



---

# Central NSW Joint Organisation

COMMUNICATION AND ENGAGEMENT  
PLAN 2022-2026

---



PROSPEROUS COMMUNITIES,  
DYNAMIC LOCAL GOVERNMENT,  
A COLLABORATIVE AND STRONG  
REGION – WHEN ONE COUNCIL  
SUCCEEDS, WE ALL SUCCEED.



## 1. INTRODUCTION

**The Central NSW Joint Organisation (CNSWJO) is a Body Corporate under the provisions of the Local Government Act 1993 and consists of member councils Bathurst, Blayney, Cabonne, Cowra, Forbes, Lachlan, Oberon, Orange, Parkes and Weddin. The CNSWJO region covers 47,130 square kilometres and has a population of around 157,686 people.**

The principal functions of the Joint Organisation are:

- to establish strategic regional priorities for the joint organisation area and to establish strategies and plans for delivering these priorities;
- to provide regional leadership for the joint organisation area and to be an advocate for the strategic regional priorities; and
- to identify and take up opportunities for inter-governmental cooperation on matters relating to the joint organisation area.

The board may, from time to time, determine whether and how to undertake any other functions. As a Joint Organisation this region must develop a Statement of Strategic Regional Priorities. These forms Attachment A. In summary, this region's priorities are:

- Leveraging our successful collaboration
- Regional prosperity through better infrastructure and services
- Advocate for better infrastructure and services in health and ageing
- Telecommunications
- Regional Transport Planning and Infrastructure Prioritisation
- Regional Water Security and Productive Water
- Transition to a sustainable, secure, and affordable energy future

### **Purpose**

The CNSWJO Communication and Engagement Plan (C&E Plan) outlines how it will communicate effectively with member councils and stakeholders in developing and implementing its Statement of Strategic Regional Priorities and undertaking a range of projects and activities that will benefit the whole of the Central NSW region. It will be regularly monitored and reviewed, so as to ensure that it remains relevant and effective.

## 2. GOALS

### Goal 1:

To position the CNSWJO as a leader across the Joint Organisation Network and a key player in regional strategic planning and advocacy.

#### Objectives

- 1.1 To build stakeholder understanding of CNSWJO's Vision, Mission and Role
- 1.2 To increase stakeholder recognition of the high quality and range of activities that the CNSWJO undertakes for its member Councils and communities

### Goal 2:

To increase stakeholder participation with CNSWJO undertaking its functions and delivering on its Statement of Strategic Regional Priorities (SSRP).

#### Objectives

- 2.1 To provide stakeholders with meaningful opportunities to provide input to CNSWJO's planning and coordination strategies
- 2.2 To provide clear avenues for stakeholders to assist with the successful delivery of programs and projects identified as activities in the SSRP





### 3. GUIDING PRINCIPLES AND APPROACH

In order to achieve the Goals and Objectives, CNSWJO will follow these guiding principles and adopt an approach that is flexible and adaptive. Principles guiding the Central NSW JO as it acts in its members interests are:

- Exercising leadership
- Mutual respect
- Demonstrating integrity
- Thoughtful contribution
- Acting in the public interest
- Intergenerational equity
- Timely and appropriate responsiveness
- Willingness and commitment
- Accountability and transparency
- Sharing and positive intent
- Adding value

#### **Guiding Principles for this Communication and Engagement Plan**

- Exercise leadership in communications and engagement in an inclusive, open and transparent way
- Willingness and commitment in the public interest recognising intergenerational equity
- Demonstrate integrity in meaningful stakeholder engagement by communicating and engaging early and in a timely and consistent manner
- Build trust and foster mutual respect consistently throughout thoughtful engagement processes
- Pursue the most effective C&E activities, having regard to CNSWJO's limited resources

#### **Approach of the this Communication and Engagement Plan**

- Build effectively on communication and engagement efforts to date
- Strategically leverage the CNSWJO Board, Executive Officer and staff to conduct outreach to the member councils and other stakeholders
- Develop clear and consistent messaging to all stakeholders about the CNSWJO vision and role
- Seek to agree on problems and codesign solutions
- Recognise the diverse audiences interested in the NSW Government's Joint Organisations legislation, structure and charter
- Place emphasis on personal engagement at an early stage to establish strategic relationships
- Utilise digital platforms to continue engagement and share successes
- Provide opportunities for sharing information with, and soliciting feedback from, member councils and other stakeholders

## 4. KEY STAKEHOLDER IDENTIFICATION AND ANALYSIS

### Group 1

- CNSWJO Chair, CNSWJO Board Delegates (including Regional NSW Central West Director) and Associate Members, Regional Development Australia Central West, Central Tablelands Water and Upper Macquarie County Council
- General Managers
- Relevant regional State Agency representatives & Regional Leadership Executive (RLE)
- CNSWJO Staff

### Group 2

- Member Council (non-delegate) elected members – all
- Appropriate member Council staff – Committees & Working Groups
- State & Federal representatives MPs – all
- Office of Local Government
- Regional peak Organisations
- State Agencies
- Joint Organisation Network – Other Chairs & Executive Officers
- Various Federal Government Agencies including infrastructure, regional development, local government, transport and water.
- CNSWJO Program & Project audiences and stakeholders – businesses, residents, tourists etc.
- LGNSW, ALGA and Country Mayors Association.





## 5. COMMUNICATION AND ENGAGEMENT PROGRAM

### Key Messages

1. Clarify the vision, role and functions of CNSWJO and the benefits that its work with stakeholders is achieving for the region's communities
2. CNSWJO will engage with all stakeholders in a meaningful and transparent two-way communication process
3. CNSWJO will collaborate effectively with all stakeholders to ensure that its strategic priorities align closely with those of Government Agencies and that the priorities meet community needs and expectations
4. Additional key messages will be developed as appropriate from time to time

### Key Activities

#### Corporate Branding

- Recognise there will be no “brand strategy” for Central NSW like that of say, the Hunter, but target advocacy addressing the problem of this region being consistently overlooked and aggregated into “western NSW”
- Review logo and style guide through a review of the Central NSW Councils collateral
- CNSWJO public website - redevelop with new design and content; and use new web tools to simplify and extend reach of all CNSWJO communications
- Corporate styling across all Program documentation – CNSWJO, Water Utility Alliance, and Program teams branding

#### Internal Communications

- Chair briefings
- CNSWJO projects meetings
- GMAC meetings
- Regular CNSWJO Staff meetings
- Focus groups/brainstorming sessions

#### Member Council Communications & Engagement

- Report to members on CNSWJO Meetings includes summary of business paper and minutes
- Statement of Strategic Regional Priorities updates and Annual Report
- Annual presentation to member Councils
- Use of proforma reports seeking feedback on key matters
- Management Reports to General Managers
- Mayors and General Managers Assistants used as first point of contact for urgent communications and requests
- Prepare and circulate Advisory and Project Committees' BPs, Minutes, Annual Reports
- Web tools, Zoom for business video/teleconferences, email chains to reduce travel time
- Regular conferences for all member Councils

### **Media – All stakeholders**

- Review CNSWJO Media policy and guidelines & online participation guidelines
- Media releases, fact sheets, columns and editorial
- News conferences – involve the Delegates & Media Officer of host Council
- Business Paper media items or Program media activity
- Identify and hold media events, opportunities, interviews, etc.
- Media on emerging priorities at the direction of the Chair

### **Leadership and Advocacy Plans**

- Prepare and review Advocacy Plans for the SSRP
- Prepare and undertake agreed deputations with research briefing notes informed by advocacy plans
- Seek keynote and guest speaker attendance at Board and Business Meetings
- Hold annual NSW and Federal Parliament House meetings and ensure a conducive agenda and concise ministerial briefing papers
- Prepare agreed reports and submissions
- Be nimble and opportunistic as required ensuring sound governance for new directions
- Commission or develop supportive collateral as required

### **Stakeholder Education & Change Management Plans**

- Commission or develop specific plans, to follow agreed strategies using audience-appropriate methods, including social media platforms.

### **Building Peer Profile**

- Lead or participate in joint work- e.g. mentoring new Executive Officers and JOs
- Conference Papers and presentations- e.g. LG Professionals NSW, LGNSW etc.
- Journal articles, stories, advertising – Local Government Focus, Regional Development Conferences etc.
- Award Nominations – Prepare nominations, promote successful outcomes.



## 6. MONITORING AND COMMUNICATING PROGRESS

Build continuous improvement by:

- Measuring the tangible outcomes – KPIs – Successful desired outcomes of activity
- Monitoring the effectiveness of communications methods and events – KPIs-Website data capture and analysis, Media interest and flavour – media monitoring when possible
- Gaining feedback from stakeholders on communications methods and events-KPIs – Participation numbers, Meeting feedback forms, website data
- Improving communications processes – Increase successful techniques
- Discontinue or modify unsuccessful strategies
- Being aware of leading practice





**CENTRAL NSW  
JOINT ORGANISATION**

## Statement of Strategic Regional Priorities

Our Vision for the  
Central NSW  
region

Prosperous communities, dynamic local government, a collaborative and strong region –  
when one Council succeeds, we all succeed.

Principal functions  
- how we will  
deliver our  
priorities

Strategic planning and priority setting  
Intergovernmental collaboration  
Leadership and advocacy

Who we are

Member councils: Bathurst Regional Council, Blayney Shire Council, Cabonne Council,  
Cowra Shire Council, Forbes Shire Council, Lachlan Shire Council, Oberon Council,  
Orange City Council, Parkes Shire Council, and Weddin Shire Council.

Associate members: Central Tablelands Water, Upper Macquarie County Council,  
Regional Development Australia – Central West, Regional NSW

Strategic alignment

Our priorities align with the following:

- [Community Strategic Plans](#) and [Local Strategic Planning Statements](#) of member councils
- NSW Government 20 Year Regional Economic Vision and Regional Economic Development Strategies
- Regional Plan: NSW Government Central West and Orana Regional Plan
- Central West and Orana Regional Transport Plan
- The Regional Water Strategies for the Lachlan and Macquarie
- The Central West Destination Management Plan
- The Central West Food and Fibre Strategy

For more detail on strategic alignment please go to [www.centraljo.nsw.gov.au/reports-policies/](https://www.centraljo.nsw.gov.au/reports-policies/)

Please go to <https://www.centraljo.nsw.gov.au/reports-policies/> for more detail on the region's priorities and programs we will be putting in place to implement them.



# Our key strategic initiatives

## Priority One: Leveraging our successful collaboration

- 1.1 Driving efficiencies and effectiveness saving Councils money
- 1.2 Building capacity across our Councils
- 1.3 Working well with other peak agencies

## Priority Two: Regional prosperity through better infrastructure and services

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

## Priority Three: Advocate for better infrastructure and services in health and ageing

## Priority Four: Telecommunications

## Priority Five: Regional Transport Planning and Infrastructure Prioritisation

- 5.1 Transport connectivity planning
- 5.2 Infrastructure prioritisation including the CNSWJO Matrix
- 5.3 Natural disaster road funding

## Priority Six: Regional Water Security and Productive Water

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

## Priority Seven: Transition to a sustainable, secure, and affordable energy future

- 7.1 Energy Efficiency and Emissions Reduction
- 7.2 Circular Economy
- 7.3 Environment
- 7.4 Understanding our energy (fuel and electricity) security, capacity and scalability.

## Key Stakeholders

### Key regional partners:

NSW and National Farmers, Business NSW, Arts OutWest, Destination Network Central West, and Charles Sturt University

### Key stakeholders in the other tiers of government we seek to collaborate with in our delivery:

Agencies and regulators within the NSW and Federal governments that manage local government, planning, environment, heritage, energy, health, education, regional economic development and tourism, water, infrastructure, and transport. Local members of parliament across the region.

### Key Local Government industry stakeholders:

Our member councils, Local Government NSW, Country Mayors, Australian Local Government Association, and other JOs.

Photo credit: Geagle Productions - Weddin Mountains Region