



**2020
Memorandum of Understanding**

BETWEEN

**CENTRAL NSW
JOINT ORGANISATION**

AND

**REGIONAL DEVELOPMENT
AUSTRALIA(RDA)
CENTRAL WEST**

MOU between Central NSW Joint Organisation and RDA Central West

This Memorandum of Understanding

Dated 11th March 2021

Is between

Central NSW Joint Organisation (JO)

and

Regional Development Australia (RDA) Central West

[Collectively referred to as "the parties"]

1. PRINCIPLES

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

- Investment attraction
- Transport and logistics
- Quality and secure water supply
- Health
- Telecommunications
- Value Adding to Agriculture
- Employment, Education and skills
- Planning
- Energy
- Culture and Arts

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

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

1.3 The parties intend to work together on common priorities and challenges as identified in their respective strategic plans.

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

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

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

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2. PRIORITIES AND CHALLENGES

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

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

3. CATEGORIES

3.1 MATTERS FOR DIALOGUE

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

3.2 MATTERS FOR COOPERATION

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

3.3 MATTERS FOR FORMAL AGREEMENT

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

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4. OPERATIONAL PROCESSES

4.1 ADVOCACY

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

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

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

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

4.2 REGIONAL BOUNDARIES

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

4.2.2 Where Central NSW JO members and activities involve RDAs other than RDA Central West, Central NSW JO is to advise RDACW first of activities to be undertaken with another RDA.

4.3 FUNDING

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

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

4.4 MEETINGS & REPORTING

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

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

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

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

4.5 COLLABORATIVE REGIONAL ACTIVITIES

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

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

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

5. GOVERNANCE

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

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

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

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

5.5 With regards to intellectual property;

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

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

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

And

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

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

6. TERM OF THE MEMORANDUM OF UNDERSTANDING

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

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Signed by
Central NSW Joint Organisation


.....
Chair

Signed by
Regional Development Australia – Central West


.....
Chair

Date: 11 of March 2020

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Appendix A – the Work Plan for Collaborative Activities

Last Updated: January 2019

Activity	Description/Commitment	Timeframe	Update	Recommended Update for 20/21
Agriculture Sector Opportunities	Continue to collaborate and avoid duplication on ag sector opportunities including the Central West Food and Fibre Strategy and Farm to Institution Project.	ongoing	The JO Board has resolved alignment with the Federal Govt vision of \$100bn ag economy by 2031 as the priority for 2020. The Central West Food and Fibre Strategy lives with	Include as printed
Telecommunications Advocacy	Develop a joint regional policy position for advocacy to all levels of government and industry on telecommunications issues.	ongoing	RDA Central West and CNSWJO have lodged joint submissions on telecommunications. The JO reviewed its advocacy with regard to telecommunications early in 2020. Further work is being undertaken.	Include as printed
Invest CW NSW	<p>RDA Central West to take the lead on upgrading existing Invest NSW Central West website that provides economic development data tool/s that promote, inform and inspire potential investment into the region (drilling down into LGAs) and can be used on a practical level for funding applications and strategic planning by Councils and communities.</p> <p>The CNSWJO Board to give consideration to co-investment opportunities.</p>	December 2019	RDA has implemented Remplan as a short term solution looking for a more tailored approach. Watching brief till December 2020 then review.	Change timeframe to Watching brief till December 2020 then review.

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Activity	Description/Commitment	Timeframe	Update	Recommended Update for 20/21
Regional Skills Gaps	<p>Collaborate and share regional skills gaps research and activities.</p> <p>The focus for the CNSWJO is on a potential project with the Regional Leadership Executive leveraging State funding.</p> <p>The focus for RDA Central West is leveraging its skilled migration services to form part of an overarching regional workforce planning and development strategy.</p>	Ongoing	<p>The project with RLE is shaping up to be a skills project for the Special Activation Precinct in Parkes.</p> <p>RDACW continue their work in skilled migration services and are considering being a Designated Australian Migration Agent.</p> <p>An overarching workforce planning and development strategy is not contemplated at this time,</p>	<p>Suggest amending to:</p> <p>Collaborate and share regional skills gaps research and activities.</p> <p>For 2020/2021 the CNSWJO is working with RLE on a skills project for the Special Activation Precinct in Parkes.</p> <p>RDA Central West continue their work in skilled migration services and are considering being a Designated Australian Migration Agent.</p>
Strategic Transport Infrastructure	<p>RDA Central West to continue to work closely with Central NSW JO on freight drivers and priorities, building upon our combined evidence base and stakeholder network to inform direction, advocate and deliver superior results for the region.</p> <p>A priority for 2019 is to work with TfNSW and CSIRO on a freight study for the region. Where CNSWJO has the lead RDA Central West agrees to</p>	Ongoing	<p>TfNSW is near completion of a significant piece of strategic work for the region. The JO is advocating for a collaborative approach to delivery so the plan does not sit on a shelf. It is hoped that the State will administer this collaborative implementation.</p> <p>Once the State planning phase has</p>	<p>RDA Central West to continue to work closely with Central NSW JO on freight drivers and priorities, building upon our combined evidence base and stakeholder network to inform direction, advocate and deliver superior results for the region.</p>

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Activity	Description/Commitment	Timeframe	Update	Recommended Update for 20/21
	<p>support at steering committee level.</p> <p>RDA Central West to provide representation to the Regional Strategic Transport Group.</p>		<p>been completed and implementation begun, the JO will review is strategy in the transport area.</p>	<p>A priority for 2020/21 is to complete strategic work with TfNSW and CSIRO and begin implementation.</p> <p>The JO will then review is transport strategic suite.</p> <p>RDA Central West to provide representation to the Regional Strategic Transport Group.</p> <p>Both entities will provide feedback into any strategic work.</p>
<p>Regional governance and engagement</p>	<p>Pursuing opportunities for improved engagement with State and Commonwealth Government in the region. Exemplify best practice regional development collaboration between the three entities engaging in regional development in the Central West; RDA Central West (Federal Government), Central NSW JO (Local Government) and NSW State Government.</p> <p>A 2020 initiative will be working with the Department of Premier and Cabinet through its</p>	<p>Ongoing</p>	<p>The Regional Prosperity Subcommittee of the Regional Leadership Executive has formed, developed TOR and is landing strategy and priority.</p>	<p>No change recommended.</p>

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Activity	Description/Commitment	Timeframe	Update	Recommended Update for 20/21
	Regional Leadership Executive Subcommittees.			
Planning and prioritisation	Noting that both the CNSWJO and RDA Central West are undergoing a strategic phase, both entities will provide advice and support to their respective processes.	June 2019	CNSWJO completed its strategy which is due for review in 2021. RDA Central West is currently completing its strategic refresh.	Ongoing
Tourism	Recognising the importance to regional development of tourism, where Central NSW JO has the lead, opportunities for collaboration will be considered by the RDA Central West Board.	Ongoing	RDA Central West attends meetings and work is being undertaken collaboratively with both entities and Arts Out West on cultural touring.	No change suggested.
Advocacy Policy	Develop policy for collaborative advocacy.	September 2019	JO has reviewed its policy and is working with RDA Central West on changes for respective Board consideration.	Update timing to November 2020 including the value RDA Central West is bringing to the table due to its ministerial networks.
ED Managers' Forum	RDA Central West provides administrative support to the Economic Development Managers' Forum for the region. CNSWJO provides attendance and collaborates on projects as agreed.	Ongoing	Project under development with OLG funding is around the changing use of CBDs.	Include the Changing Use of CBDs as the collaborative focus for 2021.