepared for GMAC to provide those findings and at the April 2022 meeting, GMAC provided their support for further scoping and resolved the following:

Resolved	Mr K Boyd/ Mr G Wallace
<p>That GMAC note the Skills Shortages report and progress the following under a subcommittee of Mr D Sherley, Mr G Wallace and Mr P Devery;</p> <ol style="list-style-type: none"> 1. Short term problem Health and Building focus 2. Audit of member activities in growing our own in the context of leading practice; 3. Prioritising programming in “Growing Our Own” using the Start Your Career Here package from Riverina JO; 4. Thank Riverina JO for their support; and 5. Advocate for State again to provide coordinated leadership in trainee and cadetships. 	

Conclusion

Understanding that skills shortages broadly are impacting Councils in many areas of Council, CNSWJO is working with Council staff and other stakeholders to identify a program that will assist members. While some of the projects may be able to be incorporated within the existing CNSWJO resource, others may require additional funding. This will be determined through further scoping work.

Riverina JO has kindly provided their collateral for the Start Your Career Here Program and is keen to collaborate with CNSWJO on this program.

Attachment/s:

21. Riverina JO Start Your Career Here collateral
22. Notes from working party meeting on 13 April 2022
23. PowerPoint Slides regarding Skills Shortages – presented to GMAC on 28 April 2022

Reports

Priority Three: Transport and Infrastructure**j. Inland Rail Productivity Enhance Program – Adoption of the Ernst & Young Report P2_022 Central West Consolidation Centre Gate 2 Pre-Feasibility Study**

Regional Strategic Priorities	3.1 Transport connectivity planning 3.2 Infrastructure Planning
Sponsoring Chair	Cr Ken Keith, OAM
Sponsoring General Manager/s	Mr Kent Boyd

Recommendation

That the Board adopt the P2_022 Central West Consolidation Centre Gate 2 Pre-Feasibility Study report with the following feedback for inclusion in Gate 3;

- 1. value to other Councils in the region in the context of value to the producer;**
- 2. more detail on the potential of fertiliser aggregation to and from the region;**
- 3. more business engagement;**
- 4. non-infrastructure enablers like AQUIS located in region; and**
- 5. the potential for induced demand.**

Precis

Industry attending a meeting in Forbes, July 2019 identified the need for work to be done to enable Small to Medium Enterprise to access Inland Rail.

Subsequently a successful application by the CNSWJO and RDA Central West for a fully funded business case to be developed for a productivity enhancement project for Inland Rail. This project is being funded by the Department of Infrastructure, Transport, Regional Development and Communications.

The project is at Gateway 2 -pre feasibility. To progress to Gateway 3 the attached P2_022 Central West Consolidation Centre Gate 2 Pre-Feasibility Study report requires adoption by the Board.

Members have been provided with the summary advice (placemat in body of report) and a presentation was scheduled for 5 May but as only a few members were able to attend the report is being provided directly to the Board. Please see a copy of the presentation that was to be given.

<https://acrobat.adobe.com/link/review?uri=urn:aaid:scds:US:a4bc417f-878a-3ccb-bf23-f5186f8576e8>

Upon adoption there is no guarantee that the project will progress to the next Gateway and further advice will be provided in due course.

Legislative Policy and Risk Considerations

Ensuring value for this region from Inland Rail is Board Policy.

In 2016 Regional Development Australia Central West in partnership with the NSW Department of Industry conducted research into the logistical challenges for Small Agricultural Enterprises.

<https://rdacentralwest.org.au/wp-content/uploads/2019/10/SME-Ag-Logistics-Report-final.pdf>

Since this time the Inland Rail project has gained momentum and has progressed significantly. With the Parkes SAP now underway and investments in this site growing by the day, producers across the

Reports

Central West are seeking to better access Inland Rail. There are a number of high value products grown or made in this region from cherries, apples to wine and honey. Further, there is growing interest in value add in agriculture including leveraging raising the dam wall at Wyangala into high value product.

As identified in a workshop in Forbes, the challenge is for smaller producers to tap into this opportunity. This includes an understanding of infrastructure changes and access barriers that need to be made to better leverage Inland Rail and support transport linkages to make this a reality.

Over \$2.5 billion of economic output across the Central West can be attributed to agriculture and related industries. This proposal seeks to translate a better share of this output into throughput of Inland Rail.

The 2019 Central West Food and Fibre Strategy identifies pathways to grow the value of agriculture in line with the CNSW JO priorities for 2020 of freight links and agriculture in support of the Federal Government's vision of a 100bn agricultural sector by 2030. Collaboration between levels of government leveraging Inland Rail is identified as a priority for action from the Plan.

RDA Central West has a strategic focus on connectivity and regional competitiveness as a priority area for the medium term. This project will be vital in highlighting and quantifying bottlenecks and access issues to Inland Rail. This project also supports RDA Central West to deliver on the RDA National Charter which underpins the efforts and priorities of RDA's.

<https://www.rda.gov.au/sites/default/files/documents/rda-charter.pdf>

The challenge is for smaller producers to tap into this resource and by identifying infrastructure and other changes that need to be made to leverage Inland Rail and support logistics.

The opportunity is to bring together key stakeholders to inform a pathway, not just for the SME of the Central West of NSW but along the alignment. This includes work with Business NSW, CSIRO, the Central NSW Strategic Transport Group and the Parkes SAP.

Please request all previous reports.

Value to Members

The funding is for Ernst & Young and sub consultants to develop a business case that identifies options that support Small to Medium Enterprises accessing Inland Rail.

It is anticipated that the advice from this project can be shared more widely along the route outside this region and enable SMEs from Victoria to Queensland to better understand the problems and identify solutions.

Financial implications

Nil. The Inland Rail Interface Improvement Program (II Program) – Productivity Enhancement Program (PEP). This project is being fully funded by the Federal Government.

Please find following summary advice from the report in the form of a placemat.

Attachment/s:

24. P2_022 Central West Consolidation Centre Gate 2 Pre-Feasibility Study
25. Inland Rail II Program Proposal –Project Overview P2_022 Central West Consolidation Centre (Gate 2) Board Presentation

Reports

P2_022 – Central West Consolidation Centre**Proponent:** Central NSW JO and RDA Central West**Current Gate:** Gate 2 – Pre-Feasibility Study

Proposal overview: The Central West Consolidation Centre Proposal (the Proposal) includes the identification of potential barriers that small to Medium Enterprises (SMEs) may experience in trying to access the benefits from Inland Rail. The aim of the Proposal is to improve and facilitate the ability of regional business and SMEs to access Inland Rail and continue to grow sustainably.

Three consolidation centre options will be considered for the Central West region as potential infrastructure solutions to improve access to markets.

Main product:

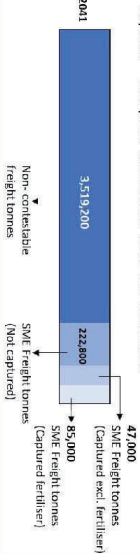
Food manufacture, wine, horticulture and timber.

Key opportunities identified:

1. The development of a consolidation centre in the Central West will improve and facilitate the ability of regional business and SMEs to access Inland Rail which will in turn create efficiencies in their supply chain by reducing freight costs.
2. Increasing the proportion of freight utilising rail in the region will reduce constraints on the road network in the region and improve road safety.
3. Increasing regional business movement to broader domestic and international markets may support regional economic growth opportunities which will enhance community resilience through economic diversification and create jobs (and population) growth.

Freight task:

Future network freight demand (2041) averages 3,874,000 tonnes per annum in the Central West catchment area. SME volumes account for 354,800 tonnes of the catchment volume (71% transported by road). The Preferred Option may capture between 47,000 – 132,000 tonnes of the SME market.



Option	Description	Cost
Base Case	Do nothing scenario.	Cost: \$0.0 m
Option 1 (preferred)	The development of a Consolidation Centre in Parkes	Capex: \$56.6m Opex: \$42.3m
Option 2	The development of a Consolidation Centre in Forbes	Costs have only been developed for the Preferred Option
Option 3	The development of a Consolidation Centre in Orange	

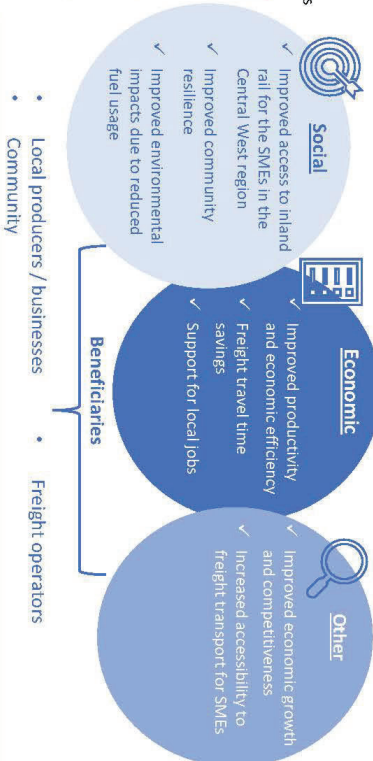
A single technical solution including two stages has been developed for the Preferred Option (Option 1):

Stage 1- Minimum Viable Product: Development and construction of infrastructure sufficient for 2023 volumes excluding fertiliser
Stage 2- Full Scope: Expansion of Stage 1 to have sufficient infrastructure for 2041 volumes including fertiliser (construction 5 five years after Stage 1).

**Key stakeholders consulted**

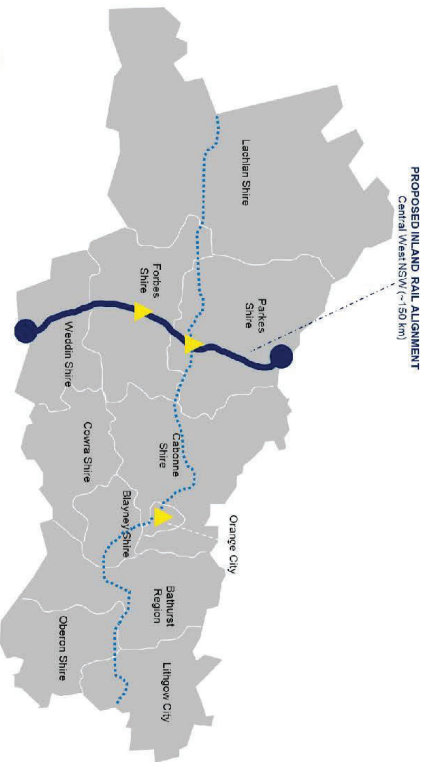
Six relevant Councils and fifteen SMEs in the Central West region were identified to engage with. The table below provides an overview of the consultations undertaken with key SMEs.

Stakeholder	Relevance
Agribusiness Regional Development Association (ARDA)	ARDA can provide insights on the barriers for SMEs in the Central West region from accessing rail to access new markets.
Blayney Wholesale Foods	Food service who owns a rail siding and have their own freight company in Blayney.
Hassall Trading	One of Australia's largest exporters of quality Australian raw and semi tanned leather for use in industries which has a tannery in the region.
Kelby & Watson Titchborne	Farming business located between Parkes and Forbes in the Central West of NSW.
Orange Region Vignerons Association	Representative body for the region's wine industry.
Superbee	Australia's leading privately owned manufacturer of pure Australian honey located in Forbes.
Manildra Group	Company located in Manildra that supplies Australian food and industrial products globally.

**Key risks / issues:**

- If the Proposal proceeds to the next Gate, key risks and issues for analysis include:
- Whilst Parkes is the best location in terms of supply chain efficiencies, the region is well served by three freight operators and there is limited opportunity for further investment to unlock growth on Inland Rail.
 - The volumes captured by the Proposal are not sufficient for a standalone intermodal terminal and requires collaboration with existing operators.
 - Stakeholders have been previously consulted with as part of the II Program numerous times causing consultation fatigue. In addition, it has been identified that the proposed solution may cause negative impacts on the relationship between Parkes Shire Council and current private operators within the Parkes SAP.
 - The Proposal is similar to several other II Program Proposals in the region which may be capturing similar markets.

Location Options Identified



P2 022 – Central West Consolidation Centre
Proponent: Central NSW JO and RDA Central West
Current Gate: Gate 2 – Pre-Feasibility Study

Development Timeframe

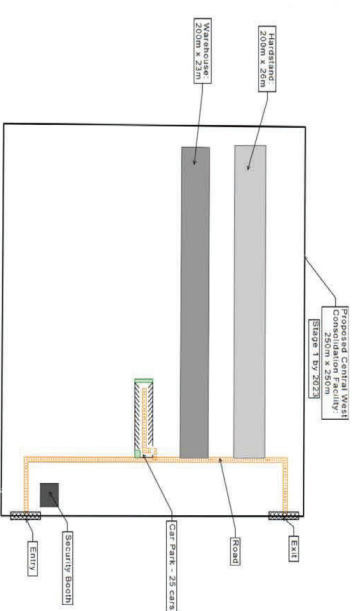
Task	Date Complete
Project Plan Approved	6 - Sept - 2021
Gate Commencement	10 - Sept - 2021
Proposal Check-In	15 - Dec - 2021
Pre-Gate Lodgement Draft Submission	TBC
Gate Lodgement Submission	TBC
Gate 3 Draft Submission	TBC*

*Gate 3 submission date is dependent on the Proposal proceeding.

Technical infrastructure solution

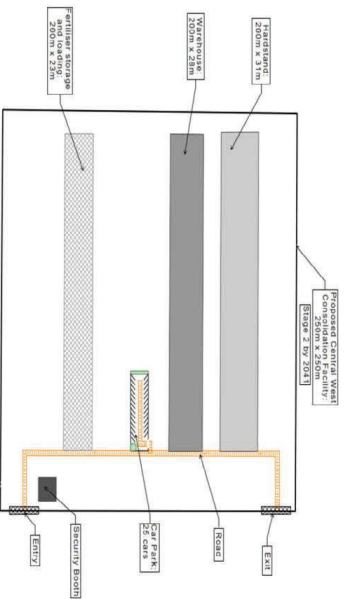
Stage 1 - Minimum Viable Product

Development and construction of infrastructure sufficient for 2023 volumes excluding fertiliser



Stage 2 - Full Scope

Expansion of Stage 1 to have sufficient infrastructure for 2041 volumes including fertiliser. Construction to commence 5 five years after Stage 1.



Key Contacts

Engagement Partner: Mark White
Delivery Lead: Kristiel Whitaker
kristiel.whitaker@au.ey.com

Priority Four: Regional Water Security**k. 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, 16 May 2022

Recommendation/s
<p>That the Board note the Regional Water report and:</p> <ol style="list-style-type: none"> 1. Endorse the submission made through the Executive to the DPE TWRRP on the Draft Regulatory Framework. 2. Endorse the submission made through the Executive to the DPE TWRRP on the Draft Guidance Notes on Using the Integrated Planning and Reporting framework for local water utility strategic planning. 3. Commend that submissions be made through the Executive to the Natural Resources Commission recommending that the Water Sharing Plans for the Macquarie-Bogan and Lachlan Unregulated River Water Sources be reviewed to recognise and better enable water for critical human needs.

Precis

This report is to inform the Board on advocacy by the JO with the State Government Department of Planning and the Environment on the draft Regulatory Framework for Local Water Utilities developed through the Town Water Risk Reduction Program (TWRRP). It also provides information on the Options Assessment Process for the Regional Water Strategies, 10 yearly independent review by the Natural Resources Commission of the Water Sharing Plans for the Belubula Regulated, Macquarie Bogan Unregulated and Lachlan Unregulated River Water Sources 2012 and on feedback to Infrastructure Australia on water infrastructure in their Regional Strengths and Infrastructure Gaps report.

Reason for the Report

With the implementation of a new Regulatory Framework for Local Water Utilities proposed to take effect from 1 July 2022, the TWRRP has sought feedback on a draft Regulatory Framework for LWUs over April. While the sector has been working in ‘collaboration’ with the TWRRP for the past 18 months the issuing of the draft framework has drawn together the various moving parts of the program into one document that will be supported with a number of Guidance Notes currently being drafted.

At the same time the region is being asked to provide feedback to the Natural Resources Commission on whether the decade old Water Sharing Plans based on 20-year-old data should be reviewed or just extended. Town water was definitely an afterthought in these plans. It is critical that they are reviewed.

Likewise, the IA Regional Strengths and Infrastructure Gaps report does not adequately represent the region’s current or future needs with respect to town water.

Reports

Where the State Government has emphasised the importance of the Regional Water Strategies in addressing water needs including for towns, progress is slow and poorly coordinated and the methodology and governance structures around their delivery not fit-for-purpose.

This report provides updates on advocacy by the region across multiple fronts in the strategic water planning and management space.

Legislative Policy and Risk Considerations

Town Water Risk Reduction Program - Consultation Draft Regulatory Framework for LWUs

As previously reported, the DPE Water released the Roadmap to an improved regulatory framework for local water utilities in October 2021. Two working groups were formed to test and improve the regulatory framework - one focussed on strategic planning by LWUs and the other on technical assessments and approvals. Concurrently a number of pilot projects have been running with various LWUs and groupings of Councils, including the CNSWJO, to co-design and inform aspects of the regulatory framework.

In mid-March, the working groups and the Stakeholder Advisory Panel that guides and oversees the delivery of the TWRRP, were provided the opportunity for a preliminary review of a consultation draft Regulatory Framework written by the DPE in the background. This attracted some solid feedback from the sector before a final consultation draft was released on 1 April with responses due on 30 April.

The draft Regulatory Framework sets out changes and improvements to the current approach to regulating LWUs. It is intended to provide a high-level articulation of how the department will regulate LWUs. This will evolve based on feedback to the consultation process.

The intention of the DPE is that when finalised, the Regulatory Framework will be gazetted by the Minister for Lands and Water and will replace the 2007 Best-Practice Management of Water Supply and Sewerage Guidelines under section 409(6) of the Local Government Act.

It is proposed that the new framework take effect from 1 July 2022, subject to publication by the Minister for Lands and Water as specified by section 409(6) of the Local Government Act and with the agreement of the Minister for Local Government.

While there are a number of concerns about the direction of the Regulatory Framework, in particular, are concerns that it would appear that the DPE are seeking to regulate strategic planning for Local Government Local Water Utilities without a legislative imperative. Also, it is unclear what work has been done on the funding framework where many in the sector are of the view that funding needs to be decoupled from regulation.

Where it has taken time for Local Government stakeholders through the TWRRP consultation to understand how the DPE define 'regulation' (and even now this is not entirely clear with regards to strategic planning) the direction reform is being taken, in combination with the lack of change by the section of the DPE responsible for administering the existing Integrated Water Cycle Management and Section 60 approvals, has seen increasing concerns being raised through the sector.

Reports

What has become clear through the journey with the TWRRP is that there is already a mechanism for LWU strategic planning through the Integrated Planning and Reporting (IP&R) framework of the *Local Government Act 1993*. See advice below on Draft Guidance Notes on Using the Integrated Planning and Reporting framework for local water utility strategic planning.

The Office of Local Government (OLG) administers the Local Government Act 1993 and oversees the IP&R framework including producing mandatory guidelines and a handbook for the use of Councils. The OLG also oversees Council and local water utility governance, financial management and reporting under the Local Government Act 1993.

Through the Executive the JO sought legal advice on the regulation of strategy by the DPE and on the mechanism to appeal section 60 approvals to inform its submission to the TWRRP on the draft Regulatory Framework. Details are in the Confidential Report that was provided to GMAC and in Briefing Note No. 11 provided as attachments.

Following discussion with the Executive and informed by the legal advice, a submission was made to the TWRRP on 28 April that has subsequently initiated discussions and further correspondence with Amanda Chadwick, Executive Director Reform Implementation on how the word 'regulation' as it is applied to strategic planning in the draft regulatory framework is interpreted. Amanda Chadwick and Jim Bentley have been invited to address the Board. See Agenda to this meeting and follow up correspondence provided as an attachment. A verbal update can be provided.

Town Water Risk Reduction Program - Draft Guidance Notes on Using the Integrated Planning and Reporting framework for local water utility strategic planning

While clarity is being sought on the regulation of strategy, to their credit, the TWRRP has recognised the potential for IP&R in strategic planning for local water utilities through the commissioning of work by consultant Common Thread.

This, together with a number of pilot projects with the sector through the TWRRP including the CNSWJO pilot to explore local water utility planning through a regional lens, has resulted in the issuing of Draft Guidance Notes on Using the Integrated Planning and Reporting framework for local water utility strategic planning.

While not mandatory, this is suggested as an option that Councils may wish to explore. The Draft Guidance Notes were released for feedback from the sector by 13 May. These also invited expressions of interest to pilot the integration of local water utility strategic planning with the IP&R framework over the next cycle of IP&R (July 2022 to June 2025).

The CNSWJO made a submission drawing on its earlier submission on the draft Regulatory Framework and following discussion with the Alliance Chair and a number of member Councils has expressed interest in piloting a regional approach to the integration of local water utility strategic planning with the IP&R framework that incentivises participation by its 11 member Council's LWUs.

Preliminary discussions have been held with Common Thread consulting who have also expressed interest in piloting a regional approach with the CNSWJO. Feedback is awaited from the TWRRP where the JO is hoping for their support for this approach. A copy of the submission on the Draft Guidance Notes is provided as an attachment.

To date work by the TWRRP has been very complex and time-consuming in the short timeframe provided. Advocacy with the DPE for some time now has emphasised the need to potentially extend the timeline for the program to ensure the quality of the output is not compromised by an

Reports

unrealistic timeframe. Arguably there is still much to be gained from the DPE working closely with the OLG to ensure that the IP&R framework is leveraged and supplemented with LWU planning needs. But this needs time to get it right.

Please see the Confidential Report, Briefing Note No. 11 and the submissions on the draft Regulatory Framework and the draft Guidance Notes provided as attachments.

Town Water Risk Reduction Program Advisory Pane - External Committee Report for LGNSW Board, 22 April

Mayor Bill West has been representing Local Government NSW on the TWRRP Stakeholder Advisory Panel and provided the following report for the LGNSW meeting held on 23 March.

Hi Bilyana,
I had 2 meetings re this matter. One was a briefing from the previous meeting I missed due to technology issues 9/3/22
The full meeting was held 23/3/22
As a result the The draft regulatory framework for local water utilities was released 1/4/22
It is recommended that LGNSW critically appraise this document and ensure all members are familiar with the document and provide feedback.
Whilst the TWRRP program is providing very useful and genuine attempts, it appears, to communicate with LG water utilities and address the issues identified by the Audit Office the timeframe set to report to the Minister will be difficult to attain in an optimal manner.
It is suggested that LGNSW watch this space very carefully with the view to making a representation to extend the program to ensure success.
Shaun McBride has attended the meeting since the resignation of Sanjiv Sathiah, so he could provide further feedback if required.
It is also hoped that Sanjiv position is filled and the prominence of Local Water Utilities is restored and the vital importance of Water Utilities to Rural and regional Councils is acknowledged.
I look forward to discussing this further.
Kind Regards Bill

Bill West
Mayor
Phone: 02 6340 2099
Mobile: 0429 990 085
www.cowracouncil.com.au



Further to the above, a separate Briefing Note has been provided to Mayor Scott Ferguson in his capacity as Vice President Rural/Regional Area for the Local Government NSW Board on the LGNSW Local Water Utilities Policy Advisory Group formed in 2018 following a resolution on a motion by Cowra Shire Council to the LGNSW Conference. The Advisory Group met through 2018 to provide advice to the LGNSW Board on policy and advocacy matters impacting on Local Water Utilities. A copy is available on request.

Independent review by the Natural Resources Commission of the Water Sharing Plans

On 10 March, the Natural Resources Commission invited submissions from the public to inform its reviews of the water sharing plans for the:

Reports

- a. Belubula Regulated River Water Source 2012 (due to expire 30 June 2023)
- b. Macquarie Bogan Unregulated Rivers Water Sources 2012 (due to expire 30 June 2023)
- c. Lachlan Unregulated River Water Sources 2012 (due to expire 30 June 2023)

The purpose of water sharing plans is to govern how water is managed in these regions, firstly to provide for the environment and also to support social and economic outcomes.

These plans typically apply for a period of ten years. At the end of this term, the Minister for Land and Water may decide to replace or extend a plan. Water sharing plans are prepared by the DPE. As they approach expiry, water sharing plans are subject to an independent review by the Natural Resources Commission.

Independent reviews are important as they provide the opportunity to better understand where improvements can be made to environmental, social and economic outcomes. More importantly in this case they provide the Minister with evidence to inform a decision to make a new plan or extend an existing plan when a water sharing plan approaches expiry.

The reviews will focus on the extent to which the water sharing provisions in the plans have materially contributed to the achievement of, or the failure to achieve, environmental, social and economic outcomes. They will also identify whether changes to these provisions are warranted. Evaluation questions include:

1. To what extent do you feel the plan has contributed to environmental outcomes?
2. To what extent do you feel the plan has contributed to social outcomes?
3. To what extent do you feel the plan has contributed to economic outcomes?
4. To what extent do you feel the plan has contributed to meeting its objectives?
5. What changes do you feel are needed to the water sharing plan to improve outcomes?

As these plans are now 10 years old and given the experience of the region's towns through the 'unprecedented' drought, they go nowhere near reflecting the priority of water for critical human needs as specified in the Water Management Act. The Plans barely mention urban water, nor do they reflect the economic value of town water and implications of long term restrictions. They are very much in need of review as opposed to extension. This is the case that will need to be made to the Natural Resources Commission.

The JO has met separately with members to discuss the implications of these plans for their Councils and given their importance has sought some support from a third party with expertise in water sharing to assist with submissions due on 23 May.

Regional Water Strategy Update – Options Assessment Process

A copy of the Options Assessment Process for the shortlisting of options in the Regional Water Strategies and the methodology that informs the cost-benefit analysis developed by Marsden Jacob-Regional water value functions- Values for inclusion in the cost-benefit analysis to support NSW Regional Water Strategies (Feb 2021) was provided to the JO on 6 May.

This has raised two issues:

Reports

1. the representation of Local Government at the table in the Options Assessment Process as described in the RWS Guidelines; and
2. concerns that urban water is under-valued in the Regional values functions methodology.

Advocacy on these two issues has been ongoing for well over 18 months and has been raised with Jim Bentley previously.

While earlier commitments have been provided by the Department that the CNSWJO would have input into both of these matters, it is apparent that the Options Assessment Process including the Marsden Jacob methodology was published in April 2022. This has subsequently raised concerns that our voices are not being heard particularly on the critical issue of the value placed on urban water in the cost-benefit analysis process.

This matter has been raised again with DPE particularly given commitments made by Jim Bentley when he last met with the Board and was also discussed with the Ministerial Advisor to the Water Minister, Kevin Anderson when JO representatives met with him in State Parliament on 26 May.

Based on the Board endorsed Advocacy Plan for Water, advocacy has requested the Minister's support for the Regional water value functions to be revised given their implications for the cost-benefit analysis of options in the Regional Water Strategies or at least be ground-truthed using real world experiences from regional communities such as Bathurst that have recently faced the threat of day-zero scenarios.

A key message is that working with CNSWJO members to ground truth the methodology would provide a level of confidence for all levels of Government and the Minister in the application of this methodology across the state.

On the ground, work has been progressing on the Lachlan Regional Water Strategy where it is understood further meetings with Councils will be held prior to the Strategy going out for public consultation later in the year. Meanwhile work on the Regional Water Strategy in the unregulated Macquarie is happening in a piecemeal and uncoordinated fashion despite the JOs best efforts to encourage a process similar to that used in the Lachlan which, while painstaking, has seen progress.

Infrastructure Australia - Regional Strengths and Infrastructure Gaps Report – Feedback

On 17 March Infrastructure Australia published its first *Regional Strengths and Infrastructure Gaps Report*. The intention of this report developed through the network of 48 RDAs and with community consultation is to provide government, industry, businesses and the community with an evidence base to support regional growth.

It intends to provide region-specific analysis that highlights opportunities and informs the prioritisation of investment. The report looks for commonalities across regions nationally to promote collaboration and knowledge sharing to enable proactive planning led by local communities.

The report is a starting point for discussion between all stakeholders to inform further planning, policy and investment solutions with the opportunity for submissions now extended until 27 May 2022.

To read the report go to:

[2022 Regional Strengths and Infrastructure Gaps | Infrastructure Australia](#)

For analysis on the Central West NSW region go to page 93 of the following link:

Reports

[3 RSIG Regional Analysis NSW.pdf \(infrastructureaustralia.gov.au\)](#)

While clearly this is a very high-level templated report there are many gaps and opportunities to provide more rigorous input on the region's priorities including for transport, water, skills, housing, the NBN and energy security. The CNSWJO is in discussion with RDA Central West on the development of a submission under the hand of the Executive. Submissions are due on 27 May. Further advice will be provided.

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:

- 26. Confidential Report and Briefing Note No. 11 on response to the Consultation Draft Regulatory Framework
- 27. Submission to the DPE on the Draft Regulatory Framework for Local Water Utilities -28 April
- 28. Submission to the DPE on the draft Guidance Notes on Using the Integrated Planning and Reporting framework for local water utility strategic planning- 11 May
- 29. 17 May 2022 Correspondence to Amanda Chadwick- seeking clarification on regulation of strategy for LWUs

Reports

I. Report to the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority 2019/2021

Regional Strategic Priorities	3.3 Governance arrangements enable inter-council co-operation
Portfolio Mayor	Cr Kevin Beatty
Sponsoring General Manager/s	Mr B Byrnes and Mr G Tory

Report by Jenny Bennett, 18 May 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. adopt the Terms of Reference for the Central NSW Joint Organisation Audit Risk and Improvement in Councils Working Group; 2. Endorse the following submissions: <ol style="list-style-type: none"> a. Draft Central West and Orana Regional Transport Plan; and b. IPART proposed changes to the Waste Levy; 3. Endorse the \$5k for the renewal of the Regional Activators Alliance Membership for another 12 months; 4. Follow-up on the advice from the Auditor General about our representation on anomalies in the common Planning assumptions, and 5. Authorise Ms J Bennett as a member Board of Regional Arts NSW.

Reason for this Report

The Central NSW JO approved its Strategic Plan (the Plan) and Statement of Regional Strategic Priority on 2 May 2019 and the Board resolved to extend the Plan's 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 the recent meeting of the Chairs and advice on the review of JOs being undertaken by the OLG;
- progress of the OLG Capacity Building fund both Rounds One and Two;
- progress on the Audit Risk and Improvement Framework;
- progress of the representation on the Central West Region Local Jobs and Skills Taskforce;
- progress of the Central NSW Integrated Transport Group
- IPART proposed changes to the Waste Levy - Review of Domestic Waste Management Charges
- renewal of the Regional Activators Alliance Membership for another 12 months
- advice from the Auditor General about our representation on anomalies in the common Planning assumptions.
- Regional Economic Development Strategies (REDS)
- Nomination for the Board of Regional Arts NSW (RANSW)

Reports

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

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 determining funding level.	Likely	Severe	Very High
18	Political	Miss opportunity to see how collaborations could work effectively	Board	Opportunity to engage differently with the NSW and Federal Government on how they want to engage may compromise the effectiveness of the JO. Use the process as a means to refresh engagement and understand stakeholder business better.	Likely	Major	Very High	Communications Plan in place. Specific program to determine how stakeholder WANT to be engaged and to learn about their strategies in order to see how they align with the JO's objectives.	Likely	Severe	Very High
31	Performance	Long term viability and financial sustainability	Board	JO can't get sufficient funding to be able to meet liabilities.	Possible	Severe	Very High	Work with other JOs and relevant State agencies on a sustainable funding framework for the JO network and advocate as necessary.	Possible	Major	Very High
33	Performance	Allowing more cost shifting	Board	JO becomes a vehicle for the NSW Government to dictate via legislation more duties	Possible	Severe	Very High	Board considers all requests to undertake additional tasks and assesses against a business case that shows costs and value for money considerations before agreeing to take on extra	Possible	Severe	Very High

Reports

								duties/responsibilities			
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 member's 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 existential 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 the recent meeting 28 March 2022 where it was notable in the Workshop run by the OLG for the Mayors that the existential threat to the network was not directly tackled. This matter was raised again with OLG personnel 11 April.

On Monday 28 March the Chair, Cr Beatty and Executive Officer met with NSW JO Chairs and Executive Officers at State Parliament Sydney. The meeting was the first since LG elections, it was arranged by ISJO and supported by OLG and Regional NSW, who provided a facilitator Brendan Blakeley. In attendance was the Minister for Local Government the Hon Wendy Tuckerman, Cr Darriea Turley AM, President, LGNSW and Cr Linda Scott, President, ALGA, and Ally Dench, Executive Director, OLG and OLG staff. Please find the notes from this workshop attached.

As part of the wider advocacy from this group members were asked to provide advice regarding funding projects that have been impacted by Covid-19, material shortages and contractor/tradesperson availability. Advocacy will be progressed through the Convener of the JO Chairs' Forum.

CNSWJO has welcomed the opportunity to be engaged in the Review recommendations to be implemented within twelve months where we suggest that a codesigned approach will lead to better outcomes. Correspondence accordingly has been sent and is attached to this report.

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

Reports

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 Chair met with the Minister for Local Government regarding this issue 12 May and further correspondence has been provided to both the Minister and the Department. Please find attached.

The next NSW JO Chairs Forum is to be held 26 May and Club York before the CMA Health Forum. The NSW JO Executive Officers are meeting in the afternoon.

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 in the near future, members are welcome to seek presentations or other engagement with the JO Executive Officer.

Local Jobs and Skills Taskforce (The Taskforce)

The Board at its August 2021 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.

The Taskforce recently held a strategic session. An updated strategy will be provided to the Board in due course.

OLG Stage 1 Funding

The \$25K approved for "The Long-Long Weekend" campaign funding has been fully expended. Please see advice later in this report on outcomes from this marketing expenditure.

The \$25K to develop the Statement of Strategic Regional Priorities (SSRP) due December of this year is progressing. To date \$5,400 has been expended on an environmental scan with an integration piece looking at CSPs and LSPS's underway at the time of writing. Please see more detail on the progress of the review of the SSRP reported elsewhere.

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 first report due to the OLG was due 30 April. Please find this attached.

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

Reports

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 \$18,063 has been expended from the OLG funds to support CTW in its application for a feasibility study for its pumped hydro project, EV charge station support, and the development of the CNSWJO Energy Advocacy Plan. An additional \$5k has been 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, and another \$3.5k earmarked for further EV charge station support should Councils wish to use it.
- The CSP project is near completion with the final piece of work being a “Place Mat” per lga including up to 48 data sets benchmarked across the region. Please find attached the current version being finalised for Oberon where the intention is to expend all remaining funds from both this project and the JO review project on the place mats – seeking top up funding from either Councils or the JO budget with direction from the Board once final costs are known. The intention is to repeat this project leading onto the next round of CSP. Two options for the Place Mat are on the table- one where Councils update the information and one using consultants. The staff engaging in the project will provide further advice for Board consideration. \$12,099 of the \$20,000 has been expended.
- The \$35,000 spend on a marketing campaign for the region has been designed under the messaging “The Long Long Weekend.” This has been fully expended. A campaign summary is available upon request.
- Conversations continue with DPE Water on potential collaboration with funding of \$25K. Currently opportunities are being sought to use this funding to leverage work with the State on Water Leakage Reduction under the Water Efficiency program and Framework. Several meetings have been held with DPE staff on 20 April with a view to scoping a pilot project.

Progress on the Audit Risk and Improvement Framework

The Council staff committee on the Audit Risk and Improvement has met on 2 & 16 Feb and 16 March. Please request any previous notes.

The following has been achieved:

- A Terms of Reference has been framed and is an attachment to this report seeking endorsement;
- Election of a Chair, Ms Karen Pegler of Lachlan; and
- Creation of a panel to populate member Audit Risk and Improvement Committees.

Consideration is being given to 4 year plans for ARIC that identify opportunities for aggregation.

Cr Beatty, Chair of CNSWJO, asked the question of the Minister for Local Government about JO and ARIC at the NSW JO Chairs Forum and she responded she was not convinced by the framework more broadly.

Reports

A follow-up meeting was then arranged with the Minister for Local Government for 12 May with the Chair and Deputy Chair, Minister Tuckerman expressed concern regarding the ARIC framework especially regarding JOs. She is awaiting further advice in this regard and follow up correspondence has been sent to the Hon Wendy Tuckerman seeking exemption from the Guidelines as they currently appear.

Central West and Orana Regional Plan Review

A submission to the Draft Central West and Orana Regional Plan was lodged, provided to the February Board as a draft, and is available on the JO website. To view [click here](#)

The Central West and Orana Regional Transport Plan Review

Please find available on the JO website or to view [click here](#)

The main content of the submission was as follows:

The following high-level observations are made:

- a. Reflection should be provided in this plan on the past plans. What has been implemented, what has changed in the intervening period and what has been excluded from this plan that was in previous iterations?*
- b. Where there are “long- term” investigation initiatives, what are the steps that need to be taken in this 5-year period, to ensure that the ten year “long term” does not get pushed out every five years or worse, becomes “never?”*
- c. Regarding implementation, it is recommended that governance be put in place that aligns with the Central NSW Regional Integrated Transport Group administered by TfNSW from the Parkes Office. In this way the Plan will be truly alive and connected into the communities in region.*
- d. Regarding the timeframes – it would appear that anything not in planning or underway at this time becomes a long-term initiative for investigation. This is not long-term planning for the future, especially where there is no reference to when investigation might start.*

Particular attention is drawn to the long-term solution for a safe swift link between Central NSW and Sydney which is completely missing from this plan. These are referenced in existing TfNSW Future Transport Services and Infrastructure Plan but missing from the plan for the Central West. The opportunity is for the Central West and Orana Regional Transport Plan to articulate the steps in the next five years towards this longer-term thinking given implementation of the Services and Infrastructure Plan was in 2018. Please see Regional_NSW_Services_and_Infrastructure_Plan_1.pdf page 121 items 30 and 31.

Central NSW Integrated Transport Group

This group is Chaired by Cr Ken Keith, Portfolio Chair of Transport for the JO and is administered by TfNSW. Its second meeting took place in April. Please find minutes attached. Further follow up is to be undertaken with Dr Jane Inglis on the population grow modelling for GWHU operational phase and workforce accommodation and social housing.

Reports

Waste Levy - IPART is proposing benchmarking Domestic Waste Management (DWM) Charges

The *IPART Review of Domestic Waste Management (DWM) Charges*, responses have been extended to 28 April.

It is important to note that IPART is proposing benchmarking Domestic Waste Management (DWM) Charges and considering the possibility of an individual DWM Charge peg. They write:

The benchmark waste peg would not prohibit councils increasing charges above the peg. But it spotlights these increases and would encourage councils to explain to their ratepayers the reason for the increases. Councils can recover the costs of providing waste services and are also accountable to their ratepayers. We would review the councils' information about cost drivers and where councils cannot justify the increase in their charges, we may consider regulating the individual council's charges or implementing a binding waste peg.

IPART have also expressed concern that DWM Charges are cross-subsidising other Council services.

IPART state that they *convened a working group with 15 representatives from Councils and representatives from OLG to further work through the issues and develop our proposals*. However, feedback from other JOs that are Voluntary Waste Groups is that they are unaware of who has been engaged.

Concern has been expressed regarding this proposed new approach across the JO network.

Members were asked for specific views to provide for a regional response, where Orange provided commentary, the JO will duplicated. Please [view here](#) for the full response.

Regional Activators Alliance Membership

The Chair Cr Beatty and Cr West, Portfolio Chair for Regional Prosperity, have given approval for another 12 months membership with the Regional Activators Alliance Membership for \$5000. Bathurst and Orange received strong results on the Regional Australia Institute Move to More campaign and the opportunity is to leverage this better. Other members may be interested and more detail can be provided on request where in summary the CNSWJO partnered with RDACW as members to leverage the \$4m Federal funding backing this campaign.

Please find attached the prospectus which will seek endorsement from the Board.

Regional Economic Development Strategies (REDS)

Members will be aware that the Regional Economic Development Strategies are being updated through a process initiated by Regional NSW. These will use the same Functional Economic Regions as are currently in place.

Concurrently Regional NSW have said they intend to undertake a root and branch review of approach of the REDS. CNSWJO has provided correspondence in this regard seeking a codesigned approach to the review leveraging the JO network. Conversations have been held to progress and a verbal update can be provided to the meeting. Please find the correspondence attached.

Reports

Advocacy regarding Common Planning Assumptions

The CNSWJO provided correspondence regarding concerns around the anomalies in the common Planning assumptions as resolved at the February Board.

Advice has been received that it has been acknowledged. The materiality of this advice:

Our Annual Work Program, which sets out our focus areas and proposed audit program, is currently in the process of being updated. The correspondence from the Central NSW Joint Organisation has been passed onto our Assistant Auditor-General, Performance Audit, and the matters raised will be considered within our broader Annual Work Program.

Please note, if we do identify issues during the course of our audits these are usually raised directly with the entity audited or included in our reports to Parliament which are published on our website. Outside of our reports to Parliament, our audit work is covered by legislative secrecy provisions, and as such we will not be able to report back to you on the outcomes of our audit work.

Follow up has been made to the Audit Office and support from other JOs has been sought.

This matter was also raised with the various briefings to the Deputy Premier and Ministers as part of the Advocacy meetings 12 May. Where advice was provided 13 May to the Board in the Confidential notes that commitment has been made to look at the common planning assumptions and their implications.

Nomination for the Board of Regional Arts NSW (RANSW)

Ms J Bennett has been approached to consider nominating to be part of the Board of Regional Arts NSW replacing Ms Julie Briggs of REROC. Her membership is not as a representative of the JO but as an individual.

Under the Constitution of Regional Arts NSW Ltd, the Members (Regional Arts Development Organisations) will appoint five (5) Directors to the Board of RANSW who are considered to have the skills and experience best suited to manage the Company business, and in addition live and work in a regional area of NSW. Furthermore, Directors will be appointed for two (2) year terms, serve a maximum of three (3) terms ie six (6) years and will be appointed on alternating years. This is to ensure that there is an annual opportunity for a regular intake of new Directors and that serving on the Board does not require a lifetime commitment. For simplicity that means that 2 positions will fall vacant on even years and 3 positions will fall vacant on odd years.

Where all costs associated with membership will be paid by RANSW, travel time to and from Sydney will be required. Given the opportunity to build networks and advocate for the region it is recommended that the Board support her membership.

For more information on RANSW please visit their website <https://regionalartsnsw.com.au/>

Reports

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, up to 31 March 2022. The following up with suppliers regarding Q3 reporting is underway but was not ready to include at time of writing this report. It is expected that these figures will be included in the May Board report.

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	\$52,276	\$4,929	\$0	\$843,867	\$0	\$1,371,039	\$20,106	\$0	\$580	\$2,307,690
Blayney	\$6,940	\$5,570	\$0	\$0	\$475,706	\$0	\$142,254	\$3,599	\$0	\$0	\$634,069
Cabonne	\$18,729	\$17,496	\$2,106	\$0	\$1,018,350	\$0	\$246,170	\$698	\$0	\$4,000	\$1,307,548
CTW	\$22,500	\$583	\$0	\$0	\$0	\$0	\$169,838	\$94	\$0	\$1,540	\$194,555
Cowra	\$20,330	\$20,079	\$2,752	\$0	\$681,298	\$0	\$505,075	\$717	\$0	\$900	\$1,231,151
Forbes	\$14,941	\$23,714	\$0	\$0	\$649,720	\$0	\$400,758	\$4,904	\$0	\$8,290	\$1,102,327
Lachlan	\$21,906	\$18,586	\$0	\$0	\$760,478	\$0	\$308,545	\$525	\$0	\$10,800	\$1,120,841
Oberon	\$0	\$7,776	\$0	\$0	\$570,341	\$0	\$112,721	\$5,330	\$0	\$5,875	\$702,042
Orange	\$586,585	\$80,667	\$26,374	\$0	\$498,168	\$0	\$1,551,228	\$17,127	\$0	\$1,380	\$2,761,529
Parkes	\$19,741	\$13,494	\$0	\$0	\$702,894	\$0	\$776,569	\$7,242	\$0	\$5,800	\$1,525,740
Weddin	\$0	\$583	\$0	\$0	\$337,310	\$0	\$75,434	\$2,797	\$0	\$0	\$416,124
Total	\$726,566	\$240,824	\$36,160	\$0	\$6,538,131	\$0	\$5,659,631	\$63,139	\$0	\$39,165	\$13,303,616

Reports

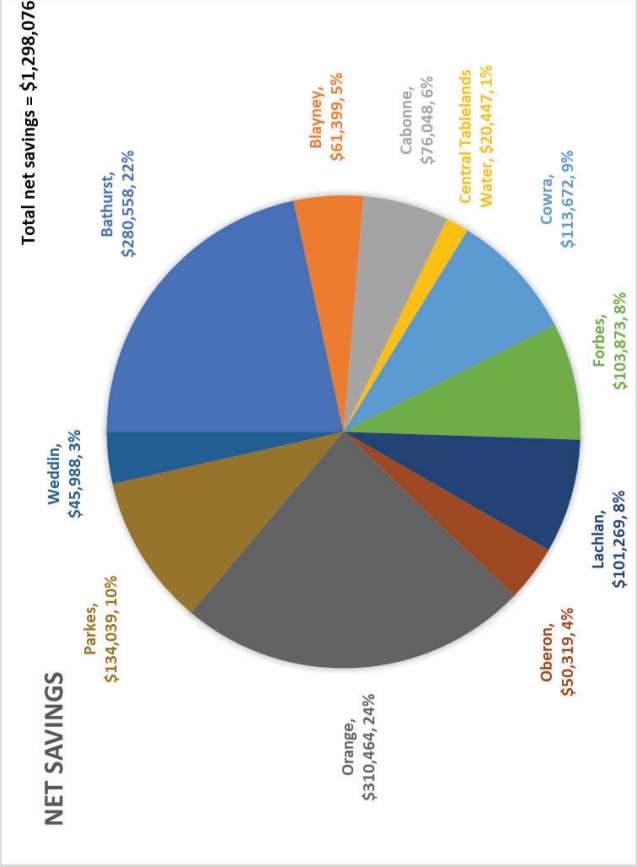
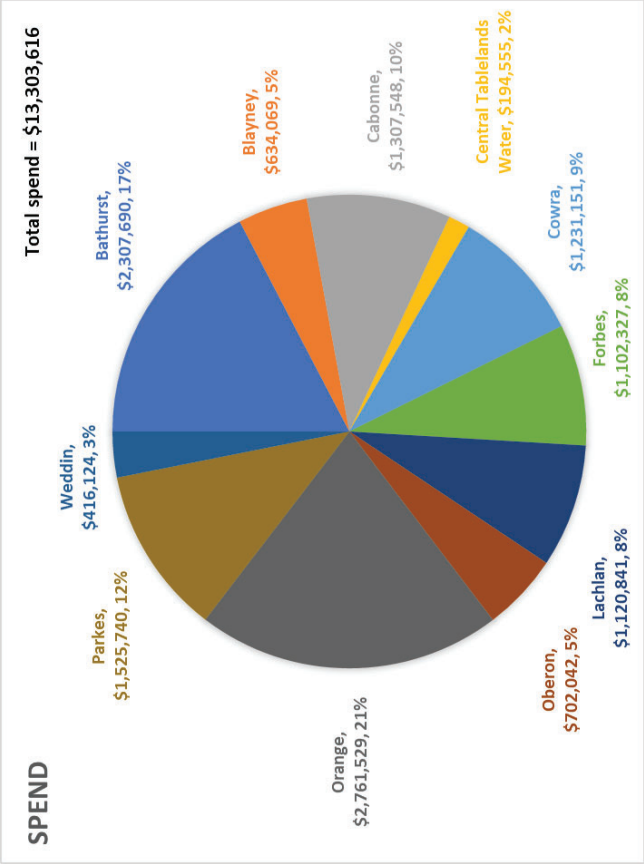
Savings

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 up to 31 March 2022.

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.

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	\$4,223	\$870	\$0	\$19,037	\$0	\$280,042	\$4,240	\$0	\$1,104	\$0	\$9,000	\$321,813
Blayney	\$3,297	\$1,103	\$0	\$0	\$15,310	\$0	\$33,649	\$635	\$0	\$4,434	\$0	\$12,000	\$70,428
Cabonne	\$3,297	\$1,170	\$372	\$0	\$23,582	\$0	\$40,232	\$349	\$0	\$1,229	\$0	\$17,000	\$87,231
CTW	\$3,297	\$103	\$0	\$0	\$0	\$0	\$7,974	\$47	\$0	\$2,033	\$0	\$10,000	\$23,454
Cowra	\$3,297	\$1,416	\$486	\$0	\$37,089	\$0	\$75,742	\$359	\$0	\$0	\$0	\$12,000	\$130,387
Forbes	\$3,297	\$2,039	\$0	\$0	\$28,970	\$0	\$62,717	\$1,065	\$0	\$5,060	\$0	\$16,000	\$119,147
Lachlan	\$3,297	\$1,247	\$0	\$0	\$36,019	\$0	\$56,538	\$263	\$0	\$6,797	\$0	\$12,000	\$116,160
Oberon	\$0	\$471	\$0	\$0	\$11,923	\$0	\$23,550	\$1,041	\$0	\$4,734	\$0	\$16,000	\$57,718
Orange	\$3,297	\$7,791	\$4,654	\$0	\$15,934	\$0	\$316,139	\$3,848	\$0	\$454	\$0	\$4,000	\$356,116
Parkes	\$3,297	\$2,197	\$0	\$0	\$32,918	\$0	\$105,961	\$1,649	\$0	\$3,727	\$0	\$4,000	\$153,748
Weddin	\$0	\$103	\$0	\$0	\$14,526	\$0	\$25,561	\$560	\$0	\$0	\$0	\$12,000	\$52,750
Sub Total	\$29,669	\$21,864	\$6,381	\$0	\$235,307	\$0	\$1,028,106	\$14,054	\$0	\$29,571	\$0	\$124,000	\$1,488,951
Cost to members													\$190,875
Total													\$1,298,076

Reports



Reports

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	\$1,545	\$0	\$0	\$0	\$1,545
Blayney	\$0	\$0	\$0	\$0	\$0	\$1,545	\$0	\$0	\$0	\$1,545
Cabonne	\$0	\$0	\$0	\$0	\$0	\$11,545	\$0	\$0	\$0	\$11,545
Central Tablelands Water	\$0	\$0	\$0	\$0	\$0	\$145	\$0	\$0	\$0	\$145
Cowra	\$0	\$0	\$0	\$0	\$0	\$1,545	\$0	\$0	\$0	\$1,545
Forbes	\$0	\$0	\$0	\$0	\$0	\$1,545	\$0	\$0	\$0	\$1,545
Lachlan	\$0	\$0	\$0	\$0	\$0	\$1,545	\$0	\$0	\$0	\$1,545
Oberon	\$0	\$0	\$0	\$0	\$0	\$1,545	\$0	\$0	\$0	\$1,545
Orange	\$0	\$0	\$0	\$0	\$0	\$1,545	\$0	\$0	\$0	\$1,545
Parkes	\$0	\$0	\$0	\$0	\$0	\$1,545	\$0	\$0	\$0	\$1,545
Weddin	\$0	\$0	\$0	\$0	\$0	\$3,545	\$0	\$0	\$0	\$3,545
Total	\$0	\$0	\$0	\$0	\$0	\$27,600	\$0	\$0	\$0	\$27,600

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	16	<ol style="list-style-type: none"> 1. IPART Review of Domestic Waste Management (DWM) Charges Draft report December 2021 – April 2022 2. Submission to the DPE on the Draft Regulatory Framework for Local Water Utilities -28 April 3. Submission to the DPE on the draft Guidance Notes on Using the Integrated Planning and Reporting framework for local water utility strategic planning- 11 May
PLANS, STRATEGIES AND COLLATERAL	26	12	2	As at 17 May 2022, 3071 contractors hold a current WHS induction - the induction is valid for 5 years.
GRANTS SEEKING	3	3	0	
GRANT FUNDING RECEIVED	\$215k	\$736k	0	
COMPLIANCE	13	9	10	300422 - Stage 2 OLG Milestone report
DATA	6	3	1	Drafts statistical significance for CSP Project LGA specific and Regional
MEDIA INCLUDING SOCIAL MEDIA	13	18	22	Social Media Followers as at 17 May 2022: Facebook – 601 Twitter – 935 Instagram (CNSWT) – 5,984 CNSWT Facebook – 15,291 13/5/22 - Mayors of Central NSW call on all sides of government to prioritise aged care and telecommunications 07/04/22 - Head West, Winter Getaways in the Country (prepared by Gabrielle Brewer) 14/3/22 - Oberon's "The Malachi" Opens for the First Time in 40 Years
COST SAVINGS	\$1.87m	\$2.2m	\$1.3m	See previous pages for more detail
REPRESENTATION	147	159	206	010322 – WHS/Risk Management Group Meeting 020322 – Public Lighting Code Working Group – Smart Technologies 080322 – Councillor Induction Training to Parkes Shire Council 090322 – Public Lighting Code Working Group – Reporting 100322 – TLD Working Group Meeting 140322 – Southern Lights Group meeting with Essential Energy 160322-- ARIC meeting #3 160322 – Public Lighting Code Working Group – Smart Technologies 170322 – ALP Duty Senators in Orange 180322 – Public Lighting Code Forum 210322 -- CSP/IP and R meeting #3 220322 – Waste Opportunities meeting 230322 – Public Lighting Code Working Group – Reporting 250322 – SSRP Subcommittee meeting #1 280322 – NSW JO Chairs Forum, Chair and EO 300322 – Public Lighting Code Working Group – Smart Technologies 310322 – Fed Govt and Opp Board representatives at APH 040422 – CNSW ITG 050422- DPE- Lachlan Regional Water Strategy 050422- Regional Activators Alliance meeting 060422 – Southern Lights Group meeting with Essential Energy 060422 – Public Lighting Code Working Group – Reporting 110422 - JO EO fortnightly catch up

Reports

				<p>200422 - Local Jobs Program planning day</p> <p>220422 - SSRP process Subcommittee #2</p> <p>050522 – JO Presentation on BPAP Program</p> <p>050522 - Water Directorate Executive Committee meeting</p> <p>060522 - Water Efficiency Framework Workshop</p> <p>100522 - SSRP process Subcommittee #3</p> <p>110522 – Energy Group Meeting</p> <p>120522 – HR Managers Meeting</p> <p>120522- Chair and Deputy Chair meetings in Sydney with DP and Ministers</p> <p>160522 - AWA Regional Engagement</p> <p>170522 - Webinar - Efficient Water Use in the Non-residential sector</p> <p>170522- Destination Management Plan Workshop</p> <p>170522 - LGNSW Conference - Electric Vehicles Presentation</p> <p>180522- Macquarie Regional Water Strategy -</p> <p>190522 – Southern Lights meeting with Essential Energy</p> <p>190522 - Macquarie Regional Water Strategy</p> <p>200522- MIPPS PSC</p> <p>200522- Water Efficiency Framework catch up workshop</p> <p>230522 – ARIC meeting #4</p> <p>230522 – Planners Group Meeting</p> <p>230522 – JO EO fortnightly catch up</p> <p>240522 - Water Utilities Alliance Strategic Planning session</p> <p>240522 - RAI Strategic Planning Workshop</p> <p>260522 –CNSWJO Board – Sydney</p> <p>260522 - NSW JO Chairs Forum - Sydney</p> <p>260522 – JO EO Meeting - Sydney</p>
OPPORTUNITIES COUNCILS HAVE BEEN AFFORDED INCLUDING PR	35	102	100	<ul style="list-style-type: none"> • Broadsheet.com.au – ‘A Former Shearers Hall Has Been Turned Into a Luxe Five-Bedroom Retreat Close to Wineries and Country Pubs. You’ll be welcomed by a flock of inquisitive sheep who call this 260-acre farm home. It’s a short drive to Orange and Bathurst. There’s ample space for entertaining. Plus, BYO swimmers for a dip in the nearby creek’ <ul style="list-style-type: none"> ○ https://www.broadsheet.com.au/national/travel/article/former-shearers-hall-has-been-turned-luxe-five-bedroom-retreat-close-wineries-and-country-pubs-central-new-south-wales ○ Emma Joyce was a guest of our media visits program ○ Broadsheet.com.au reaches 3.2million people via its website, and has social media, newsletters and print • Regional NSW papers including the Daily Liberal and Western Advocate featuring the Oberon Field to Forest festival events <ul style="list-style-type: none"> ○ Western Advocate - https://www.westernadvocate.com.au/story/7682119/things-to-do-central-west-and-beyond/?src=rss ○ Daily Liberal - https://www.dailyliberal.com.au/story/7682119/things-to-do-central-west-and-beyond/ • Hello Sydney Kids, has promoted the Canowindra International Balloon Challenge on its social media platforms https://www.facebook.com/hellosydneykidshello • The Sunday Star Times, NZ- ‘Run wild in style Australia’s Central New South Wales region’ Australia’s Central New South Wales region. While our attention was turned elsewhere, Central New South Wales became glamorous. Rob McFarland rounds up the new boutique accommodations and dining worth trying. <ul style="list-style-type: none"> ○ It features a range of attractions and experiences across the region from Oberon and Orange to Bathurst and Forbes with lovely images – clips attached ○ This is a New Zealand newspaper published each weekend in Auckland • Stuff.co.nz - ‘Central NSW: The best new regional boutique accommodations and dining you need to try’

Reports

				<ul style="list-style-type: none"> ○ https://www.stuff.co.nz/travel/destinations/australia/300557690/central-nsw-the-best-new-regional-boutique-accommodations-and-dining-you-need-to-try • Country Style – April's a month in the country features Grenfell's Picnic Races and Orange's F.O.O.D Week • Holidays with Kids – Wilga Station's new Shearers Hall 'Five star farm stay at Wilga Station' – clip attached • Not Quite Nigella – Lorraine Elliot has plugged mushroom foraging in Oberon in her story https://www.notquitenigella.com/2022/04/18/stuffed-mushrooms-saffron-milk-cap/ • Australian Country Magazine – readership 110,000 – Orange Winter Jazz Festival event feature • Escape, Sunday Telegraph – readership 401,000 - 'Orange is the new track' a news piece on the new Orange Villages Bike Trail plus Central West Tours cycling in Cowra, Canowindra, Millthorpe and Molong. • Escape, Adelaide Advertiser (SA) – readership 110,000 – as above • Escape, Sunday Mail (QLD) – readership 794,000 – as above • Escape, Herald Sun (Vic) – readership 477,605 – as above • The Senior – 'Henry Lawson Festival 2022 returns on June long weekend' <ul style="list-style-type: none"> ○ https://www.thesenior.com.au/story/7682500/fans-of-bard-in-for-a-treat/?src=rss • E Global Travel Media – 'Winter Food, Fires and Frost in Central NSW' – the best events and things to do in Central NSW this Winter <ul style="list-style-type: none"> ○ https://eglobaltravelmedia.com.au/winter-food-fires-and-frost-in-central-nsw/ • Australian Traveller – '13 of Australia's best regional road trips' Bathurst is featured as a must do <ul style="list-style-type: none"> ○ https://www.australiantraveller.com/australia/regional-road-trips/ ○ Urban List – '19 Cosy Country Pubs In NSW Worth The Road Trip' includes The Lord Anson in Orange and the Jack Duggan's Irish Pub in Bathurst ○ https://www.theurbanlist.com/sydney/a-list/best-country-pubs-nsw • The Sun-Herald Traveller – Tour Regional NSW 'Grander Central, Beyond the Blue Mountains there's an unmistakable vibe-change' by Rob McFarland (a guest of our media visits program in Dec 2021). It features Orange/Cabonne (Nashdale Lane, Birdie Noshery, Charred Kitchen & Bar), Blayney's Carcoar (Antica Australis), Forbes (Sheldricks Fine Foods, Girra Girra, Somewhere down the Lachlan), Bathurst (Bishops Court Estate, Vine & Tap, Dogwood BX, Bathurst Regional Art Gallery, Australian Fossil and Mineral Museum), Cowra (POW and Cowra Japanese Garden), Canowindra (Ages of Fishes Museum), Weddin's Grenfell (Henry Lawson), Parkes (Henry Parkes Centre and April Elvis Festival), and Oberon (The Long Arm Farm Café, Lowes Mount Truffiere, Hickory Moon, Jenolan Caves, Renzaglia Wines, Jenolan Caves) • Traveller.com.au – 'Central NSW: The best new regional boutique accommodations and dining you need to try' - https://www.traveller.com.au/central-nsw-the-best-new-regional-boutique-accommodations-and-dining-you-need-to-try-h22l07 • Homestolove.com.au – 'How to spend four days in the Central Tablelands. From gorgeous gourmet eateries to boutique wineries; this is your ultimate road trip.' This beautiful journey story includes Bathurst and Orange - https://www.homestolove.com.au/central-tablelands-nsw-23528 <ul style="list-style-type: none"> ○ Kylie travelled with family independently with plenty of our suggestions from our PR media releases over the months
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Reports

				<ul style="list-style-type: none"> • The Weekend Australian Travel & Indulgence – the Oberon Field to Forest Festival is in the News column (they have incorrectly put the BM website for some reason) • Urban List – <i>‘Amazing restaurants that are worth the road trip’</i> includes Orange/Blayney’s Tonic and Charred - https://www.theurbanlist.com/sydney/a-list/best-restaurants-regional-nsw • Sunday Telegraph Escape – Orange’s F.O.O.D Week in the news. This was duplicated in the Escape section in Queensland, Victoria, South Australia. Clip attached • ‘Traveller’ in the Sydney Morning Herald – <i>‘One & Only Bathurst’</i> a travel feature promotes some of the best things to see and do in Bathurst including includes Bishops Court Estate, Vine & Tap, Doppio at Tremains Mill, Australian Fossil and Mineral Museum, Bathurst Rail Museum, Mt Panorama circuit drive, Bathurst Aqua Park, Mayfield Garden, Bathurst Regional Art Gallery and the Step Beyond App – see clip attached and contents pointer <ul style="list-style-type: none"> ○ The writer Rob McFarland travelled as a guest of the CNSWJO PR media visits program • Traveller.com – national digital for Sydney Morning Herald and The Age – <i>‘One and Only - Bathurst, NSW, travel guide and things to do: Nine highlights’</i> travel guide on things to do in Bathurst includes Bishops Court Estate, Vine & Tap, Doppio at Tremains Mill, Australian Fossil and Mineral Museum, Bathurst Rail Museum, Mt Panorama circuit drive, Bathurst Aqua Park, Mayfield Garden, Bathurst Regional Art Gallery and the Step Beyond App. https://www.traveller.com.au/bathurst-nsw-travel-guide-and-things-to-do-nine-highlights-h21pc3 • Qantas – Canowindra International Balloon Challenge and Balloon Joy Flights • Marie Claire – Nashdale Lane included in travel feature on wine travel • Escape, Sunday Telegraph– Parkes Elvis Festival included in the travel column, also in Cairns Post and Gold Coast Bulletin • Country Style February issue – the Cowra Japanese Garden new picnics are featured with a lovely image • The Senior – <i>‘Sheep stay in shear luxury’</i> a story on the new Wilga Station farm stay and mentions of our other farm-stay experiences in Central NSW https://www.thesenior.com.au/story/7604426/sheep-stay-is-shear-luxury/?src=rss • ‘Broadsheet’ media visit to Bathurst - further to our media release on what’s new we have secured Broadsheet to visit Bathurst on 4-6 March (national editor) for a travel story to review The Shearers Hall at Wilga Station as well as things to see, do and taste locally in the region. • Broadsheet is a national digital lifestyle brand targeting 25–44-year-olds (70%) with content on culture, fashion, travel, entertainment, it also has a small print run newspaper in Sydney/Melbourne https://www.broadsheet.com.au/sydney - in Sydney/NSW it reaches 820,000 monthly online plus newsletter/social channels. • Channel 7’s Better Homes and Gardens national TV show featured Central NSW with a re-visit of content such as cooking at Girragirra Retreat in Forbes. https://7plus.com.au/better-homes-and-gardens?episode-id=BHAG28-001 - the show featured a variety of Central NSW regions and attractions in Feb 2021 • 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
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Reports

			<ul style="list-style-type: none"> • 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/ • 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 (see below) via social media, this supports the digital and print feature.</p>
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Recent PR Activity and Results – provided by Gabrielle Brewer on 18 May 2022

‘Long, Long Weekend’ - 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.

- 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.
- The videos were distributed by social media, digital marketing and public relations. 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.

Holidays with Kids - media partnership targeted the family market to encourage visitation over Summer, highlighting the places to swim and cool down with the kids. A branded article ran in print, with digital and social support. *‘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’.*

Urban List - media partnership promoted the region as a destination to young couples and groups with tips on where to swim. A branded article *‘Water adventures you need to tick in NSW this Summer’* was promoted through their channels. Results included the article garnering 10,795 page views, and the Facebook posts achieved a 101,300 reach, 230 reactions, 6657 link clicks.

We Are Explorers - media partnership secured to promote the region’s unique nature and adventures experiences. Managed \$10k spend to include a famil, series of new road trip content stories, new photography and promoted via digital and social media. Results to come.

Publicity highlights include: Traveller in the Sydney Morning Herald, the Age, the Sun-Herald, The Sunday Star (New Zealand), Broadsheet, The Senior, Urban List, The Weekend Australian, Escape in the Sunday Telegraph, Australian Traveller, Better Homes & Gardens TV, Explore across 14 regional NSW media outlets.

Media releases to promote travel news and seasonal events included:

- *‘Water Adventures of the Central West’*
- *[‘Balloons, Brunch and Beauty in Country NSW this Autumn’](#)*
- *‘Six new luxe and adventurous must-dos in NSW’*

Reports

- 'Head West, Winter Getaways in the Country'
- 'Guide: Family Road trip to the Central West'

Hosted media famils were completed with the following including all itinerary bookings:

- *Traveller in Sydney Morning Herald and The Age* – five day famil with Rob McFarland, visiting Oberon, Bathurst, Orange, Forbes, Cowra etc – November 2021
- *We Are Explorers* – five-day famil visiting all 10 x lgas - January 2022
- *Broadsheet*, Emma-Joyce, Editor – visiting Bathurst - March 2022
- *Australian Country Magazine*, Editor Kirsty McKenzie, visiting Oberon, Bathurst, Blayney – May 2022
- *Country Style Magazine*, visiting Bathurst and Oberon – May 2022

Articles published in the Sun-Herald Travel on 27 March 2022 (see following)

12 SUNDAY, MARCH 27, 2022 | THE SUN-HERALD

TOUR REGIONAL NSW



GRANDER CENTRAL

Beyond the Blue Mountains, there's an unmistakable vibe-change Rob McFarland

There used to be an unspoken agreement when travelling in regional NSW. In exchange for the wide-open spaces, and cleansing vistas and beautiful hospitality, city dwellers would need to recalibrate their expectations regarding accommodation and dining. Hotels would be functional rather than fancy and restaurants reliable rather than revolutionary. At least, that used to be the case. Even before the pandemic, regional hubs like Orange and Bathurst had been quietly upping their game. Then COVID came along and droves of talented city slickers relocated to the bush. As a result, you'll now find high-end boutique accommodation and fine-dining restaurants throughout Central NSW. But are they any good? On a grueling five-day itinerary, I selflessly volunteered to find out.

HIGH-ELEVATION COOL
"Orange is the Byron of the bush," claims winemaker Nick Sogger as we sample a selection of his cool-climate drops in Nashdale Lane's rustic cellar door (nashdalanewine.com). Nick and his wife Thana were instrumental in putting Orange on the Instagram map when they opened one of the first vineyard glamping experiences in 2018. I'm staying in "Roastie", one of the property's two high-spec Dutch glamping tents, both of which feature fairy-lit four-poster beds, modern ensuite bathrooms and terraces with sweeping vineyard views. If Nashdale Lane raised the bar for regional accommodation, Lodi Rodini did the same for regional dining (lodirodini.com.au). Since 2001, it's collected an impressive 17 chef's hats and continues to serve an innovative menu using local, seasonal produce. As a result, it books out weeks in advance. Enter Birdie Nashbury (birdienashburydrinking.com), a stylish

new wine from the same team with a more relaxed vibe. Pop in for brunch, a cheeky afternoon cocktail (I can recommend the Pink Hummingbird) or a table-straining array of tapas (try the chorizo croquettes). Giving Lodi Rodini a run for its money in the fine-dining stakes is Charred Kitchen & Bar (charredkitchen.com.au), a gastro-wedding eatery incongruously located next to a Pizza Hut. Chef Liam O'Brien uses Asian cooking techniques to showcase the region's best seasonal produce (think charred Angus steak with palm sugar and coriander) while sommelier David Collins curates a multi-award-winning 16-page wine tome ("list" doesn't do it justice).

Need more proof? Check out upmarket concept store The Sonic (thesonic.mysophy.com), the recently renovated Orange Regional Gallery (orange.rangecity.nsw.gov.au) or the sublime pastries at Racine Bakery (racineorestan.com.au).

FINE FOOD AND BUSH ART
Former Rockpool chef Brendan Sheldrick and his partner Leanne Crofts originally relocated to Forbes to breed game birds for restaurants. And then COVID hit. So they pivoted to offering pre-prepared meals using local produce from an old butcher's shop. "It's so not what we planned to do," says Leanne, "but I love the interaction with locals and producers." Now people swarm from all over the region to stock up on everything from sashimi to salads to handmade wontons. When I arrive at Sheldricks Fine Food (sheldricks.com.au) just after 2pm, the cabinets are already half-empty, so I snag a sweet potato with chili con carne for dinner and head for tonight's digs, award-winning eco-retreat Girragirra (girragirra.com). Located on a 20-hectare farm on the banks of the Lachlan River, the two-bedroom self-contained property is completely off-grid, relying on solar energy and rainwater. Owners Wendy and Kim Muffet wanted to create something that exemplified "modern sustainability", so you'll also find a fully-equipped kitchen and a lavish egg-shaped bathtub. During their 10-year tenure, they've planted more than 4500 trees and the retreat overlooks a thriving wetland frequented by more than 100 species of birds. I arrive to find the fridge stocked with tasty treats, including local honey and homemade yoghurt (the pair also run workshops on fermenting and breadmaking). But the biggest surprise is around the block – a sprawling permaculture food garden and an open invitation to pick whatever I want. I return with armfuls of fresh asparagus, lettuce, tomatoes and mushrooms and set about cooking up a storm. (OK, I heat up the chili.) Among Forbes' many other charms are Varanus – an imposing 45-metre-high steel goanna that's part of the 100-kilometre-long Sculpture Down the Lachlan trail (somewhereoutwesthachlan.com) – the exquisitely manicured Victoria Park and a self-guided walking trail of the town's colonial architecture. In fact, all that's missing is a notable destination restaurant. Surely, it can only be a matter of time.

FIVE MORE CENTRAL NSW TOWNS TO EXPLORE

COWRA
Learn about Australia's largest POW breakout at the Prisoner of War Camp Site, then celebrate the spirit of reconciliation at the Japanese Garden & Cultural Centre. See visitcowra.com.au

GRENFELL
Visit the birthplace of much-loved Australian poet Henry Lawson and explore the region's gold-mining history at O'Brien's Hill. See grenfell.org.au

CARCOAR
Admire the restored Georgian and Victorian architecture in this tiny one-street town, which, despite its diminutive size, is home to a high-end homeware store and an award-winning Italian eatery. Antica Australis. See carcoar.com.au

PARKES
Visit the radio telescope that helped broadcast the moon landing (and featured in the hit movie *The Dish*) and learn more about the father of Australian federation at the Henry Parkes Centre. Elvin fan? Don't miss the town's exuberant annual five-day festival in January (moved to April for 2022). See visithenryparkes.com.au

CANOWINDRA
Marvel at 360-million-year-old fossils at the Ages of Fishes Museum, then take a stroll along the town's heritage-listed "Bendy Street". Finish at Fines Store, where you'll find fashion, art and great coffee. See canowindra.com.au

Reports



HISTORICAL HIPSTER

As Australia's oldest inland settlement, Bathurst could easily have relied on its gold rush-era heritage to attract tourists. And while history buffs will find plenty of impressive landmarks, such as the grand Bathurst Courthouse and the baronial Abercrombie House, the city also has trendy cafes and innovative eateries.

A perfect example of this fusion of historical grandeur and modern sophistication is Bishop's Court Estate (bishopscourtestate.com.au). Once the home of the city's first Anglican bishop, the two-storey brick mansion has been transformed by interior designer Christine Le Fevre into a sumptuous six-suite retreat. Le Fevre is the consummate host, serving afternoon tea in the library and hosting pre-dinner champagne and canapés. She can also organise special interest stays, such as private tours of local gardens or lavish dinners with a winemaker in the property's 1908 former chapel. As one visitor put it, "You arrive as a guest and leave as a friend."

Bathurst's dining scene is excitingly varied, with everything from American comfort food at Dogwood, BIX (dogwoodbix.com.au) to high-end modern Australian at Ninety Two. A welcome recent addition is Vine & Tap, a relaxed Italian eatery that serves delicious tapas-style snacks (order the wild mushroom arancini) in an intimate leafy courtyard (vineandtap.com.au).

As a Sydneysider surrounded by world-class galleries and museums, I have a shameful habit of skipping their regional counterparts. In Bathurst, that's a mistake. Bathurst Regional Art Gallery (bathurstart.com.au) has an \$8.5 million collection by some of Australia's best-known artists. Bathurst Rail Museum is home to the country's largest public model railway and the Australian Fossil and Mineral Museum

contains a dazzling display of rare minerals (museumbathurst.com.au). Furthermore, they are all excellent.

MOUNTAIN HIGH, VALLEY LOW

My final stop on this Central NSW sojourn is Oberon, elevated 1100 metres on the western fringe of the Blue Mountains. With a population of around 3300, it's a dot on the map compared to Orange and Bathurst, but still there are unexpected gems. Exhibit A: The Long Arm Farm Cafe, which serves hearty homemade meals using local, free-range pork and sells a tempting selection of jams, relishes and pickles.

A 10-minute drive north is Lowes Mount Truffles, a family-run truffle farm with sweeping views over the Tarnana Valley (dowensmounttruffles.wordpress.com). Visit during truffle hunting season (June to August) and you can join excitable black labrador Fergus for a scavenge among the farm's truffle-bearing oak trees.

Sadly, you can no longer stay in the property's stylish residence, but nearby Hickory Moon (hickorymoon.com.au) provides a similar experience with equally spellbinding vistas and cast-iron bathtubs.

From here, you're ideally placed to explore the region's many attractions, which include the southern hemisphere's largest cool climate garden (Mayfield Garden), plus the world's oldest known cave system (Jenolan Caves). Alternatively, you could crack open a bottle of cool-climate shiraz from nearby Renzaglia Wines, smother a slice of sourdough with fragrant truffle butter and watch the sun set over the spectacular Tarnana Valley. No prizes for guessing which option I choose.

Rob McFarland was a guest of Central NSW Joint Organisation, see visitcentralnsw.com.au.

Clockwise from main: Nashdale Lane wines from the air; glamping at Nashdale; inside The Sonic building at Orange; the Long Arm Farm cafe, Oberon; Mayfield Garden, Oberon; and Charred Kitchen and Bar, Orange. Photos: Destination NSW

Reporting to the Strategic Business Plan

Please find attached an update on progress on the Strategic Business Plan adopted 2 May 2019.

Attachment/s:

30. 5 Year Procurement Plan
31. 28 March 2022 NSW JO Chairs Agenda and meeting notes 28 March 2022
32. 28 March notes from the facilitated Workshop, by Brendan Blakeley
33. Terms of Reference for the Central NSW Joint Organisation Audit Risk and Improvement in Councils Working Group
34. 13 April 2022 correspondence to Minister Tuckerman on the Review of Joint Organisations (JOs) (the Review) and sustainability of the network
35. 13 April 2022 correspondence to Ally Dench, Director OLG regarding The Review of Joint Organisations
36. 19 May 2022 Correspondence to Minister Tuckerman on exemption from the ARIC framework
37. Regional Activators Alliance Prospectus
38. Correspondence to Mr Brendan Cook, review of the REDS process.
39. Milestone report to the OLG was due 30 April for State 2 Funding on the Building Capacity Funding
40. "Place Mat" per Iga finalised for Oberon
41. Strategic Business Plan update