



**CENTRAL NSW
JOINT ORGANISATION**

PO Box 333, Forbes NSW 2871
Chair: Cr Kevin Beatty, Cabonne Council
Executive Officer: Jenny Bennett
Email: jenny.bennett@centraljo.nsw.gov.au

Agenda to the Board Meeting 29 February 2024

Voting Delegates

Cr J Jennings	Bathurst Regional Council	Cr M Statham	Lithgow City Council
Cr S Ferguson	Blayney Shire Council	Cr A McKibbin	Oberon Council
Cr K Beatty	Cabonne Council	Cr J Hamling	Orange City Council
Cr R Fagan	Cowra Shire Council	Cr N Westcott	Parkes Shire Council
Cr P Miller, OAM	Forbes Shire Council	Cr C Bembrick	Weddin Shire Council
Cr P Phillips	Lachlan Shire Council		

Associate member delegates and others attending

Mr D Sherley	Bathurst Regional Council	Cr A Rawson	CTW
Mr M Dicker	Blayney Shire Council	Mr G Rhodes	CTW
Ms H Nicholls	Cabonne Council	Cr A McKibbin	UMCC
Mr P Devery	Cowra Shire Council	Mr T Johnston	UMCC
Mr S Loane, OAM	Forbes Shire Council	Ms R Fagan	RDACW
Mr G Tory	Lachlan Shire Council	Ms K Annis-Brown	OLG
Mr C Butler	Lithgow City Council	Ms G Collins	Regional NSW
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 K Barker	CNSWJO
Ms N Vu	Weddin Shire Council	Ms J Webber	CNSWJO

It is advised that the next meeting of the Central NSW Joint Organisation Board will be held Thursday 29 February 2024, beginning at 10.00am in Lachlan Shire Council at the SRA Pavilion, Condobolin Showground off The Gipps Way Condobolin.

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

Agenda

1. Welcome	
2. Acknowledgment to Country:	
<i>I'd like to begin by acknowledging the Traditional Owners of the land on which we meet today. I would also like to pay my respects to Elders past and present.</i>	
3. Apologies applications for a leave of absence by voting members	
4. Election of Chairperson and Deputy Chairperson.....	4
5. Conflicts of Interest	
6. Speakers	
a. Gerry Collins, Director, Western NSW / Regional Coordination & Delivery / Regional Development / Department of Regional NSW – 15 mins	
b. Katrina Annis-Brown, Council Engagement Manager / Central and Far West, Office of Local Government / Department of Planning, Housing and Infrastructure – available for any questions regarding Office of Local Government programming	
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- 9i Energy Program Report.....87**
Report by Kate Barker dated 16 February 2024
- 9j Quarterly Review of the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority 2022-2025101**
Report by Jenny Bennett dated 15 February 2024
- 10 Resolve into Confidential Committee of the Whole111**
- 11a Executive Officer Performance Review 2022-2023 Error! Bookmark not defined.**
Report by David Sherley dated 19 February 2024
- 11b Executive Officer Transition Report..... Error! Bookmark not defined.**
Report by Jenny Bennett dated 15 February 2024
- 12. Resolve into Open Session**
- 13. Late Reports**
- 14. Matters raised by Members.**
- 15. Speakers to the next meeting – Essential Energy has requested to come to a future meeting.**
- 16. Next Meeting**

GMAC – 2 May - Oberon

Board

Proposed change of dates for Board Meetings as Parliamentary sitting dates have been released:

- **23 May – Lithgow**
- **22 August – Federal Parliament**
- **28 November – State Parliament**



Jenny Bennett
Executive Officer
Central NSW Joint Organisation

Agenda

4 Election of Chairperson and Deputy Chairperson

Regional Strategic Priorities	Governance arrangements enable inter-council co-operation.
Portfolio Mayor	Cr K Beatty
Sponsoring General Manager/s	Mr B Byrnes, Mr G Tory, Mr C Butler, Ms N Vu

Report by Jenny Bennett, dated 8 February 2024

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

Election of Chairperson and Deputy Chairperson

By proclamation dated 11 May 2018, the Central NSW Joint Organisation of Councils was created; a copy of the Proclamation can be viewed at <https://legislation.nsw.gov.au/view/html/inforce/current/sl-2018-0192#statusinformation>

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

The term of these positions is two years. The last election was February 2022.

Chairperson and Deputy Chairperson

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

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

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

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

Voting representatives for the Board are the Mayors of the Member Councils as listed in the Proclamation February 2023 update to include Lithgow City Council. These are:

Agenda

Bathurst Regional – Cr J Jennings
Blayney Shire – Cr S Ferguson
Cabonne – Cr K Beatty
Cowra Shire – Cr R Fagan
Forbes Shire – Cr P Miller
Lachlan Shire – Cr P Phillips
Lithgow City – Cr M Statham
Oberon – Cr M Kellam
Orange City – Cr J Hamling
Parkes Shire – Cr N Westcott
Weddin Shire – Cr C Bembrick

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

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

Please find following the nomination forms for the Chair and Deputy Chair.

Attachment/s:

Nil

Agenda



**CENTRAL NSW
JOINT ORGANISATION**

2024

Central NSW Joint Organisation Nomination for Chair

Nominations for election of the **Chair** of the **Central NSW Joint Organisation Board**
Thursday 29 February 2024.

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

Nominators

1. Name _____ Signature _____

2. Name _____ Signature _____

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

Nominee

Name _____ Signature _____

Please note that the nominee may be one of the nominators.

Please ring Jenny Bennett on 0428 690 935 for assistance.

Agenda



CENTRAL NSW
JOINT ORGANISATION

2024

Central NSW Joint Organisation Nomination for Deputy Chair

Nominations for election of the **Deputy Chair** of the Central NSW Joint Organisation Board
Thursday 29 February 2024.

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

Nominators

1. Name _____ Signature _____

2. Name _____ Signature _____

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

Nominee

Name _____ Signature _____

Please note that the nominee may be one of the nominators.

Please ring Jenny Bennett on 0428 690 935 for assistance.

Agenda

7 Minutes**7a Noting of the Minutes of the CNSWJO GMAC Meeting 1 February 2024 held in Orange****Minutes of the CNSWJO GMAC Meeting 1 February 2024 held in Orange****Delegates in bold**

Mr D Sherley	Bathurst Regional Council	Mr G Rhodes	CTW
Mr M Dicker	Blayney Shire Council		
Mr B Byrnes	Cabonne Council	Mr J Gordon	RDA Central West
Mr P Devery	Cowra Shire Council	Ms G Collins	Regional NSW
Mr R Jane	Forbes Shire Council	Ms K Annis-Brown	OLG
Mr G Tory	Lachlan Shire Council	Ms J Bennett	CNSWJO
Mr C Butler	Lithgow City Council	Ms M Macpherson	CNSWJO
Mr G Wallace	Oberon Council	Ms K Barker	CNSWJO
Mr D Waddell	Orange City Council	Ms J Webber	CNSWJO
Mr K Boyd PSM	Parkes Shire Council	Mr R Puata	Regional NSW

1. Meeting opened at 10.0am, Chaired by Mr D Sherley**2. Apologies Ms N Vu and Mr S Loane OAM**

Resolved	Mr K Boyd/Mr B Byrnes
That the apologies for the GMAC meeting 1 February 2024 held in Orange be accepted	

3. Speakers

- a. Mr David Reynolds, CEO LGNSW
- b. Mr Brad Cam, General Manager of Mid Western Regional Council on energy transition
- c. Mr Craig 'Dallas' Delaney (Veteran) Manager, NSW Veterans Employment Program

4. Minutes**a. Confirmation of the Minutes of the GMAC Meeting 26 October 2023 held in Forbes**

Resolved	Mr K Boyd/Mr G Tory
That the Minutes of the CNSWJO GMAC Meeting 26 October 2023 held in Forbes be confirmed.	

b. Minutes of the Board Meeting 23 November 2023 held in Sydney for information.

Resolved	Mr G Wallace/Mr P Devery
That the Minutes of the CNSWJO Board Meeting 23 November 2023 held in Sydney be noted.	

5. Business Arising from the Minutes – Matters in Progress

Resolved	Mr K Boyd/Mr B Byrnes
That the Matters in Progress be noted, and deletions as suggested be made.	

6. Operational Update List

Resolved	Mr G Rhodes/Mr G Tory
That the advice on the Operational Update List be noted.	

7. Reports to Statement of Regional Strategic Priority

Minutes

Priority One: Leveraging our successful collaboration**a. Financial Report**

Resolved	Mr K Boyd/Mr P Devery
That GMAC note the Financial Report and advice on budget 2024/2025	
1. note that advice on a Statement of Budget and Revenue for 2024/2025 will be provided to the Board including the following:	
a. a 3% fee increase (below rate cap)	
b. assumptions for grant funding:	
i. Water Loss Management – not included at this stage with a clearer picture by February – will improve the financial position;	
ii. Disaster Risk – an annual contribution of \$100Kpa over three years is included;	
iii. JONZA – likely recurrent funding of \$150K included;	
c. a small profit for 24/25 of \$5,587 that deteriorates into deficit 25/26 and 26/27 with internally restricted Best Practice in Aggregated Procurement program to cover; and	
d. does not include Microsoft Licensing at this stage	
2. note that the above financial advice may change depending on the finalisation of the Executive Officer Transition Report.	

b. Regional Procurement and Contracts Report

Resolved	Mr B Byrnes/Mr M Dicker
That GMAC notes the report on Procurement and Contract Management and	
1. commend to the Board that it approve the updates to the procurement plan; and	
2. request that all operational teams review their regional procurement activities and report back with a list of proposed forward procurement for 2024/2025.	

c. Cyber Security Shared Services Report

Resolved	Mr G Wallace/Mr C Butler
That GMAC notes the report on the Cyber Security Shared Service and approve an EOI process for a cyber security shared service.	

d. Community Engagement Collaboration Report**Ms Karyn Wong, Woolcott Research provided a presentation**

Resolved	Mr K Boyd/Mr G Tory
That GMAC note the Community Engagement Collaboration Report and	
1. request a report to be co-authored by Regional NSW, RDA Central West, the Office of Local Government and CNSWJO on a regional program supporting Council Engagement Strategies (CES) with heads of consideration to include;	
a. biannual community sentiment surveying and optimisation thereof;	
b. opportunities for shared and optimised approaches to data; and	
c. optimisation of State agency/Council engagement including for IP&R;	
2. recommend to members they review their CES with a view to incorporating Community Participation Plans;	
3. commend to the Board it adopt the Regional Report on community sentiment by Woolcott Research; and	
4. commend to the Board it adopts the Regional PlaceMat with a proforma report to go to councils on this project.	

7e. Disaster Risk Reduction Program Report

Resolved	Mr K Boyd/Mr G Rhodes
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That GMAC note the Disaster Risk Reduction Fund Program report and note the;

1. significant progress made in advancing project deliverables;
2. need for top-down support within Councils for staff to participate in the design and development of a regional Disaster Risk Reduction Integrated Planning and Reporting Framework, set to commence in February 2024 and conclude by the end of March 2024;
3. need for General Manager and other relevant staff participation at the upcoming community workshops and training where Simtable technology will be piloted, tentatively booked for May 2024 TBC;
4. progress on the Regional Resilience Program working groups including;
 - a. Illawarra Shoalhaven Joint Organisation taking the lead in initiating a Request for Quotation for collaborative procurement related to the technology deliverable.
 - b. the persistent efforts that have led to a significant collaboration with Transport for NSW, opening avenues for joint initiatives between local and state government bodies; and
5. progress of the 'Fix Me' project.

Priority Five: Regional Transport Planning and Infrastructure

7f. Transport Report

Resolved	Mr P Devery/Mr M Dicker
That GMAC note the Transport report and note the progress on the following projects	
<ol style="list-style-type: none"> a. 'Fix Me'; b. Fixing Country Bridges; and c. Grattan Institute. 	

Priority Six: Regional Water Security and Productive Water

7g. Regional Water Report

Resolved	Mr G Rhodes/Mr D Waddell
That GMAC note the Regional Water Report and;	
<ol style="list-style-type: none"> 1. the development of a submission to the Australian Productivity Commission's third inquiry into the National Water Initiative in line with existing Board policy through the Executive. 	

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

7h. Energy Report

Resolved	Mr P Devery/Mr K Boyd
That GMAC note the Energy Program Report and;	
<ol style="list-style-type: none"> 1. approve the scoping of a new Regional Fleet Transition Group and receive such advice at the next GMAC meeting for determination on the feasibility of such a group; 2. approve scoping be undertaken to identify potential activities and projects that would assist councils in reducing their landfill emissions, including where possible working collaboratively with other JOs, organisations and State agencies; 3. approve the \$15,547.93 of underspend from the electricity procurement project be transferred to restricted reserves to be used for future energy programming; 4. commend to the Board that it endorse the Business Case on the Nexus Between Energy Security and Emissions Reduction, the appendices and the Roadmap; 5. commend to the Board that it endorse the following submissions: <ol style="list-style-type: none"> a. Energy Policy Framework and b. AER Determination for 2024-2029 for Public Lighting; and 6. receive a scoping report on reducing waste emissions through feedstock for waste to energy. 	

Mr K Boyd left the meeting at 12:15

Minutes

Quarterly review of the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority 2022 -2025

Resolved	Mr M Dicker/Mr G Tory
<p>That GMAC note the Quarterly Review of the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority 2022-2025 and;</p> <ol style="list-style-type: none"> 1. note the advocacy being undertaken with regard the JOs seeking exemption from the Audit Risk and Improvement regulation; 2. commend to the Board it endorse the following submissions that have been lodged: 231206 Future-Drought-Fund-Submission.pdf (nsw.gov.au) 231124 Submission-to-the-NSW-VET-Review.pdfj; and 3. note that at the time of writing submissions are being developed for the Energy Infrastructure Framework and the Review of the Regional Development Act and will be lodged by the GMAC meeting. 	

Regional NSW – update by Ms G Collins

Ms J Bennett and Mr D Sherley left the room at 12:30

Mr P Devery assumed chair of the meeting

OLG – update by Ms K Annis Brown

Late reports - Nil

Matters raised by Members

Mr G Tory raised the opportunity for collaboration for staff mental health – CNSWJO staff to provide a response.

Mr D Waddell raised LGProfessionals emerging leaders course is being held in Orange this year.

Speakers to the next meeting – To be determined by Ms J Bennett and Mr D Sherley where Ms K Koloff, Cross Border Commissioner is a possibility

Next meetings:

Board

- 29 February 2024 – Lachlan Shire Council
- 30 May 2024 – State Parliament – subject to change due to Parliamentary sitting dates
- 29 August 2024 – Federal Parliament - subject to change due to Parliamentary sitting dates
- 28 November 2024 – Lithgow City Council

GMAC

- 2 May 2024 – Oberon Shire Council
- 25 July 2024 – Parkes Shire Council
- 31 October 2024 – Orange City Council

Meeting closed 12:50pm

Page 4 is the last page of Minutes of the CNSWJO GMAC meeting 1 February 2024.

7b Confirmation of the Minutes of the CNSWJO Board Meeting 23 November 2023 held in Sydney

Minutes of the CNSWJO Board Meeting 23 November 2023 held in Sydney

In Attendance*

Cr J Jennings	Bathurst Regional Council	Cr M Statham	Lithgow City Council
Cr D Somerville	Blayney Shire Council	Cr J Hamling	Orange City Council
Cr K Beatty	Cabonne Council	Cr M Kellam	Oberon Council
Cr R Fagan	Cowra Shire Council	Cr N Westcott	Parkes Shire Council
Cr P Miller OAM	Forbes Shire Council	Cr P Best	Weddin Shire Council
Cr P Phillips	Lachlan Shire Council		

Mr D Sherley	Bathurst Regional Council	Mr G Rhodes	CTW
Mr B Byrnes	Cabonne Council	Ms K Annis-Brown	OLG
Mr P Devery	Cowra Shire Council	Ms O West	Regional NSW
Mr S Loane OAM	Forbes Shire Council	Ms J Bennett	CNSWJO
Mr G Tory	Lachlan Shire Council	Ms M Macpherson	CNSWJO
Mr R Gurney	Lithgow City Council	Ms K Barker	CNSWJO
Mr G Wallace	Oberon Council	Ms C Griffin	CNSWJO
Mr D Waddell	Orange City Council		
Mr K Boyd PSM	Parkes Shire Council		
Ms N Vu	Weddin Shire Council		

*Voting members in bold

Meeting opened at 9.00am by Chair Cr Kevin Beatty

1. Welcome

Cr Beatty noted this was the 10th visit to NSW Parliament by the region and thanked both Mr Phil Donato, Member for Orange and Roy Butler, Member for Barwon, for their support in hosting this meeting.

2. Acknowledgement of Country

Acknowledgment of Country

3. Apologies applications for a leave of absence by Joint Voting representatives

Cr S Ferguson, Cr C Bembrick, Mr M Dicker, Cr A McGibbon, Mr C Butler and Mr T Johnson.

Resolved	Cr J Hamling/Cr P Miller
That the apologies for the Central NSW Joint Organisation Board meeting 23 November 2023 listed above be accepted.	

4. Conflicts of Interest

Resolved	Cr P Miller/Cr J Hamling
Nil declared	

5. Speakers

a. Ernst & Young

Presentation on the Business Case for the Priority Investments in the Nexus Between Emissions Reduction and Energy Security in Central NSW

Minutes

Resolved	Cr M Kellam/Cr J Jennings
That items 8L and 8K be brought forward.	

Priority Seven: Transition to a sustainable, secure and affordable energy future**8I Just Transition to a Renewable Energy Future Report**

Resolved	Cr J Jennings/Cr P Miller
<p>That the Board note the Just Transition to a Renewable Energy Future Report and;</p> <ol style="list-style-type: none"> 1. call on the NSW Government to, as a matter of urgency; <ol style="list-style-type: none"> a. provide a whole of government approach to the logistics of the infrastructure effort to rewire regional NSW; b. review the State Significant Development Process particularly with regard to <ol style="list-style-type: none"> i. cumulative impacts; ii. its applicability to the large-scale infrastructure effort in rewiring NSW; iii. timeframes for the post consultation period; iv. additional compulsory pre consultation requirements v. a fit for purpose mandated planning agreement policy and process; and c. identify all cumulative impacts of rewiring of regional NSW including transport and housing; d. note development outside the Renewable Energy Zone and Energy Co remit is also substantial; e. provide just compensation to communities for these impacts where this compensation includes consideration of the ongoing, cumulative impacts of poor processes to date; f. direct NSW Government agencies and State-Owned Corporations to develop and implement policy that better engage and inform community on State Significant Development; g. provide assurance for energy security for the communities of Central NSW through the next decade of transition and beyond; h. ensure that there is sufficient water for urban communities leading into the next drought and that they have priority over the energy transition effort; and i. develop and implement policy that allows for optimal outcomes for agriculture co-located with large scale renewable energy generation; j. royalties on power generation from renewable energy productions go to all affected communities including those responsible for and impacted by the transport task; k. freight impacts for the Central NSW region be urgently assessed; 2. advocate for more funding for distributed energy generation, including seeking support for roll-out in the Central NSW region from Essential Energy, Endeavour Energy and Iberdrola; 3. advocate for incentivising domestic battery uptake in region, to help both support the energy transition and energy security; 4. note in particular the advice regarding windfarm projects in Forestry Corporation softwood forests in Bathurst, Lithgow, Oberon and Orange; 5. update the advocacy policy and the CNSWJO Risk Management Plan in line with the resolve above; and 6. ask the Advocacy Subcommittee of Mayors to monitor the situation closely and act in the interest of the region between Board meetings with an ongoing focus on supporting communities through this difficult period including seeking recompense and energy security. 	

10:50 Crs Westcott and Miller left the meeting to attend Question Time

8k Energy Report

Resolved	Cr M Kellam/Cr J Jennings
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Minutes

That the Board note the Energy Program Report and;

1. note the progress of the business case on the nexus between energy security and emissions reduction and
 - a. note the draft business case document and the appendices;
 - b. endorse option 3 of the business case as the recommended option;
 - c. endorse the business case 'placemat';
2. advocate to the NSW OECC to extend the JONZA program to ensure embedment and efficient implementation of activities that support the region's net zero aspirations into the future;
3. advocate to the EPA and the OECC for support and funding to progress activities that will assist councils in reducing emissions from landfill;
4. approve a regional application by CNSWJO for interested member councils for the Community Energy Upgrades Fund;
5. note the estimated cost savings of \$2.37m for members between January to June 2023 under the large sites and streetlighting electricity contract;
6. note the AER's draft determination in relation to Essential Energy's pricing proposal for public lighting was not approved and note the importance of the ongoing work that the Southern Lights Group continues to conduct on behalf of members, where it was the only submission received in relation to public lighting; and
7. make a submission to the Renewable Energy Framework consultation.

11:50am Crs Westcott and Miller returned from Question time

Speaker: The Hon. Penny Sharpe, MLC, Minister for Climate Change, Minister for Energy Minister for the Environment, Minister for Heritage and Leader of the Government in the Legislative Council

Action/s: Minister Sharpe welcomed spending more time early in the New Year on the Ernst and Young Business Case. CNSWJO staff to follow-up.

Speaker: The Hon. Chris Minns, MP
Premier, Member of the Legislative Assembly, Member for Kogarah

Action/s: Follow-up to be provided on disaster funding.

Speaker: The Hon. Daniel Mookhey, MLC, Treasurer

Action/s: Follow up on population projections review and water & sewer disaster funding.

6. Minutes

6a. Noting of the Minutes of the CNSWJO GMAC Meeting 26 October in Forbes

Resolved	Cr R Fagan/Cr P Miller
That the Central NSW Joint Organisation Board confirm the Minutes of the CNSWJO GAMC Meeting 23 October 2023 held in Forbes	

6b. Confirmation of the Minutes of the CNSWJO Board Meeting 23 August held in Sydney

Resolved	Cr P Miller/Cr R Fagan
That the Central NSW Joint Organisation Board confirm the Minutes of the CNSWJO Board Meeting 23 August 2023 held in Sydney	

7. Business Arising from the Minutes – Matters in Progress

Resolved	Cr P Miller/Cr M Kellam
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Minutes

That the Central NSW Joint Organisation Board note the Matters in Progress, making deletions as suggested.

8. Reports on Statement of Regional Strategic Priority

Priority One: Inter-Council Co-operation

a. Financial Report

Resolved Cr M Kellam/Cr P Miller

That the Board note the Financial Report.

b. Adoption of the Audited Financial Statements for the year ended 30 June 2023

Resolved Cr J Hamling/Cr M Kellam

That the Board note the Compliance Report

c. Annual Compliance and CNSWJO Meeting dates for 2024

Resolved Cr N Westcott/Cr P Miller

That the Board note the Compliance report and;

1. note the Calendar of Compliance and Reporting-Requirements update;
2. endorse the 2023 Annual Performance Statement and place it on the website;
3. note the advice from the Chair and Executive Officer that this is summarised in the Annual Performance Statement;
4. note the report to on code of conduct complaint statistics;
5. note the Pecuniary Interest Returns under clause 4.21 of the Model Code of Conduct;
6. determine the dates for GMAC and Board meetings for 2024 be:

Board	29 February	30 May	29 August	28 November
Location	Lachlan	State Parliament	Federal Parliament	Lithgow
GMAC	1 February	2 May	25 July	31 October
Location	Orange	Oberon	Parkes	Orange

d. Policy and Procedure Annual Review

Resolved Cr P Miller/Cr M Statham

That the Board note the CNSWJO Policy Procedure Annual Review report and adopt the updated Policy and Procedure Manual noting it includes;

1. a new policy on the JO making applications through competitive grants processes;
2. policy aligning with Modern Slavery Legislation;
3. inclusion in the Charter an annual fee for the Chair of \$10K;
4. changes to the credit card use to allow for increased programming; and
5. updates associated with policy in procurement adopted in May of this year

e. The CNSWJO Governance and Advocacy Report

Resolved Cr P Phillips/Cr M Kellam

That the Board note the Governance and Advocacy Report and;

1. nominate Portfolio Mayors as follows:
 - a. Cr J Jennings to Energy, Water and Transport; and
 - b. Cr R Fagan to Regional Prosperity; and
2. note that a report will be received from the Rural Doctors' Network workshop in Forbes 31 October and encourage members to take up the "State of Play" opportunity in the interim;
3. endorse the activities of the Opt in Advocacy Subcommittee of Mayors, that being;
 - a. developing a media campaign on Council sustainability;
 - b. progressing advocacy for a Safe Swift and Secure Link between Sydney and Central NSW; and

- c. providing oversight of advocacy for on the renewable energy transition and council financial sustainability;
- 4. provide a letter of support for Cr J Jennings for his fact finding visit to the United States;
- 5. develop policy on the need for national strategy for the Safe Swift and Secure Link between Sydney and Central NSW;
- 6. adopt the response to the Inquiry into the performance of the Regional Investment Activation Fund and the Regional Job Creation Fund; and
- 7. endorse the following submissions that have been lodged to:
 - a. AEMC on Enhancing Community Engagement in Transmission Building;
 - b. the Inquiry into the implementation of recommendations relating to workforce issues, workplace culture and funding considerations for remote, rural and regional health; and
 - c. IPART Water NSW Operating Licence Review;
 - d. Water Infrastructure NSW 91 Proposed New Indicators for LWUs; and
 - e. The Planning system and the Impacts of Climate Change on the Environment and Communities.
 - f. the Inquiry into Protecting Local Water Utilities from privatisation

f. Report from Policy Labs for dissemination to attendees

Resolved	Cr J Hamling/Cr R Fagan
That the Board note the Report from Policy Lab#1 with Charles Sturt University adopt policy, update advocacy plans and receive advice on programming for;	
<ol style="list-style-type: none"> 1. reframing the rhetoric – speak about local government in terms of capability, opportunity etc; 2. encouraging a ‘big conversation’ about expanding regional collaboration – consider a more authoritative regional board (representing member councils) that’s better placed to advise/negotiate with state and federal agencies; 3. using a regional strategy to build trust in/respect for local government and improve its status in the overall system of government while not glossing over the difficult issues for example financial sustainability; 4. removing red tape barriers to more regional action while avoiding raising amalgamations; 5. leveraging available resources and talent more effectively; 6. reviewing financial sustainability, addressing ‘spatial fiscal imbalance’ particularly between Western Sydney and Central NSW where this is to include a review Federal Assistance Grants system and distribution of other grants to improve equity; avoid competitive grants; 7. expanding self-regulation (eg in planning, environment, water) – Audit Risk and Improvement Committees could be useful but must have effective local representation; 8. supporting the primary democratic role of councillors; 9. providing more background information on election candidates; 10. exploring opportunities for improving candidacy; 11. optimising the Integrated Planning & Reporting framework including as a basis for enhanced community engagement and making the cycle a better fit for newly elected councils; 12. rejecting <ol style="list-style-type: none"> a. mandatory popular election of mayors or wards; b. amalgamations c. changes that might increase oversight and d. changing the councillor-executive relationship at least in the short term pending needed changes; and regarding social media; 13. the Board provide the advice on social media to Council as a proforma report; and 14. that this advice include; <ol style="list-style-type: none"> a. canvassing the idea of a shared resource in social media support; and b. consideration of Councils’ other regulatory obligations relevant to social media under the Local Government Act, Work Health and Safety Act and other material legislation and 	

Minutes

15. the Mayoral Board report to Councils include advice from this report

g. Regional Procurement and Contracts

Resolved	Cr P Miller/Cr N Wescott
That the Board note the report on Procurement and Contract Management and that it;	
<ol style="list-style-type: none"> 1. note the use of delegations under the procurement policy between Board meetings; 2. note the procurement activity report since the last meeting; 3. approve a 12-month extension of the Supply of Linemarking Services Contract; 4. approve to seek a variation to the current TLD1_2021 Safety Compliance Training Contract for Admire Workplace Safety, enabling the delivery of Traffic Control Training Services under the TLD1_2021 Contract; and 5. approve the additional procurement processes added to the CNSWJO regional procurement plan for 2023/2024. 	

h. Disaster Risk Reduction Fund (DRRF) Program report

Resolved	Cr P Miller/Cr M Kellam
That the Board note the Disaster Risk Reduction Fund Program report and note;	
<ol style="list-style-type: none"> 1. the progress on the needs analysis currently underway; 2. the progress on the Regional Resilience Program working groups; <ol style="list-style-type: none"> a. including the commencement of a collaborative procurement for the technology deliverable; 3. the update and upcoming commencement of the Transport for NSW Customer Resilience Journey Plans project; and 4. the progress of the 'Fix Me' project 	

Priority Five: Transport and Infrastructure

i. Transport Advocacy

Resolved	Cr J Hamling/Cr J Jennings
That the Board note the Transport report and adopt the 'plan on a page' for the recently adopted CNSWJO Regional Transport Technical Committee Strategy 2023-2028.	

Priority Six: Regional Water Security and Productive Water

j. Regional Water Report

Resolved	Cr J Jennings/Cr P Best
That the Board note the Regional Water Report and	
<ol style="list-style-type: none"> 1. endorses the Priority Water Infrastructure brochure; and 2. notes the renegotiation of the agreement with Smart Water for the provision of water efficiency collateral for member councils. 	

9. Quarterly Review of the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority 2022-2025

Resolved	Cr M Kellam/Cr J Jennings
That the Board note the Quarterly Review of the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority 2022-2025; and	
<ol style="list-style-type: none"> 1. note that Councils have been sent their PlaceMats for the pre-Community Strategic Plan consultation period; 2. receive a report from State agency consultations to inform Community Strategic Plans and in the interim circulate this to members for feedback; 3. note costs saving of \$4.2m and ROI of 9.4:1 for members in the 2022/2023 financial year; 	

4. progress an application to the Round Two EOI for the Disaster Risk Reduction Fund to be developed by the sponsoring General Managers under the hand of the Chair;
5. employ a new staff member under the auspices of the Chair to
 - a. provide continuity of service during a maternity leave period and
 - b. provide a greater level of operational support to the water priority;
6. note that a briefing is being sought for members regarding budgetary implications of 4 and 5 above and work arrangements of the Executive Officer give her family commitments where the Chair will make his final decisions based on member feedback; and
7. a full report on the Executive Officer transition will be provided to the Board in February in the context of the overall budget going forward.

10. Late reports – Regional NSW will circulate reports for members in due course

11. Matters raised by Members and attendees

OLG advised there is a JO review and an IP&R leading practice program in progress.

12. Speakers to the next meeting.

Saul Griffith or suitable alternative, Alistair Lunn and Ant Hayes from TfNSW

13. Next meetings:

GMAC: 1 February 2024 – Orange.

Board: 29 February 2024 – Lachlan

Speaker: The Hon. Rose Jackson, MLC, Minister for Water, Minister for Housing, Minister for Homelessness, Minister for Mental Health, Minister for Youth, and Minister for the North Coast

Action/s: The region will continue to provide follow-up on priority water projects and preparedness for the upcoming drought.

Speaker: The Hon. Jenny Aitchison, Member for Maitland and Minister for Regional Transport and Roads

Action/s: Follow-up on the challenges of freight from the rewiring of NSW construction task will be provided.

14. Meeting closed 4:40pm

Page 7 is the last page of the Central NSW Joint Organisation meeting 23 November 2023 at Sydney

8 Matters in Progress

Action	By	Update
<p>290519-8b-Drought Sub-committee - Progressing the recommendations of the Drought Issues Paper</p> <p>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.</p>	<p>JB/ MM</p>	<p>290519-8b-- Progressing the recommendations of the Drought Issues Paper</p> <p>Advice on 21 March 2020 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.</p> <p>https://www.nsw.gov.au/regional-nsw/future-ready-regions</p> <p>There has been a 2023 update on progress Future Ready Regions 2023 Update (nsw.gov.au)</p> <p>Further, the funding programs for drought have been evaluated with the findings being positive. Drought Measures – Strategic Evaluation (nsw.gov.au)</p> <p>While it is pleasing that the work this region has been undertaking is recognised by the NSW Government in its 2023 update on drought preparedness, the activities being progressed fall well short of this region's policy particularly for urban communities.</p> <p>It is noteworthy that the Centroc Water Security Study undertaken in 2009 found that any amount of demand management and leakage reduction will not deliver water security for this region without further investment on a multi-source approach in infrastructure investment. This finding has been reinforced in the Regional Water Strategies for the Macquarie and the draft Lachlan Strategy.</p> <p>Further, feedback from across the region is that Local Water Utilities trying to progress infrastructure solutions are meeting the sorts of challenges described in the Auditor General's Report and are not progressing</p>

Matters in Progress

Action	By	Update
		<p>fast enough to prepare for the next drought.</p> <p>Advocacy continues for inter-agency coordination of water security planning and management with Local Government with a seat at the table.</p> <p>Regional NSW provided a funding opportunity for two groupings of councils in the CNSW footprint that did not apply in the first round. The Drought Issues Paper was provided as useful background information to the grant.</p> <p>At a presentation by DPE Water on Lessons Learned from the 2017-2020 drought on 15 September it was advised that a review of the NSW Government drought response was undertaken in 2021 with various Fact Sheets available on the DPE website. This includes Valley Snapshots and advice about the effectiveness of the Critical Water Advisory Panel. For detail:</p> <p>https://water.dpie.nsw.gov.au/allocations-availability/drought-and-floods/drought-recovery</p> <p>https://water.nsw.gov.au/_data/assets/pdf_file/0004/469255/Lachlan-Valley-snapshot-drought-2017-20-20210914.pdf</p> <p>https://water.nsw.gov.au/_data/assets/pdf_file/0011/469253/macquarie-valley-snapshot-drought-2017-20-20210914.pdf</p>
41220-9m-Western Link Work with TfNSW on aligned messages on road safety.	JB	Correspondence has been sent and follow-up through the Central NSW Regional Integrated Transport Group is anticipated once the Central West and Orana Regional Transport Plan, currently taking a new direction, is completed.
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	<p>Meeting regularly with Penrith City Council.</p> <p>A meeting was coordinated with Hawkesbury Council for 2 February. Please see Advocacy Report. This contemplates further work with Western Sydney Councils.</p>

Matters in Progress

Action	By	Update
		Suggest deletion
121022 -7g-Report from Regional Australia Institute event Regions Rising Canberra 1. receive a report on opportunities afforded to the region from the Rebalance the Nation Framework; and 2. seek a time to meet with Minister King's Office and provide advice on the Dutch Model.	JB, MM	<ul style="list-style-type: none"> Underway where an event has been held in Orange. 1. This has proved difficult to get into diaries – the intention is to progress after the Policy Lab on Productive Water comes together. Suggest deletion
241122-7-Matters raised by Members. Lachlan has raised the need for advocacy regarding this flooding event That the Central NSW Joint Organisation endorse the following key messages in the briefing note on the recent flooding event and seek feedback from members on specific advocacy they are seeking support for: 1. There should be automatic, well-known processes switched on when natural disaster declarations are made. These should include; a. one source of truth; b. effective and known communication pathways, governance arrangements and messaging; c. a known support package including rates relief and business support tailored to the impacted engine industries of the community; and d. recognition that some natural disasters are much bigger than the local response through Council and the SES and there ought to be pre-planned responses to rapidly escalate. 2. There ought to be known escalation points to support the local effort including use of the military. 3. CNSWJO, through its Disaster Risk Reduction Program, prepare a tool that systematises mutual support between Councils for natural disasters. 4. CNSWJO ensure coordination of a debrief with affected Councils and key agency representatives to inform the above tool	JB/ JW	1-4 Correspondence was sent to Ken Harrison regarding the Systematic Tool development and the lessons learned session. A meeting was held with Ken Harrison 30 January and he has agreed to progress a lessons learned workshop. Ken Harrison has provided the following advice: <ul style="list-style-type: none"> <i>NSW Reconstruction Authority, under the provisions of its Act, is the primary recovery agency, but is not a response agency, such as RFS and SES.</i> <i>Combat agencies are responsible for After Action Reviews, after each event. (focusing on the response phase)</i> <i>SES for the Lachlan River based LGAs are in SES Southern Zone, run from Wagga Wagga. Ben Pickup is the SES zone commander and may be able to supply the outcomes of any AARs they undertook. I'd have anticipated that LEMC reps may have been involved in this process.</i> <i>If the JO wants to undertake a broader review encompassing relief and recovery processes, I would be happy to support and be involved. It would be informative to have a clear idea of who was to be involved and what the objective is.</i> <i>NSW RA is undertaking a full review of the NSW Recovery Plan this year. This is quite extensive and will include learnings from recent events. I will liaise with the review team to determine opportunities for consultation with the JO.</i>

Matters in Progress

Action	By	Update
where this includes elected representatives.		<p>Collaboration with NSW RA continues through the Disaster Risk Reduction Program.</p> <p>Advocacy policy is being amended to include the above.</p> <p>Suggest deletion</p>
230223- h - Health Advocacy 1. Note the balance of the advocacy advice will be provided to the next Board meeting; 2. Seek to have the Health and Social Profiles developed by the Western Area Local Health District's Health Intelligence Unit updated	JB	<p>This is being progressed through the Portfolio Mayors for Health. Please see advice provided in a separate report on advocacy to this meeting.</p> <p>Suggest deletion</p>
230223-I-Regional Water Security and Productive Water 1. A bid be put up to the newly formed Charles Sturt University Policy Lab to bring together CNSWJO member Council representatives, academics, subject matter specialists and key regional stakeholders to participate in a forum to co-design a Roadmap for the region to progress work on Productive Water	MM	<p>1. The Policy Lab working group have advised that this will be the second Policy Lab this year.</p> <p>CNSWJO nominees for this are:</p> <p>Cr Bill West, Cr David Somerville, Mr Kent Boyd, Mr Darren Sturgiss (Bathurst) and Mr Garry Styles.</p> <p>The working group met on 1 December and considered – objectives, themes, presenters, participants and timeframes.</p> <p>CNSWJO staff met with Ms Julia Andrews CSU Director External Engagement on 15 December to discuss next steps with a further meeting with Professor Mark Evans scheduled for 21 February. See Water Report for details.</p>
240523-f -Opportunities for Screen in Central NSW Report 1 formally request a photoshoot in region by Screen NSW; and 2 approach RDACW to progress a briefing of members on the opportunities of screen for Economic Development Officers in the region	CG/ JB	Underway

Matters in Progress

Action	By	Update
240523-10b -Executive Officer Transition Report 1. receive a report on implementing one salary system and restructuring options for the transition period including a 2IC model where the EO takes on a reduced role.	JB	Please see a report to this meeting. Suggest deletion.
240523 - 12-Matters raised by Members regarding Flood recovery 1. the CNSWJO supports Cabonne Council in regard to Cabonne communities' flood recovery efforts in particular the village of Eugowra; the CNSWJO expresses concerns raised by member Councils regarding the support from Federal and State governments with flood recovery from the 2022 flooding events and write to the Premier, Prime Minister and relevant Ministers and invite them to visit the affected regions; 2. issue media.	JB	1. Correspondence has been sent. There have been various Ministers who have visited the region. Minister Dib has provided the following advice: <div style="background-color: #e6f2ff; padding: 5px; margin: 5px 0;"> <p>In May 2023, the NSW Government commenced implementing an advance model for local councils in the Northern Rivers region that is being progressively rolled out across the State.</p> <p>The model is designed to accelerate the disbursement of funds to Councils in the event of natural disasters, mitigate cashflow constraints, and ensure that essential programs proceed at a faster rate. The feedback to date has been positive.</p> <p>Under the existing Disaster Recovery Funding Arrangements (DRFA), infrastructure such as roads can only be built back to current standards and potentially without any future resourcing. This is recognised as a restriction of the DRFA.</p> <p>The Commonwealth Government is currently reviewing the scope and funding of the DRFA. The NSW Government has been consulted as part of this review and plans to build-in betterment within the DRFA. This feedback included a request for the DRFA to address this constraint.</p> <p>The NSW and Commonwealth Government recently announced \$260 million in joint funding for local Councils and NSW Government agencies through the Infrastructure Betterment Fund and Community Local Infrastructure Recovery Package - Community Assets Program.</p> </div> <p><i>In May 2023 the NSW Government commenced implementing an advance prepayment funding model for local councils in the Northern Rivers that is being progressively rolled out across the State</i></p> <p><i>Under the existing Disaster Recovery Funding Arrangements (DRFA) infrastructure such as roads can only be built back to current standards....The NSW and Commonwealth recently announced \$260m in joint funding for local Councils and NSW Government agencies through the Infrastructure Betterment Fund and Community Local Infrastructure Recovery Package- Community Assets Program.</i></p> 2. Media drafted however the timing was not good. Suggest deletion
240523-APH- Roundtable Discussions with Ministers Follow-up actions from the round table are: 1. A briefing on the Dutch Model be coordinated through The Hon Kristy McBain's Office;	JB	1. Letter sent, follow-up underway 2. Underway where the Policy Lab with CSU should bring this into focus. Meetings have been held with the MDBA and a presentation to Board members is anticipated.

Matters in Progress

Action	By	Update
2. Receive a report on Murray Darling Basin Plan #2; 3. Seek further advice on suicide prevention; and 4. Seek further advice on the aging copper network and its impacts.		3. Correspondence has been sent and advice has been provided. This advice has been provided to the Portfolio Mayors for Health and Ageing. 4.This was being undertaken through RDACW however Mr Steve Bowman has recently been replaced by Mr Josh Gordon.
230823-8c- The CNSWJO Governance and Advocacy Report 1. update the Transport Advocacy Plan to support; a. the Bathurst Bullet being extended to Orange, including Opal Card ticketing; b. a morning day-return service from Dubbo to Sydney via Orange using Bullet 2 pathway and timetable; c. Staged Faster Rail track upgrades to reduce travel time from Orange and Dubbo; and d. Split the faster passenger rail at Orange to go to Parkes and Dubbo.	JB	See report to this meeting – suggest deletion
230823-8g- Transport Advocacy progress for the “Fix Me” project	JW	See report to this meeting – suggest deletion
240823- Round table with Ministers NSW Parliament House Providing Ministerial advice requests on incentivising medical visits into aged care facilities.	JB	Being progressed with the Rural Doctors Network
231123 – 8I - Just Transition to a Renewable Energy Future Report 1. call on the NSW Government to, as a matter of urgency; a. provide a whole of government approach to the logistics of the infrastructure effort to rewire regional NSW; b. review the State Significant Development Process particularly with regard to i. cumulative impacts; ii. its applicability to the large-scale infrastructure effort in rewiring NSW; iii. timeframes for the post consultation period; iv. additional compulsory pre consultation requirements v. a fit for purpose mandated planning agreement policy and process; and	JB	Advocacy Plan updated accordingly and going to this meeting. Correspondence sent. A submission was lodged using this policy and seeks endorsement from the quarterly review report. Important is the advice on benefits sharing where it is suggested that as the \$1,050 currently being suggested is only 0.7% of the monies generators are receiving for the annual Large Generation Certificates.

Matters in Progress

Action	By	Update
<ul style="list-style-type: none"> c. identify all cumulative impacts of rewiring of regional NSW including transport and housing; d. note development outside the Renewable Energy Zone and Energy Co remit is also substantial; e. provide just compensation to communities for these impacts where this compensation includes consideration of the ongoing, cumulative impacts of poor processes to date; f. direct NSW Government agencies and State-Owned Corporations to develop and implement policy that better engage and inform community on State Significant Development; g. provide assurance for energy security for the communities of Central NSW through the next decade of transition and beyond; h. ensure that there is sufficient water for urban communities leading into the next drought and that they have priority over the energy transition effort; and i. develop and implement policy that allows for optimal outcomes for agriculture co-located with large scale renewable energy generation; j. royalties on power generation from renewable energy productions go to all affected communities including those responsible for and impacted by the transport task; k. freight impacts for the Central NSW region be urgently assessed; <p>2. advocate for more funding for distributed energy generation, including seeking support for roll-out in the Central NSW region from Essential Energy, Endeavour Energy and Iberdrola;</p> <p>3. advocate for incentivising domestic battery uptake in region, to help both support the energy transition and energy security;</p> <p>4. note in particular the advice regarding windfarm projects in Forestry Corporation softwood forests in Bathurst, Lithgow, Oberon and Orange;</p>		

Matters in Progress

Action	By	Update
5. update the advocacy policy and the CNSWJO Risk Management Plan in line with the resolve above; and 6. ask the Advocacy Subcommittee of Mayors to monitor the situation closely and act in the interest of the region between Board meetings with an ongoing focus on supporting communities through this difficult period including seeking recompense and energy security.		
231123-8k Energy Report 1. note the progress of the business case on the nexus between energy security and emissions reduction and <ol style="list-style-type: none"> note the draft business case document and the appendices; endorse option 3 of the business case as the recommended option; endorse the business case 'placemat'; 2. advocate to the NSW OECC to extend the JONZA program to ensure embedment and efficient implementation of activities that support the region's net zero aspirations into the future; 3. advocate to the EPA and the OECC for support and funding to progress activities that will assist councils in reducing emissions from landfill; 4. approve a regional application by CNSWJO for interested member councils for the Community Energy Upgrades Fund; 5. note the estimated cost savings of \$2.37m for members between January to June 2023 under the large sites and streetlighting electricity contract; 6. note the AER's draft determination in relation to Essential Energy's pricing proposal for public lighting was not approved and note the importance of the ongoing work that the Southern Lights Group continues to conduct on behalf of members, where it was the only submission received in relation to public lighting; and 7. make a submission to the Renewable Energy Framework consultation.	KB	Please see report to this meeting where all items are either complete or being progressed. Suggest deletion.

Matters in Progress

Action	By	Update
231123 - Speakers The Hon. Penny Sharpe, MLC Minister Sharpe welcomed spending more time early in the New Year on the Ernst and Young Business Case. CNSWJO staff to follow-up. The Hon. Chris Minns, MP Follow-up to be provided on disaster funding. The Hon. Daniel Mookhey Follow up on population projections review and water & sewer disaster funding.	JB	Briefing with Roy Butler held. A date is still being sorted with Phil Donato's Office. Correspondence sent.
231123-8e-The CNSWJO Governance and Advocacy Report <ol style="list-style-type: none"> note that a report will be received from the Rural Doctors' Network workshop in Forbes 31 October and encourage members to take up the "State of Play" opportunity in the interim; provide a letter of support for Cr J Jennings for his fact finding visit to the United States; develop policy on the need for national strategy for the Safe Swift and Secure Link between Sydney and Central NSW 	JB	Support correspondence for Cr Jennings provided. Report from RDN workshop circulated. It is understood that strategy is being undertaken by TfNSW including working with Infrastructure Australia.
231123-8f-Report from Policy Labs for dissemination to attendees <ol style="list-style-type: none"> reframing the rhetoric – speak about local government in terms of capability, opportunity etc; encouraging a 'big conversation' about expanding regional collaboration – consider a more authoritative regional board (representing member councils) that's better placed to advise/negotiate with state and federal agencies; using a regional strategy to build trust in/respect for local government and improve its status in the overall system of government while not glossing over the difficult issues for example financial sustainability; removing red tape barriers to more regional action while avoiding raising amalgamations; leveraging available resources and talent more effectively; reviewing financial sustainability, addressing 'spatial fiscal imbalance' particularly between Western Sydney 	JB	Policy in the Regional Prosperity Advocacy Plan has been updated to reflect this resolve. This Plan is provided to the Advocacy Report to this meeting. Social media proforma report underway. Suggest deletion of 1-12

Matters in Progress

Action	By	Update
<p>and Central NSW where this is to include a review Federal Assistance Grants system and distribution of other grants to improve equity; avoid competitive grants;</p> <p>7. expanding self-regulation (eg in planning, environment, water) – Audit Risk and Improvement Committees could be useful but must have effective local representation;</p> <p>8. supporting the primary democratic role of councillors;</p> <p>9. providing more background information on election candidates;</p> <p>10. exploring opportunities for improving candidacy;</p> <p>11. optimising the Integrated Planning & Reporting framework including as a basis for enhanced community engagement and making the cycle a better fit for newly elected councils;</p> <p>12. rejecting</p> <ol style="list-style-type: none"> mandatory popular election of mayors or wards; amalgamations changes that might increase oversight and changing the councillor-executive relationship at least in the short term pending needed changes; and regarding social media; <p>13. the Board provide the advice on social media to Council as a proforma report; and</p> <p>14. that this advice include;</p> <ol style="list-style-type: none"> canvassing the idea of a shared resource in social media support; and consideration of Councils' other regulatory obligations relevant to social media under the Local Government Act, Work Health and Safety Act and other material legislation and <p>15. the Mayoral Board report to Councils include advice from this report.</p>		
<p>231123- 9-Quarterly Review of the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority 2022-2025</p> <p>1. receive a report from State agency consultations to inform Community</p>	JB	Members have been surveyed re the state agency consultations. GMAC received a report on optimising these activities going forward and has carriage of this project.

Matters in Progress

Action	By	Update
<p>Strategic Plans and in the interim circulate this to members for feedback;</p> <p>2. progress an application to the Round Two EOI for the Disaster Risk Reduction Fund to be developed by the sponsoring General Managers under the hand of the Chair;</p> <p>3. employ a new staff member under the auspices of the Chair to</p> <ol style="list-style-type: none"> provide continuity of service during a maternity leave period and provide a greater level of operational support to the water priority; <p>4. a full report on the Executive Officer transition will be provided to the Board in February in the context if the overall budget going forward.</p>		<p>EOI successful.</p> <p>Employment process near completion at the time of writing.</p> <p>See report to this meeting.</p> <p>Suggest deletion</p>
<p>231123-10-Late reports</p> <p>Regional NSW will circulate late reports for members in due course</p>	JB/R NSW	<p>A new MoU between NSW and the ACT is currently being negotiated. Advice on opportunities arising will be provided in due course from the Cross Border Commissioner.</p> <p>Regarding the forward plan – this is to be finalised once the new direction of the government is finalised.</p>
<p>231123-12-Speakers to the next meeting.</p> <p>Saul Griffith or suitable alternative.</p> <p>Alistair Lunn and Ant Hayes from TfNSW</p>	JB/J W	<p>TFNSW to update to the February meeting.</p>
<p>231123-Speakers</p> <p>The Hon. Rose Jackson, MLC,</p> <p>The region will continue to provide follow-up on priority water projects and preparedness for the upcoming drought.</p> <p>The Hon. Jenny Aitchison</p> <p>Follow-up on the challenges of freight from the rewiring of NSW construction task will be provided.</p>	JB	<ol style="list-style-type: none"> Ongoing Follow-up being undertaken through various channels. Please see the Advocacy Report. <p>Suggest deletion</p>

Matters in Progress

9 Reports on Statement of Regional Strategic Priority 2022-2025

Priority One: Leveraging our successful collaboration

9a Financial Report

Regional Strategic Priorities	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 organisations
Portfolio Mayor	Cr Kevin Beatty
Sponsoring General Manager/s	Mr B Byrnes, Mr G Tory, Ms N Vu, and Mr C Butler

Report by Ann Thomas and Jenny Bennett dated 19 February 2024

Recommendation/s
That the Board note the Financial Report.

Precis

This report provides an update on the financial position of CNSWJO at 19 February 2024 including the anticipated profit of \$35,707 for 30 June 2024 against the budgeted profit of \$2072.

Financial Report

This report presents the financial accounts at 19 February 2024. This report anticipates a full year profit of \$35,707 at 30 June 2024 against a budgeted profit of \$2,072. Taking into account prior year surpluses carried over it is anticipated that the surplus at 30 June 2024 will be \$349,369.

There have been several variations to the anticipated budget figures in this report to better reflect where the JO is tracking at the moment.

The budget now estimates that the interest earned on cash at bank will be \$32,000 for the 23/24 year due to the rise in interest rates from when the budget was prepared. Also now included in income is the variation to the JONZA deed to extend the current employment of Kate Barker under the JONZA grant program to 30 June 2024. The value of this variation is \$59,453 and will further offset Kate's overall costs to the JO.

Two new staff positions have been recruited. These are the Project Officer – Water and the Executive Support and Administration Officer. New budget lines have been included for these positions. The Executive Support Officer, Verity Page, ceased working for the JO in late December 2023 and her budget line has been reduced accordingly. Ms Grace Quinton has commenced her maternity leave with an anticipated return date of April 2025.

This report includes the wages and oncosts for the first six months of the financial year to December 2023. A portion of staff costs are allocated to the various JO projects including JONZA, Business Case, Tourism, Disaster Risk Reduction, Water Loss Management and the Water Utilities Alliance.

Reports

This report includes the management fees to December 2023 and is tracking above budget. As a result the anticipated figure for 23/24 has been increased by \$15,000 to \$145,000.

The budgets for legal and advocacy costs have been increased due to the increased activity required in these areas.

The annual audit of CNSWJO was put out to tender by the Audit Office of NSW in late 2023 along with several member council's audits as contracts were expiring. The CNSWJO has been informed that Intentus Chartered Accountants has been awarded the new contract for CNSWJO for the years ending 30 June 2024 to 30 June 2026 with an option to extend for a further two years. Intentus were the previous auditors of CNSWJO so continuity will be maintained. The audit fee for the 2023/2024 year will be \$14,400 (\$13,200 in 2022/2023). An initial planning meeting for the 2023/2024 audit has been scheduled for 5 March 2024.

Central NSW Joint Organisation

Financial Position at 19 February 2024

	Budget 2023/2024	Actual 19/02/2024	Anticipated 30/06/2024
Income			
CNSWJO Membership Fees	359,208	359,208	359,208
CWUA Best Practice Program	324,649	324,649	324,649
CNSWJO Regional Tourism Group	119,020	112,756	119,020
CNSWJO Operational Membership	122,364	122,364	122,364
WRAS	11,341	10,001	10,001
	\$936,582	\$928,978	\$935,242
Grant - JONZA	62,000	46,500	121,453
Grant - Disaster Risk Reduction Fund (DRRF)	323,995		323,995
Grant - RNSW Business Case and Strategy Development Fund	208,665		208,665
Grant - LGP Procurement Capability		7,150	7,150
Grant - Bridges			16,838
	\$594,660	\$53,650	\$678,101
CWUA -Smart Approved Watermark	19,767		19,767
CWUA - NAMAF 2023		95,343	95,343
	\$19,767	\$95,343	\$115,110
HR - Regional Training Service	200,000	99,480	200,000
HR - Online Training & Other HR Modules	100,000		0
	\$300,000	\$99,480	\$200,000
Transport - Fix Me Project		20,000	20,000
	\$0	\$20,000	\$20,000
Management Fees - Contracts	130,000	96,454	145,000
Management Fee - LGP	42,500	60,938	60,938
	\$172,500	\$157,393	\$205,938
Copyright Licence	20,000	23,299	23,299
Vehicle Lease Back - Net Zero and Operational Programs Mgr	5,000	2,446	5,000
Interest	15,000	26,770	32,000
Member Council Expenses Reimbursed		12,759	12,759

Reports

	\$40,000	\$65,274	\$73,058
Total Income	\$2,063,509	\$1,420,117	\$2,227,449
Expenditure			
Executive Officer Costs	190,000	92,334	175,000
Executive Officer Vehicle Costs & Depn	10,000	660	10,000
Net Zero and Operational Programs Manager	72,000	6,578	13,000
Finance Manager	77,500	43,968	80,000
Project Officer - Procurement	97,000	55,974	97,000
Project Officer - Operations	65,000	40,160	65,000
Project Officer - Water		670	30,000
Executive Support Officer	73,000	43,276	58,000
Executive Support and Admin Officer		730	26,000
CWUA Program Manager & Program costs	186,927		186,927
CWUA Assoc. Memberships & Benchmarking Program	137,722	48,300	137,722
CWUA - Smart Approved Watermark	19,767		19,767
CWUA - NAMAFA 2023		64,016	95,343
Grant - JONZA	62,000	44,816	121,453
Grant - Disaster Risk Reduction Fund (DRRF)	323,995		323,995
Grant - RNSW Business Case and Strategy Development Fund	208,665	489	208,665
Grant - LGP Procurement Capability		7,150	7,150
Grant - Bridges		4,495	16,838
CNSWJO Regional Tourism Group	119,020	56,610	119,020
Remuneration of the Chair	10,000	5,000	10,000
WRAS	11,341	10,001	10,001
HR - Training Service Costs	195,000	90,290	195,000
HR - Online Training & Other HR Modules	100,000		0
Transport - Fix Me Project		45,136	45,136
Regional Medical Student Scholarship	15,000		15,000
Advocacy	15,000	21,638	25,000
Accounting/Audit/Financial Services Support	28,000	7,100	28,000
Bank Fees and Sundry costs	2,500	760	2,500
Computer Software/Licences	2,000	548	2,000
Copyright Licence	20,000	23,448	23,448
Depreciation (excl vehicles)	3,000		3,000
Internet Cloud	10,000	5,284	10,000
Legal	3,000	10,918	10,918
Member Council Expenses Reimbursed		12,759	12,759
Printing/Stationery/Postage	1,000	71	1,000
Procurement Administration		2,813	5,000
Zoom Conferences	1,500	1,050	1,100
Website Hosting and costs	1,500	73	1,000
Total Expenditure	\$2,061,437	\$747,115	\$2,191,742
Net Profit/Loss	\$2,072	\$673,002	\$35,707
Non-Budgeted Expenditure			
CNSWJO Reserves from 2022/2023 and previous years			
Asset Revaluations for Buildings and Operational Land	64,000	64,000	64,000
BPAP - Best Practice in Aggregated Procurement	150,000		150,000
Community Engagement Surveys	73,300	73,300	73,300
CWUA Best Practice Program	238,721	90,052	238,721
CNSWJO Regional Tourism Group	2,238	2,238	2,238
Energy Project	32,145		54,760

Reports

Energy - Regional Energy Program - Council Contributions	22,615		0
Energy - Smart Censors Trial BRC	1,887		1,887
Grant - RNSW Business Case and Strategy Development Fund	794,069	794,069	794,069
Grant - OLG Capacity Building Fund Stage 2	27,145	20,975	27,145
Grant - CNSWJO Water Loss Management Program	810,000	164,595	810,000
Grant - Destination Central West NSW	30,000	3,900	30,000
Grant - Disaster Risk Reduction Fund (DRRF)	271,875	111,493	271,875
Grant - JONZA	33,901	33,901	33,901
Grant - Spare Capacity in Housing Project (V2)	45,000		45,000
Inter- Council Cooperation Reserve - Procurement	15,617	8,625	15,617
	\$2,612,513	\$1,367,148	\$2,612,513

Net Profit/Loss after Non-Budgeted Expenditure	-\$694,146	-\$2,576,806
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CNSWJO Accumulated Surplus at 30 June 2023	\$2,926,175
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Anticipated Surplus at 30 June 2024	\$349,369
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Attachment/s:

Nil

Reports

9b Budget considerations 2024/2025: The Draft 2024 CNSWJO Statement of Budget and Revenue

Regional Strategic Priorities	1: 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 organisations
Portfolio Mayor	Cr Kevin Beatty
Sponsoring General Manager/s	Greg Tory, Noreen Vu, Brad Byrnes, Craig Butler

Report by Jenny Bennett dated 15 February 2024

Recommendation/s
That the Board note the Statement of Budget and Revenue Report and; 1. adopt the draft Statement of Budget and Revenue and place it on exhibition for 30 days; 2. note that the budget for the next financial year includes a fee rise of 3% and a profit for the year of \$55,227; and 3. provide advice in the Mayoral Board report regarding the Statement of Budget and Revenue seeking member feedback.

Precis

CNSWJO must adopt its Statement of Budget and Revenue at its May meeting having put it on exhibition for 30 days.

To remove the need for special meetings, a draft for public feedback should be adopted at this Board meeting.

The budget has been developed giving consideration to:

- the Statement of Strategic Regional Priority (SSRP)
- grants and associated staffing requirements;
- councils across the region providing feedback that they are very resource constrained as they manage the poor roads condition and other challenges;
- the IPART rate rise of 4.5% to 5.5%; and
- the advice in the Transition Report elsewhere in this agenda.

The budget calls for an increase of fees of 3%, which is below the rate cap. The 2024/2025 financial year shows a surplus of \$55,227. In line with direction from GMAC, a four-year outlook has been undertaken. After three years of profit, in year four a loss of -\$77,892 is anticipated. It should be noted that being a small and nimble organisation it is likely that the four-year outlook will vary substantially as funding opportunities are taken up and the Best Practice in Aggregated Procurement continues to deliver better income.

The unrestricted (ie no internal or external restrictions) in the anticipated surplus as at February 2024 of \$349,369 allows for some emergent programming including for advocacy collateral and events.

Reason for the Report

Reports

This report seeks adoption of the Statement of Budget and Revenue for the 2024/2025 financial year.

Legislative, Policy and Risk Considerations

CNSWJO must adopt its Statement of Budget and Revenue (the Statement) at its May meeting having put it on exhibition for 30 days. To remove the need for special meetings, a draft for public feedback should be adopted at this Board meeting.

At its recent meeting, GMAC reviewed advice on the four year forward plan for the CNSWJO budget and commends it to the Board.

Considerations for the budget for this year are:

1. the Statement of Strategic Regional Priority (SSRP)
2. grants and associated staffing requirements;
3. councils across the region providing feedback that they are very resource constrained as they manage the poor roads condition and other challenges;
4. the IPART rate rise of 4.5% to 5.5%; and
5. the advice in the Transition Report elsewhere in this agenda.

The Statement of Strategic Regional Priority (SSRP)

Members may recall that the Statement of Strategic Regional Priority (SSRP) for this term has increased the number of regional priorities from four to seven. Advice was provided to the current SSRP on resourcing implications, please request this advice.

In the 2024/2025 financial year the SSRP requires review. For more advice on the process please go to:

<https://www.olg.nsw.gov.au/wp-content/uploads/2021/11/Integrated-Planning-Reporting-Handbook-for-Local-Councils-in-NSW.pdf>

The last SSRP was developed in house under the auspices of an oversight committee of Mayors. The process was evaluated and the following was resolved by the Board in February 2023:

That the Board note the Evaluation Report for the Statement of Strategic Regional Priority (SSRP) found the process and outputs compliant, good value for money and well received. Where possible in future iterations;

1. *the strategy itself should be developed in-house;*
2. *a subcommittee of Mayors similar to that used for this iteration should provide oversight of the process;*
3. *any expenditure on consultants should be for “new eyes” on the region for a background document to inform strategy like the*
<https://www.centraljo.nsw.gov.au/content/uploads/CNSWJO-Enviromental-Scan.pdf> *of strategic and plans at the regional, state, national and international levels that are relevant to this region;*
4. *give greater thought to engagement with State agencies; and*
5. *the highest priority for any funding for renewal of strategy is for a conference for new Councillors.*

Cr B West/Cr C Bembrick

Reports

A line item of \$35,000 has been included in the budget to account for the need for consulting support and at least one event for new Councillors.

Grants and associated staffing requirements

As advised previously, the JO model is beginning to get some funding recognition. The intention is to build on this recognition. This should see further investment by the NSW Government in delivering capacity building programs through the JO.

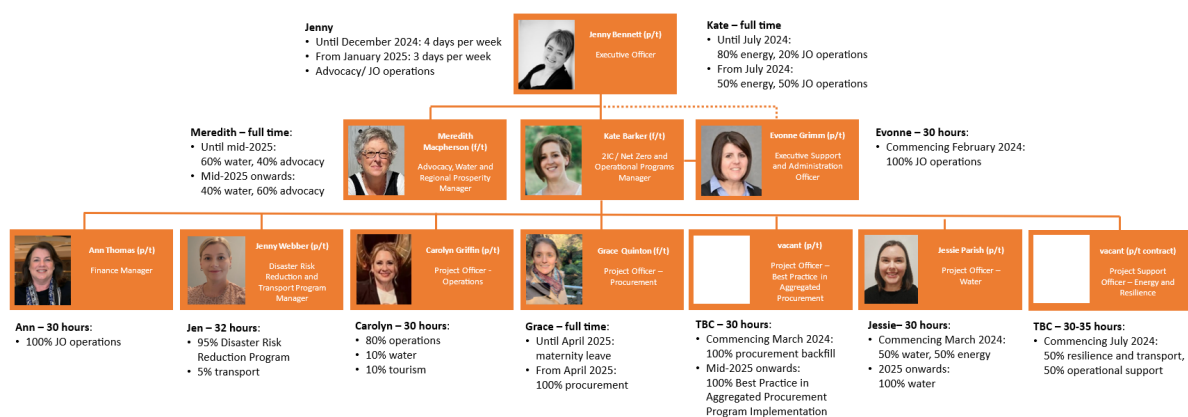
Please find attached a presentation of an online meeting of the Board 5 December. The online meeting resolved to support the Chair in progressing:

The budget makes assumptions about specific grants. These are that funding will be received for both the Disaster Ready Fund (DRF) and the Joint Organisation Net Zero Acceleration Fund. Without these funds a rework of internal resourcing will need to occur.

The JO network has made it through to EoI for the DRF and feedback is positive regarding the Joint Organisation Net Zero Acceleration Fund.

Should these funds progress a staff member will be added to the team in July of this year, the beginning of the financial year, as both grants funding allow for more resource.

Assuming the grant funding is realised the staff structure will be as follows where this is accounted for in the budget:



70% of the organisation's time is spent delivering value to Council operations through procurement, training, capacity building and sharing of information.

This team operationalises the CNSWJO Statement of Strategic Regional Priority including the following functions;

- Supports 11 Council teams, GMAC and the Board including governance, administration and the coordination of parliamentary visits and other advocacy;
- Administers State agency funded programs at the direction of the Board, currently through 6 programs;
- Seeks funding to deliver the priorities the Board;
- Delivers national award-winning work through a brokered training service to members where the focus is on water training;
- Delivers national award-winning work in support of quality secure water and sewage

Reports

services;

- Delivers an average of \$1.9m per year of PR value through tourism editorial content;
- Lodges around 20 submissions a year in line with Board policy (17 to date this year);
- Provides conservative cost savings to members of \$2.2m through 25 contracts being administered through the Best Practice in Procurement Program;
- Coordinates the Joint Organisation Executive Officers' Network; and
- Delivers media and social media support to the Board's priorities.

Councils across the region are providing feedback that they are very resource constrained as they manage the poor roads condition and other challenges.

The Opt-in Advocacy Subcommittee of Mayors has raised concerns about local government sustainability and is developing a campaign in this regard. Of particular concern for some members are the infrastructure replacement challenges after natural disasters. Both Lithgow and Blayney have had Special Rate Variations (SRVs) approved this year and most members are giving consideration to the timing of a SRV, potentially in the next term of their councils.

The local government industry is in an increasingly precarious place from a financial sustainability perspective and the IPART Rate Rise of 4.5-5.5% will only go part way to turning the problem around. <https://www.ipart.nsw.gov.au/Home/Industries/Local-Government/For-Ratepayers/The-rate-peg>

In response, the CNSWJO budget with a four-year outlook has been built from the ground up and includes better income streams by using the Hunter JO Budget Calculator for grants including apportionment of income to project administration. The significant growth in income streams comes from implementation of the Best Practice in Aggregated Procurement Program.

The Board's investment in the Best Practice in Aggregated Procurement Program with its associated five-year Procurement Plan is showing good financial results for the JO as well as being a significant component of the RoI to members last financial year of 9.4:1. The income stream from the BPAP program is conservative where it is likely to increase in years three and four of the four-year outlook.

CNSWJO staff are acutely aware of member council resourcing constraints in both skills shortages and income and are constantly seeking to have member priorities funded from non-member sources.

Regarding risks, it is likely that the budgeted outcome for the next financial year will be realised or will improve. The JO typically bring financial years in close to or better than anticipated. The anticipated carry over surplus of approximately \$400K based on the February 2024 Financial Report allows for any unanticipated significant blow-outs beyond the anticipated profit result of \$55,227 for the year.

Financial Implications

The budget with a four-year outlook is attached.

The budget for next year follows:

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Central NSW Joint Organisation Budget 2024/2025

**Budget
2024/2025**

Income

CNSWJO Membership Fees	369,984
CWUA Best Practice Program	334,440
CNSWJO Regional Tourism Group	122,591
CNSWJO Operational Membership	126,035
WRAS	11,859
	\$964,909
Grant funding - JONZA	\$155,000
Grant funding - Bridges Project Mgmt	\$12,746
Grant funding - Disaster Ready Fund	\$202,195
	\$369,941
CWUA -Smart Approved Watermark	19,767
	\$19,767
HR - Regional Training Service Income	100,000
	\$100,000
Management Fees from Contracts	320,000
Management Fee from LGP	50,000
	\$370,000
Copyright Licence	20,000
Cyber Security (from members)	200,000
Vehicle Lease Back - Net Zero and Operational Programs Mgr	5,000
Interest	20,000
	\$245,000
Total Income	\$2,069,617

Expenditure

Executive Officer Costs	150,000
Executive Officer Vehicle Costs & Depn	10,000
2IC / Net Zero and Operational Programs Manager (JO costs) incl Vehicle	45,065
Finance Manager	80,300
Project Officer - Procurement (mat leave until April 2025)	36,506
Project Officer - BPAP (and mat leave backfill)	79,928
Project Officer - Operations	60,438
Project Support Officer - Energy and Resilience	2,400
Cybersecurity Project	203,000
Executive Support and Admin Officer	80,000
Productive Water and Advocacy Manager (JO costs)	56,000
CWUA - Best Practice Program (inc staff)	334,440
CWUA - Smart Approved Watermark	19,767
Grant - Bridges (inc staff)	12,746
Grant - JONZA (inc staff)	155,000
Grant - Disaster Ready Fund (inc staff)	202,195

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Disaster Ready Program (JO costs)	86,655
CNSWJO Regional Tourism Group Marketing	122,591
SSRP review	35,000
Remuneration of the Chair	10,000
WRAS	11,859
HR - Training Service Costs	95,000
Regional Medical Student Scholarship	15,000
Advocacy	15,000
Accounting/Audit/Financial Services Support	29,000
Bank Fees and Sundry Costs	2,500
Computer Software/Licences	2,000
Procurement Software	4,000
Copyright Licence	20,000
Depreciation (excl vehicles)	4,000
Internet Cloud	10,000
Legal	10,000
Operational Teams Costs	10,000
Printing/Stationery/Postage	1,000
Zoom Conferences	1,500
Website Hosting and Costs	1,500
Total Expenditure	\$2,014,390
Net Profit/Loss	\$55,227

Attachment/s:

1. The Draft 2024 CNSWJO Statement of Budget and Revenue
2. Four-year budget outlook
3. Board briefing 5 December 2023

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9c Advocacy Report

Regional Strategic Priorities	1.Leveraging the region’s successful collaboration 1.1 Driving efficiencies and effectiveness saving Councils money Activity 1.2 Building capacity across our Councils 1.3 Working well with other peak organisations
Portfolio Mayor	Cr Kevin Beatty
Sponsoring General Manager/s	Mr B Byrnes, Mr G Tory, Ms N Vu, and Mr C Butler

Report by Jenny Bennett dated 17 February 2024

Recommendation/s
<p>That the Board note the Advocacy Report and;</p> <ol style="list-style-type: none"> 1. note that a report from the workshop with the Rural Doctors’ Network has been circulated; 2. adopt the Advocacy Plans for <ol style="list-style-type: none"> a. Transport; b. Water; c. Energy; d. Regional Prosperity; e. Health; and f. Skills Shortages; 3. endorse the activities of the Opt-in Advocacy Subcommittee of Mayors, those being; <ol style="list-style-type: none"> a. developing a media campaign on Council sustainability; b. progressing advocacy for a Safe Swift and Secure Link between Sydney and Central NSW; and c. providing oversight of advocacy for the renewable energy transition and council financial sustainability; and 4. endorse the following submissions that have been lodged: <ol style="list-style-type: none"> a. Australian Productivity Commission third inquiry into the National Water Initiative – January 2024 b. Submission to the review of the Regional Development Act c. Draft NSW Energy Policy Framework d. Essential Energy Determination 2024-29 – Revised Public Lighting Pricing Proposal e. Consultation on the Future Drought Fund Investment Strategy & Funding Plan 2024-2028 – December 2023 f. Submission to the NSW vocational education and training (VET) review – November 2023 g. Response to the Department of Planning and Environment Lachlan Regional Water Strategy shortlisted actions – November 2023 h. Inquiry into the planning system and the impacts of climate change on the environment and communities – November 2023 5. Lodge the following submissions under the hand of the Executive <ol style="list-style-type: none"> a. DCCEE Draft Restoring the Rivers Framework Consultation; b. the Inquiry into the Assets, Premises and Funding of the NSW Rural Fire Service; and c. the draft Terms of Reference for the IPART review of NSW council financial model. 6. correspondence be sent to Mr Phil Donato/Mr Roy Butler requesting that the Minister for Water, The Hon. Rose Jackson be approached to convene a Regional Water Security Roundtable in the region to include state and federal government representatives.

Reports

Precis

Every February the Board reviews its Advocacy Plans. These documents provide the policy advice CNSWJO staff and Mayors use when writing submissions, providing representation including briefing materials and issuing media. Changes are made based on policy developed during the previous year.

Advice in the report includes material changes to the plans from policy adopted in the past twelve months and a review undertaken by Portfolio Mayors.

The Opt-in Advocacy Subcommittee of Mayors have focussed their attention on

- Council Financial Sustainability;
- A Just Transition to a Renewable Energy Future; and
- Safe Swift and Secure Link between the Central NSW and Western Sydney.

Submissions are provided for adoption and consideration.

Reason for this report

This report provides an update on the advocacy undertaken since the last Board meeting and seeks adoption of revised advocacy plans. Endorsement of various submissions is sought.

Legislative, Policy and Risk Considerations

CNSWJO legislative role includes both prioritisation and advocacy. According to its Charter, the CNSWJO Board may set up Subcommittees and other governance arrangements at its discretion. These are reviewed subsequent to the adoption of the Statement of Strategic Regional Priority to ensure that priorities are being adequately resourced – structure follows strategy.

Advocacy Plans

Every February the Board reviews its advocacy plans for the upcoming year. These plans provide advice to tactical work undertaken by CNSWJO Mayors, General Managers and staff in their:

- campaigns;
- representation;
- media;
- other advocacy collateral
- submissions; and
- correspondence.

In the review, consideration was given to;

- ALGA and LGNSW advocacy material
- Policy developed by the Board during the previous year; and
- Policy, legislation and key reports at the state and federal level.

Please find below advice on the material changes to the advocacy plans where the plans themselves form attachments.

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Regional Prosperity Advocacy Plan

The material differences to the Regional Prosperity Advocacy Plan are:

- the inclusion of commentary calling for changes to the regional development framework in NSW based on the impacts of the rewiring of the state; and
- key messaging on local democracy from the Policy Lab with Charles Sturt University in October 2023.

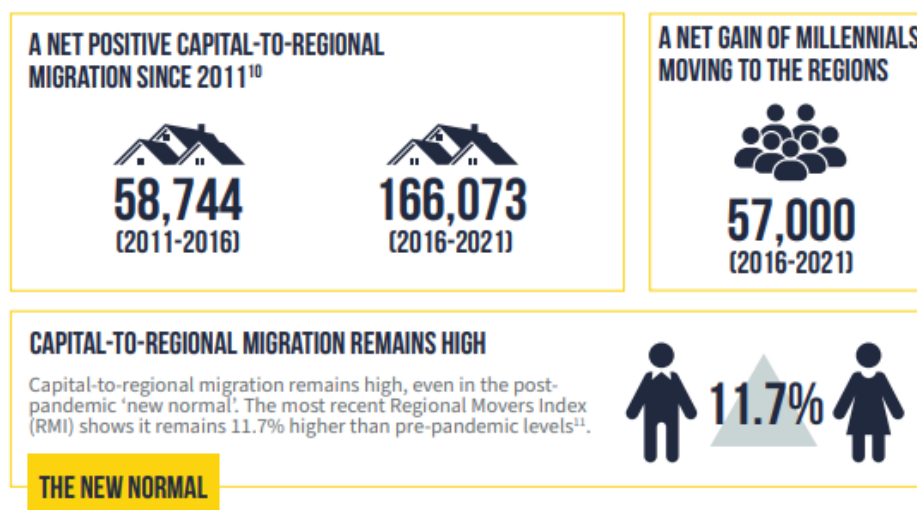
Commentary calling for changes to the regional development framework in NSW based on the impacts of the rewiring of the state

Of note is the cumulative impacts of the rewiring of NSW particularly for transport. Given the scale of the construction effort and its corollary impacts there is a case for royalties to be returned to impacted communities when the benefits go to all of NSW and beyond. These impacts would be ameliorated by manufacturing wind turbines, solar panels and other renewable energy infrastructure in regional NSW. Arguably, these manufactures should be incentivised. The Parkes Special Activation Precinct would lend itself to this type of industry.

Key messages from the Policy Lab with Charles Sturt University in October 2023.

- 1.1 *Local Government suffers from negative rhetoric which needs to be reframed in terms of capability and opportunity*
- 1.2 *Red tape is an ongoing issue for councils*
- 1.3 *reviewing financial sustainability, addressing 'spatial fiscal imbalance' particularly between Western Sydney and Central NSW where this is to include a review Federal Assistance Grants system and distribution of other grants to improve equity; avoid competitive grants*
- 1.4 *expanding self-regulation (eg in planning, environment, water) – Audit Risk and Improvement Committees could be useful but must have effective local representation;*
- 1.5 *supporting the primary democratic role of councillors and providing more background information on election candidates;*
- 1.6 *exploring opportunities for improving candidacy;*
- 1.7 *optimising the Integrated Planning & Reporting framework including as a basis for enhanced community engagement and making the cycle a better fit for newly elected councils;*
- 1.8 *rejecting*
 - a. *mandatory popular election of mayors or wards;*
 - b. *amalgamations*
 - c. *changes that might increase oversight and*
 - d. *changing the councillor-executive relationship at least in the short term pending needed changes; and regarding social media;*

New imagery has also been included from the Regional Australia Institute Housing Summit Discussion paper, for example:



Skills Shortages Advocacy Plan

The Skills Shortages Advocacy Plan was adopted in May 2023. One minor variation has been added at the Portfolio Mayor's request. This is the inclusion of advice regarding environmental health officers.

Health Advocacy Plan

Key messages have been reviewed by the Portfolio Mayors and the key activities for 2024 are the health statistics project with Western Area Health Network and progressing the MoU with the Rural Doctors Network. The Primary Health Network will be encouraged to take a coordination role in the health sector.

Workforce remains the top priority for the region exacerbated by housing shortages.

The Portfolio Mayors meet on an as needs basis to ensure progress on this priority.

Transport Advocacy Plan

From a meeting of the Portfolio Mayor and Sponsoring General Managers 15 February it was agreed that the focus for 2024 be:

- A way forward for the Safe Swift and Secure Link between Central NSW and Sydney;
- Optimising the mooted Central West and Orana Transport Plan; and
- Advocacy for a better funding framework for roads affected by disasters

Water Advocacy Plan

From a meeting of the Portfolio Mayors and Sponsoring General Managers 25 January it was agreed that the focus for 2024 be on infrastructure and policy to ensure long-term town water security for the region, particularly for Orange and Bathurst. This includes policy that assures the priority of water for critical human needs in times of shortages.

Specific focus in 2024 will be on additional storage and pipeline linkages across the Central Tablelands network to secure long-term water security for the region. This will reference the Priority Water Infrastructure identified by members included in the collateral endorsed by the Board at its November meeting. This includes:

- Additional storage from the raising of the Lake Rowlands Dam wall.

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- Improving the water grid for the distribution of water in times of shortages.
- Further investigation to the east of the region as water becomes available from the retirement of energy generation assets.
- Wyangala Dam wall raising – while this project has been discounted in a recent business case– long-term (50-100 years) it will be needed to secure water and for flood management for the Lachlan Valley.

To enable the infrastructure and policy needed to address the town water challenges, advocacy will need to reference the following:

- recognition and consideration of the value of town water to the economy in the strategic and funding framework – particularly BCRs for critical water infrastructure
- the need for regional leadership and inter-governmental collaboration in water planning, management and infrastructure development – the ‘missing piece’
- the social and economic implications of the MDB Plan and Water Sharing Plans on Central NSW communities
- opportunities to leverage Federal Government policy around precincts, the National Water Grid and sustainable agriculture
- the need for evidence-based decision making around environmental water
- the potential of realising better value from water by doing business differently (The Dutch Model); and
- that quality, secure and affordable drinking water is best owned, managed and delivered by local communities through their councils.

The material difference from the previous Advocacy Plan is to focus on the need for work on long-term solutions to start *now* and include consideration of flood management particularly for Lachlan Valley communities. Where the Regional Water Strategies are disappointingly plans for more plans, the key message is now that the time for studies is over. We need action on tangible projects, based on engineering principles, to address town water deficiencies that have been clearly identified in the Centroc Water Security Study and now in ‘sophisticated’ paleoclimate modelling undertaken to inform the Regional Water Strategies.

At the request of Portfolio Mayors, messaging has been simplified to 10 key messages. These are consistent with previous Advocacy Plan messaging.

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Policy and advocacy messages for productive water will be determined following the CSU Policy Lab with a Productive Water Working Group including Board nominees providing support. See advice below.

Energy Advocacy Plan

The material differences to the Energy Advocacy Plan adopted May 2023 are the following key messages including advice on just compensation:

1. *The CNSWJO Board calls on the NSW Government to, as a matter of urgency;*
 - a. *provide a whole of government approach to the logistics of the infrastructure effort to rewire regional NSW;*
 - b. *review the State Significant Development Process particularly with regard to*
 1. *cumulative impacts;*
 - ii. *its applicability to the large-scale infrastructure effort in rewiring NSW;*
 - iii. *timeframes for the post consultation period;*
 - iv. *additional compulsory pre consultation requirements*
 - v. *a fit for purpose mandated planning agreement policy and process; and*
 - c. *identify all cumulative impacts of rewiring of regional NSW including transport and housing;*
 - d. *note development outside the Renewable Energy Zone and Energy Co remit is also substantial;*
 - e. *provide just compensation to communities for these impacts where this compensation includes consideration of the ongoing, cumulative impacts of poor processes to date;*
 - f. *direct NSW Government agencies and State-Owned Corporations to develop and implement policy that better engage and inform community on State Significant Development;*
 - g. *provide assurance for energy security for the communities of Central NSW through the next decade of transition and beyond;*
 - h. *ensure that there is sufficient water for urban communities leading into the next drought and that they have priority over the energy transition effort; and*
 - i. *develop and implement policy that allows for optimal outcomes for agriculture co-located with large scale renewable energy generation;*
 - j. *royalties on power generation from renewable energy productions go to all affected communities including those responsible for and impacted by the transport task; and*
 - k. *freight impacts for the Central NSW region be urgently assessed.*
2. *Urgent attention needs to be given by all levels of government and industry to distributed energy generation.*

Case Study: Compensation for communities impacted by the rewiring of NSW

At the time of writing the NSW Government is giving consideration to a revised energy policy framework. Included in this framework is guidance for voluntary compensation for affected communities. This includes a \$1,050 per megawatt hour voluntary benefit sharing arrangement.

Assuming

- A 40% capacity factor for wind renewable energy generation
- The current price for Large Generation Certificate (LGC) is \$46; and
- All LGCs will be realised and they are realised annually as is the case at present.

\$1,050 pa equates to just 0.7% of the annual income from only LGCs. The generator then sells its electricity at a profit on top of that.

As it stands, renewable energy generation is being significantly incentivised while impacted communities are not being compensated. This is simply not fair.

3. *Urgent attention needs to be given by all levels of government and industry to incentivising domestic battery uptake in region, to help both support the energy transition and energy security*
4. *The findings of the CNSWJO Business Case for Priority Infrastructure for the Nexus between Energy Security and Net Zero should be funded.*
5. *Urgent attention needs to be given by all levels of government and industry to incentivising domestic battery uptake in region, to help both support the energy transition and energy security.*
6. *Funding for the Joint Organisation Net Zero Acceleration Program should continue where this program is an exemplar for other state agencies to consider.*
7. *Manufacturing of the material required for renewable energy generation should be the priority for regional development in regional NSW*

Opt-in Advocacy Subcommittee of Mayors

The Opt-in Advocacy Subcommittee (the Subcommittee) that meets monthly has had a break over the summer and its next meeting is being scheduled. This Subcommittee monitors the advocacy plans above and the current focus of this subcommittee is;

- Council Financial Sustainability
- A Just Transition to a Renewable Energy Future
- Safe Swift and Secure Link between the two Wests

Council financial sustainability

The Subcommittee has reviewed a draft of a report on council financial sustainability in Central NSW. They have requested further work be undertaken and a review by GMAC. Work has been commissioned through Local Government Pro and provided to General Managers. Further advice will be provided to the next meeting of the Advocacy Mayors Subcommittee.

A Just Transition to a Renewable Energy Future

A submission was lodged to the DPE's Draft Energy Infrastructure Framework in line with the revised advocacy plan for energy above.

Safe Swift and Secure Link

A meeting with Hawkesbury Council has been held 1pm Friday 2 February 2024 at Hawkesbury City Council. The notes are attached.

Present

Cr Sarah McMahon, Mayor Hawkesbury City Council
Cr Kevin Beatty, Mayor Cabonne Council and Chair CNSWJO
Cr Neil Westcott, Mayor Parkes Shire Council
Cr Ken Keith, immediate past Mayor Parkes Shire Council
Ms Elizabeth Richardson, General Manager Hawkesbury City Council
Ms Jenny Bennett, Executive Officer, CNSWJO

The purpose of the meeting was to explore the potential for shared advocacy on a safe, swift and secure link between the two wests – Western NSW and Western Sydney given the change in government at both the state and federal level this has led to a change in approach to the tunnels under the Great Western Highway.

Reports

All attendees agreed that there is a need to continue to progress a safe swift and secure link between the two wests. Attendees supported the tunnels but ultimately just want a solution found and progressed.

There are a number of moving parts in the Hawkesbury including:

- Flood evacuation and the need to raise the wall at Warragamba
- River crossings
- Corridors
- Changes in the freight task as a result of the rewiring on NSW
- Community sentiment
- The safe and secure route integrating efficiently with M7 and future M9

It was agreed that CNSWJO would work through Phil Donato, Independent Member for Orange to coordinate a meeting of:

- Mayors and other representatives of Penrith, Hawkesbury, Lithgow, Parkes, Bathurst, Cabonne and Blue Mountains; and
- Ms Jenny Aitchison NSW Minister for Regional Transport and Roads; and
- Ms Catherine King, Federal Minister for Infrastructure, Transport, Regional Development and Local Government

At the time of writing this is being progressed.

Advocacy regarding Health and Aging

The focus of the work by the Portfolio Mayors in Health and Aging has been to progress the MoU with the Rural Doctors Network and optimise health data on an LGA-by-LGA basis.

A workshop was held 31 October 2023 in Forbes progressing LGA specific data sets on the “State of Play” for health services. The report from the workshop has been circulated to attendees and is available on request. Attendance from across the region was strong and advice was provided on shaping the “States of Play” per LGA where the barriers, demography and opportunities for each LGA are quite different.

Follow-up has been undertaken with General Managers and most Councils have had follow-up meetings.

The next meeting of the Portfolio Mayors was held on 20 February and included a presentation from Western Area Health District on data and a presentation from the Primary Health Network on opportunities.

Advocacy regarding Productive Water

The Policy Lab working group have advised that the focus for the second CSU Policy Lab to be held in mid-2024 will be productive water. CNSWJO nominees for this are:

Cr Bill West, Cr David Somerville, Mr Kent Boyd, Mr Darren Sturgiss (Bathurst) and Mr Garry Styles.

Preliminary discussions have commenced with a meeting of the working group on 1 December. This meeting considered— objectives, themes, presenters, participants and timeframes. CNSWJO staff subsequently met with Ms Julia Andrews CSU Director External Engagement on 15 December to discuss next steps. A further meeting is scheduled for 21 February to agree the themes and focus.

Reports

See the Water Report for detail.

Policy and advocacy messages for productive water will be determined following the CSU Policy Lab with a Productive Water Working Group including Board nominees providing support.

Regional Water Roundtable

At their 2 November meeting, the CNSWJO Board's Regional Water Portfolio Mayors and General Managers, resolved to progress a campaign in support of regional water security. This was discussed with consideration to the then increasingly hot and dry conditions.

Subsequently at their December meeting it was resolved to hold a roundtable on regional water security to coincide with the February Board meeting.

Invitations were issued to State and Federal Ministers and their advisors, Local Members, the National President and CEO of the Murray Darling Association, the State Government DEECW Secretary and his Deputy as well as the Murray Darling Basin Authority.

Based on the unavailability of key representatives it is suggested that the CNSWJO Chair request through the Local Members, Mr Phil Donato and Roy Butler that the Minister for Water, The Hon. Rose Jackson convene a Roundtable in the region to include the federal Minister for Water, The Hon. Tanya Plibersek, representatives from the Murray Darling Basin Authority and senior state and federal water departmental managers.

The Integrated Transport Group

Mayors are welcome to attend the Integrated Transport Group Meetings. This strategic group meets bi-monthly and is chaired by the Transport Portfolio Mayor, Cr Jess Jennings. Administered by TfNSW it provides a window into state and federal programming and policy as well as a feedback mechanism from this region.

The most recent meeting was Monday 5 February. A hot topic to the meeting was the new approach to transport planning in the region.

Submissions

Submission lodged

The following submissions have been lodged since the last Board meeting. All have been at the request of members and/or as part of supporting the advocacy policy of the Board. All Submissions can be viewed on the website [Submissions - Central Joint Organisation \(nsw.gov.au\)](https://www.nsw.gov.au/submissions)

- [Australian Productivity Commission third inquiry into the National Water Initiative – January 2024](#)
- [Submission to the review of the Regional Development Act](#)
- [Draft NSW Energy Policy Framework](#)
- [Essential Energy Determination 2024-29 – Revised Public Lighting Pricing Proposal](#)
- [Consultation on the Future Drought Fund Investment Strategy & Funding Plan 2024-2028 – December 2023](#)
- [Submission to the NSW vocational education and training \(VET\) review – November 2023](#)
- [Response to the Department of Planning and Environment Lachlan Regional Water Strategy shortlisted actions – November 2023](#)
- [Inquiry into the planning system and the impacts of climate change on the environment and communities – November 2023](#)

Reports

Where possible these submissions reflect the broader challenges of the region, for example council financial sustainability and the regulatory framework. The disappointment of the region with the decisions on Wyangala has also featured in feedback. CNSWJO always offers to be part of the solution and submissions try to be positive where possible, however as the region moves towards drought there are mounting concerns that the “system” is failing our communities. Councils across the region and indeed further afield have spent the interim since the last drought trying to navigate urban water security through torturous regulatory processes – with little or no success.

Submissions under development

At the time of writing responses are intended for the following calls for submissions:

- DCCEE Draft Restoring the Rivers Framework Consultation;
- the inquiry into the assets, premises and funding of the NSW Rural Fire Service; and
- the draft Terms of Reference for the IPART review of NSW council financial model.

The Board has solid policy regarding all three of the above and it is recommended that submissions be lodged with in existing messaging.

Financial Implications

Nil at this time.

Attachment/s:

4. Updated Regional Prosperity Advocacy Plan
5. Updated Skills Shortages Advocacy Plan
6. Updated Health Advocacy Plan
7. Updated Transport Advocacy Plan
8. Updated Water Advocacy Plan
9. Updated Energy Advocacy Plan
10. Notes from the meeting with Hawkesbury Council
11. Submission - Australian Productivity Commission third inquiry into the National Water Initiative – January 2024
12. Submission - Review of the Regional Development Act
13. Submission - Draft NSW Energy Policy Framework
14. Submission to the AER re Essential Energy Determination 2024-29 – Revised Public Lighting Pricing Proposal
15. Submission - Consultation on the Future Drought Fund Investment Strategy & Funding Plan 2024-2028 – December 2023
16. Submission to the NSW vocational education and training (VET) review – November 2023
17. Submission - Response to the Department of Planning and Environment Lachlan Regional Water Strategy shortlisted actions – November 2023
18. Submission - Inquiry into the planning system and the impacts of climate change on the environment and communities – November 2023

Reports

9d Community Engagement Collaboration Report

Regional Strategic Priorities	1 : 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 organisations
Portfolio Mayor	Cr K Beatty
Sponsoring General Manager/s	Mr Brad Byrnes, Mr Greg Tory, Mr Craig Butler, Ms Noreen Vu

Report by Jenny Bennett dated 12 February 2024

Recommendation/s
<p>That the CNSWJO Board note the Community Engagement Collaboration Report and</p> <ol style="list-style-type: none"> 1. adopt the Regional Report on community sentiment by Woolcott Research; 2. note the significance of the findings on community priority for health and request the Portfolio Mayors for Health and Ageing provide feedback on ways in which the JO respond to this; and 3. adopt the Regional PlaceMat with a proforma report to go to councils on this project.

Precis

There is opportunity to optimise data collection and dissemination in region to support Community Engagement strategies for member Councils.

CNSWJO has been working with RDA Central West and Regional NSW on two key projects in the last twelve months, these being a repeat of the PlaceMats project providing 48 data sets for Councils they can use in their Community Strategic Planning community consultations and the workshops with NSW Government agencies providing useful data for Councils. This project has been undertaken in collaboration with Regional NSW.

Concurrently members requested an aggregated procurement process for community sentiment surveying.

Reason for this report

GMAC has resolved to try and bring together a number of activities to support members as they fulfill their community engagement obligations. This report provides an update and seeks adoption of the Regional Report by Woolcott Research and adoption of the Regional PlaceMat with a proforma report to go to member councils on this project.

Legislative, Policy and Risk Considerations

Under the Local Government Act Councils must have Community Engagement Strategy (CES) that determines *how they will engage the community in creating and reviewing their Community*

Reports

Strategic Plan. For more information please go to [Community Engagement Strategy - Office of Local Government NSW](#) A CES must be placed on Councils' website.

Under the EP&A Act Councils must also have a Community Participation Plan. Some Councils have chosen to combine the two e.g. [Let's Shape Lake Mac - Community Engagement Strategy 2022-2024 - Lake Macquarie City Council](#), [Oberon Council Community Engagement Framework \(Nsw.Gov.Au\)](#) and Bega Valley Council [Community Engagement Strategy Dec2019.Pdf \(Nsw.Gov.Au\)](#)

Some member councils also have Communication Plans and other policies in the communication/consultation area.

The extent of compliance and "localisation" of member CES vary where some are more policy documents that provide high level information on community engagement while others include toolkits, decision matrices and other staff support to help in implementing policy and effecting strategy.

Findings from a regional approach to Community Sentiment Surveying

Cowra, Oberon, Orange and Weddin Councils progressed a community sentiment survey collaboratively. CNSWJO bought regional advice on priorities as well as pulling together the advice from the four Councils. A request for quotation was conducted through the CNSWJO procurement team, there were 8 responses and Woolcott Research PTY LTD was selected.

The research was conducted by a combination of online surveys and Computer Assisted Telephone Interviewing (CATI). The areas of questioning included asking residents:

- level of importance and satisfaction with key facilities, infrastructure and services;
- satisfaction with communication and engagement with Council;
- degree to which objectives within the

FOREWORD

An outstanding feature of the people of Forbes Shire is that they are so incredibly passionate about our community.

As a Council, we welcome loud, clear opinions and the thoughts of our ratepayers and residents. It is our role to provide a strong framework that encourages our community to be heard and for Council to incorporate these community opinions into its decision-making - and this is what this document outlines.

As Mayor, my door is always open and to engage properly with the community we need a variety of channels.

The art of community engagement, is to engage and hear from as many in our community as possible.

I recommend this document to you, outlining our commitment as a Council to maintain open and honest communication with you all.

Your Mayor

Cr Phyllis Miller OAM



Forbes Shire is an incredibly engaged community and as General Manager I recognise that this engagement is critical to the success we have had and to our bright future.

Each and every project we undertake must be based on strong community engagement. This is how we get things right for our ratepayers, the business community and our visitors.

I'm proud to say that we have developed a huge variety of tools to ensure that our community is able to "have a say". If you live, visit or trade here, you are entitled to give us feedback and that will be included in our plans for the future.

Our Stakeholder engagement planning process is very sound and sits well in the framework of this Community Engagement Strategy.

For Forbes Shire Council, providing opportunities for the community to have input is at the forefront of our work, and as General Manager I will continue to lead the team to ensure this continues into the future.

Regards

Steve Loane OAM

Reports

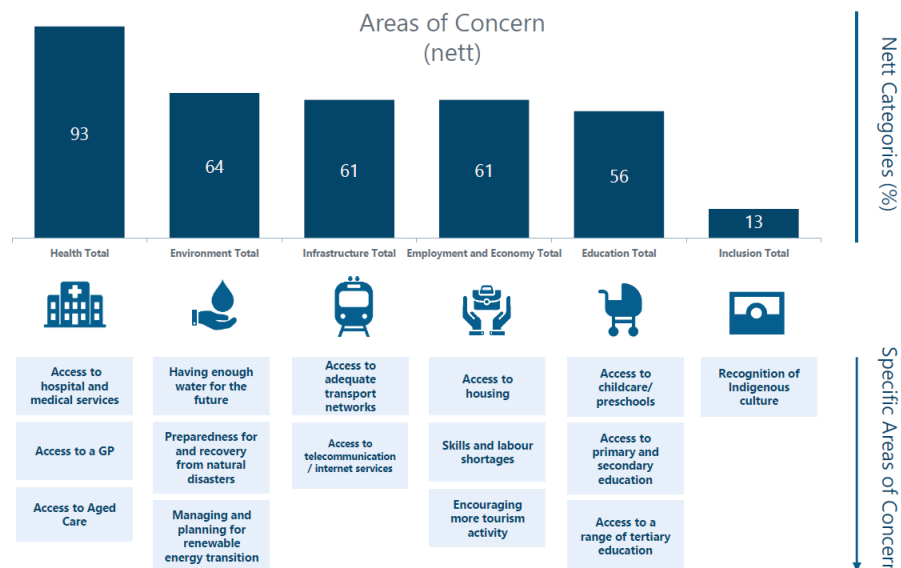
- Community Strategic Plan have been met; and
- concerns for the Region.

Please find the regional report attached by the preferred provider Woolcott who presented this in more depth to GMAC. In terms of concerns for the region the following slide summarises the findings

Areas of Key Concern for the Region

93% 
Are concerned with some aspect of the **Health Services** in the region

Environment, Infrastructure, Employment and Economy, and Education were other categories of concern



I will now read out a list of areas that your Council may or may not be responsible for, but could influence, and I would like you to tell me which 5 out of the 15 areas would be the biggest areas of concern in your community right now? You may think they are all important however which 5 areas would you say are particularly important and need immediate attention?

Benefits of working collaboratively across Councils:

- Woolcott provided advice that across the four Councils \$10,000 was saved. Going to 11 Councils this would be \$54,000;
- There is an opportunity to optimise survey questions in the interest of informing trends and sharing ideas;
- The JO procuring a regional report provides shared learnings to project participants and GMAC enabling improved practice;
- Regional advice from the community helps inform JO Board prioritisation and programming;
- Regular surveying supported regionally will allow for trends;
- Other stakeholders, such as RDACW and RNSW may be interested in collaborating in this process including making a financial contribution. This may result in a greater body of shared data and better relationships between peak agencies;
- Buying into a regional program sets up a discipline of surveying.

Discussion with project participants and General Managers more broadly suggests biannual surveying tailored to meet the needs of IP&R would be useful. This is recommended.

Findings from working with Regional NSW in support of Community Strategic Plans

Two workshops in support of Community Strategic Plan making were facilitated by Regional NSW in September and October of last year. Please request all previous reports. State agencies were asked to provide data and a forward outlook on their services to help inform Community Strategic Plans.

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Presentations from these workshops have been collated by RNSW and provided back to Councils. They also form attachments to this report or please request.

Attendance by Councils at these workshops was comparatively low to the previous time these workshops were held in the last round of Community Strategic Plan making, though feedback from those attending was very appreciative. A survey has been sent to GMs and attendees to find out more about ideal timing, format and further, the best ways to inform councils of state agency programming. This advice will inform the recommended coauthored report to come back to GMAC.

Findings from working with RDA Central West on PlaceMats of 48 data sets to better inform community and key stakeholders

The Our PlaceMat Project was initially a collaboration between the Regional Leadership Executive and Central NSW Joint Organisation over 2021 and 2022. A PlaceMat was created for every Council as well as one for the region. Proforma reports were provided to Councils.

The PlaceMat is designed to be opened up and laid on the kitchen table to enable informed conversations in community about their place. With 48 data sets from using publicly available sites, data is benchmarked so communities can compare themselves to others. Opened up it is an A3 size and could be used as a traditional placemat for the table.

Ideally, this will empower communities to provide informed requests of Councils and State agencies on infrastructure and services priority. Further, this will enable the community themselves to consider the support they themselves can provide or the changes they themselves can make to move the dial in areas over which they have some control, for example preventative health.

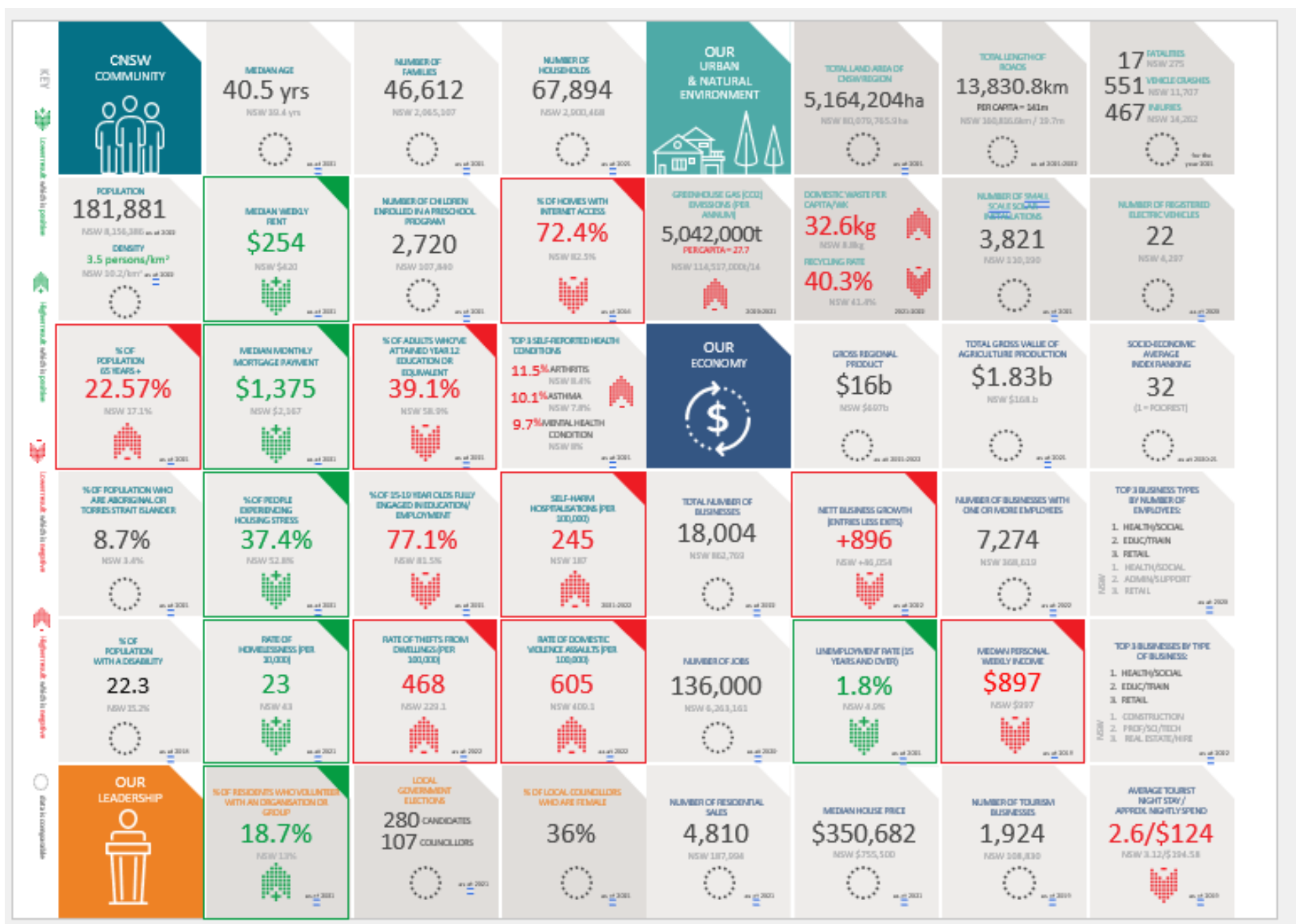
To support CSPs, in 2023 all member Council and the regional PlaceMats were updated with the support of RDA Central West.

Placemats have been provided to member Councils and the recommendations to this report call for commendation to the Board and a cover report for Councils, as was the process last iteration.

Please find a copy of the regional placemat data sets on the next page.

There is an opportunity for a review of timing and datasets where it is suggested this would be undertaken as part of the co-authored report recommended.

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Financial Implications

Nil at this time

Value to members

The following value is provided to members through this project:

- Cost savings through any aggregated procurement;
- Regular surveying supported regionally will show for trends;
- Other stakeholders may be interested in collaborating in this process including making a financial contribution. This may result in a greater body of shared data and better relationships between peak agencies;
- Participating in a regional program sets up a discipline for consultation processes.

Attachments

19. Regional Report by Woolcott Research
20. CSP State Agency Workshop 1 presentations
21. CSP State Agency Workshop 2 presentations
22. All PlaceMats

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9e Regional Procurement and Contracts Report

Regional Strategic Priorities	1: Leveraging our successful collaboration 1.1 Driving efficiencies and effectiveness saving Councils money
Portfolio Mayor	Cr Kevin Beatty
Sponsoring General Manager/s	Mr Brad Byrnes, Mr Greg Tory, Mr Craig Butler, Ms Noreen Vu

Report by Kate Barker dated 16 February 2024

Recommendation/s
<p>That the Board note the Procurement and Contract Management report and;</p> <ol style="list-style-type: none"> 1. approve the updates to the procurement plan; and 2. endorse the updated Procurement Policy to include the sustainable procurement clause noting that implementation of such will occur over a 12-month period under the Best Practice in Aggregated Procurement Program.

Precis

This report provides an update on the Regional Procurement and Contracts activities including contract extensions and variations that have been executed between meetings under delegation.

It is recommended that the Board approve the various updates to the procurement plan.

Reason for this report

This report seeks to provide an update on the contracts awarded, varied and extended since the last meeting and current procurement processes underway.

Legislative, Policy and Risk Considerations**Risks**

The region is continuing to engage with the best practice in aggregated procurement program which was a collaborative effort with neighbouring JOs that assists in informing optimal processes that can be leveraged by the changes in legislation enabling the work and actions of the JO.

The CNSWJO Risk Management Plan 2022 identifies the following risks that are material to this report:

46 – Legal frameworks affecting Councils are many and complex – Councils risk breaches.

Updates to the Procurement Plan

The table on the following pages provides an update on the procurement processes that are currently underway. There are a number of additions to the table, and it is recommended to the Board that it approve the additions, variations and extensions.

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Contract	Contract Holder	Model	Estimated Value	Management Fee	Timeframe	Status
Supply and Delivery of Bitumen Emulsion	Participating councils	RFX	Approx \$1.5m-2m per year	Up to 4%	Contract to commence 1 June 2024	Tender closed in mid February and is currently under assessment.
CCTV, Smoke Testing and Pipe Relining of Sewer Lines – annual rolling procurement process for package of work in the next financial year	Participating councils	RFX	>\$2m	5% (<i>it is important to note that the preferred provider has advised they are fully absorbing this fee and not passing through to councils</i>)	Contract to commence approx. 1 March 2024.	Undertaking contract discussions with preferred respondent. Reports have been provided to participating councils to seek resolutions. Procurement process for next annual package of works (24/25) to commence in the coming weeks.
Supply, Delivery and Installation of Guardrail and Wire Rope Safety Barrier	Participating councils	RFX	New regional process, spend is not yet known.	2.5%	Contract to commence approx. March – April 2024.	Tender closed in mid February and is currently under assessment.
Aerial Imagery	Participating councils	RFQ	New regional process, spend is not yet known.	5%	Contract to commence approx. February 2024.	Procurement process is live.
Bridge Testing	Participating councils	RFX	Approx \$500k total.	5%	Contract to commence approx. 1 March 2024.	Procurement process is live.
DRRF Integrated Planning and Report Framework	CNSWJO	Direct engagement under delegation	Approx. \$50k	Nil.	Contract commenced on 1 February 2024.	Contract awarded.

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Pre-Employment Screening	Participating councils	12 month extension of existing contract	\$35k p.a.	5%	1 August 2024 to 31 July 2024	2 suppliers currently on contract – extend both contracts.
Supply and Delivery of Bulk Fuel	Participating councils	12 month extension of existing contract	\$7m p.a.	0.7%	1 July 2024 to 30 June 2025	5 suppliers currently on contract – extend all contracts.
Printing and Mailing of Rates Notices	Participating councils	12 month extension of existing contract	\$95k p.a.	5%	1 July 2024 to 30 June 2025	1 supplier.
Dam Surveillance and the Annual Inspection	Participating councils	RFX	Varies annually, however approx. \$100k p.a. average	5%	1 July 2024 to 30 June 2029 (5 years)	New process to commence in coming months, where member councils have expressed an interest to go to market rather than extending the existing contract.
Regional Panel of Conduct Reviewers	No contract – pre-approved panel	EOI	Hourly rate, do and charge basis.	0%	1 July 2024 to 30 June 2029	To commence in coming months.
IT Support Services	CNSWJO (internal contract)	RFQ	~\$10k pa	N/A	TBC	This contract is for the IT Support Services provided to CNSWJO, not member councils.
DRRF Simtable Workshop Delivery	CNSWJO	Direct engagement under delegation	Approx. \$30k	Nil	Approx. 1 May 2024 to 30 June 2024	Direct engagement where the service provider is another Joint Organisation who has extensive experience in the delivery of such workshops to local

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						government and communities.
Business Case on the Nexus Between Emissions Reduction and Energy Security	CNSWJO	Contract variation under delegation	<\$200k	Nil	Until 31 March 2024	Varied project scope as approved by funding body to expand on business case work to date. See Energy Program report for more details.
Asset Management Maturity Audit	CNSWJO	Contract extension under delegation	Nil change. Total value approx. \$100k	Nil	Until 30 April 2024.	Extension of time only, no change to scope or deliverables.
Update to the Regional Emissions Reduction Plan Opportunities Report	CNSWJO	Engagement under delegation	<\$5k.	Nil	TBC	Update to previously adopted regional plan to incorporate new findings.
Condition Assessment of Roads	Participating councils	RFX	TBC	5%	ASAP	Participation being sought and scoping under way.
Asset Revaluation for Roads, Bridges and Footpaths	Participating councils	RFX	TBC	5%	ASAP	Participation being sought and scoping under way.
Solar Asset Maintenance	Participating Councils	RFQ	TBC	5%	TBC	Scoping underway.
Energy Savings Certificates	Participating Councils	RFQ	<100K	5%	In coming months	Scoping underway. Possible interest from other Joint Organisations, in a collaborative procurement.
Cyber Security Shared Services	TBC	EOI	TBC	TBC	1 July 2024 (TBC)	EOI is currently live. Next steps will be determined on assessment of EOI and direction will be sought

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						from GMAC at its April meeting.
Microsoft Licencing	TBC	TBC through broker arrangement	TBC	TBC	TBC	Scoping is underway to determine the feasibility of a regional procure of Microsoft licences where another JO has reported annual savings of approx. \$1m through aggregation of licences.

Reports

Sustainable Procurement

In line with the agreed JONZA project plan, it is recommended that the CNSWJO Procurement Policy be updated to include clauses around sustainability.

It is recommended that the Board approve the inclusion of the following wording into the Procurement Policy:

The principle of value for money does not mean that CNSWJO will automatically select goods and services with the lowest price. CNSWJO will balance all relevant factors as stated in its policy position, being capacity and capability, safety, quality, delivery, service and sustainability. Consideration of sustainability in this policy refers to social and environmental sustainability.

CNSWJO aims to conduct procurement in a sustainable manner that is underpinned by the following principles:

Social Sustainability refers to procurement practices that support the generation of social value beyond the goods or services being purchased. Where reasonably practicable, CNSWJO will endeavour to:

1. support businesses and organisations with policies and practices that ensure social inclusion;
2. support businesses and organisations that provide opportunities for people who are vulnerable or disadvantaged;
3. support the Local Economy;
4. support businesses developed by Indigenous Australians to stimulate Indigenous entrepreneurship, business and economic opportunities. Where all other considerations are equal, CNSWJO may prefer to engage an Indigenous enterprise where appropriate;
5. advocate for the development of products and services which generate social value; and
6. provide leadership to business, industry and the community in promoting the use of goods and services which generate social value.

Environmental Sustainability refers to CNSWJO's commitment to resource conservation and healthy habitats. Where reasonably practicable, CNSWJO will endeavour to:

1. adopt purchasing practices which minimise waste and pollution and conserve natural resources prioritising net zero;
2. purchase products with recycled content, with weighting assigned to Circular Procurement in performance assessments of products that can include recycled content;
3. support businesses and organisations with policies and practices that ensure environmental protection and conservation of resources;
4. advocate for the development of products and services which have a low environmental impact;
5. consider whole of life cycle in procurement costs; and
6. provide leadership to business, industry and the community in promoting the use of environmentally appropriate goods and services.
7. products that meet these criteria may be described as 'environmentally responsible'. The flow-on impacts of purchasing environmentally responsible products extend beyond environmental benefits into financial and social benefits.

Reports

Due to current resourcing shortages of CNSWJO staff in the procurement space, it is recommended that the new clause be implemented over a period of 12 months through the Best Practice in Aggregated Procurement Program.

The proposed updates to the policy are found in an attachment to this report, where the modifications or additions are highlighted yellow.

Where CNSWJO received funding under LGP's Capability Fund, a requirement of the funding is that the CNSWJO's Procurement Policy will be updated to include sustainable procurement. This milestone is due by the end of March 2024.

Value for members

Value for members in relation to regional procurement and contract management can be found in the cost savings table in previous reports. Due to staff resourcing shortages, the cost savings table will be updated for the next meeting.

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 continuing to do research to identify the value stack from the provider's perspective, where to date the majority are advising the management fee is either fully absorbed or party absorbed (50/50) by the provider.

Attachment/s:

23. Updated Procurement Policy

9f Disaster Risk Reduction Fund Program Report

Regional Strategic Priorities	1.2 Building capacity across our Councils 5.3 Natural disaster road funding
Portfolio Mayor	1. Leveraging our successful collaboration: Cr Kevin Beatty 5. Regional Transport Planning and Infrastructure Prioritisation: Cr Jess Jennings
Sponsoring General Manager/s	1. Leveraging our successful collaboration: Greg Tory, Noreen Vu, Brad Byrnes and Craig Butler 5. Regional Transport Planning and Infrastructure Prioritisation: Kent Boyd, Steve Loane, Gary Wallace and Paul Devery

Report by Jenny Webber dated 20 February 2024

Recommendation/s
<p>That the Board note the Disaster Risk Reduction Fund Program report and;</p> <ol style="list-style-type: none"> 1. request that members nominate key staff members for the opportunity to extend licenses for the Emergency Services Spatial Information Library (ESSIL) platform beyond emergency staff; 2. commend to members that they support a top-down approach within Councils for essential staff to engage in the design and development of a regional Disaster Risk Reduction Integrated Planning and Reporting Framework; and 3. commend to members that Mayors, General Managers, and other relevant staff participate in the upcoming community workshops and training sessions.

Precis

This report to the Board contains a project update regarding the following: project deliverables;

- an opportunity to extend licenses for the Emergency Services Spatial Information Library (ESSIL) to staff in roles other than disaster response, such as planning, for disaster preparedness;
- information regarding the IP&R regional framework development where top-down support is needed for council staff participation;
- an introduction to Simtables, the technology that will undergo a trial run in the upcoming community workshops and training sessions. Participation in these workshops by Mayors, General Managers and other relevant staff is required;
- update on the Regional Resilience Program; and
- update on the CNSWJO Technical Transport Committee 'Fix Me' Project.

The ESSIL platform is a large storage space for information from over 200 agencies. These agencies provide more than 11,000 different maps and data sets, which are then condensed into 350 main maps covering everything related to emergencies, like planning for them, responding to them, and recovering from them. Historically, this platform has only been available to staff in emergencies. The DRRF program has advocated for access to this platform by other staff in roles that could use this information in disaster preparedness, such as planning. Considering it presents a rare opportunity and is crucial for enhancing disaster preparedness, each council needs to designate relevant staff to access this platform.

Reports

Reason for this report

Please see advice in the body of the report on progress and governance. This report will be provided as a deliverable to the funding entity.

Legislative, Policy and Risk Considerations

Risks

The risks identified in the CNSWJO Risk Management Strategy relevant to this priority are:

- 2 - Changing State and Federal government.
- 3 - Skills shortages reduce capacity of the region.
- 10 - Well intentioned State agencies design processes that waste JO and Councils' time.
- 16 – Duplication of other services.
- 20 – Turnover of staff in councils who are working on JO projects; loss of corporate knowledge.
- 23 – Management of members contribution – ensuring those who don't commit/deliver don't compromise the project.
- 25 - Increasing costs to Councils of storms etc. more extreme events Councils will find themselves unable to plan and just be reactive to Climate Change. More storms and more drought; their impacts.
- 36 – Being present in online meetings – everyone is there but no one is paying attention – enable “tick box” but ultimately wastes time.
- 42 - Costs of building materials or no supply at all.

This project has its own risk register which may be provided on request where risks are reviewed at every committee steering meeting.

Project Update

Expanding ESSIL Platform Access: Extending Licenses to Non-Emergency Staff

Historically, access to the Emergency Services Spatial Information Library (ESSIL) platform through Spatial Services has been restricted to emergency staff only. However, discussions under the DRRF program have taken place between the JO network and Spatial Services to consider extending these licenses for the purpose of disaster preparedness. It has been advocated that licenses should extend beyond emergency staff to encompass other roles within councils. Staff in various positions, such as planners, infrastructure managers, natural hazard specialists, and resilience staff, could utilise this data for disaster preparedness purposes. Here are some examples:

- Planners: Planners can utilise spatial data to pinpoint areas at high risk for various hazards, like floods, wildfires, or landslides. This information can inform land use planning and zoning decisions to mitigate risks and strengthen community resilience.
- Infrastructure Managers: Infrastructure managers can leverage spatial data to evaluate the vulnerability of critical infrastructure, such as roads, bridges, and utilities, to different hazards. This can assist in prioritising infrastructure investments and developing strategies to enhance resilience.
- Resilience Staff: Resilience staff members focus on strengthening community resilience to disasters. They can utilise spatial data to assess community vulnerabilities, identify at-risk

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populations, and develop targeted initiatives, such as evacuation plans or community education campaigns.

These examples highlight the varied roles within councils that could benefit from access to the ESSIL platform's spatial data for disaster preparedness purposes. Each council ought to appoint at least one staff member to access this platform, recognising the unique opportunity and vital role in improving disaster preparedness. Please email Jenny Webber with the nominated staff jenny.webber@centraljo.nsw.gov.au by 15 March 2024.

Project Deliverables

1. Local and Regional Needs Analysis

Below is an update on the project milestones for the needs analysis project. The latest advice from GHD indicates that all draft reports (and some final reports) will be received by the end of January 2024.

Milestone 1 – Data collection

Objective	Output	Actions and Status
<p>In alignment with the project objectives, obtain information from each LGA Council and for each of the Participating JOs to identify the gaps and needs in region with the intention of the relevant immediate, intermediate and end of program DRRF program outcomes:</p> <p>Immediate Outcomes</p> <ul style="list-style-type: none"> • In the context of disaster risk reduction vulnerability assessments, with groups and communities with specific needs represented; • Strategic planning related to natural hazard risk reduction at a local and regional levels; and <p>Intermediate outcomes</p> <ul style="list-style-type: none"> • Place-based community risks and needs are identified and prioritized, including for vulnerable groups and communities and those with specific needs; • Councils and community groups factor disaster risk information into planning, investment and decisions; and 	<p>1.1 Data reports per LGA and Joint Organisation</p> <p>1.2 Literature review report including: a review of the Blueprint by Canberra Region Joint Organisation and the work of other Joint Organisations and publicly available research.</p>	<p>Council survey – complete</p> <p>Council meetings – complete</p> <p>Data reports per LGA and JO – final documents to be received</p> <p>Literature review – complete</p>

Reports

End of program outcome NSW communities implement place-based, pragmatic solutions to reduce local and regional risks and improve their disaster resilience.		
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Milestone 2 – Analysis of data

Objective	Output	Actions and Status
Synthesize the data collected at Milestone 1.	Data collection analysis report per Joint Organisation including metrics on a council-by-council basis.	Gap analysis framework – complete Data collection analysis report – in progress

Milestone 3 – Final product delivery

Objective	Output	Actions and Status
3.1 Deliver a summary of findings as a needs analysis for each LGA Council, understanding the disaster gaps and needs in region, including brief advice on findings that are out of scope or unexpected.	3.1 A needs analysis for each LGA.	Needs analysis for each LGA – draft reports received, feedback open until 16 February 2024.
3.2 Deliver a regional opportunities report, including brief advice on findings that are out of scope or unexpected.	3.2 A Regional Opportunities report	Regional opportunities report - in progress
3.3 Deliver an opportunities report that links each Joint Organisation's findings for a systemic approach to disaster risk reduction across these regions, including brief advice on findings that are out of scope or unexpected.		

2. Community Workshops – Simtables

The community workshops and training planning is progressing well, as outlined below:

Technology

Reports

The workshops are to introduce 'Simtables and/or other agreed technology,' serving as a pilot for enhancing community preparedness regarding natural disaster risks and vulnerabilities.

The Project Steering Committee (PSC) evaluated three technology options: Simtables, SIMS online, and a cross-JO technology scoping study. The PSC opted to pursue all three options, placing a specific emphasis on Simtables for the workshops.

To watch the introduction to the Simtable video, click this link: [Introduction to Simtable](#)

Acknowledging the distinctive nature of this technology and its need for specialised training, the workshops will target councils, combat agencies, and relevant stakeholders. The primary objective is to understand the technology's practical applications in disaster preparedness for the region and explore the potential to secure funding through existing Disaster Risk Reduction initiatives, contingent on a successful pilot. In the event of the success of the pilot and the purchase of the technology, a program will be developed to engage the broader community.

Facilitation of Workshops

The Hunter Joint Organisation (HJO) generously agreed to lend their Simtable to our region. Initially planned for delivery by the end of March 2024, the PSC expressed concerns about potential conflicts with the peak bushfire season, impacting attendance from councils and combat agencies. Consequently, CNSWJO sought an extension until the end of May, aligning with already scheduled Local Emergency Management Committee (LEMC) meetings. This was approved by NSW Reconstruction Authority and the workshops are *tentatively* scheduled for:

- Bathurst – 2 May 2024
- Oberon – 13 May 2024
- Cowra – 14 May 2024
- Lithgow – 15 May 2024
- Blayney – 21 May 2024
- Orange – 22 May 2024
- Parkes – 22 May 2024
- Lachlan – 23 May 2024
- Forbes – 23 May 2024
- Cabonne – 24 May 2024

Acknowledging the unique nature of this technology, there's consideration for engaging an external facilitator for workshop delivery. HJO and CNSWJO are currently in discussions, drawing on HJO's experience of successfully delivering over 150 sessions in their region.

Given that the Simtable primarily serves as a tool for bushfire preparedness, the workshops will concentrate on bushfire preparedness across all Local Government Areas (LGAs). There will be an added emphasis on flooding scenarios, particularly in Cabonne, Forbes, Lachlan, Lithgow, and other identified regions to understand the use case for this identified hazard.

The success of the workshops relies heavily on the coordination and support from Councils, as well as assistance from the PSC and Local Emergency Management Officers (LEMOs). This includes tasks such as getting the workshops on the LEMC agenda, securing suitable venues, participants, and overall coordination.

CNSWJO will circulate an email once workshop dates, times and venues are confirmed.

3. Transport Vulnerability Assessment

Reports

The efforts of the Regional Resilience Group Transport working group have recently resulted in a substantial collaboration with Transport for NSW (TfNSW).

The opportunity is for a partnership between the JO Network (comprising of eight JOs and sixty-five councils) and TfNSW, with a specific focus on enhancing resilience and connectivity in the transport sector. Workshops were held in the Illawarra Shoalhaven Joint Organisation (JO), Mid North Coast JO, Hunter JO, and Central NSW JO to determine user requirements that will set the direction for this work. Illawarra Shoalhaven Joint Organisation is leading this effort and is compiling a large number of notes from the workshops, which will be themed and provided back to councils for validation before proceeding.



The plan involves activities such as transport vulnerability assessments and the possible creation of spatial digital twins (or other agreed platforms/technology), with the overarching goal of establishing data sharing agreements and MOUs between Councils and TfNSW. This partnership will provide access to crucial data (local and state), improve decision-making, and enable a more insightful comprehension of transport networks, alternative routes, and resilience measures.

This plan will be in phased stages, commencing with the initial phase integrated into the DRRF project. Following this, subsequent phases will be carried out independently of the DRRF project. If CNSWJO successfully secures funding in Round 2 of the Disaster Ready Funding, this initiative will continue under that funding arrangement.

4. Disaster Risk Reduction embedment into IP&R

CNSWJO has engaged the expertise of Stella Nord Consulting to design and develop a regional disaster risk reduction IP&R framework. Stella Nord Consulting have experience in this work as they developed the framework for the HJO region.

The following table shows the timeframe for this project. Please note that this is still in negotiation with the preferred consultant.

Item	Timeframe
Contract negotiations	January 2024
Contract commencement	January 2024
Project inception meeting/s	January 2024
A brief summary of the recommended best practices for disaster risk reduction	16 February 2024

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integration into IP&R based on the review of other work (quality stop point)	
Regional workshop to inform the development of a regional disaster risk reduction framework	7 March 2024
Regional disaster risk reduction framework, tools and templates (quality stop point)	By mid-late March
Regional workshop to support member councils' embedment of DRR into IP&R using the regional framework, tools and templates.	26 March 2024
Final regional framework including tools and templates	By no later than 31 March 2024

CNSWJO staff seek assistance from senior management to share project information with their own teams and to help pinpoint appropriate individuals to take part in the two planned workshops and review sessions. CNSWJO has asked for the names and email contacts of relevant staff who should attend the upcoming IP&R workshops set for March 7th and 26th in Orange. An information sheet has been included with this agenda to facilitate this.

Regional Resilience Program – Working Groups

The regional resilience working groups; Transport, Regional Resilience, IP&R, and Technology, have made significant progress.

The transport working group has been covered in the previous section with a partnership forming between the JO Network and TfNSW, with a specific focus on enhancing resilience and connectivity in the transport sector. Please go to the Transport Vulnerability Assessment section above for more information.

Work progressing with the technology working group has also been mentioned in the community workshops and training section of this report where the Project Steering Committee evaluated three technology options: Simtables, SIMS online, and a cross-JO technology scoping study and have opted to pursue all three options. The cross-JO technology scoping study will progress through this working group with Illawarra Shoalhaven Joint Organisation (ISJO) taking the lead. ISJO release an RFQ early January to engage a consultant for this work, the RFQ is attached to this report and covers more information around the cross-JO technology scoping study.

The regional resilience, IP&R and Waste working group have been monitoring the GHD needs analysis work closely and sharing IP&R resources to support IP&R regional framework development.

CNSWJO Technical Transport Committee 'Fix Me' project update

The 'Fix Me' project is nearing completion, with the final report currently under review by the CNSWJO Technical Transport Committee (TTC). The TTC is set to endorse the report during their March meeting. Following this, the endorsed report will be recommended to GMAC and the JO Board for final endorsement in April and May of this year, respectively.

A copy of this report is attached to this agenda in confidence. Further information regarding this project is available in the Transport report of this agenda.

Reports

Key Reporting Areas (KRAs)

Please find the following table updating on each KRA. All outputs, for example, meeting agendas and minutes, presentations and reports, are available on request.

Key Reporting Area	Update
1. The needs analysis/capability and capacity assessment both at the local and regional levels.	<p>The KPIs achieved for this quarter are:</p> <p>Needs analysis: Please refer to the body of the report for specific progress on the needs analysis that is working towards this KPI.</p> <p>Regional Resilience, IP&R, Waste working group: The Regional Resilience, IP&R, Waste working group are assisting in managing the contract with GHD, including risk and quality of the needs analysis project.</p> <p>From this work the outputs are:</p> <ul style="list-style-type: none"> Contract being managed with GHD for the needs analysis project Regional Resilience, IP&R, Waste working group meeting agenda and notes. <p>Please request agendas, meeting notes, and procurement outputs.</p>
2. Working with member Councils to adapt and embed policy, systems and practices that are drawn from the outputs of the Canberra and Hunter JO's	<p>Regional Resilience, IP&R, Waste working group: The Regional Resilience, IP&R, Waste working group meet every month with the primary objective of fostering collaboration among Joint Organisations (JOs) to consistently integrate disaster risk reduction into existing IP&R structures for councils.</p> <p>The group has been proactively sharing resources and exchanging draft Requests for Quotations (RFQs) for the engagement of a consultant. This collective effort aims to develop a regional IP&R framework, ensuring uniformity and consistency across the regions.</p> <p>Literature review: The GHD literature review provides insights into the systems and practices used by the Canberra Region, other Joint Organisations, and other publicly available sources in disaster preparedness. This information contributes to the development of the IP&R regional framework.</p> <p>From this work the outputs are:</p> <ul style="list-style-type: none"> Regional Resilience, IP&R, Waste working group meeting agenda and notes. Literature review

Reports

	<p>Please request agendas, meeting notes, and other outputs from this KPI.</p>
3. Design and delivery of community workshops	<p>Community workshops and training: Please refer to the body of this report for an update on this working group.</p> <p>From this work, the outputs produced are:</p> <ul style="list-style-type: none"> • PSC meeting agenda and notes. • Simtables scoping document <p>Please request agendas, meeting notes, and other outputs from this KPI.</p>
4. Design and embedment of the IP&R program	<p>Regional Resilience, IP&R, Waste working group: Please refer to the body of this report for an update on this working group.</p> <p>From this work, the outputs produced are:</p> <ul style="list-style-type: none"> • PSC meeting agenda and notes. • RFQ document <p>Please request agendas, meeting notes, and other outputs from this KPI.</p>
5. Greater consistency and collaboration across Council Boundaries	<p>Regional Resilience Program: The Regional Resilience Program Advisory Committee (RRPAC), consisting of the 8 jointly funded JOs and NSW Reconstruction Authority, continues to meet monthly as an opportunity to share project information between each JO and the funding body.</p> <p>Regional Resilience Program Working Groups: Please refer to the body of this report for an update on each of the working groups:</p> <ul style="list-style-type: none"> • Regional Resilience, IP&R, Waste • Technology • Transport <p>CNSWJO DRRF Project Steering Committee: The CNSWJO DRRF Project Steering Committee (PSC) continue to meet monthly online, with GHD providing project updates within this forum.</p> <p>At each meeting the PSC covers content related to the project;</p> <ul style="list-style-type: none"> • communication; • quality; • risk management; • procurement; • reporting; • shared learning and emerging opportunities;

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	<ul style="list-style-type: none"> • budgeting; evaluation; and • reporting to GMAC and the JO Board. <p>Please request agendas, meeting notes, and other outputs from this KPI.</p>
6. Developing and embedding a state- wide approach to improving practice in disaster risk reduction	The activities described throughout this report highlight the extensive work being carried out by CNSWJO member Councils, the eight JO regions, and relevant state government stakeholders. This collaborative approach and the sharing of information are vital in the development of the necessary structures and systems throughout the state to be able to design and embed a statewide approach to improving practice in disaster risk reduction.
7. Codesigned project with Transport for NSW (TfNSW)	<p>Transport Vulnerability Assessment: Please refer to the body of this report for an update on this work</p> <p>Please request any agendas, meeting notes, and other outputs from this KPI.</p>
8. Milestone reporting	<p>The KPIs and outputs achieved for this quarter are:</p> <ul style="list-style-type: none"> • Monthly progress reports for October to December. • Quarterly financial report for 2023-24 Q2 <p>Please request monthly progress reports and Q2 financial report.</p>

Value for members

This project plays a pivotal role in supporting all member Councils to mitigate current disaster risks, while also minimising the creation of future risks. It aims to empower decision-makers with the necessary capabilities and information for effective disaster risk reduction and management of residual risks.

The Regional Resilience Program strengthens these efforts by encouraging collaboration to extend the reach and share the benefits of strategic, targeted, place-based risk reduction projects. This collaborative approach seeks sustainable and longer-term outcomes that can serve as a foundation for future initiatives.

Financial Implications

The funding covers all aspects of the DRRF project and has no implications for the JO or member Councils.

Attachment/s:

24. IP&R project information sheet

Reports

Priority Five: Regional Transport and Infrastructure and Planning and Prioritisation**9g Transport Report**

Regional Strategic Priorities	Regional Transport Planning and Infrastructure Prioritisation
Portfolio Mayor	Cr Jess Jennings
Sponsoring General Manager/s	Mr K Boyd, Mr S Loane, Mr G Wallace and Mr P Devery

Report by Jenny Webber dated 15 February 2024

Recommendation/s
That the Board note the Transport report and note the progress on the following projects; <ul style="list-style-type: none"> • 'Fix Me'; • Fixing Country Bridges; and • Grattan Institute.

Precis

This report provides advice to the Board regarding advancement of the Transport portfolio and progress on the following projects;

1. 'Fix Me';
2. Fixing Country Bridges; and
3. Grattan Institute.

It also provides an update on the UGL Regional Linx (UGLRL) regarding Master Access Deeds (MADs) where the CNSWJO Technical Transport Committee (TTC) and CNSWJO are actively engaged in negotiations with UGLRL. Legal guidance sought in July was shared with the Board, and the TTC collectively formulated a position and feedback on the Master Access Deed, communicated to UGLRL in August. UGLRL, in consultation with TfNSW, is currently reviewing. Additional guidance on insurance matters has been communicated to UGLRL. Office of the National Rail Safety Regulator (ONRSR) clarified that UGL holds the responsibility for executing the MADs, viewed as advantageous for Councils, emphasising the need for a good faith approach. A recent email from UGLRL outlining MAD application details prompted the TTC to collectively push back, and CNSWJO is currently drafting uniform responses from each Council to ensure consistency and standardisation in addressing UGLRL's inquiries during the negotiation process.

Reason for this report

This report provides an update on the transport priorities.

Legislative, Policy and Risk Considerations

The CNSWJO transport priorities are:

Priority One: Leveraging our successful collaboration

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- 1.1 Driving efficiencies and effectiveness saving Councils money
- 1.2 Building capacity across our Councils

Priority Two: Regional prosperity through better infrastructure and services

Priority Five: Regional Transport Planning and Infrastructure Prioritisation

- 5.1 Transport connectivity planning
- 5.2 Infrastructure prioritisation including the Central NSW Joint Organisation Matrix
- 5.3 Natural disaster road funding

The risks identified in the CNSWJO Risk Management Strategy relevant to this priority are.

- 2 - Changing State and Federal government.
- 3 - Skills shortages reduce capacity of the region.
- 10 - Well intentioned State agencies design processes that waste JO and Councils' time.
- 20 – Turnover of staff in councils who are working on JO projects; loss of corporate knowledge.
- 25 - Increasing costs to Councils of storms etc. more extreme events Councils will find themselves unable to plan and just be reactive to Climate Change. More storms and more drought; their impacts.
- 42 - Costs of building materials or no supply at all.

Also, initiatives delivering cost savings assist with Council financial sustainability.

Update on Transport

CNSWJO Regional Transport Technical Committee Strategy 2023-2028

Please refer to the attached 'Regional TTC Strategy 2023-2028' for an update on the adopted CNSWJO Regional Transport Technical Committee Strategy 2023-2028, as of 15 February 2024.

Progress of the 'Fix Me' project

The 'Fix Me' project is nearing completion, thanks to the commendable efforts of all member Councils, and CNSWJO expresses its gratitude to everyone involved for their invaluable support throughout the project.

As the project enters its final stages, the comprehensive report detailing its outcomes is currently undergoing review by the CNSWJO Technical Transport Committee (TTC). The TTC is scheduled to formally endorse the report during their upcoming March meeting.

Following the endorsement by the TTC, the report will be presented for consideration at the subsequent GMAC meeting, where it will be proposed for approval to the Board. CNSWJO is optimistic about the impact and outcomes outlined in the 'Fix Me' project and looks forward to actively implementing the recommendations. Additionally, the JO is committed to providing support to councils in adopting the same approach.

A confidential copy of this draft report has been attached to this agenda for your reference.

Fixing Country Bridges / CNSWJO Bridges Project

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Through the Fixing Country Roads Program Round 6, Central NSW Joint Organisation (through Forbes Shire Council) has received funding for the dynamic bridge testing of 33 bridges/culverts across the region.

The outcome of the testing will improve freight access, support jobs, economic growth and productivity of regional NSW by reducing the cost of getting goods to market. Transport constraints are a significant challenge in the region and this project will build on previous work that has been undertaken across the region.

This project will focus on assessing 33 bridges and culverts in 5 Local Government Areas. The testing will be conducted on the bridges and culverts through load capacity assessments.

The following number of Arch bridges, bridges and culverts have been identified:

- Cowra x 1 bridge;
- Forbes x 6 bridges & 1 x culvert;
- Lithgow x 4 bridges;
- Oberon x 5 bridges; and
- Weddin x 1 arch bridge, 9 x bridges and 6 x culverts.

The funding amount received is \$560,058.94 ex GST and the project will be completed by the end of December.

The signed project Funding Deed has been received and NSW Treasury has provided advice that the project can commence. Carolyn Griffin is the lead project contact and over the past few weeks, the RFX specification documentation was finalised and the RFX has been issued. When the RFX closes, the PSC will review the responses and select the consultant who will undertake the work.

The Board will be updated throughout the project.

Update on negotiations with UGL Regional Linx regarding the Master Access Deed

The CNSWJO Technical Transport Committee (TTC) and CNSWJO are actively involved in ongoing negotiations with UGL Regional Linx, and significant developments have emerged:

- a) In the July meeting, legal guidance was sought and shared with GMAC. Following this, the TTC extensively reviewed the legal advice and collectively established a position and feedback regarding the Master Access Deed. This feedback was communicated to UGLRL in August. According to the latest information from UGLRL, they are presently reviewing this feedback in consultation with TfNSW and plan to provide a response to the TTC once this review is complete.
- b) 2. Additional guidance from an insurance perspective was sought and subsequently considered and agreed upon by the TTC. This advice has been conveyed to UGLRL.
- c) The ALGA reached out to ONRSR, and ONRSR clarified that the responsibility for executing the Master Access Deed (MAD) agreement lies with UGL. This development appears to be advantageous for the Councils as it emphasizes the importance of approaching the agreement in good faith.
- d) UGLRL responded with an email outlining specific requests as part of the MAD application process. The requests include details of each crossing or entry upon the CRN, identification by rail track details and Agreement/AGR number. Additionally, they seek information on entries/crossings not covered by an existing agreement, the frequency of Councils accessing each entry/crossing/infrastructure, and the Council's willingness to pay

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various fees, including a one-time processing fee, annual access fee, and individual processing fees for each Application for Access.

The TTC collectively resolved to push back on all aspects of this email. The CNSWJO is currently in the process of drafting an email for each Council to respond to UGLRL individually, as per UGLRL's request. This approach ensures consistency and uniformity in the responses provided by each Council. By adopting this approach, the CNSWJO aims to ensure a cohesive and standardised communication process in addressing UGLRL's inquiries during the Master Access Deed application negotiations.

Grattan Institute

The Grattan Institute released the Potholes and Pitfalls: How to Fix Local Roads report 12 November 2023. Please view the report here <https://grattan.edu.au/report/potholes-and-pitfalls-how-to-fix-local-roads/>

Financial Implications

The total project cost came to \$45,136. Councils contributed \$2,000 each totalling \$20,000 towards the Fix Me project. The JO has taken care of the remaining balance for the project.

Attachment/s:

25. Regional TTC Strategy 2023-2028 as of 15 February 2024
26. FixMe Draft CONFIDENTIAL

Reports

Priority Six: Regional Water Security and Productive Water**9h Regional Water Report**

Regional Strategic Priorities	6 : Regional water security planning and productive water 6.1 Regional water network planning and best practice skills development 6.2 Productive water
Portfolio Mayors	Cr David Somervaille, Cr Jason Hamling, Cr Jess Jennings
Sponsoring General Manager/s	Mr K Boyd, Mr G Rhodes and Mr D Waddell

Report by Meredith Macpherson dated 15 February 2024

Recommendation/s
That the Board note the Regional Water Report.

Precis

This report provides advice on the progress of the following projects in the water portfolio:

- Project to transition local water utility strategic planning into the Integrated Planning and Reporting (IP&R) framework;
- Regional Water Loss Management project; and
- Regional asset management assessments using the National Asset Management Assessment Framework (NAMAF).

It provides advice on current consultative processes including:

- Joint Select Committee on Protecting Local Water Utilities from Privatisation;
- NSW Productivity Commission review of funding arrangements for Local Water Utilities;
- Australian Productivity Commission third inquiry into the National Water Initiative; and
- Draft Restoring the Rivers Framework, including engagement with the Murray Darling Basin Authority.

Advice is also provided on steps to progress the Charles Sturt University Policy Lab on Productive Water and on the DPE Water 2022-2023 Annual Progress Report.

Reason for this report

This report is procedural. Please see advice in the body of the report on progress and governance.

Legislative, Policy and Risk Considerations**Risks**

The CNSWJO Risk Management Plan 2022 identifies the following risks that are material to this report:

2 - Changing state and federal government – support for JO priorities not continuing e.g. decision not to raise the Wyangala Dam wall.

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- 10 - well intentioned state agencies design processes that waste JO and councils' time.
- 14 - miss opportunity to see how collaborations could work effectively.
- 20 - turnover of staff in councils who are working on JO projects – loss of corporate knowledge.
- 26 - increasing costs to community of storms and drought and their impacts.
- 27 - risks associated with poor data e.g. Treasury Common Planning Assumptions.
- 28 - the great resignation – more workforce shortages, different priorities for job development.
- 39 - smart controls and smart towns e.g. Poor coordination of smart water metering.
- 40 - shortages of technology and expertise in region.
- 43 - extreme weather events impact agriculture.

Also, initiatives delivering cost savings and efficiencies assist with council financial sustainability.

Projects

Transitioning local water utility strategic planning into the Integrated Planning and Reporting
Work is progressing on the project to transition what was Integrated Water Cycle Management (IWCM) planning for Local Water Utilities (LWUs) into the Integrated Planning and Reporting (IP&R) framework.

A deliverable of this project is a Toolkit that aims to marry the 106 expectations of the DCCEEW Regulatory and Assurance Framework for LWUs strategic planning with the IP&R framework providing practical advice on how to do this at the operational level.

An initial workshop facilitated by Karen Legge Consulting on 30 August was followed up with one-to-one conversations with IP&R staff across opt-in councils to discuss challenges and resources that might be helpful to facilitate this approach.

A second workshop including representatives from Bathurst, Orange and Parkes and state agencies Department of Climate Change, Energy, the Environment and Water (DCCEEW) and OLG was held on 30 January in Orange. Separate meetings have been held to facilitate engagement by Forbes and Central Tablelands Water in the project. Work is also being undertaken by Mr Garry Styles on behalf of Oberon and Cabonne to assist with the transition to this approach.



The second workshop focussed on identifying and developing resources for inclusion in the Toolkit to support council staff to achieve the expectations of the DCCEEW through the IP&R framework. It included discussion of alignment of the 106 DCCEEW strategic planning expectations to IP&R elements and identification of who in the council is likely to be responsible.

Where council feedback is needed to ensure the success of this project, advice has been requested on:

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- whether council's IP&R practice allows the water expectations to be met as described? If not, what barriers/challenges exist and what resources could assist?
- what additional research and studies may need to be undertaken (perhaps regionally) to support the strategic planning process?

With funding opportunities to support engagement of specialists to undertake research or other studies at the regional level starting to dry up, the project has been seeking to identify any collective work that might be needed.

One of the challenges for this project is engagement by staff involved in the IP&R process from across the various reporting functions of council to enable this approach. Where ultimately it is anticipated that it will reduce costs and duplication this is particularly challenging where councils are currently experiencing staff shortages and competing priorities.

There is a great deal of interest from LWUs from across the state in this project with many observing its success. LGNSW have requested a presentation on this project at the LGNSW Water Management Conference in Goulburn in July.

The key takeaway from this project is the importance of enabling strategic planning for LWUs to be undertaken through the existing IP&R framework of the NSW Local Government Act and not through some other duplicative framework or process developed by DPE Water without any legislative mandate.

Regional Water Loss Management Project

Currently the NSW Government is increasing their investment in water system efficiency, water conservation and demand management as a means of delaying the timing and reducing the scale of investment in new supply infrastructure. This investment is to ensure secure, reliable water sources and to build future resilience to climate change and droughts.

<https://water.dpie.nsw.gov.au/plans-and-programs/water-efficiency>

The CNSWJO Regional Water Loss Management (WLM) project funded through the NSW Government Water Efficiency Program aims to improve the maturity of councils' LWUs in WLM while embedding in-house capability in its management ongoing. The benefits will be water, energy and ultimately cost savings from the reduction of system leakage and energy usage.

While this project has proven complex and its delivery slow, the 'new way of working' with the DCCEE Water Efficiency Program team has enabled it to evolve from the point at which councils are at in their water loss management journey embracing other opportunities provided through DCCEE programming as they emerge. This has been a more realistic approach where member councils' maturity in WLM was lower than expected and resourcing constraints are impacting on project delivery.

Also positive has been the opportunity to work with the Water Efficiency Program Manager to inform a business case for NSW Treasury for the development of more fit-for-purpose funding opportunities and program delivery mechanisms in the water efficiency space.

Through this project and the performance monitoring data audits undertaken by this region, data has been found to be unreliable due to issues identified and being addressed through this project. This has broader implications for funding of water security projects where advice provided to the Minister by DCCEE regarding water savings from efficiency projects could be overstated. While identifying and repairing leaks, this project aims to improve data collection and ongoing monitoring.

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Current Status

The current status of the project is being monitored through the pie chart below.

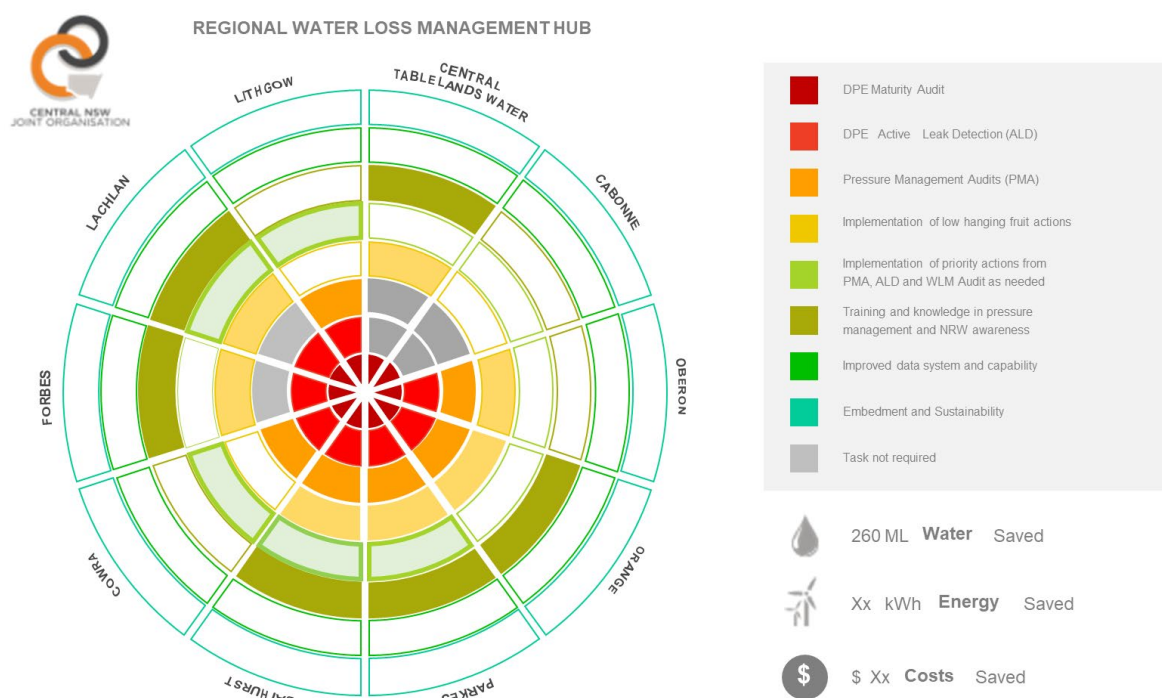


Figure 1-WLM Reporting -Feb 2024

Next steps

New equipment needed has been identified and procurement either completed or underway, there is much to be done to coordinate installation with councils. Project resources are currently being deployed to assist operational staff with installation. Much of this work will be documented and will contribute to the Knowledge Hub resource under development by consultants Visual Workplace Australasia.

Aside for identification, procurement and installation of WLM management equipment, data has become a critical aspect of this project with the opportunity to leverage and align the project with other work by DCCEEW and their consultants GTS an important consideration. Five councils are participating in the GTS trial – CTW, Forbes, Lachlan, Orange and Parkes with the JO facilitating regional meetings with GTS and DCCEEW to align the WLM project with opportunities for a regional dashboard with potential for rollout to other councils.

Work is also underway to develop and implement more robust methodologies to measure water and energy savings.

Further, the project steering committee is grappling with some bigger issues relating to the accountability framework needed to support the future embedment of water loss management across the region.

Ultimately it will be up to each council to manage their own systems and maintain the equipment bought for them by this project. There are, however, some items intended as shared resources

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available to councils as needed. Some of these devices (data loggers) will attract a total ongoing cost of \$11,380 ex GST p.a. for sim cards.

Part of the embedment of this project will include a procedure for managing the sharing of the equipment including ongoing costs, advice to council staff that it is available and training on its use as part of the Knowledge Hub (stage 2). The Water Utilities Alliance will also have a key role in ongoing maintenance and monitoring. Further advice will be provided and resolution sought on the accountability framework at a later date.

Opportunities to work with other JOs are being explored with a meeting held in December with the Executive Officer, RAMJO.

A copy of a PowerPoint presentation to DCCEEW and the Water Utilities Alliance at their December 2023 meeting provides more detail and is available as an attachment.

Budget and Timeframe Considerations

At Milestone 3 DPE (now DCCEEW) agreed to *extend the project officially for another 6 months, to the end of December 2023 and even beyond that if lead times for some of the hardware warrant it.*

Following negotiation of a 12-month variation in the project timeframe, DCCEEW have now confirmed that the project will need to be completed by 30 June 2024.

Media Coverage

The state government's focus on optimising existing infrastructure to improve water efficiency is seeing positive promotion of this project through the DCCEEW Water Efficiency Program.

Recent media coverage has included the ABC Western Plains, Central West and Tamworth local radio bulletins. A longer interview, focused on the program in Central NSW also ran in the Rural Report which covers Central West, Western Plains, Riverina and South Coast.

Please see links below.

- [ABC Rural Report, 6:30am](#) (3 min 30 sec)
- [ABC News Central West Bulletin](#), 7:30am (50 sec)
- [ABC News Western Plains Bulletin](#), 7:30 am (50 sec)
- <https://water.dpie.nsw.gov.au/news/central-west-trials-new-water-loss-hub>

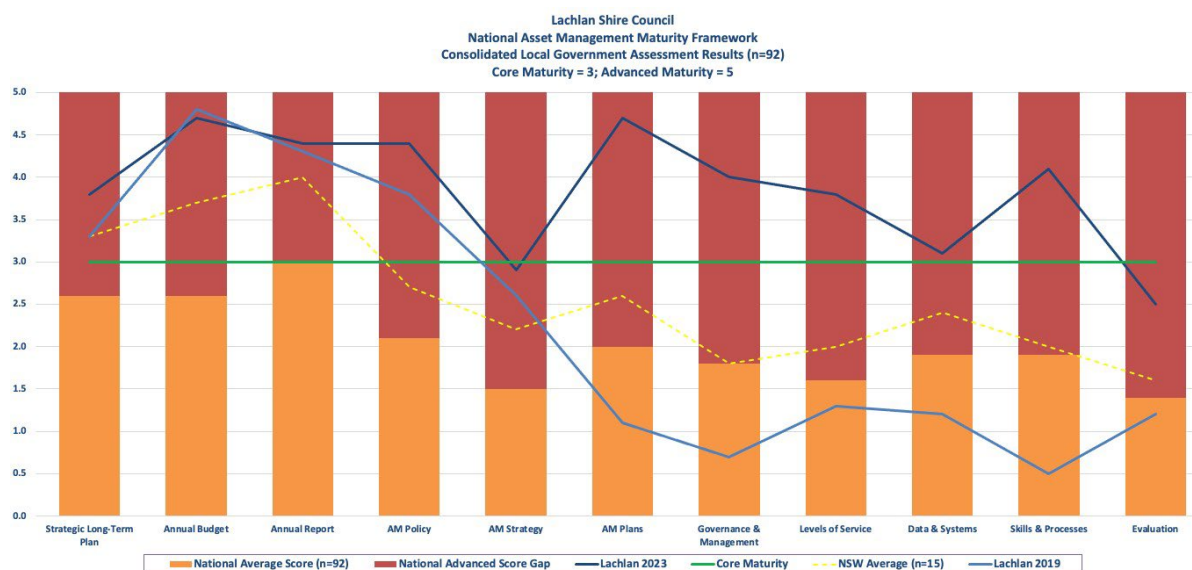
Regional asset management assessments

The University of Newcastle Institute for Regional Futures has now completed regional asset management assessments for Blayney, Lachlan, Oberon, Weddin, Parkes and Lithgow. These assessments were completed using the National Asset Management Assessment Framework (NAMAF) and encompass all asset classes.

All councils have now received draft reports for feedback prior to final reports being issued. Individual reports include benchmarking and recommendations for improvements in asset management. These assessments will be consolidated into a regional report highlighting opportunities for future regional programming.

Congratulations to the team at Lachlan for the work they have done on asset management since 2019.

Reports



Opportunities to align work undertaken through this contract with the IP&R LWU Strategic Planning project are being considered in discussion with the consultants contracted for this work.

Advocacy

The regional water portfolio Mayors and sponsoring GMs continue to meet 6 weekly and have oversight of the development of strategy and advocacy collateral in the water space. This includes a potential Regional Water Roundtable.

For advice on a review of the Advocacy Plan for Regional Water and other advocacy underway, including calls for a regional water roundtable, please refer to the Advocacy Report.

Consultative processes

There are numerous state government consultations recently finalised, underway or pending. These are summarised below. Refer to the Governance and Advocacy report that seeks endorsement for recent submissions.

Joint Select Committee on Protecting Local Water Utilities from Privatisation

The CNSWJO provided a submission to this inquiry on 29 October 2023. A copy is available here: https://www.centraljo.nsw.gov.au/content/uploads/231023_Submission_Joint-Select-Committee-on-Privatisation-of-LWUs_FINAL.pdf

Executive Officer, Jenny Bennett appeared as a witness on 8 December 2023 before the Joint Select Committee. The Committee resolved to send supplementary questions to the JO which will be published on the Committee's website and will form part of the JOs evidence to the inquiry.

Supplementary questions and the response to these will be made available once the Committee has published these. Please request a confidential copy.

Representatives from Central Tablelands Water and Cowra gave evidence at a subsequent hearing held in Dubbo on 12 February.

NSW Productivity Commission review of funding arrangements for Local Water Utilities

Reports

In November 2023 the NSW Government announced an independent review into the funding arrangements for Local Water Utilities across the state by the NSW Productivity Commission.

Where the average annual water bill for people who live in areas with less than 2,000 connections is \$1,525 per annum compared with \$1,410 in locations with 2,000 to 10,000 connections, this review will focus on remote and socioeconomically disadvantaged communities that have some of the highest water bills and water security risks. It will look at sustainable funding models that consider ongoing operating costs for water and sewerage and whether pensioner rebates are fair and equitable.

Details of this review including the terms of reference are available here:

<https://www.productivity.nsw.gov.au/review-of-funding-models-for-local-water-utilities>

The Productivity Commission will consult with councils, LWUs, industry groups, NSW Government agencies and other stakeholders. It will also look at previous reviews and research along with historical operational data, financial performance and draw on best practice in other jurisdictions.

Following an email to GMs on 12 December from the Productivity Commission (later recalled), a meeting was coordinated through the JO EO network on 24 January to discuss approaches to engagement for the review and the complexities and challenges in water and sewerage service delivery to inform the Issues Paper. This is due for release in early February 2024.

The Productivity Commission will complete its recommendations by June 2024.

Australian Productivity Commission third inquiry into the National Water Initiative

On 5 January the Productivity Commission announced the third inquiry into the National Water Initiative (NWI) with submissions due on 2 February.

The Commission released a paper outlining the focus of the inquiry and identifying a range of issues on which the Commission seeks feedback. Relevant were issues relating to reforms to urban water management including:

- policy settings which facilitate water use efficiency and innovation in urban and rural areas;
- addressing future adjustment issues that may impact on water users and communities.

Given the tight turn around, at their 1 February meeting, GMAC endorsed development of a submission in line with existing Board policy under the hand of the Executive.

Please refer to the Advocacy Report for the CNSWJO submission to this inquiry.

DCCEE Draft Restoring the Rivers Framework Consultation

On 30 January Minister Plibersek announced a 6 week consultation period on the Draft Framework for Delivering the 450GL. This will run until 4 March.

The government plans to deliver the 450GL through three programs.

1. Resilient Rivers Program – infrastructure projects, rules changes, land and water partnerships and other ways to recover water
2. Voluntary Water Purchase – purchase of water entitlements from willing sellers by the Commonwealth
3. Sustainable Communities Program – community adjustment assistance for Basin communities impacted by voluntary water purchase.

Reports

Guiding their decisions to deliver the 450GL are focuses on:

- a. Enhanced environmental outcomes
- b. Minimising socio economic impacts
- c. Achieving value for money.

More information can be found by following this link: : [Restoring Our Rivers: Delivering the Basin Plan 2012 Draft framework for delivering the 450 GL of additional environmental water \(storage.googleapis.com\)](https://storage.googleapis.com/Restoring Our Rivers: Delivering the Basin Plan 2012 Draft framework for delivering the 450 GL of additional environmental water)

The [Consultation hub](#) has opened in the 'Draft Restoring our Rivers Framework' section which provides a platform to give feedback on these programs and the broad framework.

A representative from the Murray Darling Basin Authority has been invited to the Board meeting to speak on this initiative.

Refer to the Advocacy Report where it is recommended that the Board endorse a submission to be prepared in line with Board policy under the hand of the Executive.

Murray Darling Basin Authority Regional Engagement

The CNSWJO has been approached by the MDBA Regional Engagement Officer, Mr Peter Thomas regarding engagement with councils for the review of the MDB Plan. According to Mr Thomas things are moving fast in this space with the passing of the Water Amendment (Restoring our Rivers) Bill in late 2023. Mr Thomas is working with the MDBA to influence how engagement is undertaken with the potential for visits to the region by a Federal Department of Climate Change, Energy, the Environment and Water departmental head 'champion'. While we continue to talk there is little action beyond the announcement of the Draft Restoring the Rivers Framework Consultation outlined above.

The CNSWJO has set up fortnightly meetings with Mr Thomas in an attempt to influence outcomes in this space for our councils.

Strategy

Department of Planning and Environment name change

From 1 January 2024, the Department of Planning and Environment has split to form two separate departments:

- NSW Department of Climate Change, Energy, the Environment and Water (DCCEEW)
- Department of Planning, Housing and Infrastructure (DPHI)

The Water Group now operates under the DCCEEW which will *lead the water sector to develop a strategic approach to managing water at the state, regional and metropolitan levels* to ensure water resources are shared equitably. It will manage the state's surface and groundwater and develop and implement plans for water security in NSW. It will also deliver major water infrastructure projects and have built a compliance and enforcement regime that ensures strong and certain regulation.

Anthony Lean previously the Deputy Chief Executive at The Law Society of NSW, has been appointed the Secretary of NSW DCCEEW.

DPE Water 2022-2023 Annual Progress Report

Reports

The department released its Annual Progress Report on 20 December. This report details the NSW Governments progress in implementing the Water Strategy Program from July 2022 to June 2023 and is available here [2022-23 Annual progress report](#)

Notable is advice in the Regional Snapshots for the Macquarie-Castlereagh region that work is underway to develop common principles and guidance around the 'enduring supply approach'. *This will support water security assessments and more comprehensive drought planning. Guidance is anticipated to cover evaluating minimum community needs, assessing current supply reliability, analysing supply options, and modelling storage depletion in long and severe drought. The information will provide guidance for local water utilities.*

<https://water.dpie.nsw.gov.au/about-us/reporting/reporting-on-water-strategy-implementation/2022-23-Annual-progress-report/2022-2023-progress-report-regional-snapshots>

To see more about what the NSW Government is doing to prepare for drought and manage risk including to read the Extreme Events Policy see the link below.

<https://water.dpie.nsw.gov.au/about-us/reporting/reporting-on-water-strategy-implementation/2022-23-Annual-progress-report/drought-preparedness#contribution-to-water-strategies>

Productive Water

The Policy Lab working group have advised that the focus for the second CSU Policy Lab to be held in mid-2024 will be productive water. CNSWJO nominees for this are:

Cr Bill West, Cr David Somervaille, Mr Kent Boyd, Mr Darren Sturgiss (Bathurst) and Mr Garry Styles.

Preliminary discussions have commenced with a meeting of the working group on 1 December. This meeting considered– objectives, themes, presenters, participants and timeframes. CNSWJO staff subsequently met with Ms Julia Andrews CSU Director External Engagement on 15 December to discuss next steps.

Two clear streams have been proposed for the Policy Lab with an overarching presentation, for example from the Regional Australia Institute or MDBA.

The following is suggested and is in discussion with CSU:

Session 1 - focus on value of urban water (+ a panel discussion)

- Leveraging work by Bathurst on the value of urban water (WRI) /Orange (NSW Treasury) /Tamworth?
- include state agency reps/Water Services Association of Australia (others ?)

Session 2= doing business differently in the Lachlan Valley (+ a panel discussion)

- Follow up underway with CSU Prof Lee Baumgartner - research leader working within the food-water-energy nexus. <https://www.csu.edu.au/research/gulbali/find-experts/profiles/aquatic-science/lee-baumgartner>
- Explore opportunity to leverage CSU relationship with a University in the Netherlands (The Dutch Model)
- Explore the opportunity to leverage work by the Southern Drought Hub based at the CSU Wagga campus and covering the Central NSW region
<https://www.csu.edu.au/research/southern-nsw-drought-resilience-hub/home>

Reports

Next Steps

- A zoom with CSU and CNSWJO staff is scheduled on 21 February to discuss this proposal
- Following this CSU to coordinate a meeting of the sub-committee (date tbc by CSU)
- Plans will then commence for the event in mid-2024 including date and venue.

Value for Members

Work by the CNSWJO in the regional water portfolio supports member councils 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**WLM Project**

The WLM Project Control Group (Technical Committee) will prioritise expenditure both from the existing project funding and for any future work outside the scope of this initial program. This prioritisation will be based on the following heads of consideration:

- Impact on non-revenue water
- Capacity of Council to pay.

Any additional funding requirements will be discussed with individual councils based on costings for Pilot Projects.

IP&R Project Budget

The budget for this project is \$49,320 (ex GST). This excludes the optional desktop published Toolkit.

The OLG has granted approval for a variation of \$25,000 previously earmarked for a Workforce Development Plan for Water and Wastewater to support this initiative. The balance will be funded by the CNSWJO through the Water Utilities Alliance budget. Where currently additional councils are opting into this project, additional funding may be needed to support one-on-one work by the contractor with council staff. Further advice will be provided.

Attachment/s:

27. Regional Water Loss Management Project Update - 28 November 2023

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Priority Seven: Transition to a sustainable, secure and affordable energy future**9i Energy Program Report**

Regional Strategic Priorities	7: 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
Portfolio Mayor	Cr Mark Kellam
Sponsoring General Manager/s	Mr B Byrnes, Mr P Devery, Mr G Tory and Mr D Waddell

Report by Kate Barker dated 16 February 2024

Recommendations
<p>That the Board note the Energy Program report and;</p> <ol style="list-style-type: none"> 1. endorse the JONZA mid-term report; 2. note the addition of \$59,534 in funding for the JONZA program extension to 30 June 2024; 3. note the regional application for participating councils under the Community Energy Upgrades Fund focusing on pools; 4. endorse the draft Zero Emissions Fleet Transition Strategy, particularly the proposed 16 recommended strategic actions for CNSWJO; 5. request that member councils provide feedback on the draft regional zero emissions fleet transition strategy; 6. endorse the Business Case on the Nexus Between Energy Security and Emissions Reduction, the appendices and the Roadmap; and 7. endorse the following submissions: <ol style="list-style-type: none"> a. Energy Policy Framework; and b. AER Determination for 2024-2029 for Public Lighting.

Precis

This report provides an update on the varying activities under the energy priority, including:

- JONZA program;
- Business case on the Nexus Between Energy Security and Emissions Reduction; and
- Submissions.

It is noteworthy that the JONZA mid-term report has been accepted with excellent feedback, and the JONZA funding has been extended to 30 June 2024, providing \$59,534 in additional funding.

Reason for this report

This report provides an update on the varying projects currently underway through the energy priority. Further, this report seeks endorsement of the Business Case on the Nexus Between Energy Security and Emissions Reduction and its appendices and roadmap, along with 2 submissions.

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Legislative, Policy and Risk Considerations

Risks

The CNSWJO Risk Management Plan 2022 identifies the following risks that are material to this report:

- 1 – Failure of the JO network;
- 7 – Despite the efforts by the OLG and subsequent to the JO Review, all councils in the JO footprint do not engage;
- 14 – Review recommendations to “bring the State to the table” do not deliver network sustainability;
- 19 – Long term viability and financial sustainability; and
- 20 – Turnover of staff in councils who are working on JO projects – loss of corporate knowledge

Update on JONZA Program

The following table provides an update on the progress of 17 key activities being progressed through the JONZA program.

	Complete
	Underway
	Not yet started

Action	Update	Status
1. Net Zero Action Plan (NZAP) for the renamed CNSWJO Regional Net Zero Group (NZG) shows progress on a least one item for every Council	Energy Group has been renamed to Net Zero Group. Progress for each council will continue to be tracked through the tracking spreadsheet. Meetings are being organised with individual councils to support the updating of the spreadsheet and to collect further information to feed into the maturity tracker (found below this table)	
2. Terms of Reference for the CNSWJO Energy Group is reviewed to align with this project and this group becomes the CNSWJO Regional Net Zero Group	Complete. Terms of Reference were reviewed and amended at the May 2023 meeting of the Group.	
3. Update procurement Policy to incorporate Social and Sustainability Procurement elements.	Two CNSWJO staff members attended sustainable procurement training in early September. Funding was received on behalf of 5 JOs through LGP's Capability Fund to attend the training in Sydney. The proposed sustainability clauses for the procurement policy have been drafted and are included in the Procurement and Contracts report for adoption.	
4. Emissions Reduction Plans (ERP) for each Council for scopes 1 and 2	Complete This project is fully funded by the OECC's Sustainable Councils program	

Reports

Action	Update	Status
	<p>to the value of \$188k.</p> <p>All councils now have an Emissions Reduction Plan for Scopes 1 and 2 emissions which identifies the baseline emissions and a pathway for reduction. Further, Bathurst and Cabonne have both analysed their Scope 3 emissions to identify the breadth of their total emissions.</p>	
5. Tool for Councils to track emissions	<p>Complete The carbon inventory tool has been developed and sent to all member councils, pre-populated with their scopes 1 and 2 data. The tool enables the councils to track their emissions for fuel, gas, electricity, wastewater and landfill year on year.</p> <p>The tool was developed through funding received from the OECC.</p>	
6. Identify training opportunities and provide training in use of the tool, and develop an accountability framework to enable embedment within the JO including NZOPM support if required.	<p>Training in the use of the tool has been completed via online sessions to members.</p> <p>The emissions factors will need to be updated annually, where CNSWJO can collect the relevant information and send to councils. Councils can reach out to CNSWJO staff for support in using the tool.</p> <p>Training in the use of the tool is funded by the OECC.</p> <p>The accountability framework is yet to be developed.</p>	
7. Develop an implementation plan for the CNSWJO Emissions Reduction Plan: Regional Opportunities	<p>Now that the ERPs have been completed for all councils, the previously adopted Regional ERP will be updated with any relevant findings not already captured during the development of the plan using Bathurst and Cabonne information. An implementation plan will be developed after the update has been conducted.</p>	
8. Develop a business case for the change of ownership of streetlights	<p>Yet to commence. Awaiting the outcome of the current AER Determination where this will affect the business case.</p>	
9. Develop a business case for renewable street lighting/other external community lighting	<p>Scoping to commence shortly.</p>	

Reports

Action	Update	Status
10. A fleet transition plan for each Council	<p>Underway. Members have received funding of \$94,500 to develop a fleet transition plan for every council and to update the existing plan for Bathurst.</p> <p>A regional fleet transition strategy has also been drafted. Please see more detail elsewhere in this report.</p> <p>Attendees provided excellent feedback on the Fleet Transition Day held in Parkes on 1 November, with the following suggestions:</p> <ol style="list-style-type: none"> 1. Host another day for member to continue to learn more about the developments in this space 2. Host a drive day for member council staff to test drive various vehicles and this could possibly be expanded to invite the community to also attend. 3. The JO to facilitate a regional Fleet Transition Group to support councils <p>Scoping is underway on the above.</p>	
11. Annual network tariff review for each council	A tool has been developed with the draft being presented to the JONZA network. CNSWJO staff will progress the use of the tool in the coming months to support councils to identify cost savings available through tariff reviews.	
12. Deliver emissions reduction through the water loss management program.	Please see an update on the program elsewhere in this business paper.	
13. Develop business case for regional revolving energy fund	<p>There is potential that a regional revolving energy fund could support JOs in financial sustainability for a dedicated energy resource. Scoping is underway.</p> <p>In conjunction with Hunter JO and Mid North Coast JO, a Revolving Energy Fund Kit has been developed to support councils to go through the process of setting up a REF. Three CNSWJO councils participated on the REF action group to provide input to the project, along with councils from the other JOs.</p>	
14. Direct Metering Agreement in place for councils small sites	This is mostly complete. A final review and tidy-up of any missed sites is yet to be completed, however most councils signed a DMA through the NSW Govt	

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Action	Update	Status
	contract for both small and large sites with intervals, commencing around January 2021.	
15. Regional opportunities report for Virtual Power Plants for member councils	This is being explored through the Business Case.	
16. Review policy for transition to renewable energy future regarding the social licensing issues, then develop advocacy plan	Underway. Some update to the Energy Advocacy Plan has been done, however there are other community aspects that need to be explored further and included, where the Business Case is also considering how the community is affected and can potentially benefit from renewable energy projects. Further, CNSWJO will be lodging a submission to the NSW Government's consultant on the Energy Policy Framework. Please see elsewhere in this business paper for details.	
17. Develop policy and advocacy plan with regard to biodiversity, urban environments during climate change including tree canopy, and waste and landfill emissions.	Work has commenced on this item in an ad hoc manner, however it is yet to be pulled together into a formal plan. Work will continue in the coming months.	

JONZA Mid-term Report

In line with the grant requirements for JONZA, a mid-term report was submitted to the NSW OECC (now known as NSW Department of Climate Change, Energy, the Environment and Water (DCCEEW)) in November 2023. The full report is available on request.

In addition to the 17 activities (shown in the table above), the CNSWJO is progressing or has completed an additional 18 activities, including:

1. ARENA Community Battery Grant – application lodged
2. Community Energy Upgrades Fund – support to councils is in progress.
3. Scope 3 emissions baseline for Cabonne and Bathurst – complete
4. Renewable Energy Action Plan for Lithgow – complete
5. Fleet Transition Day – complete
6. Business Case on the Nexus Between Energy Security and Emissions Reduction – underway
7. EV Destination Charging Grants – underway
8. AER Pricing Determination for Public Lighting – underway
9. Smart controllers pilot in Bathurst – underway
10. Calculation of electricity contract savings – ongoing
11. Various submissions – 9 submissions lodged
12. Design a REF Kit – completed in conjunction with 2 other JOs.
13. Tracking of Unaccounted for Energy (UFE) – ongoing
14. Small Aggregation Services – underway
15. Support to other JOs in rolling out a PPA to members – ongoing
16. Solar Asset Management contract – scoping underway

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17. Energy Savings Certificates contract – scoping underway
18. Trial of Foton T5 tipper truck - underway

CNSWJO received advice on 19 December 2023 that the mid-term report had been accepted and the milestone payment has since been made to the JO. The work by the CNSWJO was highly commended by the OECC grant manager for both implementation of the project and in delivering against the objectives of the grant by implementing comprehensive practical actions to reduce emission across the CNSWJO. It was also noted that the Fleet Day was an exceptional output of the project.

JONZA Extension

While the original JONZA grant was to fund a resource for a period of 12 months, a number of participating JOs have received extensions of funding to align all JOs with a 30 June 2024 completion date. As Ms Kate Barker commenced in the JONZA secondment on 1 February, the NSW OECC has provided additional funding of approx. \$60k to extend the position.

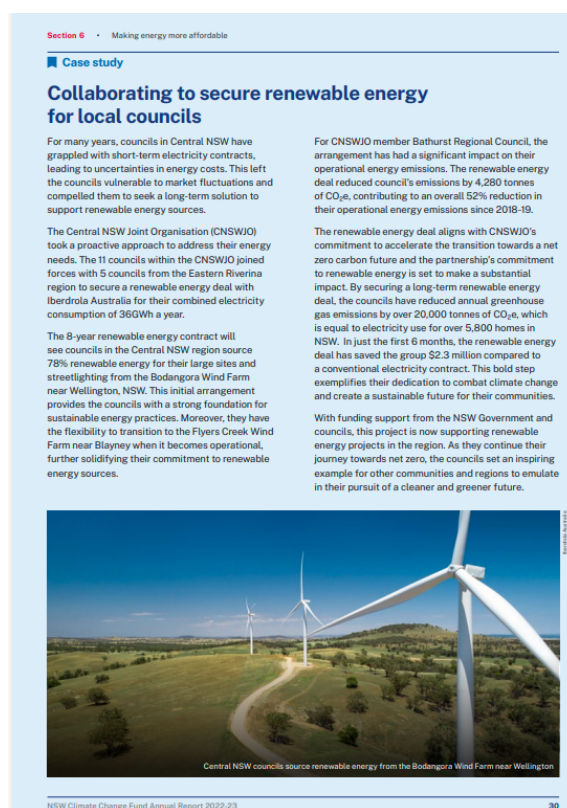
It is understood that future funding of JONZA beyond 30 June is being explored, however no confirmation of such has been provided.

Climate Change Fund Case Study

CNSWJO's electricity procurement project has featured in the [NSW Department of Climate Change, Energy, the Environment and Water \(NSW DCCEEW\)'s Climate Change Fund Annual Report 2022-2023](#) (see pages 29 to 31). See image to right.

Further recognition of the work this region has undertaken is evidenced in the report with

- Central NSW Emissions Reduction Plan adopted
- 10 emissions reduction plans completed
- Renewable Energy Action plan completed for Lithgow, and
- 11 Council fleet transition plans in progress.



Zero Emissions Fleet Transition Strategy

Through the funding NSW DCCEEW has been provided to CNSWJO member councils to develop zero emissions fleet transition plans including passenger, light and heavy vehicles. ChargeWorks has been engaged to develop the plans, and also a regional strategy which sets out actions that can be undertaken at a regional level to support member councils.

The **draft** regional strategy forms an attachment to this report. Direction from the Board is sought on the strategy, particularly the recommended JO actions, through endorsement of the draft. This endorsement will allow the consultant to progress the individual council plans which reference the actions of the JO in the regional strategy. The final version of the strategy will be reported to the Board for endorsement in due course.

The strategy identifies barriers and opportunities facing member councils in the transition to an electric fleet, and outlines how the JO can assist councils to minimise the barriers to adoption. The primary barriers identified include:

- Vehicle range
- Charging infrastructure
- Vehicle purchase price
- Vehicle depreciation
- Availability of suitable models
- Training and servicing requirements

The table below summarises the 16 strategic actions that the draft strategy recommends that CNSWJO can take to reduce the barriers to adoption of EVs by member councils:

#	Strategic Item	Description
1	Public fast charging liaison	Encourage fast-charging providers to build-out more fast charging in central NSW towns and cities.
2	Vehicle trials	Facilitate electric vehicle trials in legitimate Council use case testing scenarios
3	Depot and admin charging	Facilitate bulk procurement of Council EV charging infrastructure <ul style="list-style-type: none"> a. The upfront bulk installation of necessary cabling and switchboards adjacent to parking spaces (readiness). b. The subsequent rollout of standardised EVSEs using a rate card and agreed scope of services.
4	Network liaison	Act as liaison to Essential Energy and Endeavour Energy to confirm grid capacity at each Council depot and administration building. Where required, CNSWJO can provide procurement services for the necessary level 3 power engineering.
5	Home charging policy	Provide member Councils with a template or standard home charging policy.
6	Leaseback policy amendments for EVs	Provide member Councils with a template or standard leaseback policy.
	Capital cost vs TCO budgeting	Explore financing models to assist Councils with capital budget constraints
8	Leasing option	Facilitate the procurement of leasing options to encourage initial EV adoption.
9	Vehicle leasing	Facilitate the procurement of electric vehicles under leasing agreements with known costs.
10	Vehicle resale	Assist with the resale of 2 nd hand EVs to more receptive markets. i.e. bulk sale, transport, dealership etc.
11	Vehicle accessories	Assist with procurement of bull-bars, towbars and driving lights in new model EVs.
12	Suitable vehicle register	Maintain a register of suitable EVs (prepare annual availability report).
13	JO fleet operations network	Facilitate a joint organisation fleet operations network for the sharing of information around electric vehicle trials, models, opportunities and challenges.

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14	In demand vehicles	Facilitate bulk procurement of popular vehicles to multiple Councils.
15	Collective OEM support	Facilitate and arrange for collective servicing by OEM technicians.
16	Employee training	Facilitate combined training courses for mechanics at each of the member Councils (EV service day).

The majority of the recommended actions can be delivered in-house by the JO and/or in collaboration with other JOs through the JONZA program.

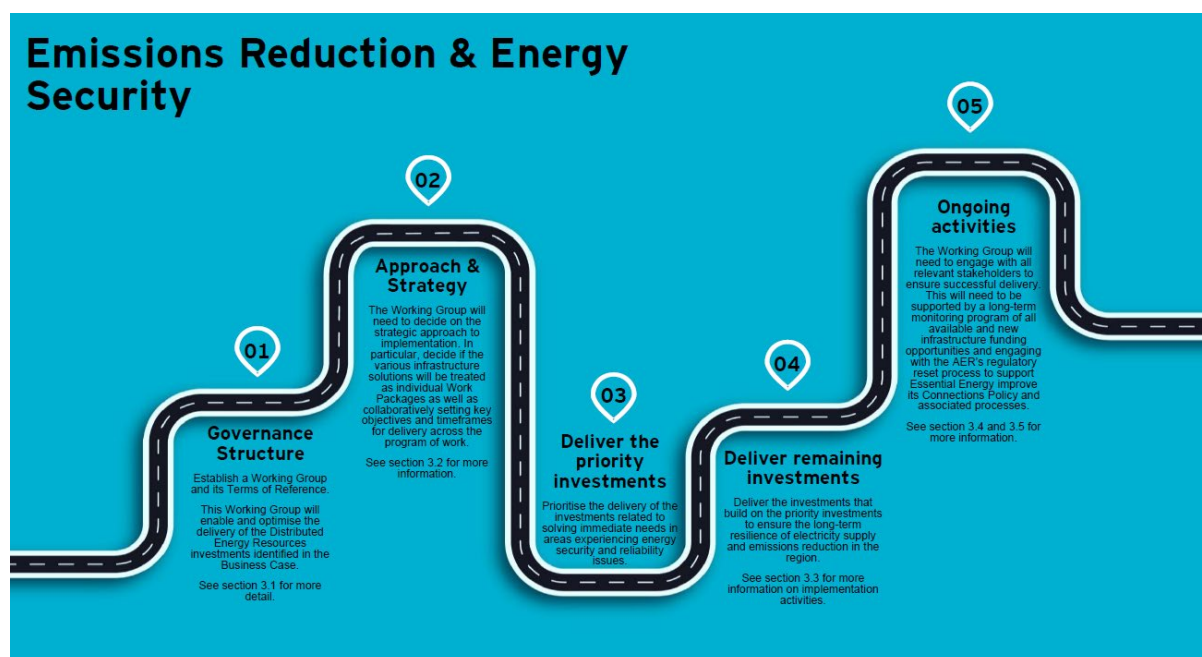
Further, the draft strategy sets out targets for the region's fleet, however this will need to be updated to reflect any targets adopted by member councils through the development of the individual council plans.

Business Case for the Nexus Between Net Zero and Energy Security

The business case was presented to the CNSWJO Board at its meeting on 23 November 2023.

The final version of the business case, the appendices and the road map are attached to this report.

Where the business case and appendices provide vast detail, the roadmap is intended to provide a high-level overview of the activities required to deliver on the investments identified in the business case.



A summary of the preferred option is as follows:

Objective	Zone substation	Proposed infrastructure solutions
Address current energy security and reliability issues	<ul style="list-style-type: none"> • Lake Cargelligo, Lachlan • Condobolin, Lachlan • Grenfell, Weddin 	A 4.9MW two-hour battery located at the zone substation with a co-located 4.9MW solar farm.
	<ul style="list-style-type: none"> • Mandurama, Blayney • Canowindra, Cabonne • Cumnock, Cabonne • Molong, Cabonne • Payten's Bridge, Forbes • Orange Industrial, Orange • Trundle, Parkes • Grenfell, Weddin 	<p>For residential premises:</p> <ul style="list-style-type: none"> • 5kW solar PV installations for residential premises • 5kW two-hour battery. <p>For business premises:</p> <ul style="list-style-type: none"> • 20kW solar PV installations for business premises • 20kW two-hour battery.
Address future energy security and reliability issues	<ul style="list-style-type: none"> • All 10 locations listed above 	A Virtual Power Plan (VPP) in all 10 locations to reduce the risk of future energy security issues and ensure continued reliability and security in the region.
	<ul style="list-style-type: none"> • Laffing Waters, Bathurst 	<p>Explore the potential to deploy:</p> <ul style="list-style-type: none"> • A microgrid with onsite 4.9MW small-scale solar farm and a 1.25MW, two-hour community battery located within the residential precinct • A VPP to enable effective utilisation of behind-the-meter Distributed Energy Resources (DER) within the microgrid precinct • Increased uptake of rooftop solar PV, batteries and EVs.
	<ul style="list-style-type: none"> • Orange Airport, Orange 	Microgrid with onsite 2.5MW solar farm and 0.5MW rooftop solar PV installation and a 1MW, two-hour battery located within the airport precinct embedded network.
	<ul style="list-style-type: none"> • Cowra • Lithgow • Parkes 	Four ultra-fast 350kW EV chargers with a co-located 300kW small-scale solar farm and 300kW, two-hour battery to supplement electricity grid-power to the EV charger.
Support emission reduction targets	<ul style="list-style-type: none"> • Central NSW – All areas 	Advocacy and stakeholder engagement by the CNSWJO to create a supportive and enabling environment for local commercial and industrial businesses to transition from gas to renewables.

The entire project has been split into 7 work packages which are as follows:

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Work Package	Description	Impacted Council Areas ¹
1	Develop and deploy the initiatives required to incentivise residents and businesses to install rooftop solar PV and batteries in areas experiencing energy security issues. Specifically: <ul style="list-style-type: none"> For residential premises: <ul style="list-style-type: none"> 5kW solar PV installations for residential premises 5kW two-hour batteries. For business premises: <ul style="list-style-type: none"> 20kW solar PV installations for business premises 20kW two-hour battery. 	<ul style="list-style-type: none"> Blayney Cabonne Forbes Orange Parkes Weddin
2	Deploy the zone substation infrastructure solutions. Specifically: <ul style="list-style-type: none"> 4.9MW two-hour batteries located at relevant zone substations (two in Lachlan and one in Weddin) Co-located 4.9MW solar farm. 	<ul style="list-style-type: none"> Lachlan Weddin
3	Explore the Laffing Waters residential precinct as a pilot option for renewable focused residential precincts.	<ul style="list-style-type: none"> Bathurst
4	Address the future energy needs of Orange Airport through deployment of a microgrid with onsite 2.5MW solar farm, a 0.5MW rooftop solar PV installation and a 1MW two-hour battery located within the Orange Airport precinct embedded network.	<ul style="list-style-type: none"> Orange
5	Deployment of VPPs in the 10 substation locations associated with Work Package 1 and Work Package 2 to reduce the risk of future energy security issues, maximise the benefits of DER and to ensure continued reliability and security in the region.	<ul style="list-style-type: none"> Blayney Cabonne Forbes Lachlan Orange Parkes Weddin
6	Deployment of four ultra-fast 350kW electric vehicle (EV) chargers with a co-located 300kW small-scale solar farm and 300kW, two-hour battery to supplement electricity grid-power to the EV chargers.	<ul style="list-style-type: none"> Cowra Lithgow Parkes
7	Develop an advocacy, education and stakeholder engagement initiative to support residents and local businesses understand the energy transition occurring in NSW, how they can be part of it, and create a supportive and enabling environment for local commercial and industrial businesses to invest in the transition from gas to renewables.	<ul style="list-style-type: none"> All

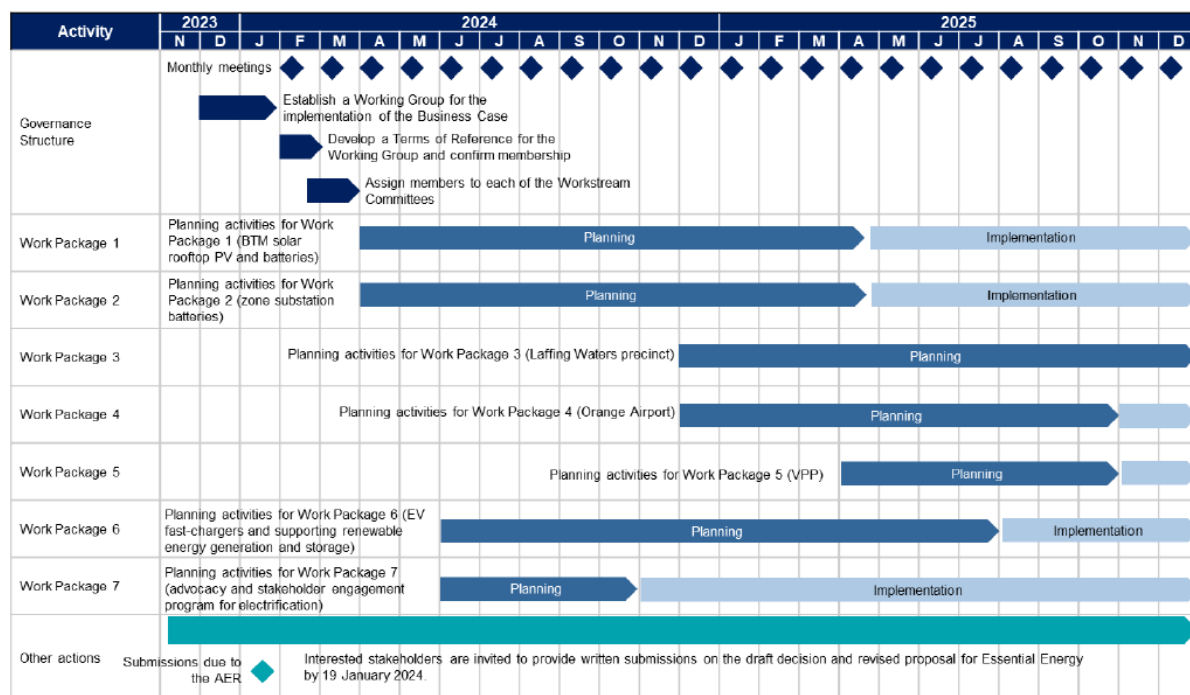
It may be appropriate to consider a single program delivery approach for some of the Work Packages and apply them to the whole of the region and not just those areas identified in the Business Case.

A single delivery approach for a region-wide program could apply to:

- Extending the rooftop solar PV and batteries program across all LGAs in the region.
- Extending the zone substation batteries beyond Lachlan and Weddin. For example, by including LGAs like Cowra that have experienced energy security challenges due to constraints in the electricity network infrastructure downstream from the zone substation.
- Extending the VPP solution to all LGAs so that DER assets across the region can be optimised and impacts to the electricity network minimised.

The roadmap also sets out each activity required under the work packages and provides a timeline for the next 12 months:

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CNSWJO will be seeking a further meeting with Minister Penny Sharpe following on from the presentation in Sydney to discuss the project and next steps.

There is a potential project which will aid in the progression of Work Package 3 through a RACE for 2030 research project, where scoping and initial meetings have commenced.

The work undertaken to date as part of the business case is under the budgeted amount for the total project, and with the support of the Project Control Group, a variation has been sought and approved by Regional NSW to progress a further piece of work with Ernst & Young (EY) particularly around work packages 1, 2 and 6.

The additional work with EY includes:

Workstream 1: DER Initiative Assessment and Program Design

This workstream is split into the following activities:

- stocktake of previous initiatives in the Central NSW region, as well as in other jurisdictions, to gather information on similar program designs, what has worked and what hasn't. This will require inputs from the CNSWJO regarding similar program designs and any evaluations undertaken. Programs such as the Victorian Solar Homes Program will also be reviewed for lessons learned that might inform a rooftop solar PV and battery program in the region.
- high-level analysis of relevant statistics in the region, such as the residential/business split and any information available regarding building ownership which may help to inform program design.
- Interviews with key stakeholders to explore opportunities and challenges with deploying such a program and gather their insights that might inform the design.
- A workshop for CNSWJO and key stakeholders to collaboratively develop a high-level program design.

Workstream 2: Deep Dive on Co-location of DER with Substations

Workstream 2 considers batteries and co-located solar farms at three specific substations: Lake Cargelligo and Condobolin in Lachlan, and Grenfell in Weddin.

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To support the next stage of implementation, EY specialists will undertake an analysis of available land for the Lake Cargelligo and Grenfell locations.

The workstream involves engagement with Lachlan and Weddin Shire Councils and Essential Energy. It will also involve engagement with Cabonne Council to capture lessons and insights gained through the process underway in the Cabonne LGA regarding a mid-scale solar farm. These will supplement the analysis and engagement to contextualise and further define the potential path for the other LGAs.

Workstream 3: Deep Dive on EV Fast Charging Stations

Workstream 3 considers the development of ultra-fast 350kW electric vehicle (EV) chargers with co-located small-scale solar farm and battery to supplement electricity grid-power to the EV charger at sites in Cowra, Lithgow and Parkes.

To support the next stage of implementation, EY specialists will undertake a locational analysis of potentially suitable land parcels for the EV charging sites with co-located small-scale solar farm and batteries across Cowra, Lithgow and Parkes.

The work will provide a likely range for acquisition costs for areas identified in the locational analysis and commentary on the potential availability of suitable land parcels within these areas. Within those parcels of land, there may be a number of potential site options.

Southern Lights

Continual engagement and advocacy has been undertaken by CNSWJO through the Southern Lights Group in regard to the Australian Energy Regulator (AER) Determination for Public Lighting which sets the pricing for network charges for the 2024-2029 period. Where the Southern Lights Group did not support Essential Energy's proposed pricing for public lighting (please see previous reports for further information), the Southern Lights Group sought to negotiate a position with Essential Energy which would be acceptable to both parties.

These requests of Southern Lights included:

1. a commitment to the deployment of smart controls;
2. the inclusion of a productivity gains factor;
3. consideration of a weighted capex approach to brackets and poles; and
4. assurance around minor capital works quotations being provided with a breakdown of fees.

The correspondence forms an attachment to this report.

The Southern Lights position was not supported by Essential Energy, and as such not included in their revised proposal submitted to the AER in late November.

In mid-December, the Essential Energy revised proposal was published on the AER website.

Responses to the revised proposal from the Southern Lights Group was submitted to the AER on 23 January 2024 which is an attachment to this report where a summary is as follows:

- *While welcoming the increasingly open dialogue, Southern Lights have concluded that Essential Energy public lighting pricing is effectively based on a cost plus approach with little inherent incentive for cost control.*
- *Southern Lights NSW strongly welcomed the AER's move to adopt a standardized street lighting pricing model for NSW DNSPs in the 2024-29 pricing review. This approach*

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highlighted a number of large differences between Essential Energy's public lighting pricing and those of the other NSW DNSPs (as outlined in our previous submission).

- *Southern Lights do not believe that sufficient work has been done by Essential Energy to benchmark costs of key items (e.g., traffic control, night patrols, overall category V lighting prices) against the pricing of other NSW DNSPs. We also note that concerns about minor capital works charges, an apparent difference in Essential Energy's interpretation of the NSW Public Lighting Code as compared to the other DNSPs and about persistent billing issues remain largely unresolved (see commentary in May 2023 submission on each of these items).*
- *Overall, Southern Lights remain unable to adequately justify the large price differences between Essential Energy and the other NSW DNSPs on key aspects in their revised proposal.*

A Southern Lights newsletter was circulated to members in December and forms an attachment to this report.

Submissions

Two submissions have been lodged since the last meeting:

- Energy Policy Framework (NSW Government)
- 2024-2029 Determination for Public Lighting (Australian Energy Regulator)

Both submissions are attached to this report.

Value for members

All programs and resources under this program are currently grant funded, and at no cost to councils, including the consulting work which is being funded by the NSW OECC. Details of the total grant funding received by members for this program can be found in the Quarterly Review report.

Financial implications

The NSW OECC has provided an additional 5 months of funding to CNSWJO for the JONZA program to conclude on 30 June 2024, thereby aligning all participating JOs. Future funding of the program is being advocated for.

Attachment/s:

28. DRAFT Zero Emissions Fleet Transition Strategy
29. Business Case on the Nexus Between Energy Security and Emissions Reduction – Final Report
30. Business Case on the Nexus Between Energy Security and Emissions Reduction – Roadmap
31. Business Case on the Nexus Between Energy Security and Emissions Reduction – Capacity Report
32. Business Case on the Nexus Between Energy Security and Emissions Reduction – Demand Report
33. Business Case on the Nexus Between Energy Security and Emissions Reduction – Gas Assessment
34. Business Case on the Nexus Between Energy Security and Emissions Reduction – Opportunities Context Report
35. Business Case on the Nexus Between Energy Security and Emissions Reduction – Placemat
36. Correspondence to Essential Energy on behalf of Southern Lights in relation to the 2024-2029 AER determination for public lighting
37. Southern Lights Newsletter
38. Submission - Draft NSW Energy Policy Framework

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39. Submission to the AER re Essential Energy Determination 2024-29 – Revised Public Lighting Pricing Proposal

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9j Quarterly Review of the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority 2022-2025

Regional Strategic Priorities	<ol style="list-style-type: none"> 1. Leveraging our successful collaboration 2. Regional Prosperity through better infrastructure and services 3. Advocate for better infrastructure and services in health and ageing 4. Telecommunications 5. Regional Transport Planning and Infrastructure Prioritisation 6. Regional Water Security and Productive Water 7. Transition to a sustainable, secure and affordable energy future
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Report by Jenny Bennett dated 15 February 2024

Recommendation/s
That the Board note the Quarterly Review of the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority 2022-2025.

Precis

This report provides a quarterly review against the Statement of Strategic Regional Priority with more detailed advice on:

- risks to the JO and their management;
- progress on the OLG review of JOs;
- OLG funded projects;
- working with the Regional Leadership Executive;
- status of funding applications including a potential application through the second round EOI for the Disaster Risk Reduction Fund; and
- value of the JO to members.

Reason for this report

The Central NSW JO approved its Strategic Plan (the Plan) 24 November 2022. Seven 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 include advice on challenges and opportunities identified as the Plan is delivered. Advice on progress of past resolve can be found in Matters in Progress. A table providing advice on progress on every action identified in the Strategic Plan is provided as an attachment.

This report seeks resolve from the Board to both progress an application under the Disaster Risk Reduction Fund Round 2 and engage a new resource given their time sensitivity. Given the small amount of time afforded at this meeting for such important decisions, in discussion with the Chair, a briefing is being arranged about the financial implications of these initiatives in the context of the Executive Officer work arrangements.

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Legislative, Policy and Risk Considerations

Risks

Regarding risk, risks are reviewed each quarter, please request the Risk Register. There are six Very High Risks identified for the Joint Organisation of 39 risks overall.

#	Category	Risk	Consequence	Risk treatment	Rating
1	Political	Failure of the JO Network	State will not engage leading to failure of the broader aspiration of JOs.	CNSWJO leads collaboration of JOEO network with focus on JO sustainability. Chairs Forum focus on sustainability	Very High
9	Political	Review recommendations to “bring the State” to the table” do not deliver network sustainability	Potential funding implications and relationship damage. Possible advocacy failure.	Communications Plan in place. Board monitoring relationship strengths on quarterly basis – however this is not within the ambit of the Board’s control so the risk remains high.	Very High
10	Political	Well intentioned State agencies design processes that waste JO and Councils’ time.	JO and member Council resources are taken away from delivering member value in efforts to work with State agencies that “just don’t get it”	Communications Plan in place. Reporting to other tiers of government systematic. Measurement of impact of programs defined and tested for robustness. Formal agreements with major stakeholders that clearly defines roles and responsibilities and enables two-way communication.	High
12	Political	Confused messaging on what JO does.	Board approved Communication Plan that clearly defines who is delegated to speak on behalf of the JO	Communications Plan in place. Strategic Plan in place and reviewed annually. Council roadshows. Stakeholder engagement directly with key government agencies. Work with Councils to get messaging to communities out.	High

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14	Political	Miss opportunity to see how collaborations could work effectively.	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.	Communications Plan in place. Specific program to determine how stakeholders WANT to be engaged and to learn about their strategies in order to see how they align with the JO's objectives.	Very High
19	Economic	Long term viability and financial sustainability.	JO can't get sufficient funding to be able to meet liabilities.	Work with other JOs and relevant State agencies on a sustainable funding framework for the JO network and advocate as necessary.	Very High

Risks to the JO and their management

The existential risk to the JO from network sustainability as outlined in the above Risks is now happening and will have greater impact despite the mitigations in place. 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. The Advocacy Mayors have asked for a report to be written about Council and JO financial sustainability. This is well underway and a current draft can be requested. A copy is anticipated to the next Advocacy Mayors Subcommittee meeting.

Please request all associated minutes and agendas from the NSW JO Chairs Forum and Executive Officers' meetings. CNSWJO coordinates the JO Executive Officers and Canberra JO coordinates the Chairs' Forum. The Executive Officers coordinated a response from all JOs on the Audit Risk and Improvement Framework's poor fit with the JO model and a response from the OLG is awaited. Please find a copy of correspondence attached.

The growing regulatory burden, patchiness of JO capacity and lack of State funding for core business is likely to significantly impact the sustainability of the broader network. Central NSW continues to put up business cases for funding, provide advice on the value proposition of JOs to State entities and work with other JOs to provide support for their sustainability. This work is very slow though showing some positive responses for example the work in net zero and disaster readiness.

Current status of JOs is as follows:

Joint Organisation	Staff support and status
Canberra	EO FT plus support staff
CNSWJO	EO FT plus support staff
Hunter	EO FT plus support staff
Illawarra	EO FT plus support staff
Far North West	EO PT
Far South West	In hiatus
Namoi	EO resigned, currently dormant
New England	In hiatus

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Northern Rivers	EO PT
Mid North Coast	EO FT recruitment plus project support staff
Orana	In hiatus
RAMJO	EO PT plus support staff
Riverina JO	In hiatus as of 1 July 2023 as they have an incorporated entity in REROC that does business more efficiently.

Progress on the OLG Joint Organisation Review (the Review)

CNSWJO welcomed the opportunity to be engaged in the Review recommendations which were to be implemented within twelve months where this region suggested that a codesigned approach will lead to better outcomes. Since the review was published in late 2021 a State agency group excluding JOs was progressed through the OLG. Please request all previous advice regarding the Review where CNSWJO was the only entity to take its role to conclusion.

At the time of writing while no further action on the Review is being undertaken, it is understood that the OLG is progressing “de-proclamation” of JOs in hiatus at the direction of the Auditor General.

1. A small but growing number of JOs are either seeking to disband or go into hiatus; and
2. A growing number of State agencies and programs are recognising the value of JOs, for example the Joint Organisation Net Zero Acceleration Program (JONZA - 9 JOs working collaboratively with the State) and the Disaster Risk Reduction Program (8 JOs working collaboratively with the state.) JOs are leading this coordinated approach and are consistently giving consideration to further opportunities as part of the fortnightly collaboration of the JOEOs.

OLG Stage 2 funding project update

There are two projects remaining from round two of the OLG Capacity Building fund. Please request previous reports for advice on completed programs. These two projects are:

- Supporting Councils in the transition to net zero.
- Transitioning what was IWCM into the IP&R framework.

Please see the Energy Report for progress on the broader DCCEEW collaborative project. Funds are used to match DCCEEW funding or fill gaps as the project continues. At the time of writing \$67,854 of the \$70,000 has been expended.

Regarding transitioning what was IWCM into the IP&R framework a consultant has been engaged and two workshops have been held. At the time of writing a total of \$20,975 of the \$25,000 has been expended where at the project’s completion there will be a toolkit to support Councils in this transition. For more advice on this project please go to the Water Report.

Working with the Regional Leadership Executive and Regional NSW

The Regional Leadership Executive (RLE) continues to meet quarterly. Please request agendas and minutes. Where Central NSW had its own boundary for the RLE this is now under review with the region being swept back into the rest of the west. Ms Gerry Collins will be present at the Board meeting to provide an update on the NSW Government’s changes to approach for Regional NSW.

Concurrently Regional NSW is working with the JO on the following projects:

- Spare Capacity in Housing

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- Community Strategic Plan Project
- The Business Case for investment in the nexus between net zero and energy security

CNSWJO meets with RNSW on a monthly basis to progress projects and have a standing offer for reports to come into this business paper or meeting.

Status of funding applications

Members will be aware that there are a significant number of opportunities for Local Government, including JOs to participate in competitive grant rounds. Many members are seeking support letters from the JO, and these are provided upon request.

Advice has been received that the funding deed for the Fixing Country Bridges project has been executed. Work has commenced on this project. Please request a verbal update.

Advice on current funded programs can be found elsewhere in this agenda.

Funding is being sought from the OECC on a case-by-case basis for members and for regional programming and is reported elsewhere in this agenda.

CNSWJO is pursuing funding for Cyber Security, the extension of the JONZA program and ongoing funding for collaborative work in Disaster Risk Reduction where advice is provided below on a potential funding application.

The Round 2 EOI funds 50% of total project funding. This includes in kind where typically JO projects can offer significant in-kind contributions where there are capped at 25% for the funding round. Interrogation of the forward budget finds this affordable but the Board may like to cap the contribution at \$90K.

In principle support is sought for an application to be made. If the Board resolved this way, the application under the hand of the Chair with support of those being Ms N Vu, Mr G Tory Mr B Byrnes and Mr C Butler. Given this is such an important decision, the Chair has asked for a briefing session to be arranged for members from which he will make his final decision.

Please note that this project is acutely aware of Council resourcing and role in disaster risk reduction. Members have consistently raised the concern of being given unfunded roles through this process and it is very important that a regional approach applies which manages this risk.

Financial Implications

Nil.

Spend and Cost Savings

As previously advised, the RoI to member for the 22/23 financial year is 9.4:1. More granular advice will be provided when the newly recruited staff have been inducted.

Value for members

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Where a majority of the staffing resource of the JO goes to providing support for the operations of Councils and supporting Councils with the sustainability challenge, it is notable that the CNSWJO program for 2022/2023 had a return of investment for every dollar members spend on fees of 9.46:1.

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

VALUE FOR MEMBERS	FY 2019/2020	FY 2020/2021	FY 2021/2022	FY 2022/2023	FYTD 2023/2024	ACTIVITY THIS QUARTER 23/10/23 – 25/01/2024
SUBMISSIONS	20	23	16	13	14	See Advocacy report for details on submissions.
PLANS, STRATEGIES AND COLLATERAL	26	12	3	9	29	Water advocacy collateral Fix Me Report Energy advocacy collateral
GRANTS SEEKING	3	3	1	9	2	DRF
GRANT FUNDING AWARDED	\$215k	\$736k	\$738k	\$2.05m	\$626k	\$59K JONZA extension
COMPLIANCE	13	9	11	16	2	Modern Slavery Online WHS Contractor Inductions – 4,120
DATA	6	3	1	14	24	12x baseline emissions analyses completed.
COST SAVINGS	\$1.87m	\$2.2m	\$2.1m	\$4.2m	\$1.5m	Update to be provided to the next meeting.
REPRESENTATION AND OPPORTUNITIES COUNCILS HAVE BEEN AFFORDED	147	159	210	143	89	291123 – Transport Technical Committee Meeting 011223 – Regional Water Loss Management Project Control Group Meeting 011223 – Energy Sub Committee Meeting 051223 – CNSWJO Financial Briefing Session 071223 – Building Surveyors Networking Group Meeting 071223 – Water Utilities Alliance Meeting 111223 – Project to transition LWU Strategic Planning into IP&R Meeting 121223 – Tourism Managers Group Meeting 131223 – Water Security and Productive Water Portfolio Mayors and General Managers Meeting (6 x weekly meetings) 151223 – Regional Water Loss Management Project Control Group Meeting 120124 - Regional Water Loss Management Project Control Group Meeting 170124 – GTS Data Project Meeting 190124 – Spare Capacity in Housing Project Steering Committee Meeting No. 2 220124 – Regional Water Loss Management Project Control Group meeting 230124 – WLM Project Steering Committee Meeting 300124 – IP&R LWU Strategic Planning Workshop No. 2 300124 – DRRF – PSC monthly meeting 310124 – DRRF – Regional Resilience, IP&R, and Waste WG monthly meeting 010224 – GMAC

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						020224 – Meeting with Hawkesbury Mayor and General Manager 050224 – Central NSW Integrated Transport Group Meeting 050224 – DRRF – TfNSW and JO network workshop 070224 – DRRF – Monthly Technology WG meeting 140224 – Regional IT Managers Meeting 140224 – DRRF – Monthly Transport WG meeting 280224 – DRRF - RRPAC monthly meeting
MEDIA INCLUDING SOCIAL MEDIA	13	18	25	32	12	<u>Media Releases:</u> 061123 - Oberon, A Hip Country Escape – written and released by Gabrielle Brewer 151123 – Collaboration on bridge safety secures funding 310124 – Shop and Stay: A Girl's Getaway to Bathurst and Orange – written and released by Gabrielle Brewer 120224 – New Luxury Glass Cabins at Oak Hill Estate, Bathurst – written and released by Gabrielle Brewer <u>Social Media followers at 8 January 2024:</u> Facebook – 653 Twitter – 908 Instagram (CNSWT) – 6,364 CNSWT Facebook – 16k
PR VALUE OF TOURISM	\$1.5m	\$2.4m	\$1.9m	\$1.4m		These figures are provided annually on a FY basis.
MEDIA PR VALUE	35	102	101	51	27	The following are the PR results for Central NSW Joint Organisation as advised by Gabrielle Brewer: <ul style="list-style-type: none"> Outback Magazine – ‘A Beautiful Life. Shoring up off-farm income opportunities is helping increase the resilience of Cora Lynn, a 123-year-old Merino property in central western NSW.’ Over 11 pages a lovely picture story on Parkes’ station and accommodation experience The Fleece.

Reports

					<ul style="list-style-type: none"> • The Sydney Morning Herald Traveller - 'Quiet rural spot is set to sizzle with influx of top chefs' How many famous chefs does it take to cook up a reputation as a place for a foodie destination? If it's more than one, then Oberon in the NSW Central Tablelands is set to sizzle and stake its claim _ https://www.smh.com.au/traveller/travel-news/quiet-rural-spot-is-set-to-sizzle-with-influx-of-top-chefs-20231123-p5emfi.html?ref=rss&utm_medium=rss&utm_source=rss_feed • WA Today - 'Quiet rural spot is set to sizzle with influx of top chefs' https://www.watoday.com.au/traveller/travel-news/quiet-rural-spot-is-set-to-sizzle-with-influx-of-top-chefs-20231123-p5emfi.html?ref=rss • Explore, 'Rural chic with cherries on top. This retreat near Orange is a celebration of country living and glorious views' writes Sue Wallace. https://digital-print-edition.austcommunitymedia.com.au/NDI/2023/12/09/3dissue/index.html 14 newspapers across Australian Community Media group; Explore is published in print every Saturday in Bendigo Advertiser, Central Western Daily (Orange), Daily Liberal (Dubbo), Illawarra Mercury (Wollongong), Newcastle Herald, The Advocate (Burnie), The Border Mail (Albury), The Canberra Times, The Courier (Ballarat), The Daily Advertiser (Wagga Wagga), The Examiner (Launceston), The Northern Daily Leader (Tamworth), The Standard (Warrnambool), Western Advocate (Bathurst). Sue was a guest of our media visits program. • Australian Country Magazine – a 14-page beautiful feature 'Bathurst and beyond. Long overshadowed by its high-profile neighbours in the NSW Central West, the historic gold-mining city of Bathurst and surrounding villages deliver treats for discerning visitors' – a special travel story covering the historic gold-mining city of Bathurst and surrounding villages, and where to stay, eat, drink and play. • The Sun-Herald Traveller, NSW – 'Spotlight, Table and Tablelands', a feature on Oberon as a new foodie destination with new Essington Park accommodation and cooking classes with Simone Logue, other artisans, as well as key attractions in the region Mayfield Garden, Matt Moran's Rockley Pub and Rockley village. • The Age Traveller, Victoria - 'Spotlight, Table and Tablelands', a feature on Oberon as a new foodie destination with new Essington Park accommodation and cooking classes with Simone Logue, other artisans, as well as key
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Reports

						<p>attractions in the region Mayfield Garden, Matt Moran's Rockley Pub and Rockley village.</p> <ul style="list-style-type: none"> • Harpers Bazaar – 'Why Central NSW should be the destination for your next staycation. Relaxation doesn't need to involve a lengthy flight'. By Maureen Jordan. With a luxe getaway focus, this travel feature includes Byng Street Hotel in Orange, Bathurst's Wilga Station, The Rockley Pub owned by Matt Moran, as well as places to eat and drink inc Charred Kitchen and Bar. Maureen was a guest of our media visits program. https://harpersbazaar.com.au/central-nsw-staycation/ - Harpers Bazaar is a powerful international and national fashion and lifestyle brand • E Global Travel Media – 'Oberon a Hip Country Escape' - https://eglobaltravelmedia.com.au/2023/11/03/oberon-a-hip-country-escape/ • The Sydney Morning Herald, Traveller – 'Six of the Best - Orange NSW drinking holes' a one-page feature appeared in print on Saturday with images and information on Hey Rosey, Martini Bar at The Oriana, Birdie Noshery, Badlands Brewery, Charred but not Charred and Ferment the Orange Wine Centre. The writer Natasha Mirosch was a guest of our media visits program • Country Style Magazine – <i>Grazing down the Lachlan</i> event featured in a month in the country • Australian Country – a few Central NSW events are featured including Grazing Down the Lachlan, Trundle's ABBA Festival and Mayfield Garden Spring Festival. Clip attached. • Australian Country – 'A breath of fresh air' an 11-page feature on Wilga Station and The new Wool Store in Bathurst – 'After five years living in New York Hamish and Mez have returned to Australia determined to give Bathurst its rightful place on the NSW tourist map'. (this is a large clip over many pages, attached are the first few, the rest are available upon request. Editor Kirsty and Ken have been a guest of our media visits program • Qantas Travel Insider – Regional towns feature includes Carcoar - https://www.qantas.com/travelinsider/en/explore/australia/regional-australian-towns-community-led-tourism.html
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Reporting to the Strategic Business Plan

Please refer to the attachments for the full quarterly update on progress on the Strategic Business Plan adopted 24 November 2022.

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Attachment/s:

- 40. Advice to Mr Brett Whitworth regarding JOs and the Audit Risk and Improvement Framework
- 41. Update on Strategic Business Plan 2022-2025

10 Resolve into Confidential Committee of the Whole**Recommendation/s****That the Board**

- 1. resolve into closed session to consider business identified, together with any late reports tabled at the meeting;**
- 2. pursuant to section 10A(1)-(3) of the Local Government Act 1993, the media and public be excluded from the meeting on the basis that the business to be considered is classified confidential under the provisions of section 10A(2) as outlined above; and**
- 3. correspondence and reports relevant to the subject business be withheld from access.**

In accordance with the Local Government Act 1993 and the Local Government (General) Regulation 2021:

1. In accordance with Section 9(2A) of the Local Government Act 1993, it is the opinion of the Executive Officer that the following business is of a kind as referred to in section 10A(2) of the Act and should be dealt with in a part of the meeting closed to the media and public.
2. In accordance with Section 10B(1) it is considered that discussion of the matter in open meeting, would on balance, be contrary to the public interest.
3. In accordance with Section 10A(4) members of the public are invited to make representations to CNSWJO as to whether the matters should or should not be dealt with in Confidential Committee.

ITEM 11A EXECUTIVE OFFICER'S PERFORMANCE REVIEW 2022-2023

Reason: Under Section 10A of the Local Government Act (2) (a) Deals with personnel matters concerning particular individuals (other than Councillors) disclosure of which would not be in the public interest as it would reveal personal details of the individuals concerned.

This item relates to the Executive Officer's appraisal 2022/2023, employment contract and contains personnel matters concerning a particular individual.

ITEM 11B EXECUTIVE OFFICER'S TRANSITION REPORT

Reason: Under Section 10A of the Local Government Act (2) (a) Deals with personnel matters concerning particular individuals (other than Councillors) disclosure of which would not be in the public interest as it would reveal personal details of the individuals concerned.

This item relates to the Executive Officer's transition employment arrangements and associated impacts on the employment arrangements of other staff.

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