



2023
Memorandum of Understanding

BETWEEN

CENTRAL NSW
JOINT ORGANISATION

AND

REGIONAL DEVELOPMENT AUSTRALIA
CENTRAL WEST

MOU between Central NSW Joint Organisation and RDA Central West

This Memorandum of Understanding

Dated

Is between

Central NSW Joint Organisation (JO)

and

Regional Development Australia Central West (RDA Central West)

[Collectively referred to as “the parties”]

1. PRINCIPLES

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

1.2

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

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

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

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- 1.4 The parties intend to work together on common priorities and challenges as identified in their respective strategic plans.
- 1.5 The parties intend to work together, while respecting differing priorities and needs of both organisations.
- 1.6 The parties recognise the importance of strengthening the economic, environmental and social sustainability of the communities in which they operate.
- 1.7 The parties acknowledge that at times they will:
 - (a) Disagree
 - (b) Hold different priorities
 - (c) Have priorities that are irrelevant to the other party.

In such circumstances the individual party is free to pursue its own priority, respecting the view of the other party and not act to undermine the other party.

- 1.8 It is intended that matters of mutual interest will be matters for the parties, but not all matters of mutual interest will be developed jointly.
- 1.9 The parties agree that there are operational areas or categories, where there should be:
 - (a) Dialogue
 - (b) Co-operation
 - (c) Information sharing
 - (d) Formal Agreement
- 1.10 The parties agree that there are operational processes which will provide structure around matters involving:
 - (a) Advocacy
 - (b) Regional boundaries
 - (c) Funding
 - (d) Meeting attendance & reporting
 - (e) Collaborative regional projects
- 1.10 The parties recognise substantial opportunities exist for the development of the Central West.

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2. PRIORITIES AND CHALLENGES

2.1 The regional development priorities and challenges identified through both individual and collaborative strategic planning processes by the parties include:

- The development and sustainability of transport and logistics (including public transport) and water infrastructure for the region
- Retention and growth of health services including aged care services
- Improved telecommunications for future sustainability
- Identifying and promoting public and private sector investment into the region
- The need for infrastructure and services to sustain communities
- Employment, education, youth development and skill shortages
- Housing shortages
- Planning sustainable urban, industrial and environmental development
- Energy supply (including renewable energy) and pricing stability
- Improved funding and support for culture and the arts
- Developing further capacity to achieve successful outcomes for the region through Commonwealth and State funding programs
- Industry development, with a focus on key contributing industries including, but not limited to, agriculture

3. CATEGORIES

3.1 MATTERS FOR DIALOGUE

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

3.2 MATTERS FOR COOPERATION

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

3.3 MATTERS FOR FORMAL AGREEMENT

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

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4. OPERATIONAL PROCESSES

4.1 ADVOCACY

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

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

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

4.1.4 The parties agree to following either party's branding and support guidelines.

4.2 REGIONAL BOUNDARIES

4.2.1 The parties are free to work with members of the other party individually or collectively.

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

4.3 FUNDING

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

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

4.4 MEETINGS & REPORTING

4.4.1 In line with the Central NSW Joint Organisation Charter, the Chair of RDA Central West is an associate member of the Joint Organisation Board and is welcome to all meetings of the Board.

4.4.2 The RDA Central West CEO has a standing invitation to attend the General Managers Advisory Meetings (GMAC) where the Central NSW JO will make specific requests for attendance as matters arise.

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

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

4.5 COLLABORATIVE REGIONAL ACTIVITIES

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

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

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

5. GOVERNANCE

5.1 This Memorandum of Understanding does not constitute a partnership between the parties, nor a joint venture.

5.2 This Memorandum of Understanding does not authorise one party to represent or act as an agent or speak on the behalf of the other party.

5.3 This Memorandum does not authorise one party to incur a debt on behalf of or the other party.

5.4 Where one party has obtained sensitive information for joint purposes, it will not misuse that information for its own benefit or to the detriment of the other party.

5.5 With regards to intellectual property:

5.5.1 Neither party may use the logo or corporate image of the other unless agreed in writing by the parties for joint marketing, sponsorship or grant acquisition purposes.

5.5.2 If a party develops or makes available any intellectual property in the course of or for the purposes of this Memorandum of Understanding:

(a) All proprietary rights to that intellectual property will remain the sole property of that party

And

(b) That intellectual property may only be used by the other party for the purposes of this Memorandum of Understanding and with the prior consent of the first party.

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- 5.6 One party will not attempt to actively mislead the other party.
- 5.7 This Memorandum of Understanding may be terminated at any time, however separate agreements may continue and be dealt with on their own terms.
- 5.8 There shall be no variation to this Memorandum of Understanding unless such variation is in writing and signed by both parties.


6. TERM OF THE MEMORANDUM OF UNDERSTANDING

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

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**Signed by
Central NSW Joint Organisation**

.....
Chair



**Signed by
Regional Development Australia Central West**

.....
Chair



Date:..... 23 of 2 2023 ..
Date:.....of.....2023

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Appendix A – the Work Plan for Collaborative Activities

Updated: February 2023

Activity	Description/Commitment	Timeframe	Update
Agriculture Sector Opportunities	Continue to collaborate and avoid duplication on agricultural sector opportunities including the Central West Food and Fibre Strategy.	ongoing	<p>The JO Board has resolved alignment with the Federal Govt vision of \$100bn ag economy by 2031 as the priority for 2020. The Central West Food and Fibre Strategy has historically lived with a subcommittee of the RLE. The new boundary for the RLE is for Central Councils and Mid Western Council which will afford more resource from a State perspective. The JO is also pursuing the Federal Government with its <i>A Better Future for our Regions</i> to progress the potential of a NFF style precinct in this region.</p> <p>RDA Central West will continue to provide support and advocacy to agricultural and agriculture aligned industries.</p> <p>RDA Central West will be the lead agency for the Agribusiness Today Forum which will be held on a biannual basis. The next Forum will be held in 2024.</p> <p>RDA Central West will continue to support small local producers through the maintenance of the Farm to Organisation website and Producer Directory, as well as hosting capacity building workshops. In addition, the organisation will connect businesses to opportunities for export by facilitating regular workshops in combination with other government bodies in 2023/2024.</p>

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Telecommunications Advocacy	Develop a joint regional policy position for advocacy to all levels of government and industry on telecommunications issues. In the strategic work being undertaken by the JO this is emerging as even bigger issue post Covid.	ongoing	<p>RDA Central West and CNSWJO will continue to lodge joint submissions on telecommunications.</p> <p>CNSWJO and RDA Central West have identified telecommunications as a priority for this term and will advocate for improvements in the Central West region, in line with the Australian Government's <i>Better Connectivity Plan for Regional and Rural Australia</i>.</p> <p>RDA Central West will review the work undertaken in the past years and develop strategies to address the need for improved digital infrastructure and literacy in the Central West region and seek future government funding assistance.</p> <p>During 2023/2024 RDA Central West will:</p> <ul style="list-style-type: none"> • Coordinate a review of mobile blackspots and priority locations for its eleven LGAs • Host a telecommunications information forum • Strengthen connections with the Regional Tech Hub • Develop a paper on regional telecommunications issues specific to the region.
Invest Central NSW	RDA Central West provides an economic development data tool to promote, inform and inspire potential investment into the region (drilling down into LGAs) and can be used on a practical level for funding applications and strategic planning by Councils and communities.	ongoing	The Invest Central NSW stand alone website is no longer in use, though the domain name has been retained. RDA Central West provides a link to the DataAU platform through its website and regularly updates the Central West and regional profiles which are available on the website. The tool provides a resource to support Councils, industry, community and

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	The CNSWJO Board to give consideration to co-investment opportunities.		not for profit organisations in grant applications.
Regional Skills Gaps and housing shortages.	<p>The Skills gap issue is worsening in the context of a fragmented employment and skills sector. This is exacerbated by a regional housing shortage.</p> <p>RDA Central West and the CNSWJO will collaborate and share regional skills gaps research and activities.</p> <p>The focus for the CNSWJO is in four areas:</p> <ol style="list-style-type: none"> 1. Membership of the Federal Jobs Taskforce for the Central West 2. Participation in the RLE Parkes SAP Skills Project 3. Working with Councils on their skills shortages with a short term focus on Health and Building 4. Seeking support for a spare capacity in accommodation project <p>The focus for RDA Central West continues to be the skilled migration sector and advocacy for training and capacity building in targeted industries.</p>	ongoing	<p>The CNSWJO is</p> <ul style="list-style-type: none"> • Progressing support from the NSW Govt for a “spare capacity in accommodation” project • getting traction with a spare capacity in skills project as part of the RLE Parkes Skills project • progressing its support for Council skills shortages <p>Skills shortage An overarching workforce planning and development strategy is not contemplated at this time, however, in 2023/2024 RDA Central West will work with State and Australian Government agencies to advocate for and increase educational options, training and workforce participation in a tightening market. This includes microcredentials.</p> <p>RDA Central West will continue to provide knowledge on skill shortages in the region through its annual skills shortage survey for the Skilled Work Regional visa program and other workforce surveys as appropriate.</p> <p>RDA Central West will assist and support skilled migrants across the Central West through the provision of resources and information, including workshops across the region as appropriate.</p> <p>Housing shortage RDA Central West will continue to support the CNSWJO and other organisations to advocate for improved housing capacity and</p>

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<p>Strategic Transport Infrastructure</p>	<p>RDA Central West to continue to work closely with Central NSW JO on freight drivers and priorities, building upon our combined evidence base and stakeholder network to inform direction, advocate and deliver superior results for the region.</p> <p>RDA Central West provide representation to the Regional Strategic Transport Group.</p>	<p>Ongoing</p>	<p>alternative strategies for housing provision across the region.</p> <p>TfNSW is near completion of a significant piece of strategic work for the region. The JO is advocating for a collaborative approach to delivery so the plan does not sit on a shelf. It is hoped that the State will administer this collaborative implementation.</p> <p>CNSWJO is also reviewing its plan for the transport technical committee and once completed this will be shared with RDA Central West.</p> <p>RDA Central West will continue to liaise with Transport NSW and advocate for better transport options and connectivity for the region.</p>
<p>Regional governance and engagement</p>	<p>Pursuing opportunities for improved engagement with State and Commonwealth Government in the region. Exemplify best practice regional development collaboration between the three entities engaging in regional development in the Central West:</p> <ul style="list-style-type: none"> • RDA Central West (Australian Government) • Central NSW JO (Local Government) • NSW State Government. <p>A 2020 initiative started will be working with the Department of Premier and Cabinet through its Regional Leadership Executive Subcommittees.</p>	<p>Ongoing</p>	<p>With the changes in Regional Leadership Executive boundaries and the Australian Government there is opportunity to review and enable better governance in 2023.</p> <p>Both organisations shall seek to ensure that the other is represented at each government level.</p>
<p>Planning and prioritisation</p>	<p>Noting that both the CNSWJO and RDA Central West are</p>	<p>December 2022</p>	<p>CNSWJO will complete its SSRP.</p>

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	undergoing a strategic phase, both entities will provide advice and support to their respective processes.		<p>During 2023/2024 RDA Central West will review and update their Strategic Framework for Regional Development Priorities 2021-2024.</p> <p>Planning and priorities will also be informed by the <i>Central West and Orana Regional Plan 2041</i> which establishes a strategic framework, vision and direction for land use, addressing future needs for housing, jobs, infrastructure, a healthy environment, access to green spaces and connected communities.</p>
Tourism	Recognising the importance to regional development of tourism, where Central NSW JO has the lead, opportunities for collaboration will be considered by the RDA Central West Board.	December 2022	<p>The change in Destination Network boundaries and revised Destination Management Plans provide an opportunity to review and enable better outcomes.</p> <p>RDA Central West will continue to promote Arts OutWest and Culture Maps Central NSW through its website and social media channels.</p>
Advocacy Policy	Develop policy for collaborative advocacy.	February 2023	JO will review its policy and is working with RDA Central West on changes for respective Board consideration.
Economic Development Managers' Forum	RDA Central West will continue to coordinate the Economic Development Managers' (EDMs) Forum for the region.	Ongoing	<p>CNSWJO is represented at the Forum meetings and collaborates on projects as agreed.</p> <p>During 2023/2024 RDA Central West will coordinate four (minimum) meetings per calendar year.</p> <p>During 2023 RDA Central West will, through the Economic Development Managers' Forum, review and provide updated information for the Screen Central initiative.</p>

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			During 2022/2023, EDMs will be involved with the review of mobile blackspots and priority locations for each LGA.
Circular Economy and Sustainability	Endeavour to position Central West NSW as a future leader of innovation in this space, capitalising on the economic benefits in this growing industry and ensuring Central West NSW is at the forefront of location selection for new infrastructure and training, creating jobs and keeping local talent in our region.	2023-2025	<p>RDA Central West, using the Sustainable Development Goals as a basis, will coordinate a multi-faceted series of rolling events, projects and workshops collaborating with universities, schools, industry and government.</p> <p>RDA Central West will source local champions for the circular economy.</p> <p>CNSW JO has included circular economy as an opportunity in its Statement of Strategic Regional Priority and has a significant interest in reducing emissions from waste.</p>