



CENTRAL NSW
JOINT ORGANISATION

Central NSW Joint Organisation

PO Box 333 Forbes NSW 2871

Chair – Cr John Medcalf, Lachlan Shire Council

Executive Officer – Jennifer Bennett

Email: jennifer.bennett@centraljo.nsw.gov.au

Ph: 0428 690 935

Agenda to the Central NSW Joint Organisation Board Meeting Thursday 4 June 2020

Attendees, voting members in bold.

Cr B Bourke	Bathurst Regional Council	Cr J Medcalf, OAM	Lachlan Shire Council
Cr S Ferguson	Blayney Shire Council	Cr K Sajowitz	Oberon Council
Cr K Beatty	Cabonne Council	Cr R Kidd	Orange City Council
Cr B West	Cowra Shire Council	Cr K Keith, OAM	Parkes Shire Council
Cr P Miller, OAM	Forbes Shire Council	Cr M Liebich	Weddin Shire Council

Mr D Sherley	Bathurst Regional Council	Cr D Somerville	Central Tablelands Water
Ms R Ryan	Blayney Shire Council	Mr G Rhodes	Central Tablelands Water
Mr B Byrnes	Cabonne Council	Ms C Weston	RDA CW
Mr P Devery	Cowra Shire Council	Mr S Harma	RDA CW
Mr G Tory	Lachlan Shire Council	Ms A Albury	DPC
Mr S Loane	Forbes Shire Council	Mr P Evans	OLG
Mr G Wallace	Oberon Council	Ms J Bennett	Central NSW JO
Mr D Waddell	Orange City Council	Ms K Barker	Central NSW JO
Mr K Boyd	Parkes Shire Council	Ms A Thomas	Central NSW JO
Mr G Carroll	Weddin Shire Council		

It is advised that the next meeting of the Central NSW Joint Organisation Board meeting will be held Thursday 4 June 2020 via Zoom beginning at 10.00am. **Please note that as you arrive there will be a “gong” this is to inform attendees when the speakers including the Minister are arriving in the meeting.**

Please click the link to join the Meeting <https://us02web.zoom.us/j/85673554648>

If you are interested, please bring your own personalised zoom backgrounds using images from around Central NSW available in this dropbox folder [CLICK HERE](#): to access.

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

Reports



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Agenda

1. Welcome Acknowledgement to Country
2. Apologies and applications for a leave of absence by Voting representatives
3. Speakers
 - Penrith City Council - 10.15am
 - Cr Ross Fowler OAM, Mayor and Warwick Winn, General Manager
 - The Hon Shelley Hancock, Minister for Local Government - 11.00am
 - Ms Steph Cooke MP, Member for Cootamundra - 11.30am
4. Election of Chairperson and Deputy Chairperson 3
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7. Report on Portfolio Mayors and representation to other entities 19
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11. Regional Procurement and Contract Management Report 41
12. Southern Lights Report 48
13. Formation of a Training, Learning and Development Working Group Proposal 54
- Priority Two: Regional Prosperity 58
14. Tourism Matters 58
15. Charles Sturt Medical Scholarship Report 62
16. Update to the MoU with RDA Central West 65
- Emergent 70
17. COVID-19 Response in region 70
18. Report to the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority 2019/2020 75
19. Late reports
20. Matters raised by Members
21. Speakers to the next meeting
22. Next meetings:
 - a. Board –3 July 2020 – Adoption of the Statement of Revenue and Budget.
 - b. GMAC – 23 July 2020 – Location will depend on Covid-19.
 - c. Board – 27 August 2020 – Parliament House Canberra

Reports

Priority One: Inter-council cooperation**4. Election of Chairperson and Deputy Chairperson**

Regional Strategic Priorities	1.2 Governance arrangements enable inter-council co-operation
Portfolio Mayor	Cr John Medcalf, OAM
Sponsoring General Manager/s	Brad Byrnes and Greg Tory

Report by Jenny Bennett dated 14 May 2020

Recommendation/s
That the Board note the report on the Election and determine the Chairperson and Deputy Chairperson.

Reason for this report

This report provides advice regarding the election of the Chair. Where Joint Organisations have been advocating to have the term of the Chair to commence Council elections, this has not occurred as yet. Advice from the Office of Local Government is that as prescribed under the Act, elections for the Chair occur every two years.

Legislative Policy and Risk Considerations

Under the Local Government Act Section 400V

- (1) *The chairperson of a joint organisation is the person elected to the office of chairperson by the voting representatives on the board from among the voting representatives who are mayors; and*
- (2) *The chairperson holds office for 2 years and may, if otherwise qualified, be re-elected as chairperson.*

From the Central NSW Charter adopted 29 May 2019.

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.*

Returning officer

In his capacity as Chair of GMAC Mr D Sherley was Returning Officer for the 2018 election of the Chair. Mr Sherley has agreed to accept this role on this occasion.

Options for Voting

Options for 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

Voting representatives of the Board are the Mayors of the Member Councils as listed in the Proclamation.

These are:

Bathurst – Cr B Bourke

Blayney – Cr S Ferguson

Cabonne – Cr K Beatty

Cowra – Cr B West

Forbes – Cr P Miller

Lachlan – Cr J Medcalf

Oberon – Cr K Sajowitz

Orange – Cr R Kidd

Parkes – Cr K Keith

Weddin – Cr M Liebich

Nominations have previously been called for, but will be received up until and including the item at the meeting at which the election of the Chairperson occurs.



**CENTRAL NSW
JOINT ORGANISATION**

2020

**Central NSW Joint Organisation
Nomination for Chair**

Nominations for election of the **Chair** of the **Central NSW Joint Organisation Board**

Thursday 4 June 2020

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.



**CENTRAL NSW
JOINT ORGANISATION**

2020

**Central NSW Joint Organisation
Nomination for Deputy Chair**

Nominations for election of the **Deputy Chair** of the **Central NSW Joint Organisation Board**
Thursday 4 June 2020
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.

Attachment/s: Nil

5. Minutes**Minutes of the Central NSW Joint Organisation meeting 27 February 2020 held at Grenfell**

Attendees, voting members in bold.

Cr B Bourke	Bathurst Regional Council	Cr J Medcalf	Lachlan Shire Council
Cr A Ewin	Blayney Shire Council	Cr K Sajowitz	Oberon Council
Cr K Beatty	Cabonne Council	Cr R Kidd	Orange City Council
Cr B West	Cowra Shire Council	Cr K Keith	Parkes Shire Council
Cr P Miller	Forbes Shire Council	Cr M Liebich	Weddin Shire Council
Mr A Cattermole	Bathurst Regional Council	Cr D Somerville	Central Tablelands Water
Ms R Ryan	Blayney Shire Council	Cr C Brown	Weddin Shire Council
Mr B Byrnes	Cabonne Council	Mr P Evans	OLG
Ms K Alberry	Cowra Shire Council	Mr S Harna	RDA CW
Mr S Loane	Forbes Shire Council	Mr A Albury	DPC
Mr G Wallace	Oberon Council	Ms J Bennett	Central NSW JO
Mr G Carroll	Weddin Shire Council	Ms K Barker	Central NSW JO
Mr G Rhodes	Central Tablelands Water		

1. **Opening meeting 10.05am**
2. **Acknowledgement to Country by Chair**
3. **Welcome to Weddin – By Cr Liebich.**
4. **Apologies applications for a leave of absence by Joint Voting representatives**

Cr S Ferguson, Mr D Sherley, Mr P Devery, Mr G Tory, Mr K Boyd, Mr D Waddell, Ms C Weston.

Resolved	Cr R Kidd/Cr B West
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That the apologies for the Central NSW Joint Organisation Board meeting 27 February 2020 listed above be accepted.
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5. **Confirmation of the Minutes of the Central NSW Joint Organisation meeting 27 November 2019 in Canberra**

Resolved	Cr R Kidd/Cr K Keith
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That the Central NSW Joint Organisation Board confirm the Minutes of the meeting 27 November 2019 held in Canberra.

6. **Business Arising from the Minutes – Matters in Progress**

Resolved	Cr R Kidd/Cr B Bourke
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That the Central NSW Joint Organisation Board note the Matters in Progress, making deletions as suggested.
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10.22am - Cr P Miller and Mr S Loane arrived

7. **Chairman's Minute**

Resolved	Cr M Liebich/Cr B Bourke
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That the Board adopt the Chairperson's Minute on the advocacy approach for 2020 and

Reports

1. Adopt the over focus for the years to align with the Federal vision to grow the agricultural sector to \$100bn by 2030;
2. Note that this includes two priority areas of activity – these being:
 1. Watering the West
 - i. leveraging raising the wall at Wyangala and
 - ii. assuring urban water security in the CNSW region; and
 2. Freight links
3. Adopt the priorities for inter-council cooperation as:
 1. Reporting value to members of the operational support program; and
 2. Supporting the sustainability of the broader JO network;
4. Adopt the priorities for regional prosperity as:
 1. Progressing support for the visitor economy; and
 2. Developing and monitoring the progress of the Regional Prosperity Subcommittee noting the agricultural focus;
5. Adopt the changes to the Board calendar as follows:
 1. 3 June Board meeting in Penrith and 4 June meeting with State representatives at Macquarie Street, Sydney including launch of the Central West NSW Food and Fibre Strategy;
 2. August Board meetings in Canberra at a venue TBA; and
 3. The November meeting be part of a Summit, again retaining the agricultural focus;
6. Encourage members to form or activate friendship agreements with Councils in Western Sydney; and
7. Seek feedback from members to inform policy with regard to a regional response to Climate Change.

8. Reports to Statement of Regional Strategic Priority

Priority One: Inter-council Co-operation

a. Procurement Report (Priority 1.1a)

Resolved	Cr R Kidd/Cr K Boyd
That the Board note the Procurement Report and	
<ol style="list-style-type: none"> 1. approve the 12-month extension of the coldmix asphalt contract (S3_2018) with Boral Asphalt and Civil Independence until 31 May 2021; 2. approve the 12-month extension of the compliance training contract (WHS1_2015) with Allens Training, ATAC, Mines Rescue and TAFE until 31 March 2021; 3. approve the 6-month extension of the Asset Management Maturity Audit contract with University of Technology, Sydney; and 4. approve a procurement process for the revaluation of water and sewer assets, including a 5% contract management fee payable to CNSWJO. 	

b. Administration Update (Priority 1.2)

Resolved	Cr K Keith/Cr B West
That the Board note the timeline for the implementation of the JO and adopt the logo.	

c. Energy Programming Report (Priority 1.3)

Resolved	Cr R Kidd/Cr K Keith
That the Board note the Energy Programming Report and	
<ol style="list-style-type: none"> 1. note the progress of the Southern Lights rollouts in Bathurst and Orange; 2. note the cost savings to members of \$2.9m over 3 years achieved through the procurement process for the supply of electricity for large market and small market sites; and 3. GMAC give consideration to the renewable energy advice from Mr David West. 	

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d. Report on JO Chairs Forum progress including feedback to the Minister on JO sustainability (Priority 1.4a)

Resolved	Cr R Kidd/Cr K Keith
That the Board note the feedback to the Minister for Local Government's Joint Organisation (JO) Advisory Committee (the Committee) and	
<ol style="list-style-type: none"> 1. Recognises the serious risk of JO network failure due to sustainability; 2. Endorses the advice provided to the Minister for Local Government's Advisory Committee; 3. Commends to the Chairs of JOs Forum that the focus of effort for JO sustainability be working, through the Minister's Office, with State agencies on a funding framework that offers value to both JO members and the State where the value to the State is recognised by remuneration; 4. Reiterates its position that JOs should not be a fourth tier of government; 5. Notes that taking on a compliance burden has significant risks to JOs and is not supported; 6. Adopt the definition of Financial Sustainability for Joint Organisations as "A Joint Organisation will be financially sustainable over the long term when it is able to generate sufficient funds and deliver on the Strategic Regional Priorities agreed with its members and stakeholders"; 7. Approves an amendment to the JO Chairs' Forum's Terms of Reference to allow for the election of a Chair and Deputy Chair for a period of 12 months; and 8. Provides feedback regarding the above to the Chairs of Joint Organisation Forum. 	

Priority Three: Regional Transport and Infrastructure

e. Regional Transport Advocacy Policy, Prioritisation and Freight Links Mapping.

Resolved	Cr K Keith/Cr B West
That the Board note the Transport and Infrastructure Report and	
<ol style="list-style-type: none"> 1. commend to members they provide feedback on the Central West and Orana Future Transport Regional Plan (the Plan); 2. provide the feedback to the Plan as described in the report; 3. endorse the Lithgow to Katoomba Corridor submission; 4. invite the independent panel for Regional Road Transfer and NSW Road Classification Review to meet with the JO; 5. endorse the CNSWJO response to the Regional Road Transfer and NSW Road Classification Review Terms of Reference; 6. adopt the Terms of Reference for the Regional Strategic Transport Group; and 7. thank respective Ministers for their support for the \$2.5b upgrade to the Great Western Highway and prepare a media release. 	

Priority Four: Regional Water

f. Regional Water Report

Resolved	Cr P Miller/Cr B Bourke
That the Board note the Regional Water Report and	
<ol style="list-style-type: none"> 1. Seek advice from DPIE Water on project status and what the issues are holding up emergency water projects; 2. Develop advocacy material identifying the problems and solutions in assuring urban water supply during the unprecedented drought; 3. Advocate to the Premier, Deputy Premier, Minister for Water and respective agencies providing advice on the challenges and solutions for this region in securing water; and 4. Note the Infrastructure Priority List 2020 and invite the Regional Water Innovation team to the June Board Meeting. 	

9. Report to the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority 2019/2020

Resolved	Cr R Kidd/Cr M Liebich
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That the Board note the report to the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority and

1. thank the Minister for Local Government regarding the \$150K funding for CNSWJO;
2. adopt the Equal Opportunity Management Plan;
3. note the changes to the Risk Management Plan reflecting the ongoing challenges for Joint Organisations given the increased regulatory burden and resourcing implications; and
4. approve the Alliance between SafeWork NSW and the Central NSW Joint Organisation WHS Group for 2020 – 2022.

10. Financial Report

Resolved	Cr B Bourke/Cr B West
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That the Board note the Financial Report.

12.00pm - Mr G Rhodes and Mr B Byrnes left the meeting.

11. Matters raised by members – Blayney Demondrille Line

Resolved	Cr B West/Cr M Liebich
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That the Board seek advice as to when the report on the Blayney to Demondrille line will be released.

The matter raised by Forbes on the Murray Darling Irrigation Desalination Proposal was moved to Confidential report

12.09pm

Resolved	Cr R Kidd/Cr B Bourke
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That the meeting close to the public for confidential matters.
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12. Confidential Report

a. Energy Savings Certificates for Streetlighting

Resolved	Cr R Kidd/Cr P Miller
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That the Board note the confidential report on energy savings certificates for streetlighting and recommend that councils individually write to Essential Energy and National Carbon Bank of Australia (NCBA) and request that the ESCs for street lighting be created through the Essential Energy agreement.
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12.11pm

Resolved	Cr P Miller/Cr B Bourke
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That the meeting open to the public.

b. Murray Darling Irrigation Desalination Proposal

Resolved	Cr P Miller/Cr R Kidd
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That the Board Note the advice from Forbes and include the option of linking desalinated water into considerations of priority for future water security for the region.
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13. Late reports – Nil

14. Speakers to the next meeting

a. Penrith City Council, Water Innovation and Various Ministers

b. Infrastructure Australia, Infrastructure Priority List 2020

15. The next meeting dates are Wednesday 3 June in Penrith and Thursday 4 June in Sydney.

16. Conclusion of the meeting -Meeting closed at 12.11pm

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6. Matters in Progress

CENTRAL NSW JOINT ORGANISATION		
Action	By	Update
<p>290519-9e-Structural, reporting and other arrangements to progress the Joint Organisation (JO) Strategic Plan Receive a report on delegations to optimise the administration and leadership of the Joint Organisation;</p>	JB	Underway – legal advice is being sought on best practice in aggregated procurement as part of a consortia of JOs to inform this advice. This project forms part of the application to OLG for the Capacity Building Program. Please find a report elsewhere in this agenda.
<p>290519-9j-Report to the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority 2019/2020 1. Nominate members to form the working group reviewing tourism; 2. Nominate members to form the working group reviewing the Matrix and developing policy going forward.</p>	JB	Both groups have commenced work. Please see advice elsewhere in this agenda. Suggest deletion
COMMITTEE REPORTS		
Action	By	
<p>290519-8b-Drought Sub-committee - Progressing the recommendations of the Drought Issues Paper Work with requisite State agencies and other peak regional bodies regarding drought preparedness with a report to be provided to the Board on options for resourcing better drought support and coordination at the local and regional level.</p>	JB and MM	There continues to be a lot of activity in this space. CNSWJO staff attend RLE Central West and Orana Drought Taskforce meetings. The most recent was 12 May 2020.
WATER		Meredith Macpherson
Action	By	Update
<p>281113 - 8b - Water Infrastructure Develop a MoU with NSW Health.</p>	MM	<i>November 2013- January 2019</i> – continuous efforts to progress this matter. Building on the outcomes of the <i>Drinking Water Incident Workshop</i> it is proposed that an Incident Agreement with NSW Health be pursued through the Regional Water Committee to be formed as part of the JO strategic process.
<p>280219-7b-Board-Water Infrastructure Report Commend to the CWUA that it investigates the potential for a regional application to stream 2 of the revised Safe and Secure program for funding to procure consulting services to update CWUA member Council's Integrated water cycle management (IWCM) strategies.</p>	MM	Underway. Discussions have been held with DPIE Water and a report was discussed at the JO EOs Network Meeting on 31 October on opportunities for JOs to work collectively and collaboratively with the State Government to enable an alternative approach to IWCM. Further follow-up in January with interest across 5 JOs.

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<p>220819-Reports to Joint Organisation- 11a-Regional Water</p> <ol style="list-style-type: none"> 1. Endorse the development of policy and advocacy on the identified emergency water security projects (short-term and long term); 2. Endorse the Chairs of the Regional Prosperity and Regional Water portfolios working together to optimise opportunities from the Wyangala Dam wall investigations for economic development and urban water security across the Lachlan catchment and develop further policy in this regard; 3. Receive a report on the IPART recommendations in the Review of reporting and compliance burdens on Local Government; 4. Note work with DPIE-Water and the RLE to integrate town water into the Regional Water Strategy; and 5. Circulate advice to members monitoring the current opportunities and risks; 	MM	<ol style="list-style-type: none"> 1, 2 and 5 Please see Confidential Briefing on Water #5 provided as an attachment to the Report to the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority. 3. OLG requested comments on IPARTs recommendations in the Review of Reporting and Compliance Burdens on Local Government –Final Report April 2016. In regards to the recommendations 11 and 12 on water utility regulation, OLG have deferred to DPIE Water's on-going regulatory reform process noting that they are not taking submissions on these two recommendations at this time. A key aspect of the IPART recommendations is an outcomes focused, multi-agency approach to water where currently there are significant gaps and overlaps in regulatory responsibility in water. A submission was not required though a watching brief will be maintained over the progress of DPIE Water's regulatory reform process and advice provided to a future meeting. Suggest deletion 4. Roundtable discussions have been held on the development of the Regional Water Strategies for the Lachlan Valley and the Upper Macquarie. Consultations have also been held with individual member Councils. See Confidential Briefing on Water #5. As advised above.
OPERATIONAL		
Action	By	Update
<p>271119-6-P1b-Energy Programming Report</p> <ol style="list-style-type: none"> 1. Draft a media release to voice frustration with the delays of the LED roll outs; and 2. Investigate the opportunities of the recently announced renewable energy zone. 	KB	<ol style="list-style-type: none"> 1. Due to the rollout of LEDs now well underway in Bathurst and Orange, it is suggested that the media release is not released. Suggest deletion 2. CNSWJO staff attended a workshop with DPIE on the Central West REZ on 8 April. While names the "Central West REZ" no members of the JO are included and there did not appear to be any opportunities for this JO from the meeting. Suggest deletion
<p>271119-6-P3a-Regional Transport Advocacy Policy, Prioritisation and Freight Links Mapping.</p> <ol style="list-style-type: none"> 1. Provide updated mapping to the Board; and 2. Provide a reviewed the Advocacy Plan that identifies one or two priorities for the Board to focus its advocacy efforts. 	JB	<ol style="list-style-type: none"> 1. This work is being finalised by DPIE (Planning) and TfNSW at which point outputs will be adapted by the JO. 2. The Chair provided advice via a minute to the Board in February regarding priority where freight links were identified as one of two overall foci for this year's effort. Work is now underway with TfNSW on how this might look. Also noteworthy is the work being

Reports

		undertaken as part of the Federal Roads Of Strategic Importance program.
<p>271119-P4-b-Regional Water Report1.</p> <ol style="list-style-type: none"> 1. Agree arrangements be developed with the strategic subcommittee and in consultation with member Councils for emergency water management between towns across the region that (based on previous Board policy) address the following heads of consideration: <ol style="list-style-type: none"> a. Arrangements for the sharing of water for emergency water needs between towns across the region so that the burden of providing infrastructure for critical urban water transfers is borne equitably by the region (for example through the development of instruments and agreements not structures); b. Ownership and management by LG of any such infrastructure built to transfer emergency water between towns across the region for critical human needs; c. On-going operational costs for emergency water infrastructure; d. A multi-source approach to the supply of emergency water that enables options to be switched on or off as needed with these to be linked to State and local based triggers; and; 2. Undertake advocacy seeking early engagement in the Wyangala Dam wall raising and Lake Rowlands to Carcoar Dam projects with a view to being able to influence outcomes; 3. Adopt the response to the Lachlan Regional Water Strategy provided under the hand of the Chair; 4. Adopt the response to the State Water Strategy provided under the hand of the Chair; 	MM	Underway. Please see Confidential briefing #5 as an attachment to the Report to the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority.

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<ol style="list-style-type: none"> 5. Commend to members that they become members of the Murray Darling Association; 6. Endorse the response provided to LGNSW for the NSW Legislative Assembly Committee on Investment, Industry and Regional Development inquiry into support for drought affected communities in NSW noting that the CNSWJO response will be provided based on this; 7. Advocate strongly that Councils are responsible and experienced water utilities managers that seek to work collaboratively with all levels of Government on water security solutions; and 8. Commend to members that they include this messaging in their media releases and advocacy. 9. Thank Minister Pavey for visiting the region Tuesday 26 November 2019; 10. Seek to work through the Minister’s office on developing a collaborative approach to water security in Central New South Wales within existing policy; 		
<p>271119-Supplementary motion on water policy That the Board seek advice on the correlation between surface and bore water and meet with the Minister as required.</p>	MM	This has been raised consistently at every consultation on water, particularly the Regional Water Strategies for the Lachlan and Macquarie. A briefing to the Minister has been provided to the Portfolio Chairs and the Chair of the CWUA for feedback.
<p>271119-14c-Executive Officer Performance Review</p> <ol style="list-style-type: none"> 1. Delegate the entirety of the performance review function to a Performance Review Panel that is <ol style="list-style-type: none"> a. Developing a Performance Agreement in consultation with the Executive Officer b. Undertaking a performance assessment of the Executive Officer in c. December/January each year d. Determining the following in relation to the Performance Agreement: 	DS	Please request a verbal update from Mr D Sherley.

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<ul style="list-style-type: none"> i. A final list of projects to be included in the Performance Agreement; and ii. Any managerial or behavioural actions that they would like the Executive Officer to address during the review year. e. Reviewing and determining salary and any bonus arrangements f. Providing a report to the Board facilitated by the Chair of GMAC 2. Determine that the Performance Review Panel be the Chair, Deputy Chair a Mayor nominated by the Executive Officer to be facilitated by the Chair of GMAC. 		
<p>271119-15a-Confidential Reports Regional Bridge Assessment Report</p> <ul style="list-style-type: none"> 1. receive a report on options for a collaborative approach within three months to the repair and replacement of identified bridges; and 2. members give consideration to their participation in a collaborative approach and advise CNSWJO accordingly. 	JB	<ul style="list-style-type: none"> 1. A meeting was held in Bathurst on 13 February 2020 with Public Works Advisory, Transport for NSW and other JOs to discuss options for collaboration. This is moving slowly as TfNSW personnel are going through a restructure. Most recently the report was provided to Mr A Lunn as he seeks to find collaborative opportunities with the JO. 2. Members of the transport technical committee are also looking at options to progress the finding of the report where applications close for the current round of bridges funding from the NSW government at the end of May.
<p>270220 – 7-Chairmans Minute</p> <ul style="list-style-type: none"> 1. Adopt the overall focus for the years to align with the Federal vision to grow the agricultural sector to \$100bn by 2030; 2. Note that this includes two priority areas of activity – these being: <ul style="list-style-type: none"> 1. Watering the West <ul style="list-style-type: none"> i. leveraging raising the wall at Wyangala and ii. assuring urban water security in the CNSW region; and 2. Freight links 	JB	<p>1-5. Where this is being implemented the Covid 19 situation is limiting the amount of face to face advocacy and events that can be undertaken. The JO team have been working on solutions.</p> <p>6-7. The Mayoral Board reports from February included resolve in this regard. Follow-up is being undertaken where some members have already provided feedback.</p>

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<p>3. Adopt the priorities for inter-council cooperation as:</p> <ol style="list-style-type: none"> 1. Reporting value to members of the operational support program; and 2. Supporting the sustainability of the broader JO network; <p>4. Adopt the priorities for regional prosperity as:</p> <ol style="list-style-type: none"> a. Progressing support for the visitor economy; and b. Developing and monitoring the progress of the Regional Prosperity Subcommittee noting the agricultural focus; <p>5. Adopt the changes to the Board calendar as follows:</p> <ol style="list-style-type: none"> a. June Board meeting in Penrith and 4 June meeting with State representatives at Macquarie Street, Sydney including launch of the Central West NSW Food and Fibre Strategy; b. August Board meetings in Canberra at a venue TBA; and c. The November meeting be part of a Summit, again retaining the agricultural focus; <p>6. Encourage members to form or activate friendship agreements with Councils in Western Sydney; and</p> <p>7. Seek feedback from members to inform policy with regard to a regional response to Climate Change.</p>		
<p>270220 –8 – c- Energy Programming Report (Priority 1.3) GMAC give consideration to the renewable energy advice from Mr David West.</p>	KB	<p>GMAC is considering options for progressing renewable energy procurement.</p> <p>Suggest deletion</p>
<p>270220-8-d- Report on JO Chairs Forum progress including feedback to the Minister on JO sustainability (Priority 1.4a)</p> <ol style="list-style-type: none"> 1 Commends to the Chairs of JOs Forum that the focus of effort for JO sustainability be working, through the Minister’s Office, with State agencies on a funding framework that offers value to 	JB	<p>This approach is ongoing and feedback has been provided to the Chairs’ Forum.</p> <p>Suggest deletion</p>

Reports

<p>both JO members and the State where the value to the State is recognised by remuneration;</p> <p>2 Notes that taking on a compliance burden has significant risks to JOs and is not supported;</p> <p>3 Provides feedback regarding the above to the Chairs of Joint Organisation Forum.</p>		
<p>270220-P3e-Regional Transport Advocacy Policy, Prioritisation and Freight Links Mapping.</p> <p>1 commend to members they provide feedback on the Central West and Orana Future Transport Regional Plan (the Plan);</p> <p>2 provide the feedback to the Plan as described in the report;</p> <p>3 invite the independent panel for Regional Road Transfer and NSW Road Classification Review to meet with the JO;</p> <p>4 thank respective Ministers for their support for the \$2.5b upgrade to the Great Western Highway and prepare a media release.</p>	JB	<p>1 and 2 Follow-up has been undertaken and feedback provided. Suggest deletion</p> <p>3. Ms W Machin has been approached for a suitable meeting time via an online platform.</p> <p>4. Correspondence sent – Media release prepared awaiting a good time to send. Suggest deletion</p>
<p>270220-P4a-Regional Water Report</p> <p>a. Seek advice from DPIE Water on project status and what the issues are holding up emergency water projects;</p> <p>b. Develop advocacy material identifying the problems and solutions in assuring urban water supply during the unprecedented drought;</p> <p>c. Advocate to the Premier, Deputy Premier, Minister for Water and respective agencies providing advice on the challenges and solutions for this region in securing water; and</p> <p>d. Note the Infrastructure Priority List 2020 and invite Infrastructure Australia to the June Board Meeting.</p>	MM	<p>Underway. Please see Confidential briefing #5 as an attachment to the Report to the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority.</p>
<p>270220-9-Report to the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority 2019/2020</p>	JB	<p>Letter sent</p> <p>Suggest deletion</p>

Reports

thank the Minister for Local Government regarding the \$150K funding for CNSWJO;		
270220-11-Matters raised by members – Blayney Demondrille Line That the Board seek advice as to when the report on the Blayney to Demondrille line will be released.	JB	Correspondence sent Suggest deletion

Reports

Priority One: Inter-council cooperation**7. Report on Portfolio Mayors and representation to other entities**

Regional Strategic Priorities	1.2 Governance arrangements enable inter-council co-operation
Portfolio Mayor	Cr John Medcalf, OAM
Sponsoring General Manager/s	Brad Byrnes and Greg Tory

Report by Jenny Bennett dated 14 May 2020

Recommendation/s
That the Board note the Report on Portfolio Mayors and representation to other entities and from the floor determine delegates to external bodies and portfolio Mayors.

Reason for this report

This report seeks to refresh the leadership roles for the Joint Organisation, that being the Portfolio Mayors, and representatives to our other entities.

Portfolio Mayors

Please find below the portfolio Mayors as they currently stand. The Chair has taken on the role of Portfolio Mayor for Inter-council Cooperation given the role required in the broader Joint Organisation network. The role of Portfolio Mayors is to:

- Make themselves aware of the Advocacy Plan for their portfolio and provide feedback;
- Be invited to relevant meetings and be supported with briefing advice to these meetings;
- Be expected to represent the organisation from time to time at the request of the Chair; and
- Use opportunities in other forums to proffer the advocacy agenda under their portfolio

Priority One:	Inter-council cooperation
Portfolio Mayor	Cr John Medcalf
Priority Two	Regional Prosperity
Portfolio Mayor	Cr Bill West
Priority Three	Regional Transport and Infrastructure
Portfolio Mayor	Cr Ken Keith
Priority Four	Regional Water
Portfolio Mayor/Chair	Cr David Somerville

External Bodies

Please find below the External Bodies as they stand for Election of CNSWJO Delegates

Western Region Academy of Sport	formerly Cr S Ferguson
NSW Council Safe Advisory Network	formerly Natalie Terrazzino from Orange City Council and Matthew Bailey, Cabonne Council
Regional Strategic Roads Group	formerly Cr B West, Cr K Keith, Cr P Miller
Regional Integrated Transport Group	formerly Mr B Howard and Ms J Bennett
Lachlan Water Sharing and Water Resource Plan Stakeholder Advisory Panel	formerly Cr D Somerville

Attachment/s: Nil

Reports

8. Financial Report

Regional Strategic Priorities	1.2 Governance arrangements enable inter-council co-operation.
Portfolio Mayor	Cr John Medcalf, OAM
Sponsoring General Manager/s	Brad Byrnes and Greg Tory

Report by Ann Thomas dated 20 May 2020

Recommendation/s
That the Board note the Financial Report.

This report presents the financial accounts at 20 May 2020. This report anticipates a full year profit of \$72,251 at 30 June 2020 against a budgeted loss of \$52,128.

The improvement in the financial position of the Joint Organisation is due to the recent receipt of the \$150,000 Capacity Building funding from OLG. The Southern Lights Project expense of \$9,874 is the first claim on this funding.

As we are nearing the end of the financial year all income and expenditure line items have been reviewed and adjustments made to better reflect the anticipated result at 30 June.

This report includes all staff wages and costs for the three quarters to 31 March 2020. The anticipated overall costs for the Operational Program Manager have been increased as the budget was insufficient to cover the costs. This has been remediated in this years' budget.

The volume of training courses coordinated by the Joint Organisation for its members has reduced this year therefore the corresponding income and expenditure for this project have reduced accordingly.

Stage 1 of the Best Practice in Aggregated Procurement Project (BPAP) has been added to this report. After contributions expected from other Joint Organisations the cost to the CNSWJO will be \$13,750.

As resolved at the Board meeting 27 November 2019 the Centroc reserves of \$527,387 have been transferred across to the Joint Organisation. The remaining Centroc assets and accumulated surplus at 30 June 2019 will be transferred across to the Joint Organisation as further winding up of Centroc occurs and end of year financial accounts are prepared.

Attachment/s: Nil

Central NSW Joint Organisation

Financial Position at 20 May 2020

	Budget 2019/2020	Actual 20/05/2020	Anticipated 30/06/2020
Income			
CNSWJO Membership Fees	255,172	255,172	255,172
CWUA Best Practice Program	234,937	234,937	234,937
Regional Tourism Group Membership	133,956	130,017	133,956
CNSWJO Operational Membership	100,000	100,000	100,000
WRAS Contributions	8,966	7,056	7,056
	\$733,031	\$727,182	\$731,121
Grant - Destination Country and Outback		15,000	15,000
Grant - OLG Capacity Building Funding		150,000	150,000
Grant - Orange 360		34,300	34,300
	\$0	\$199,300	\$199,300
CWUA -NAMAF Program	60,000		60,000
CWUA - Smart Approved Watermark		38,005	38,005
	\$60,000	\$38,005	\$98,005
BPAP - Stage 1 Contributions			\$41,250
Energy - Mgt Aggregated Electricity Procurement	0	44,250	44,250
Energy - Energy Saving Certificates	0	5,155	5,155
	\$0	\$49,405	\$49,405
HR - Regional Training Service Income	100,000	51,145	51,500
HR - Online Training & Other HR Modules	245,173	261,786	261,786
	\$345,173	\$312,931	\$313,286
Management Fees from Contracts	110,000	70,794	100,000
Management Fee from LGP	75,000	69,623	69,623
	\$185,000	\$140,417	\$169,623
Copyright Licence		17,574	17,574
Vehicle Lease Back EO	4,200	3,226	4,200
Vehicle Lease Back CWUA	5,000	4,032	5,000
Vehicle Lease Back Operational Program Mgr	4,200	3,707	4,200
Interest	4,000	639	700
Member Council/Consultant Expenses to be Reimbursed		9,908	9,908
Regional Tourism Group Council Reimbursements		52,044	52,044
	\$17,400	\$91,130	\$93,626
Total Income	\$1,340,604	\$1,558,370	\$1,695,616

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Expenditure			
Executive Officer Costs	225,000	166,450	225,000
Executive Officer Vehicle Costs & Depn	13,000	1,777	13,000
Operational Program Manager	95,000	89,455	115,000
Operational Program Manager - Vehicle costs	13,200	9,750	13,000
Finance Manager	63,000	47,348	63,000
Training & Program Support Officer	47,000	40,085	53,000
Executive & Programs Assistant	63,000	47,075	63,000
CWUA Program Manager & Program costs	119,612	71,663	119,612
CWUA Membership Program	39,325	42,000	42,000
CWUA Benchmarking Program	76,000	64,040	76,000
CWUA - NAMAFA Program	60,000		60,000
CWUA - Smart Approved Watermark		38,000	38,000
Regional Tourism Group	133,956		133,956
Regional Tourism Group Councils to Reimburse		52,044	52,044
Grant - Orange 360			34,300
Grant - Destination Country and Outback			15,000
BPAP - Stage 1			55,000
Energy - Mgt Aggregated Electricity Procurement		38,250	44,250
Energy - Southern Lights Project		9,874	9,874
HR - Training Service Costs	95,000	49,422	49,500
HR - Online Training & Other HR Modules	245,173	261,786	261,786
HR - WHS Inductions Online Subscription		1,540	1,540
WRAS	8,966	7,056	7,056
Advertising/Branding		3,092	3,500
Advocacy	10,000	6,017	8,000
Accounting/Audit/Payroll	21,000	2,820	21,000
Bank Fees and Sundry costs	2,500	1,222	2,000
Computer Software/Licences	5,000	354	1,000
Copyright Licence		17,667	17,667
Depreciation (excl vehicles)	2,000		2,000
Internet Cloud	10,000	5,900	7,500
Legal	7,500		0
Member Council/Consultant Expenses to be Reimbursed		9,908	9,908
Printing/Stationery/Postage	2,000	177	500
Sponsorship		2,273	2,273
Summit	20,000		0
Supply Management Administration	10,000	1,071	1,100
Zoom Conferences	1,500	687	1,000
Website Hosting and costs	4,000	175	1,000
Total Expenditure	\$1,392,732	\$1,088,975	\$1,623,366

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Net Profit/Loss	-\$52,128	\$469,395	\$72,251
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Non-Budgeted Income

Transfer of Centroc Reserves @ 30/6/19

	\$527,387	\$527,387
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Non-Budgeted Expenditure**Centroc Reserves from 2018/2019 and previous years**

Centroc Regional Tourism Group + Regional Marketing

138,366	107,237	138,366
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CWUA Best Practice Program

31,569	31,569	31,569
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CWUA - Asset Management Maturity Audit (NAMAF)

80,775	60,720	80,775
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CWUA - Developer Services Plans

47,930		47,930
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Energy Project + Energy Workshops matching contribution

66,842	22,850	66,842
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Energy Workshops - Office of Environment & Energy Grant

1,770		1,770
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Growing Local Economies Grant Funding

73,400	12,500	73,400
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Inter-Council Co-operation Reserve

54,221	7,657	54,221
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Roads Transport Technical Committee + BLEG

32,514	5,313	32,514
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\$527,387	\$247,846	\$527,387
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Net Profit/Loss after Non-Budgeted Income and Expenditure

\$748,936	\$72,251
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CNSWJO Accumulated Surplus at 30 June 2019

\$72,631

CENTROC Accumulated Surplus at 30 June 2019

\$904,047

Less Centroc Surplus transferred to date

\$527,387

Anticipated Surplus at 30 June 2020

\$521,542

9. Draft Statement of Revenue and Budget

Regional Strategic Priorities	1.2 Governance arrangements enable inter-council co-operation
Portfolio Mayor	Cr John Medcalf, OAM
Sponsoring General Manager/s	Brad Byrnes and Greg Tory

Report by Jenny Bennett and Ann Thomas dated 24 April 2019

Recommendation/s
<p>That the Board note the report on the Draft Statement of Revenue and Budget and</p> <ol style="list-style-type: none"> 1. Approve the Draft Statement of Revenue and Budget (the Draft Statement); 2. Given the election period and associated Integrated Planning and Reporting timeframes have been extended by 12 months, note that the review of strategy for the JO will not occur until the end of 2021; 3. Accordingly, provide a report to the next meeting on programming until November 2021 that extends the life of CNSWJO Strategic Plan; and 4. Note a Special meeting will be held Friday 3 July to adopt the Statement of Revenue and Budget Subsequent to it being on exhibition

Reason for this report

Under the Local Government Act, the Joint Organisation must adopt a Draft Statement of Revenue and Budget and exhibit it. Once feedback has been taken into consideration, the document must be adopted.

Given the flexibility of one month being offered by Office of Local Government Covid-19 Amendments, the requisite exhibition period and that the ordinary meeting of the Board is scheduled for 3 June, it is noted that the Statement of Revenue and Budget would be adopted at a meeting in early July. Calendar invites have been sent to Board members for 3 July 2020.

Further, the Covid-19 Amendments have changed strategic timeframes under Integrated Planning and Reporting.

Legislative, Policy and Risk Considerations

Background to the budget

The following budget is predicated on the proposition that the Board is keen to keep exploring the potential of the Joint Organisation (JO) model while continuing to deliver value to members. Noteworthy is that other JOs are experiencing issues around sustainability with feedback showing most running deficit budgets and/or under-resourced entities. Conversations are being had with the State around income streams and in this context this budget is presented that shows a substantive deficit with a view to further conversations being had with all stakeholders.

Key considerations in the development of the following three budget and fee structure options for the Joint Organisation are:

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1. The change in timeframes for a strategic review allowing for an extension of the existing approach;
2. The reduction in membership fees as Lithgow, Upper Lachlan and Hilltops focus on other regions leaving a shortfall which was made up in part last year but still leaves a gap of around \$92,000;
3. While the exact number for the unrestricted reserves for the JO will not be known until after the audit, an estimate allowing for conservative comfort on provisions is \$350,000. Please see the Financial Report to this meeting which shows an anticipated surplus of \$521K. This number is by no means final as there still one month of trading remaining. Allowing for the rollover of the balance of the \$150K OLG funded project of \$127K and the potential for minor adjustments, the estimate of an unrestricted surplus of \$350K allows for a rebate of \$100K.
4. The unknown potential of State funding;
5. Noting that there may be potential to undertake further revision between GMAC and the Board based on work undertaken by the Tourism Review Subcommittee;
6. The inclusion of a Summit at \$20,000 as per the Chair's Minute of February this year;
7. The 2.6% rate increase based on the IPART determination;
8. Covid-19 having significant impacts on member Council budgets;
9. Use of the same overall methodology for fee calculations as was used last financial year given there were 10 models discussed last year;
10. Noting that JO Strategy calls for work on collaboration between JOs on Best Practice in Aggregated Procurement and this will provide advice on cost savings, management fees and optimisation of aggregated procurement in the interest of members and their communities including local businesses;
11. The budget deficit position includes the balance of monies in the \$150K funding from Office of Local Government for capacity building projects of \$127K.
12. Increases in the budget for audit and associated support for the finance function of the JO from \$21,000 in 19/20 to \$30,000 in 20/21; and
13. No monies to allow for \$10,000 remuneration of the Chair given the current economic climate.

The recommended approach to this year's budget is take up the IPART rate increase and to rebate members \$100,000 from reserves from the base membership fee apportioned in the same way that fees are raised. This is Option 1.

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Central NSW Joint Organisation Budget - 2020/2021

Central NSW Joint Organisation Budget 2020/2021	
OPTION 1 - \$100k fee rebate	Budget 2020/2021
Income	
CNSWJO Membership Fees	261,804
CWUA Best Practice Program	241,045
Regional Tourism Group Membership	137,438
CNSWJO Operational Membership	102,600
WRAS Contributions	9,267
	\$752,154
BPAP contribution from other JOs - Stages 2 to 6	48,750
	\$48,750
HR - Regional Training Service Income	100,000
HR - Online Training & Other HR Modules	210,003
	\$310,003
Management Fees from Contracts	103,858
Management Fee from LGP	70,000
	\$173,858
Copyright Licence	17,700
Vehicle Lease Back EO	4,400
Vehicle Lease Back CWUA	5,300
Vehicle Lease Back Operational Program Mgr	5,000
Interest	1,000
	\$33,400
Total Income	\$1,318,165
Expenditure	
Membership Fee Rebate	100,000
Executive Officer Costs	230,000
Executive Officer Vehicle Costs & Depn	13,000
Operational Program Manager	120,000
Operational Program Manager - Vehicle costs	13,500
Finance Manager	65,000
Training & Program Support Officer	55,000
Executive & Programs Assistant	65,000
CWUA Program Manager & Program costs	122,721
CWUA Membership & Benchmarking Program	118,324
Regional Tourism Group	137,438
BPAP - Stages 2 to 6	65,000
Energy - Southern Lights Project	15,000
Energy - EV Infrastructure Mapping	40,000
HR - Training Service Costs	100,000

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HR - Online Training & Other HR Modules	196,191
CBD Project	50,000
WRAS	9,267
Advocacy	15,000
Accounting/Audit/Payroll	30,000
Bank Fees and Sundry costs	2,500
Computer Software/Licences	5,000
Copyright Licence	17,800
Depreciation (excl vehicles)	2,000
Internet Cloud	10,000
Legal	7,500
Printing/Stationery/Postage	2,000
Summit	20,000
Supply Management Administration	5,000
Zoom Conferences	2,000
Website Hosting and costs	3,000
Total Expenditure	\$1,637,241
Net Profit/Loss	-\$319,076

Other options

Two other options are provided for members consideration. The material difference between the options is the amount of fees charged and then rebated to fund the expenditure. The recommended budget delivers some fee relief drawing down on JO reserves through a rebate of \$100K spread across the membership.

Option 2 shows a fee structure that fills the gap in fees that is a legacy from the transition to the JO from the ROC. This figure is \$92K. Adding the restricted reserve of \$127k from the OLG funded \$150k Building Capacity program leaves a loss of \$127k.

Option 3 shows provides a budget where the fees are increased by the IPART rate cap of 2.6% leaving a loss of \$219k which includes both the ongoing legacy loss of the \$92k added to the \$127k restricted reserve from the OLG being carried over.

OPTION 2	Budget
	2020/2021
Income	
CNSWJO Membership Fees	353,804
CWUA Best Practice Program	241,045
Regional Tourism Group Membership	137,438
CNSWJO Operational Membership	102,600
WRAS Contributions	9,267
	\$844,154
BPAP contribution from other JOs - Stages 2 to 6	48,750
	\$48,750

Reports

HR - Regional Training Service Income	100,000
HR - Online Training & Other HR Modules	210,003
	\$310,003
Management Fees from Contracts	103,858
Management Fee from LGP	70,000
	\$173,858
Copyright Licence	17,700
Vehicle Lease Back EO	4,400
Vehicle Lease Back CWUA	5,300
Vehicle Lease Back Operational Program Mgr	5,000
Interest	1,000
	\$33,400
Total Income	\$1,410,165
Expenditure	
Executive Officer Costs	230,000
Executive Officer Vehicle Costs & Depn	13,000
Operational Program Manager	120,000
Operational Program Manager - Vehicle costs	13,500
Finance Manager	65,000
Training & Program Support Officer	55,000
Executive & Programs Assistant	65,000
CWUA Program Manager & Program costs	122,721
CWUA Membership & Benchmarking Program	118,324
Regional Tourism Group	137,438
BPAP - Stages 2 to 6	65,000
Energy - Southern Lights Project	15,000
Energy - EV Infrastructure Mapping	40,000
HR - Training Service Costs	100,000
HR - Online Training & Other HR Modules	196,191
CBD Project	50,000
WRAS	9,267
Advocacy	15,000
Accounting/Audit/Payroll	30,000
Bank Fees and Sundry costs	2,500
Computer Software/Licences	5,000
Copyright Licence	17,800
Depreciation (excl vehicles)	2,000
Internet Cloud	10,000
Legal	7,500
Printing/Stationery/Postage	2,000

Reports

Summit	20,000
Supply Management Administration	5,000
Zoom Conferences	2,000
Website Hosting and costs	3,000
Total Expenditure	\$1,537,241
Net Profit/Loss	-\$127,076

OPTION 3	Budget
	2020/2021
Income	
CNSWJO Membership Fees	261,804
CWUA Best Practice Program	241,045
Regional Tourism Group Membership	137,438
CNSWJO Operational Membership	102,600
WRAS Contributions	9,267
	\$752,154
BPAP contribution from other JOs - Stages 2 to 6	48,750
	\$48,750
HR - Regional Training Service Income	100,000
HR - Online Training & Other HR Modules	210,003
	\$310,003
Management Fees from Contracts	103,858
Management Fee from LGP	70,000
	\$173,858
Copyright Licence	17,700
Vehicle Lease Back EO	4,400
Vehicle Lease Back CWUA	5,300
Vehicle Lease Back Operational Program Mgr	5,000
Interest	1,000
	\$33,400
Total Income	\$1,318,165
Expenditure	
Executive Officer Costs	230,000
Executive Officer Vehicle Costs & Depn	13,000
Operational Program Manager	120,000
Operational Program Manager - Vehicle costs	13,500
Finance Manager	65,000
Training & Program Support Officer	55,000
Executive & Programs Assistant	65,000
CWUA Program Manager & Program costs	122,721
CWUA Membership & Benchmarking Program	118,324

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Regional Tourism Group	137,438
BPAP - Stages 2 to 6	65,000
Energy - Southern Lights Project	15,000
Energy - EV Infrastructure Mapping	40,000
HR - Training Service Costs	100,000
HR - Online Training & Other HR Modules	196,191
CBD Project	50,000
WRAS	9,267
Advocacy	15,000
Accounting/Audit/Payroll	30,000
Bank Fees and Sundry costs	2,500
Computer Software/Licences	5,000
Copyright Licence	17,800
Depreciation (excl vehicles)	2,000
Internet Cloud	10,000
Legal	7,500
Printing/Stationery/Postage	2,000
Summit	20,000
Supply Management Administration	5,000
Zoom Conferences	2,000
Website Hosting and costs	3,000
Total Expenditure	\$1,537,241
Net Profit/Loss	-\$219,076

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Option 1 – Offer members fee relief during Covid and run a deficit budget of \$319,076

Reducing unrestricted reserves more substantially while leaving some buffer, this option sees members paying less fees than last year as follows and is an overall reduction in total fees of approximately 10%.

CNSWJO FEE TOTALS FOR 2020/2021**Option 1 - \$100k rebate**

(WRAS figures provided)

Excludes GST

	CENTROC	OPERATIONS	CENTROC	Assoc. Memberships	TOURISM	WRAS	Total Fees	Less	Total Fees	Previous Year
	Membership & Administration		WATER UTILITIES ALLIANCE	& Benchmarking Programming			2020/2021	Rebate	2020/2021	Fees
									Option 1	
COUNCIL										
Orange	55,245	10,260	21,993	11,876	26,948	2,451	128,773	21,102	107,671	125,475
Bathurst	55,779	10,260	20,733	11,876	26,948	2,518	128,114	21,306	106,808	124,824
Parkes	24,798	10,260	12,830	11,876	16,169	868	76,801	9,472	67,329	74,859
Cowra Shire Council	21,603	10,260	12,544	11,876	0	744	57,027	8,252	48,775	54,857*
Cowra Tourism Corp					16,169		16,169		16,169	15,759
Cabonne	22,963	10,260	8,983	11,876	16,169	797	71,048	8,771	62,277	69,245
Forbes	18,305	10,260	11,146	11,876	8,085	577	60,249	6,992	53,257	58,161*
Lachlan	14,811	10,260	10,434	11,876	8,085	358	55,824	5,657	50,167	54,421
Blayney	15,433	10,260	2,281	5,720	8,085	428	42,207	5,895	36,312	40,720*
Oberon	13,072	10,260	9,190	11,876	8,085	315	52,798	4,993	47,805	51,461
Weddin	11,189	10,260	2,281	5,720	2,695	211	32,356	4,274	28,082	31,331*
Central Tablelands Water	8,606	0	10,306	11,876	0	0	30,788	3,286	27,502	30,008
TOTAL	261,804	102,600	122,721	118,324	137,438	9,267	752,154	100,000	652,154	731,121

* Paid WRAS directly in 2019/2020

Reports

Option 2 – Balance the budget for the Joint Organisation based on increasing member fee income

While not recommended at this stage, this budget takes up the additional costs generated from the transition from the ROC to the JO.

CNSWJO FEE TOTALS FOR 2020/2021**Option 2 - Making up the deficit of \$92k split between members**

(WRAS figures provided)

Excludes GST

	CENTROC	OPERATIONS	CENTROC	Assoc. Memberships	TOURISM	WRAS	Total Fees	Previous Year
	Membership & Administration		WATER UTILITIES ALLIANCE	& Benchmarking Programming			2020/2021	Fees
<u>COUNCIL</u>								
Orange	74,659	10,260	21,993	11,876	26,948	2,451	148,187	125,475
Bathurst	75,380	10,260	20,733	11,876	26,948	2,518	147,715	124,824
Parkes	33,512	10,260	12,830	11,876	16,169	868	85,515	74,859
Cowra Shire Council	29,194	10,260	12,544	11,876	0	744	64,618	54,857*
Cowra Tourism Corp					16,169		16,169	15,759
Cabonne	31,032	10,260	8,983	11,876	16,169	797	79,117	69,245
Forbes	24,738	10,260	11,146	11,876	8,085	577	66,682	58,161*
Lachlan	20,016	10,260	10,434	11,876	8,085	358	61,029	54,421
Blayney	20,856	10,260	2,281	5,720	8,085	428	47,630	40,720*
Oberon	17,666	10,260	9,190	11,876	8,085	315	57,392	51,461
Weddin	15,121	10,260	2,281	5,720	2,695	211	36,288	31,331*
Central Tablelands Water	11,630	0	10,306	11,876	0	0	33,812	30,008
TOTAL	353,804	102,600	122,721	118,324	137,438	9,267	844,154	731,121

* Paid WRAS directly in 2019/2020

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Option 3 – Take up the 2.6% rate increase and run a deficit budget of \$219,076

Reducing unrestricted reserves this option sees members paying an increase in fees across all fee classes of 2.6%

CNSWJO FEE TOTALS FOR 2020/2021**Option 3 - 2.6% increase.**

(WRAS figures provided)

Excludes GST

	CENTROC	OPERATIONS	CENTROC	Assoc. Memberships	TOURISM	WRAS	Total Fees	Previous Year
	Membership & Administration		WATER UTILITIES ALLIANCE	& Benchmarking Programming			2020/2021	Fees
<u>COUNCIL</u>								
Orange	55,245	10,260	21,993	11,876	26,948	2,451	128,773	125,475
Bathurst	55,779	10,260	20,733	11,876	26,948	2,518	128,114	124,824
Parkes	24,798	10,260	12,830	11,876	16,169	868	76,801	74,859
Cowra Shire Council	21,603	10,260	12,544	11,876	0	744	57,027	54,857*
Cowra Tourism Corp					16,169		16,169	15,759
Cabonne	22,963	10,260	8,983	11,876	16,169	797	71,048	69,245
Forbes	18,305	10,260	11,146	11,876	8,085	577	60,249	58,161*
Lachlan	14,811	10,260	10,434	11,876	8,085	358	55,824	54,421
Blayney	15,433	10,260	2,281	5,720	8,085	428	42,207	40,720*
Oberon	13,072	10,260	9,190	11,876	8,085	315	52,798	51,461
Weddin	11,189	10,260	2,281	5,720	2,695	211	32,356	31,331*
Central Tablelands Water	8,606	0	10,306	11,876	0	0	30,788	30,008
TOTAL	261,804	102,600	122,721	118,324	137,438	9,267	752,154	731,121

* Paid WRAS directly in 2019/2020

Attachment/s:

1. Draft Statement of Revenue and Budget (the Draft Statement)

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10. JO Sustainability Report

Regional Strategic Priorities	1.2 Governance arrangements enable inter-council co-operation
Portfolio Mayor	Cr John Medcalf, OAM
Sponsoring General Manager/s	Brad Byrnes and Greg Tory

Report by Jenny Bennett dated 25 May 2020

Recommendation/s
<p>That the Board that the Board note the JO Sustainability Report and</p> <ol style="list-style-type: none"> 1. note that there is good support for the JO model from State agencies this region is engaged with; 2. remain alert to the challenges for sustainability of the broader network; 3. continue to support the broader JO network in its activities in sustainability; 4. monitor differing approaches to models for intergovernmental collaboration being considered by other regions; 5. note the briefing advice to the Minister for Local Government attending the Board meeting; and 6. continue to provide feedback to the Minister with regard to the above.

Reason for this report

This report addresses the need to consider a “Plan B” for collaboration between Councils given the ongoing challenges in the broader JO network across regional NSW.

Given the work being done on other potential models by Riverina Joint Organisation and the broader effort across the JO network, it is suggested that remaining alert, continuing to advocate and supporting the JO network including the current activity by CNSWJO in Best Practice in Aggregated Procurement.

The Minister has agreed to speak to the Board. Briefing notes and correspondence have been provided. Please find the briefing advice below and the balance of the documentation attached.

Legislative Policy and Risk Considerations

The Risk Management Plan is reviewed each quarter. The risk to the JO from network sustainability as outlined in Risks 17 and 18 is now happening and will have greater impact despite the mitigations in place. Interestingly JOs were created to overcome the patchiness of ROCs but their inception has not led to this outcome. Instead JOs like Orana are considering mothballing, Riverina is considering alternative structures and most JOs are running deficit budgets.

Arguably there is not much more this JO can do to mitigate the risk to the broader network and it is noteworthy that the Chairs of JOs Forum is tackling the issue. Please find attached the response from the Minister regarding this issue. A Chair’s Forum is being held 28 May 2020 and verbal advice can be provided from this and recent meetings of JO EOs. It is clear that a number of JOs are experiencing significant financial hardship and this is only exacerbated by COVID-19.

On the positive side, Joint Organisations are increasingly recognised as a useful tool particularly to support State and Federal consultations. Some State agencies, for example TfNSW are keen to do

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business differently with Local Government using the JO footprint. The Regional Leadership Executive and Regional Plan for Central NSW have been very supportive of the JO and while early days discussions are being held on opportunities in the funding framework for Councils and the JO through the JO for example leveraging the Bridge Assessment program.

However, 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.

Briefing Advice to the Minister

Please find following the briefing advice that has been provided to the Minister.

Opportunities and challenges for Central NSW points for discussion

- **Thank you for the Capacity Building program funding we provide feedback on the great work being undertaken by our three projects.**
- **The region provides examples of the good work Central NSW Joint Organisation has undertaken and the benefits from collaboration with key stakeholders for Transport and Water.**
- **Joint Organisation sustainability.**
- **The increased cost through the ESL, notably covered this year by the NSW Government but concerns regarding Councils being sustainable for forward years.**

About the Central NSW Joint Organisation

On 11 May 2018, the NSW Governor General the Hon David Hurley, proclaimed the Local Government Regional Joint Organisations under the Local Government Act 1993. The Central NSW Joint Organisation represents over 157,000 people covering an area of more than 47,000sq kms comprising of Bathurst, Blayney, Cabonne, Cowra, Forbes, Lachlan, Oberon, Orange, Parkes, and Weddin. Our membership also includes our Regional Leadership Executive, the Central West RDA and Central Tablelands Water.

Standing on the shoulders of decades of successful collaboration by Centroc and a Pilot JO, Central NSW was the first to form under the new legislation and thanks the Minister for your ongoing support of the model.

Please find attached our Statement of Strategic Regional Priority.

Capacity Building Program

This region would like to provide feedback on the great work being undertaken by the Joint Organisation. This includes three projects funded through the \$150K Capacity Building Program and the Board would like to thank you again for this funding.

1. **Best Practice in Aggregated Procurement Program.**

Central NSW Joint Organisation has the lead in partnering with Riverina Murray JO, Canberra Region JO and Riverina JO to deliver cost savings and other value to member Councils through the Best Practice in Aggregated Procurement Program.

This project seeks to leverage the Local Government Act to reduce costs to Councils and their communities and support local businesses through aggregated procurement. It will also identify potential income streams to the Joint Organisations to keep down costs to member Councils.

Already well underway, the region will be providing you with separate correspondence about our legal findings to inform potential amendments to the Local Government Act.

2. **Understanding and supporting the new role of our CBDs**

Identified by the Economic Development Officers of the region and with good alignment to the strategic priorities of the Joint Organisation this project seeks to:

- Demonstrate a codesigned, funded and delivered project as a genuine collaboration between key stakeholders enabled through the Regional Prosperity Subcommittee – a subcommittee of both the Regional Leadership Executive and the Central NSW JO;
- Leverage funding from all levels of government;
- Deliver advice to member Councils regarding the changing nature of the CBDs including:
 - Opportunities and challenges
 - Supporting community through the change period
 - Advice that is both lga specific and includes regional opportunities

3. **Regional capacity building in Energy Innovation**

The Regional Capacity Building in Energy Innovation Program (the Program) consists of two parts:

- Southern Lights Project – a collaboration across 41 LGAs
- Regional Electric Vehicle (EV) Infrastructure Mapping

Through the Program, stronger relationships will be built between Central NSW Joint Organisation (CNSWJO) and its members by continuing the innovative work in the energy space.

The completion of this project will also demonstrate the capacity and capability of the JO and staff at its member councils in delivering complex and innovative programming.

Intergovernmental Collaboration

The Central NSW JO stands on the shoulders of Central NSW Councils (Centroc). Already a very strong and collegiate region, the material difference between the ROC and the JO is intergovernmental collaboration.

Minister, we would like to report to you that there is some great work being done in this region collaborating with the State. By regularizing JOs under the Act, State agencies are more readily exploring optimising work in regional NSW leveraging the JOs. Please find following some examples.

Having said that, intergovernmental collaboration between the JO and the State is very much in its infancy.

To date there has not been any strategic effort more broadly to support intergovernmental collaboration, rather it is happening in an ad hoc manner. It is the view of this JO that collaborative work needs to be done between the State and Joint Organisations to optimise outcomes from intergovernmental collaboration where we seek your support to advocate in this regard.

This will have the added benefit of crystallizing the value proposition of JOs for both the State and Local Government and hopefully enable sustainability of the more fragile JOs.

1. Grant funding – Fixing Country Roads – Bridge Assessments

At the request of member Councils this region applied through the Fixing Country Roads program for bridges to be assessed. Advice and support from Riverina Regional Organisation of Councils enabled the funding request.

This program was 100% funded by the State and administered through Centroc. This led to cost savings on the aggregated procure, the State only having to deal with one entity instead of 10 and Councils only needing to deal with the ROC rather than the funding entity. Centroc gained a small income stream from the provider as it managed the contract on behalf of eleven Councils.

Achieved

Where the project will be completed in September 2019 from CNSWJO's perspective the aggregated procure has led to 159 bridges being assessed at a lower price than anticipated, one contact for Councils, the provider and the State. There was a regional learning and next steps for members to consider with regards to this asset class.

Value to the State

One entity to deal with, experienced in regional projects and offering a compliant procurement and contract management framework. This region estimates the State spends 3 hours per month managing this contract. The life of the contract including variations is 12 months. Instead of 36 hours in administration, or one week, it would have been 10 weeks.

2. Transport for NSW (TfNSW) - Regional Transport Planning

Achieved

A draft regional transport plan where the approach was codesigned between Local Government and TfNSW including an Issue Paper co-authored by a number of State agencies and Local Government. Concurrently a number of “quick win” projects have been progressed including using Live Traffic for Council road incidents.

Value to the State

Advice from the coordinator from TfNSW: *The collaboration has been very positive from Transport's end and enabled us to get a better understanding of the community needs in the region. As it has been based on our own codes of conduct, a level of trust has been developed by working through these quick wins. This has meant we have more effectively co-developed through a relationship rather than a formal MOU arrangement. A couple of examples:*

- *Co-development of the Issues and Insights Paper giving a more joined up view of the transport issues and opportunities in the region*
- *Working together to develop solutions to the road / rail interface risk*
- *Developing a list of initiatives that we can work through together to address*
- TfNSW continue to seek support from the JO in developing their strategic suite in this region.

3. The Lachlan and Macquarie Regional Water Strategies (RWS)

DPIE Water and Water NSW have a number of consultations occurring in region for both infrastructure projects and future strategies.

The JO has been asked to coordinate many of the meetings for these consultations including for both the Lachlan and Macquarie Regional Water Strategies.

Without the advocacy of the JOs and other key influencers, Regional Water Strategies would have failed to consider urban water. This would have been a disaster for the State, particularly at the political level, given the effect of the drought on urban water supply security.

Achieved

Two draft Regional Water Strategies with significant and appropriate input from Local Government noting that water does not recognise LGA boundaries and there are opportunities to be harnessed by looking at water security through a regional lens.

Value to the State

The JO has provided both a coordination role for the physical consultation and brought together a regional response to be considered alongside individual member responses. The draft RWS are now reflective of the intent of various pieces of water legislation as they integrate actions to ensure the primacy of human consumption over other water uses.

Joint Organisation Sustainability

This region has identified that failure of the broader network as the greatest risk to the success of our JO. State agencies are less likely to invest in a strategic approach to collaboration with the JOs if they are patchy. Indeed one outcome of the Legislation was to overcome the patchiness of collaborations of Councils at that time. While the Legislation has been embraced in this and many other regions, it does not effect the heavy lifting that is required to deliver the benefits afforded by the new model.

Accordingly, this region is going to every effort to support the sustainability of JOs more broadly. The Best Practice in Aggregated Procurement Program being led by this JO and being implemented by 4 JOs is an example. Further, all JOs are working collectively on sustainability and helping each other.

On the positive side, Joint Organisations are increasingly recognised as a useful tool particularly to support State and Federal consultations. Some State agencies, for example TfNSW are keen to do business differently with Local Government using the JO footprint. The Regional Leadership Executive and Regional Plan for Central NSW have been very supportive of the JO and while early days discussions are being held on opportunities in the funding framework for Councils and the JO through the JO for example leveraging the Bridge Assessment program.

The CNSWJO is working with other JOs and relevant State agencies on a sustainable funding framework for the JO network and advocate as necessary. This has been provided to your Office previously. However, 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.

Minister, we seek your support in the first instance to work with JOs to develop a policy position on the value of JOs *to the State*. Using this information we ask you to advocate to other State Ministries with a view to having this value in some way recognised financially.

Emergency Services Levy (ESL)

Firstly Minister, thank you for funding the increase to the ESL as part of the State response to the Covid19 pandemic. This is very significant to our members where we are hearing of up to \$157.59% increases for Councils with the least ability to raise monies to pay.

While you have provided assurances that this type of increase is abnormal, this region can report that for the past 15 years we have been advocating for a more transparent, accountable and affordable ESL.

The solution is to bring back to the table the broad based property tax that was put on hold in 2017.

Again, we thank the Minister for meeting with the CNSWJO Board and welcome the opportunity to discuss a whole of government approach and alignment of policy across the range of issues impacting on our region. Page Break

Request of the Minister

- **Regarding Joint Organisation sustainability, we ask you to work with JOs to develop policy advice on their value to the State.**
- **Regarding ESL, please bring back to the table the broad based property tax that was put on hold in 2017.**

Financial Implications

None at this time.

Attachment/s:

2. 28 April 2020 Correspondence from the Minister regarding JO Sustainability
3. Agenda to the JO Forum 28 May 2020 including briefing notes for attending State representatives and Ministers
4. 18 May 2020, correspondence to the Minister asking her to attend this meeting

11. Regional Procurement and Contract Management Report

Regional Strategic Priorities	1.1 Deliver cost savings and other value to member councils through aggregated procurement
Portfolio Mayor	Cr John Medcalf, OAM
Sponsoring General Manager/s	Brad Byrnes and Greg Tory

Report by Kate Barker dated 22 May 2020

Recommendation/s
<p>That the Board note the Regional Procurement and Contract Management Report and</p> <ol style="list-style-type: none"> 1. approve a procurement process for the supply and delivery of road signs be conducted on behalf of member councils, noting the inclusion of a 2% contract management fee payable to CNSWJO; 2. approve the contract extension of the Learning Management System contract with ELMO for a period of 3 years from 1 September 2020 for the Learning module and course content for participating councils; 3. approve the extension of the pre-employment screening contract with Recovre until 30 June 2021 with CNSWJO staff to provide the necessary documentation to councils to execute the extension; 4. approve the extension of the printing and mailing of rates notices contract with Forms Express until 30 June 2021 with CNSWJO staff to provide the necessary documentation to councils to execute the extension; 5. endorse the approval for the extension of the procurement support for water main condition assessment contract with Common Thread Consulting until 30 June 2020, including a variation to include a more detailed evaluation of responses; 6. approve the extension of the EV toolkit contract with Evenergi until 31 August 2020; and 7. note the status of the BPAP Program and encourage council staff to provide information to inform the program if and when required.

Reason for this report

Members currently procure varying goods and services through regional contracts administered by CNSWJO. The Board is asked to approve CNSWJO to conduct a procurement process for the supply and delivery of road signs for a contract to commence on 1 January 2021 and approve a number of contract extensions.

Legislative Policy and Risk Considerations

Given procurement is an operational support program designed to bring cost savings and other benefits from aggregation, prior to commencing a procurement process a report is considered by GMAC where they are notified of the background and asked to commend to the Board that it approve the process. All procurement processes are conducted in accordance with the requirements of the Local Government Act and the CNSWJO procurement policy.

The region is progressing a Best Practice in Aggregated Procurement (BPAP) program collaboratively with neighbouring JOs to inform optimal processes that can be leveraged by the changes in

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legislation enabling the JO. More details on the status of the BPAP program can be found later in this report.

Related risks from the Strategic Plan include:

- 27 – Procurement charging processes not universally supported
- 28 – Ensuring services are relevant to all members, and providing value for money
- 32 – Long term viability and financial sustainability

Discussion

New Procurement

Road Signs

The existing contract for the supply and delivery of road signs concludes on 31 December 2020; and planning is underway to conduct a procurement process for a new contract to commence in mid-2020. The following table shows the annual spend by each member council.

<u>SPEND</u>	2018/2019	2019/2020	Total
Bathurst	\$48,537	\$27,327	\$75,865
Blayney	\$76,500	\$42,214	\$118,714
Cabonne	\$47,776	\$74,940	\$122,716
Central Tablelands Water	\$0	\$0	\$0
Cowra	\$56,796	\$20,479	\$77,274
Forbes	\$32,543	\$24,316	\$56,859
Lachlan	\$40,158	\$89,252	\$129,410
Oberon	\$18,371	\$15,539	\$33,910
Orange	\$48,470	\$10,553	\$59,024
Parkes	\$41,884	\$33,552	\$75,436
Weddin	\$29,690	\$17,115	\$46,805
Total	\$440,726	\$355,286	\$796,012

The existing contract contains a management fee of 2%, which provides an annual income of approx. \$8,500 per year.

It is recommended that the Board approve CNSWJO to conduct a new procurement process on behalf of participating member councils for the supply and delivery of road signs for a new contract to commence on 1 January 2021, noting the inclusion of a 2% contract management fee payable to CNSWJO.

It should be noted that the review of contract management fees as a source of income to the JO is being considered as part of the BPAP program and a report will be provided on the options in due course.

Regional Panel of Conduct Reviewers

At its October meeting GMAC approved CNSWJO to conduct an EOI for a regional panel of conduct reviewers. The EOI is currently open and closes on 2 June. Where there were limited responses from

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the RDOCS Group for assistance with the evaluation of EOI responses, the Sponsoring General Managers of the operational function have been asked to provide assistance.

All member councils will be able to utilise the panel should they choose to do so. The panel is for a period of 4 years, commencing on 1 July 2020.

Contract Extensions

Learning Management System

The contract with ELMO Software for the Learning Module (and course content) concludes on 31 August 2020, with the option for 2x 12-month extensions. The contract is held between CNSWJO and ELMO.

A report was provided to GMAC at the May meeting advising that options for the extension were being discussed with ELMO, particularly regarding the shortfall in users where Parkes and Hilltops have confirmed they will not be proceeding with an extension. The remaining participating councils include Bathurst, Cabonne, Cowra, Forbes, Lachlan, Oberon, Orange, Lithgow and Upper Lachlan, whose HR staff have all provided written confirmation of their advice confirming they wish to enter into a 3-year contract extension. More detail on the specifics of the options for extension are available on request.

While the options had not been finalised at the time of writing the GMAC report, GMAC resolved to delegate the approval to commend to the Board that the contract extension be entered into with ELMO to the Sponsoring General Managers of the operational function. Where the councils have provided written confirmation of their individual confirmation of a 3-year extension, the Sponsoring General Managers, Mr G Tory and Mr B Byrnes have been made aware of the details of the options for extension and have subsequently provided their approval to commend the extension of the contract for 3 years to the Board.

It is recommended that the Board approve the extension of the contract with ELMO for the Learning module and course content for a period of 3 years for participating councils.

Pre-Employment Screening

The contract with Recovre for pre-employment screening is due to expire on 30 June 2020, with an option for a 12-month extension. Contracts are held directly between councils and the provider.

The spend for the contract is as follows:

<u>SPEND</u>	2018/2019	2019/2020	Total
Bathurst	\$23,990	\$27,283	\$51,273
Blayney	\$4,375	\$313	\$4,688
Cabonne	\$3,750	\$7,285	\$11,035
Central Tablelands Water	\$0	\$0	\$0
Cowra	\$8,923	\$8,356	\$17,279
Forbes	\$18,613	\$12,979	\$31,591
Lachlan	\$6,305	\$5,258	\$11,563
Oberon	\$4,375	\$2,188	\$6,563
Orange	\$40,783	\$31,813	\$72,595

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Parkes	\$10,313	\$11,875	\$22,188
Weddin	\$0	\$0	\$0
Total	\$121,425	\$107,347	\$228,772

A report was received by the HR Managers Group at their meeting on 17 March where the group resolved to recommend that the extension with Recovre for a period of 12 months be executed.

It is recommended that the Board approve the 12-month extension of the pre-employment screening contract with Recovre until 30 June 2021, with CNSWJO staff to provide the necessary documentation to councils to execute the extension.

Printing and Mailing of Rates Notices

The contract with Forms Express for the printing and mailing of rates notices is due to expire on 30 June 2020, with an option for a 12-month extension. Contracts are held directly between councils and the provider.

The spend for the contract is as follows:

<u>SPEND</u>	2018/2019	2019/2020	Total
Bathurst	\$22,698	\$15,682	\$38,380
Blayney	\$3,686	\$3,870	\$7,555
Cabonne	\$0	\$0	\$0
Central Tablelands Water	\$0	\$0	\$0
Cowra	\$0	\$0	\$0
Forbes	\$5,680	\$5,272	\$10,951
Lachlan	\$0	\$0	\$0
Oberon	\$8,780	\$4,881	\$13,661
Orange	\$16,333	\$12,581	\$28,914
Parkes	\$0	\$0	\$0
Weddin	\$0	\$0	\$0
Total	\$57,176	\$42,286	\$99,462

Staff from each participating council has provided written confirmation that they wish to recommend that the contract be extended by 12 months.

It is recommended that the Board approve the 12-month extension of the printing and mailing of rates notices contract with Forms Express until 30 June 2021, with CNSWJO staff to provide the necessary documentation to councils to execute the extension.

Procurement Support for Water Main Condition Assessment

At its May meeting, GMAC received a report on the contract for the procurement support for water main condition assessment services with Common Thread Consulting. A contract extension is required to complete the work, where delays have been experienced, mainly due to Council approvals, other work taking priority and Covid-19. GMAC subsequently resolved to commend to the Board that the contract with Common Thread Consulting be extended for 3 months, as well as approve a small variation to allow for a more detailed evaluation of the responses to the Water Main Condition Assessment RFX. More details on the variation can be provided on request.

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It is recommended that the Board endorse the 3-month extension of contract for the procurement support for water main condition assessment services with Common Thread Consulting, and a variation for the more detailed evaluation. The consulting fees are being funded out of the existing CNSWJO budget.

Electric Vehicle Toolkit

In 2019 Everergi was engaged to produce a toolkit to assist councils and local businesses to navigate through the process of selecting a site and installing an electric vehicle (EV) charger. While this work is almost complete; a portion of the funding received from the Office of Local Government has been earmarked to be used to undertake a piece of work which includes sub-regional infrastructure mapping. The infrastructure mapping project was an optional component of the original contract.

At its May meeting GMAC received a report on the proposed extension and subsequently resolved to commend to the Board that it approve the extension. Therefore, it is recommended that the Board approve an extension of the contract with Everergi until 31 August 2020.

Best Practice in Aggregated Procurement (BPAP) Program

As members would be aware, a portion of the OLG funding has been allocated to progress the BPAP program in collaboration with three other JOs – Canberra Region JO (CRJO), Riverina and Murray JO (RAMJO) and Riverina JO.

A project steering committee (PSC) has been formed, consisting of:

- CRJO – Gabrielle Cusack, Natasa Sojic, Brent Waldock (Goulburn Mulwaree Council)
- CNSWJO – Jenny Bennett and Kate Barker
- RAMJO – Bridgett Leopold
- Riverina JO – Julie Briggs and Kate Hardy

The PSC meets on a regular basis and is responsible for reviewing program quality, program risk, program communications, procurement and budgeting. A large focus of this program is shared learnings and opportunities, so members will be kept informed of the progress of the program throughout the coming months.

Member councils may be requested to provide procurement and contract related information to inform the BPAP program. While it is not anticipated this will be an onerous amount of information, the Board is asked to encourage member council staff to provide information in a timely fashion, if and when requested.

The Program is broken down into 6 components. Stage 1a was completed by Lindsay Taylor Lawyers as a result of a selective RFQ.

Stage 1a deliverables included:

1. Brief covering advice on challenges and opportunities under the Act
2. Potential delegations
 - a. to enable to JO to procure on behalf of Councils, and
 - b. to be given to the Executive Officer of the JO
3. Requisite reporting and its management given tender thresholds
4. Management of professional privilege and commercial-in-confidence advice and reporting with Councils

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5. Management of litigation risks to the JO and to member Councils
6. Potential instruments for use between the JO and members to optimise aggregated procurement

On completion of the work, further work was identified in this space, and Lindsay Taylor Lawyers were engaged as part of a contract variation to undertake Stage 1b of BPAP.

Stage 1b deliverables are as follows, and completion is expected by the end of May:

1. Draft letter to the Local Government Minister bring attention to anomalies under the Local Government Act
2. Draft table of contents for a procurement policy
3. Draft template Memorandum of Understanding between JOs and member councils
4. Advice on the payment of management fees to JOs
5. Draft template delegations from member councils to JOs and from JOs to the JO EO
6. Draft template Service Level Agreement between JOs and member councils
7. Draft standard conditions of quotation
8. Draft standard conditions of tender/EOI
9. Draft template probity plan
10. Draft template confidentiality deed poll
11. Skeleton assessment report
12. Template conditions of contract for supply of goods
13. Template conditions of contract for supply of services
14. Advice on ACCC raised in Stage 1a report

The PSC is in the process of finalising the specification for Stages 2-6. The procurement of this work will be via an Expression of Interest following by a selective RFQ. It is anticipated that the subsequent contract for the work will be with a single provider.

Stages 2-6 are as follows:

- Stage 2 - Advice on leading practice in aggregated procurement including innovation, panels and supporting regional economies.
- Stage 3 - Advice on obtaining income from procurement models to inform advice on best level of aggregation for specific goods and services.
- Stage 4 - Advice on the value proposition including reporting and methodologies on cost savings.
- Stage 5 - Inputs to and report from Aggregated Procurement Opportunities Workshop
- Stage 6 - Toolkit that pulls together the above and takes into account serendipitous advice and shared learnings

The EOI is expected to be released in early June, and the RFQ released soon after the EOI is evaluated. Stages 2-6 are expected to be completed by the end of February 2021 however this will be confirmed with the successful provider.

As members would be aware, a portion of the OLG funding has been allocated to progress the BPAP program in collaboration with three other JOs – Canberra Region JO, Riverina and Murray JO and Riverina JO.

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Further advice on the BPAP Program and any deliverables/stages is available on request.

Value for members

Value for members in relation to regional procurement and contract management can be found in the cost savings table elsewhere in this business paper.

Financial Implications

Most 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 it paid to CNSWJO directly by the provider. The inclusion of management fees in contracts is being reviewed through the BPAP program.

Attachment/s: Nil

12. Southern Lights Report

Regional Strategic Priorities	1.3 Members are provided with value for money from collaboration on energy related projects
Portfolio Mayor	Cr John Medcalf, OAM
Sponsoring General Manager/s	Brad Byrnes and Greg Tory

Report by Kate Barker dated 22 May 2020

Recommendation/s
That the Board note the Southern Lights Report.

Reason for the Report

This report provides an update to members on the status of the Southern Lights Project and the roll-out of LEDs across the region.

Discussion

LED Roll-out

The roll-out of LEDs is well underway in the region, with lights having been installed in Bathurst, Cabonne and Orange. The following table shows the number of LEDs that have been installed to date:

Council	Total number of LEDs installed (as at 18/5/20)	Total number of lights in LGA
Bathurst	3,439	5,601
Cabonne	180	738
Orange	3,382	4,937

Essential Energy has developed maps for each LGA to show the installations and is updated weekly. Links to the maps are:

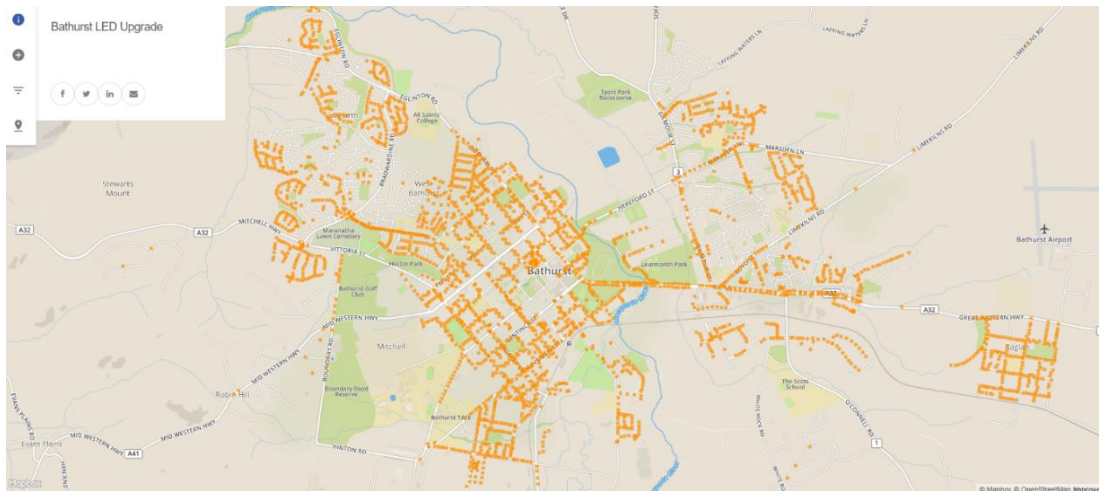
- Bathurst - <https://engage.essentialenergy.com.au/led-upgrade/maps/bathurst-led-upgrade>
- Cabonne - <https://engage.essentialenergy.com.au/led-upgrade/maps/cabonne-led-upgrade>
- Orange - <https://engage.essentialenergy.com.au/led-upgrade/maps/orange-led-upgrade>

The following images provide members with a quick view of the progress in each of the 3 LGAs where the installations are underway (as at 22 May 2020). The orange dots represent lights that have been converted to LEDs.

Bathurst

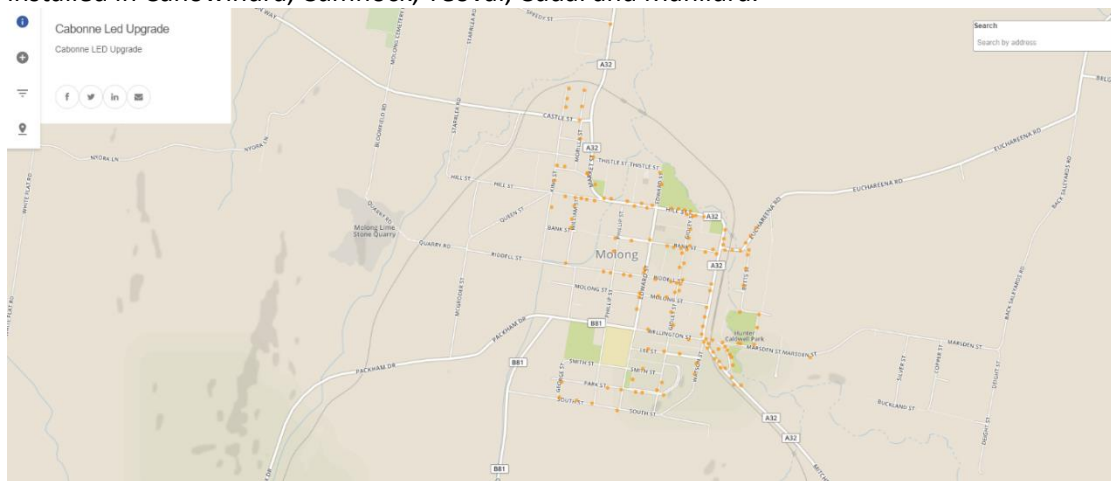
The following image shows the progress in Bathurst. Lights have also been installed in smaller villages such as Trunkey Creek, Rockley, George's Plains, Perthville, Wattle Flat, Sofala and Hill End.

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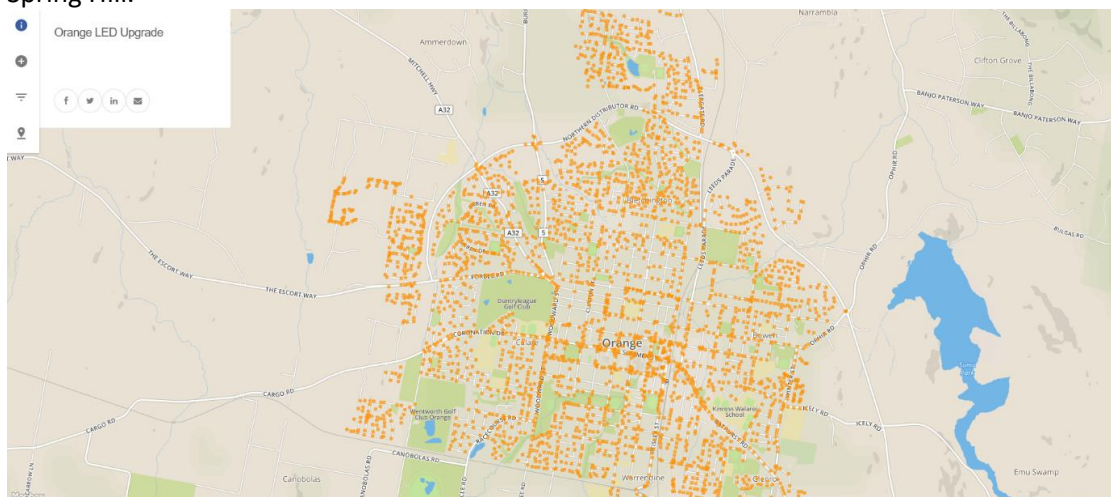
Cabonne

The following image shows the progress in Molong. A very small number of lights has also been installed in Canowindra, Cumnock, Yeoval, Cudal and Manildra.



Orange

The following image shows the progress in Bathurst. Lights have also been installed in Lucknow and Spring Hill.



The following table shows the indicative timetable for the roll-out for member councils (as at 22 May 2020):

Council	Financial Year	Quarter
Bathurst	Underway	N/A
Blayney	2021/2022	Q3
Cabonne	Underway	N/A
Cowra	2020/2021	Q4
Forbes	2020/2021	Q4
Lachlan	2021/2022	Q1
Oberon	2020/2021	Q4
Orange	Underway	N/A
Parkes	2021/2022	Q3
Weddin	2020/2021	Q4

Members have been provided with advice on an Agreed Deployment Approach which was agreed between Essential Energy and the Southern Lights Group in mid-2019. Please request.

When councils are considering their specific approach to the deployment, it is recommended that councils they contact Graham Mawer from Next Energy for streetlighting advice. Next Energy has been involved in the Southern Lights Project for many years as the consultant providing expert advice, and has been engaged individually by Bathurst, Cabonne and Orange prior to their deployments. It is recommended that they are engaged well before the replacement by Essential Energy is due to occur.

In the case of one council, Next Energy was able to conduct an on-site visit and identified issues that may not have been picked up simply by reviewing the Essential Energy and Council asset inventory systems. Had the issue with the angle of the bracket not been identified prior to replacement, the lights may have been directioned higher than needed for the type of light, resulting in the light facing houses and businesses across the road. While the type of bracket may have been suitable for the previous light, it would not have been as effective once the LED was installed.

Councils may also consider improving lighting levels on certain streets and areas as part of the replacement program. Next Energy is also able to assist with this type of work.

Accelerated Replacement

At its meeting in October 2019, GMAC received a presentation from Graham Mawer from Next Energy regarding the progress of Southern Lights. At that meeting, GMAC requested that details be provided on whether it would be advantageous for some councils to bring forward their replacement if possible. Blayney and Parkes were chosen as test cases due to them being at the end of the replacement schedule.

Based on figures provided by Essential Energy on 4 February 2020, it is **estimated** that the Councils would benefit from an accelerated replacement where it was bought forward by 1 year (compared to the existing indicative replacement schedule). The table shows the benefit for both a like-for-like deployment and the 'agreed deployment approach'. The agreed deployment approach shows a smaller energy saving as there is a smaller energy reduction for some lights.

Council	Blayney		Parkes		Comments
	Like-for-like	Agreed deployment approach	Like-for-like	Agreed deployment approach	
Reduction in BLR discount	-\$13,000	-\$13,000	-\$31,000	-\$31,000	BLR discount reduces by 25% of total for each year it is brought forward
Energy Savings	\$36,000	\$35,000	\$83,000	\$80,000	Annual energy savings by converting from existing lighting to LEDs is realised earlier if deployment is brought forward.
SLUOS Savings	\$29,000	\$29,000	\$78,000	\$78,000	Annual SLUOS savings by converting from existing lighting to LEDs is realised earlier if deployment is brought forward.
Total	\$52,000	\$51,000	\$130,000	\$127,000	

Notes - the estimated figures:

1. are based on a Council-funded replacement
2. are exclusive of smart controls. The costs and benefits of smart controls have not yet been finalised with Essential Energy. See next section of report for an update.
3. have been calculated using FY21 rates and do not include a CPI increase
4. may change if some lights are replaced through spot failures prior to the deployment

If Councils are considering requesting an accelerated replacement, they should contact Essential Energy to obtain the pricing details at the current point in time. The numbers in the table are **indicative only** and are intended to provide councils with a rough estimate of the benefit in accelerating their replacement.

Update on Smart Controls

Essential Energy's tender for smart controls is still some months away from completion hence there is uncertainty about both the costs and relative benefits of adding smart controls.

Council should be aware that if the smart controllers are not co-deployed with the LED lights, additional costs may be incurred from EE for retrofitting.

The benefits for councils in installing smart controls are summarised as follows:

1. **Better Safety & Security** – Smart street lighting controls will markedly improve road safety and public security by allowing outages to be identified immediately and be rectified quickly.
2. **Better Oversight** - By offering councils access to live performance data about which lights are working and which are not, smart controls will enable much better oversight of the street lighting service.
3. **Further Energy & Emission Reduction** – Smart street lighting controls are estimated by the Commonwealth-supported IPWEA [Street Lighting & Smart Controls Programme](#) to reduce street lighting energy consumption and consequent GHG emissions by an additional 10-20%

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(beyond that achieved by installing LEDs). This comes from a combination of enabling dimming, trimming and constant light output.

4. **Cost Savings** – Smart street lighting controls will result in a range of cost savings from eliminating currently less reliable photoelectric cells, eliminating the need for night patrols, optimisation of maintenance scheduling (eg from knowing where all the outages are in a region), improved accuracy about where faulty lights are, reduced call handling costs because of automated reporting, a longer luminaire life because of reduced electrical load and significant improvements in billing and reporting accuracy.
5. **Enable Future Smart City Deployments** – As evidenced by many early smart street lighting controls deployments, once deployed, such systems have the potential to support a wide variety of other smart city devices through the same communications networks and often, on the same street light, at low additional marginal cost (eg traffic counters, climatic sensors, pollution sensors, noise sensors and others).

The Southern Lights Group is also continuing to work with Essential Energy to develop a draft access agreement which discusses ownership, access and revenue related to smart controls.

Street Lighting Responsibilities and Dimming

In April, members were sent a document titled Street Lighting Responsibilities and Dimming, which provides information to members under the following headings:

1. Councils in NSW are the road authority for lighting purposes on almost all roads
2. Councils have exclusive power to decide how to light roads
3. Having the power to light roads creates a duty of care to do it responsibly
4. Street lighting is widely accepted as a leading accident risk counter-measure
5. The high quality white light in LEDs may offer even greater benefit
6. Compliance & LED lighting upgrades in regional NSW
7. The onus is on councils to make an explicit choice about lighting levels and approach
8. Dimming now recognised under latest update to AS/NZS 1158
9. Not lighting a road can be acceptable
10. Jointly agreed approach to dimming

The document forms an attachment to this report and members are encouraged to read and become familiar with it. Members should note that dimming is only available if smart controls are installed.

NSW Public Lighting Code

Members will recall from previous reports that from 1 July 2019 the NSW Public Lighting Code (the Code) became mandatory, where compliance is a licence condition for Distribution Network Service Providers (DNSPs) such as Essential Energy. The Code provides a legally defined service level for street lighting in NSW with maximum repair times, higher penalties, mandatory reporting and a greater council say over technology choice.

In April 2020 key stakeholders were invited to provide comment on a number of non-material amendments to the NSW Public Lighting Code. Through the Southern Lights Group, comments on the proposed amendments were made. There were a small number of other matters raised during this process which will be logged and investigated through a formal review of the Code which is to occur in the second half of 2020.

More details on the NSW Public Lighting Code can be found at <https://energy.nsw.gov.au/government-and-regulation/legislative-and-regulatory-requirements/public-lighting-code>

Conclusion

With many councils due for the LED replacement in the coming year, members are encouraged to begin considering lighting options and funding sources, as well as making early contact with Essential Energy and Next Energy to provide advice on issues that may be specific to their LGA.

This report is provided for noting.

Attachment/s:

5. Southern Lights NSW Briefing on Street Lighting Responsibilities and Dimming

13. Formation of a Training, Learning and Development Working Group Proposal

Regional Strategic Priorities	1.5 Delivers cost savings and other value to member councils through coordinated training
Portfolio Mayor	Cr John Medcalf, OAM
Sponsoring General Manager/s	Brad Byrnes and Greg Tory

Report by Kate Barker dated 22 May 2020

Recommendation/s
<p>That the Board</p> <ol style="list-style-type: none"> 1. note the formation of a Training, Learning and Development Working Group Proposal report; 2. approve the formation of the Training, Learning and Development (TLD) Working Group where participation is optional; and 3. approve the TLD Working Group resourcing to be funded out of existing CNSWJO reserves for 2020/2021 FY and recommend that fee options be included in the 2021/2022 FY budget for consideration and it be reported to the Board accordingly.

Reason for this report

A request has been raised with CNSWJO staff to form a working group focused on training, learning and development as a subset of the HR Managers Group. The formation of such a group would allow the HR Managers Group to have a more strategic focus, while the focus of the working group would be specific to training, learning and development for Council staff.

This report seeks the Board's approval to form the Training, Learning and Development (TLD) Working Group, with CNSWJO resourcing being funded from the existing CNSWJO budget for the upcoming 2020/2021 financial year, and that options for funding in the following years be considered in the 2021/2022 budget.

Discussion

A business case for the formation of the Training, Learning and Development (TLD) Working Group was prepared and circulated to members of the HR Managers Group on 25 February 2020 with the intent to canvass interest prior to a report being provided to this meeting. At the meeting the Group resolved to recommend to GMAC that it approve the formation of the TLD Working Group.

It was noted that a small number of councils were concerned about the lack of resourcing at some councils that would enable attendance at both the TLD and HR meetings. Members were advised that, like other CNSWJO operational programming, participation was voluntary, however all councils would receive the information from the meetings.

GMAC received a report at their May 2020 meeting and resolved to commend the approval of the formation of the TLD Working Group to the Board.

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Legislative Policy and Risk Considerations

Business Case

The business case that has been developed and agreed by the HR Managers Group is as follows:

Business case for the creation of a Training, Learning & Development Working Group

Date

25 February 2020

Recommendation

To support the set up of a sub-group of the CNSWJO Human Resources Managers Group exclusively dedicated to Training, Learning and Development across the region.

Purpose

To provide member councils of the Central NSW Joint Organisation (CNSWJO) with operational efficiencies in training, learning and development through collaboration and coordination and allow the CNSWJO HR Managers Group move toward more strategic HRM focus areas.

Objectives and actions of the newly proposed Training, Learning & Development Working Group:

To

- *provide a coordinated approach to training across the region*
- *leverage the existing Learning Management Systems contract with ELMO*
- *undertake a review of one ELMO training module per meeting*
- *address workforce management gaps and skills shortages in conjunction with the HR Managers Group, including investigating rotations to other councils for trainees or graduates.*
- *secure a high level of investment from members in joint scholarship and funding projects across the region with a savings/funding target of \$500,000 in the first 18 months*
- *collaborate on funding submissions*
- *undertake annual strategic training needs analyses with participating member councils*
- *provide networking and secondment opportunities across member councils for staff*
- *build on existing operational efficiencies*
- *allow the HR Managers Group to move to more strategic HRM focus and advisory to GMAC on matters such as (but not limited to):*
 - *Talent management including attraction of hard to recruit to the region*
 - *Workforce Management Planning and IP&R compliance*
 - *Industrial relations and Award negotiations*
 - *Organisational development and leadership in the region*
 - *Employee pipeline and recruitment best practices*
 - *Change management, culture and engagement initiatives*
 - *Shared health and wellbeing across the region.*
 - *Guest speakers targeted in these areas, not training providers and cold calls.*

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The CNSWJO HR Managers Group.

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Term

An initial term of 18-months. The HR Managers Group will then conduct a review of the objectives and actions of the Working Group prior to a recommendation to GMAC regarding whether the Working Group is required as an ongoing operational team.

Membership

Membership will be on a voluntary basis with a focus on learning and training officers who have training incorporated in their role, or where a dedicated learning/training officer does not exist at Council, a HR representative.

Roles

- *Chair is elected by the Working Group at the initial meeting*
- *Secretary role is held by a CNSWJO staff member*

Meetings

- *Quarterly meetings (7 meetings in the initial 18-month term).*
- *Meetings to be hosted on a rotating basis – location to be determined by the Working Group*
- *Teleconference and video conference to be explored if drives engagement from more Councils than traveling to face-to-face meetings.*

Presentations

- *At the discretion of the Chair*
- *Industry leaders/professionals only to present to the Working Group*

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- *Agendas will be provided no less than one week prior to the meeting, and minutes circulated no more than one week after the meeting.*
- *Reporting of the minutes of the meeting within Councils will be determined on a Council-by-Council basis and may be dependent on the agenda items.*
- *Minutes are attached to the Central NSW Joint Organisation HR Managers Group and GMAC business papers and are available on request by the Board.*

Other

- *One Working Group representative to attend the LGNSW Learning Group meeting and provide an update to other members at the following meeting of the Working Group.*

Value for Members

Members will benefit from the networking and outputs of the TLD Working Group, where the outputs of the group can be found in the business case above. The benefit in undertaking these activities collectively is that they are done once by the working group and shared to all member councils rather than each council 'reinventing the wheel'.

Financial Implications

The resourcing of the TLD Working Group from CNSWJO is expected to be around 5-10 hours per week between the Training and Program Support Officer and the Operational Program Manager.

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This includes preparation of agendas and minutes for meetings as well as undertaking work between meetings, including the review, editing and creation of online training content, templates etc.

Three options were provided to GMAC for consideration regarding the financial resourcing of the TLD Working Group. The options included:

1. Online Training Administration Fee – where councils participating in the online training program would be required to pay the administration fee that has been charged in the past and is on a per user basis. This option would provide income of around \$10k however would only be payable by the 7 member councils currently utilising the online training program.
2. Flat Fee – where all member councils would be charged a \$1k annual fee, providing an income stream of \$10k.
3. CNSWJO Reserves – where existing reserves would be used for the first 12 months and reviewed after that.

GMAC resolved to recommend that the Board to fund the TLD Working Group from existing CNSWJO reserves (option 3) and recommend that fee options be included in the 2021/2022 FY budget for consideration and it be reported to the Board accordingly.

Conclusion

As there is considerable interest from the majority of members of the HR Manager Group, it is recommended that the Board approve the formation of the Training, Learning and Development (TLD) Working Group for an initial term of 18 months, after which a review will occur to determine the viability for the working group becoming a permanent CNSWJO operational working group. Additionally, the Board is asked to approve the TLD Working Group being funded from existing CNSWJO reserves for the 2020/2021 FY, noting that it is expected that there will be a significant amount of CNSWJO resource required to undertake the actions identified by the Working Group on behalf of members.

Attachment/s: Nil.

Priority Two: Regional Prosperity**14. Tourism Matters**

- a. The completion of the Review for Regional Tourism with associated recommendations
- b. Progression on the post Covid19 “We Want you Back Campaign”
- c. Seeking support from LGNSW for a Regional Tourism Award

Regional Strategic Priorities	2.1 Initiatives to grow population and increase the visitor economy
Portfolio Mayor	Cr Bill West
Sponsoring General Manager/s	Paul Devery, David Waddell, Glenn Carroll and Rebecca Ryan

Report by Jenny Bennett dated 26 May 2020

Recommendation/s
<p>Note the Tourism Matters report and</p> <ol style="list-style-type: none"> 1. Note the advice from a survey conducted across the region on the role of the Joint Organisation in tourism encouraged continuing activity on tourism at the regional level; 2. Use surplus funds in the JO tourism budget to procure external support to refresh strategy for regional tourism leveraging the JO model; 3. Include in the heads of consideration for the strategic refresh; <ol style="list-style-type: none"> a. The current framework for tourism in regional NSW from the LTO through to Federal support for tourism. This to include funding, strategic and structural arrangements; b. Opportunities and challenges for tourism in regional NSW; and c. The value to member Councils and through them to their communities of the JO taking a role in tourism; and 4. Note that this advice will inform future activity and its resourcing; 5. Continue with the existing fee structure to focus on the highly successful Public Relations and Social Media activity; 6. Commends to the Central NSW Regional Tourism Group it undertake minor structural change to enable a more nimble tactical response from the region while the broader strategic refresh is being undertaken; 7. Direct that the Tourism Review Subcommittee becomes the Steering Committee for the refresh of strategy for tourism in the region; 8. Note that the Tourism Review for the Central NSW JO is complete and thank the members of the Tourism Review Subcommittee for their ongoing support for tourism in the region; 9. Advocate to LGNSW to coordinate a Regional Tourism Awards seeking support from Destination Network Country and Outback; and 10. Note the progression of the “We Want You Back Campaign.”

Reason for the Report

This report provides advice on

- The completion of the Review for Regional Tourism with associated recommendations
- Progression on the post Covid19 “We Want you Back Campaign”
- Seeking support from LGNSW for a Regional Tourism Award

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Regarding the Tourism Review, the report commends:

- the continuation of a regional tourism program through the JO,
- a strategic refresh
- continuing with the current fee structure to support primarily Public Relations and Social Media promotion of the region and
- minor changes to structure to enable the above

The completion of the Review for Regional Tourism with associated recommendations

Legislative Policy and Risk Considerations

CNSW Tourism has been merged into Central NSW Councils and now the Central NSW Joint Organisation over the past 4 years.

The CNSWJO Strategic Business Plan calls for a review of tourism to be completed by the end of this calendar year. The Tourism Review Subcommittee of the JO met 11 March 2020. Please request notes and the Terms of Reference for this group. At this meeting it was decided to undertake a survey and follow this up with a workshop externally facilitated. The review subcommittee also wanted advice to go to the Board to inform budgetary considerations for next financial year.

Timeframes and process have been affected by Covid19. Please find attached the report from this Survey.

The CNSWJO Tourism survey shows solid support for the continuation of regional activity. A review of strategy is required looking to better leveraging the JO structure, TMs being more tactical and have hands on roles in marketing and content development.

The Tourism Review Subcommittee of the JO met again 26 May 2020 and agreed to recommendations 2-8 above. Regarding the external resource to undertake the review of the CNSWJO Regional Tourism Strategy, there is over \$110,000 in the tourism surplus at this time.

The recommended next steps are to refresh the strategy progressed through a Steering Committee with the same membership as the Tourism Strategic Review Subcommittee. Concurrently the minor structural changes recommended are to enable the tourism managers to provide more tactical support to Public Relations and Social Media.

Please see the structure below.



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Progression on the post Covid19 “We Want you Back Campaign”

Legislative Policy and Risk Considerations

When travel restrictions are lifted from 1 June 2020), domestic tourism, in particular intrastate travel in NSW, is expected to create a huge economic opportunity for Central NSW regions.

The Group has commenced work on a VFR Campaign with the theme “We Want You Back.” All Mayors have been contacted in this regard and are thanked for their support for the initiative.

This involves building the region’s capacity through developing a new suite of videos and then providing associated leadership support from the Mayors of the region speaking directly to community. This conversation hopes to encourage community to spend on locally owned businesses when inviting friends and relatives to return to region.

The campaign will feature local “leaders/ambassadors” to encourage locals to host visiting friends and relatives (VFR) to support local economy. Visiting friends and relatives are a vital part of the local tourism economy. Domestic VFR visitation accounts for 37% of NSW domestic overnight visitors and spent over \$3.3 billion

The Mayors from across 10 LGAs have commenced work on encouraging locals to invite their friends and family back to visit. Please find attached media releases and briefing advice. The campaign includes a social media campaign and a focus on local tourism characters.

Local characters from each LGA are being used as tourism ambassadors during this campaign. They have been interviewed on what they love about the region as inspiration for others. This will introduce a personal, human element and provides credibility. The local ambassador will be asked questions on their travel tips, where is their favourite bakery, do they have the best family friendly café in mind?

The 40 second videos with the tourism ambassadors and scenery overlay per LGA will be distributed through social media channels, housed on websites and pushed out through advertising, promotional and PR channels.

These videos will support the “We Want You Back” campaign with highlights from across the region of what they love being inspiration for others.

There is already a great deal of interest in the project including media coverage and co-promotion by Chambers of Commerce being coordinated through Business NSW.

The program has been made possible by repurposing of existing funds, including grant funds, in this year’s budget where the total spend is up to \$45,000. Variations have been approved by the funding entity. Please find associated correspondence attached.

Seeking support from LGNSW for a Regional Tourism Award

Legislative Policy and Risk Considerations

Tourism Managers returning from the LGNSW Tourism Conference have provided feedback that there may be an opportunity to seek sponsorships for a regional tourism award through LGNSW.

Advice from industry is that the awards assist in building capacity of tourism industry and are of value. With Covid19 there has been no award this year but there is an opportunity to prepare for award next calendar year, 2021.

It is suggested that support for an approach to LGNSW be requested from Destination Network Country and Outback as they have more experience in understanding the costs and sponsorship structures.

Attachment/s:

6. Survey Report for the Tourism Review
7. Briefing to Mayors on the “We Want you Back Campaign”
8. 27 May 2020, Correspondence to DNCO on \$15K capacity building in Central NSW
9. May 2020, Media release, ‘Local Filming for Tourism Recovery Campaign’

15. Charles Sturt Medical Scholarship Report

Regional Strategic Priorities	2.1 Initiatives to grow population and increase the visitor economy
Portfolio Mayor	Cr Bill West
Sponsoring General Manager/s	Paul Devery, David Waddell, Glenn Carroll and Rebecca Ryan

Report by Julia Andrews, Director External Engagement, Charles Sturt University, 20 May 2020

Recommendation/s
<p>That the Board note the Regional Medical Student Scholarships Report and</p> <ol style="list-style-type: none"> 1. Note the report provides 2 options for a commitment to the Charles Sturt University Foundation for students from your region studying a five year undergraduate medicine degree full time on campus; <ol style="list-style-type: none"> a. Option 1 - \$15k commitment per year for 5 years for a total of \$75k or b. Option 2 - \$25k for 5 years for a total of \$125k to the Charles Sturt University Foundation for students from your region studying a five year undergraduate medicine degree full time on campus; 2. Adopt Option 1 to be funded from Joint Organisation reserves; and 3. Amend the budget for 2020/2021 accordingly.

Reason for this report

Charles Sturt University is proposing a Central NSW Joint Organisation Scholarship be established to support “growing our own” medical students from within the Joint Organisation geographic footprint. This Scholarship would represent the realisation and continued support of Central NSW Councils’ long-term advocacy for a regional medical school.

It is Board policy to support “growing our own” health workforce and members make contributions to various programs to bring medical workforce into the region.

In a post-Covid world the region will need, more than ever, to support the education of the doctors, dentists, nurses, paramedics and allied health professionals who will work in rural health services and lead us through future challenges.

Legislative Policy and Risk Considerations

After years of advocacy by Central NSW Councils through the Beyond the Range program and multiple interactions with Government and MPs, the Charles Sturt University/Western Sydney University Joint Program in Medicine will commence on the Orange campus in 2021.

Applications opened through the Universities Admission Centre last month. Thirty-seven students are expected in the first intake and a target has been set that 80% of students come from a regional or rural background. This “grow your own” concept was fundamental to this region’s advocacy for many years and has been proven successful at James Cook University in Queensland.

The School of Rural Medicine will change the way medicine is taught and practised in regional areas. The course's curriculum and additional vocational programs will steer students towards opportunities to work in regional Australia at the completion of their studies.

We would like to establish a Central NSW Joint Organisation Scholarship Fund to support medical students from within the geographic footprint. The value and conditions of the scholarship, for example home location, hardship or academic record, can be applied to meet JO requirements.

This Scholarship would represent the next stage in advocacy for a regional medical school. The Scholarship would support, in a very tangible way, growing our own regional health professionals. It would be very practical and meaningful support for regional students as significant study load means medical students find it very difficult to take on part-time work to cover their living costs.

Options and Financial Implications

Various options are provided below. Where the deficit budget is provided as a separate report and includes the remittance to members of \$100K, advice is provided that this will leave around \$350K in reserves.

Option 1

- A joint commitment of \$15,000 per year over a period of five years (\$75,000) to the Charles Sturt University Foundation would provide three full scholarships of \$25,000 (\$5000 a year) to students from your region studying a five year undergraduate medicine degree full time on campus.
- Three scholarships could be awarded in 2021 as the program begins or staggered to provide one scholarship a year for the first three years.
- Alternatively this commitment could provide three one-off \$5000 scholarships per year for five years.

Option 2

- A joint commitment of \$25,000 per year over a period of five years (\$125,000) would provide one full scholarship per year for the period of five years or five one-off scholarships each year.
- The establishment of a fund for this scholarship would allow other members of the community, committed to improved access to health services in their community, to contribute to either increasing the number of annual scholarships or establishing a scholarship in perpetuity. For example \$100,000 invested with the Foundation will provide a \$6000 scholarship, annually in perpetuity.

Option 3

Decline to participate in this program or provide some other option.



Figure 1 An artist impression of the Joint Program in Medicine building currently under construction at the Orange campus and due to open at the beginning of 2021

Attachment/s:

10. Appendix for the full proposal for a Central NSW Joint Organisation Scholarship Fund.

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16. Update to the MoU with RDA Central West

Regional Strategic Priorities	2.1 Initiatives to grow population and increase the visitor economy
Portfolio Mayor	Cr Bill West
Sponsoring General Manager/s	Paul Devery, David Waddell, Glenn Carroll and Rebecca Ryan

Report by Jenny Bennett dated 26 May 2020

Recommendation/s
That the Board note the Update to the MoU with RDA Central West Report

Reason for this report

The Memorandum of Understanding with RDA Central West calls for an annual review of its effectiveness.

Legislative Policy and Risk Considerations

RDA Central West and Central NSW JO have enjoyed the benefits of a Memorandum of Understanding for over a decade. This is the only one of its kind in the nation and maximises the resource of both entities.

Where communication between the two Executive Officers is constant please find below an update of the intended program of activities that will form the basis of the work to ensure a minimum of duplication.

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	Include as printed

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Activity	Description/Commitment	Timeframe	Update	Recommended Update for 20/21
			telecommunications early in 2020. Further work is being undertaken.	
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.
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</p>

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Activity	Description/Commitment	Timeframe	Update	Recommended Update for 20/21
				Australian Migration Agent.
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 support at steering committee level.</p> <p>RDA Central West to provide representation to the Regional Strategic Transport Group.</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 been completed and implementation begun, the JO will review is strategy in the transport area.</p>	<p>RDA Central West to continue to work closely with Central NSW JO on freight drivers and priorities, building upon our combined evidence base and stakeholder network to inform direction, advocate and deliver superior results for the region.</p> <p>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>
Regional governance and engagement	Pursuing opportunities for improved engagement with State and Commonwealth Government in the region. Exemplify best practice regional development	Ongoing	The Regional Prosperity Subcommittee of the Regional Leadership Executive has formed, developed	No change recommended.

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Activity	Description/Commitment	Timeframe	Update	Recommended Update for 20/21
	<p>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 Regional Leadership Executive Subcommittees.</p>		TOR and is landing strategy and priority.	
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.

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Value for members

The MoU is cited consistently as a demonstration of the region's considered collaboration and help minimise duplication while maximising resource.

Financial Implications

None at this time.

Attachment/s:

11. MoU with Central West RDA

Emergent**17. COVID-19 Response in region**

Regional Strategic Priorities	Emergent
Portfolio Mayor	Cr John Medcalf, OAM

Report by Jenny Bennett dated 21 May 2020

Recommendation/s
<p>That the Board note the COVID-19 Response in the Region Report and support ongoing changes to the Board calendar including but not limited to:</p> <ol style="list-style-type: none"> 1. Adopting the date for the meeting with Federal representatives is 27 August through the Hon Michael McCormack's Office; 2. Noting that the August Board meeting will be held the day before 26 August at a venue to be advised; 3. A special meeting with State Parliamentarians supported by Steph Cooke MP later this calendar year; 4. Meetings using online platforms from time to time to progress Board discussions with key influencers; 5. Note that scoping work on lessons learned from this region's response to Covid 19 has commenced through the RLE; and 6. Through the Chair monitor Covid19 and alter programming as needs.

Reason for this report

Members are aware of the significant disruption that has occurred across the nation and the world as a result of Covid19.

Advice in this report is provided in two areas:

1. Changes to the Board calendar as a result of Covid19.
2. Regional support provided to Councils since the State and Federal Government have brought in Orders that have changed the way that Councils are doing business.

Please find advice elsewhere in this Agenda on a tourism project that has been fast tracked as part of the response to Covid19.

Legislative Policy and Risk Considerations

Please find below a table that provides advice on the regional response to the COVID19 pandemic. More detail on the work being undertaken by the CWUA is below.

Date	Who	Comment/Action
26/03/2020	BizHQ, and CNSWJO	Ways we can support regarding COVID-19
27/03/2020	CWUA	Shared and advice and support

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30/03/2020	CWUA, Orana and regulators	COVID-19 response
2/04/2020	GMAC	shared approach to some shared issues arising from COVID-19
2/04/2020	BizHQ, RDACW, Business NSW and CNSWJO	Progressing a joint media release exploring ways to help through COVID.
3/04/2020	Economic Development Officers	EDO's Response to COVID-19 led by RDACW
3/04/2020	CWUA Alliance	Support and response through COVID-19
6/04/2020	Transport Technical Committee	Managing through COVID-19 support network
6/04/2020	CWUA Executive and regulators	COVID-19 response
7/04/2020	CWUA Executive	Checklist development for COVID-19
9/04/2020	Minister Mark Coulton MP for Parkes	Opportunity to raise issues experienced and questions to the Minister. Follow up provided through RDA Central West.
9/4/2020	GMAC	Shared approach to some shared issues arising from COVID-19. Please request any notes or circulars
14/4/2020	IT Managers Group	Support through COVID-19
15/4/2020	WHS/Risk Management Group	Support through COVID-19
16/4/2020	HR Managers Group	Support through COVID-19
17/04/2020	Economic Development Officers	EDO's Response to COVID-19 lead by RDACW
17/04/2020	CWUA	COVID-19 response
20/4/2020	Tourism and DNOCSW	Tourism's road to recovery after COVID-19 - please find scoping document attached
20/04/2020	JO EO Network	COVID-19 and sustainability of the network
20/04/2020	CWUA Executive and regulators	CWUA Executive
22/04/2020	WHS/Risk Management Group	Support through COVID-19
23/04/2020	HR Managers Group	Support through COVID-19
23/04/2020	GMAC	Please request any notes or circulars
24/04/2020	CWUA	COVID-19 response
27/04/2020	CWUA Executive and Regulators	COVID-19 response and actions
28/04/2020	Transport Technical Committee	Managing through COVID support network
28/04/2020	IT Managers in region	Support and managing through COVID
28/04/2020	Tourism Group	Current VFR Campaign
29/04/2020	WHS Managers Group	Support and managing through COVID
30/04/2020	HR Managers Group	Support through COVID-19
30/04/2020	GMAC	COVID-19 response
1/05/2020	Economic Development Officers	EDO's Response to COVID-19 led by RDACW
1/05/2020	CWUA	COVID-19 response
5/05/2020	Tourism Group	Current VFR Campaign
7/05/2020	HR Managers Group	Support through COVID-19

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12/05/2020	Transport Technical Committee	Managing through COVID support network
12/05/2020	IT Managers Group	Supporting through COVID-19
13/05/2020	WHS Managers Group	Support and managing through COVID
14/05/2020	GMAC	Please request any notes or circulars
14/05/2020	Tourism Group	Current VFR Campaign
20/05/2020	Tourism Group	Working Party to discuss Survey Monkey Results
20/05/2020	Tourism Group	Bi-Monthly meeting

Regional Leadership Executive and Lessons Learned

At the request of this JO with support from State agencies under the leadership of Mr A Albury codesigned scoping on a piece of work on lessons learned to inform and future spikes in Covid 19 has commenced. Advice will be provided in due course through GMAC.

Images using zoom

As a bit of fun and to promote the region through hero photos, Zoom background images have been shared with members and with the public through the Central NSW Tourism Facebook page.

All teams and the Board have been given the below link that showcases various sites across the region. https://www.dropbox.com/sh/zkcbkafnjbo2ak/AADSsuU_AluaiKfNv_uulisaa?dl=0



Water Utilities Alliance – Covid Response

Given the supply of water and waste-water services to communities is an essential service, the Water Utilities Alliance has been holding weekly Zoom meetings since 27 March to share advice about Councils’ responses to Covid 19 and to prepare in the event that there is a cluster of treatment operators struck down by the pandemic in one of the region’s treatment plants.

The Alliance Executive has met separately and with representatives from State agency regulators, DPIE and NSW Health (Public Health Unit and Water Unit) on a weekly basis to discuss the region’s response as Councils’ activate their Business Continuity Action Plans and devise resources to assist. Through-out this period close contact has been maintained with the Orana Water Utilities Alliance to share advice, ideas and resources.

The regional membership arrangements with the Water Services Association of Australia (WSAA) and the Australian Water Association (AWA) have proven invaluable in responding to the industries’

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issues sending frequent updates on the latest health advice and resources developed by their membership.

In order to limit some of the email traffic the NSW Water Directorate has compiled a useful compendium through its [COVID-19 blog](#), which is being updated daily with all the advice that LWUs are currently being bombarded with.

https://uploads-ssl.webflow.com/5e7e6cb3dad44d5e51227889/5e82581be0914612c6125f19_COVID-19%20Compendium%20for%20Water%20and%20Wastewater%20Utilities%200330.pdf

There is some impressive work being done including by our Councils who are seizing the opportunity to work collaboratively and implement work practices that will see benefits post pandemic.

To date the Alliance have committed to the following:

1. Development of regional registers of:
 - Operators and their Skill sets
 - Chemicals used for water treatment
 - External Suppliers

2. Action Status Checklist

This has been tailored specifically for use by our Alliance members and draws on other checklists being circulated. The intention is that this tool be used by:

- Alliance members to serve as a reference point for members to review, share advice and track Business Continuity Plan actions
- To report to GMAC and the JO Board on actions being taken; and
- To provide regulators with assurance about the region's response.

Similar to the Alliance's Drinking Water Status table, this table is to be updated on weekly basis. At the time of writing the Checklist has been circulated for members to be populated. Advice so far from members is that this is a really useful tool.

The opportunity for individual actions to be pulled out of the table and addressed as a group or partnering arrangement can be reviewed over time.

The development of this tool was discussed with David Swan (DPIE) at a meeting with the Alliance Executive on 6 April who agreed that this would be very useful. Subsequently Councils will have received a request from DPIE on 14 April to complete a high-level Checklist prepared by ATOM Consulting to enable DPIE to report back to head office regarding Council's Covid preparations.

Members have been seeking advice about whether it is a mandatory State government requirement to comply with the Atom checklist. Verbal update can be provided.

It is anticipated that a completed Checklist will be available for circulation to GMs shortly. Copies of the registers are available on request.

Online WHS Inductions

A report was provided to GMAC at its May meeting regarding WHS inductions for contractors, with a recommendation from the working party and the WHS/Risk Management Group that the inductions

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for contractors be transitioned from a face-to-face method to an online method of delivery. The working party was working on analysing options to move the inductions online prior to Covid-19; however, the working party has since recommended the transition be fast-tracked to assist councils with the backlog of inductions that will need to be undertaken in the coming months once restrictions are lifted.

GMAC approved the transition to the online delivery of WHS inductions at their May meeting. It is anticipated that contractors will be able to commence completing the induction online from 1 July 2020.

Value for members

Members are reporting value from the sharing of advice and approaches.



Financial Implications

Nil at this time

Attachment/s: Nil

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18. Report to the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority 2019/2020

Regional Strategic Priorities	1.2 Governance arrangements enable inter-council co-operation
Portfolio Mayor	Cr John Medcalf, OAM
Sponsoring General Manager/s	Brad Byrnes and Greg Tory

Report by Jenny Bennett dated 27 April 2020

Recommendation/s
That the Board note the Report to the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority.

Reason for this report

The Central NSW JO approved its Strategic Plan (the Plan) and Statement of Regional Strategic Priority 2 May 2019. Four priorities were identified for action. This report provides advice on progress on the Plan. Reports requiring more detailed advice to inform decision making are provided separately. These reports would include those reporting on challenges and opportunities identified as the Plan is delivered. Advice on progress of past resolve can be found in Matters in Progress.

Please find advice in a separate report on a change of timing for a review of the Plan. This is as a result of Local Government elections and the associated Integrated Planning and Reporting framework informing the Plan have been pushed out by twelve months.

Legislative Policy and Risk Considerations

Regarding risk, where risks are reviewed each quarter please request the risk register, where following there are six Very High Risks identified of 37 risks overall. These six Very High Risks follow where it is suggested that the risk to the JO from network sustainability as outlined in Risks 17 and 18 is now happening and will have greater impact despite the mitigations in place. Please find a separate report in this regard,

Regarding 34, the risk perceived by members of an asset strip of water utilities is exacerbated by the drought as the State steps in to try and support Councils. Every effort is being undertaken to work with the State in a positive manner reflecting the capacity and capability of members working collaboratively in the Water Utilities' Alliance. Please find advice on water provided separately.

Regarding risk 35 relating to member management, the policy of the Joint Organisation is that it is a creature of its members. Where the Communication Plan identifies a series of tactics including holding a Summit in the near future, members are welcome to seek presentations or other engagement with the JO Executive Officer.

Please find following an update on risks, value and progression of the actions as described in the Plan.

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Risk #	Risk category	Risk	Risk Owner	Consequence	Inherent risks			Controls	Residual risks		
					Likelihood	Consequence	Rating		Likelihood	Consequence	Rating
17	Political	NSW Government underfunding JOs, heavy requirements for JO to deliver	Board	Unable to continue to operate JO	Likely	Severe	Very High	Early engagement with NSW Government about funding needs. Business case approach to determining funding level.	Likely	Severe	Very High
18	Political	Miss opportunity to see how collaborations could work effectively	Board	Opportunity to engage differently with the NSW and Federal Government on how they want to engage may compromise the effectiveness of the JO. Use the process as a means to refresh engagement and understand stakeholder business better.	Likely	Major	Very High	Communications Plan in place. Specific program to determine how stakeholder WANT to be engaged and to learn about their strategies in order to see how they align with the JO's objectives.	Likely	Severe	Very High
31	Performance	Long term viability and financial sustainability	Board	JO can't get sufficient funding to be able to meet liabilities.	Possible	Severe	Very High	Work with other JOs and relevant State agencies on a sustainable funding framework for the JO network and advocate as necessary.	Possible	Major	Very High
33	Performance	Allowing more cost shifting	Board	JO becomes a vehicle for the NSW	Possible	Severe	Very High	Board considers all requests to undertake	Possible	Severe	Very High

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				Government to dictate via legislation more duties				additional tasks and assesses against a business case that shows costs and value for money considerations before agreeing to take on extra duties/responsibilities			
34	Performance	Privatisation of Water utilities – is it just another step on that process?	Board	Water Utilities Alliance is used by NSW Government to take over or to privatised water services compromising skills in member councils and revenue streams.	Possible	Severe	Very High	Board ensures relationships with NSW Government is developed to enable frank conversations on the transfer of any assets.	Possible	Severe	Very High
35	Member management	Managing members expectations, member is a "child" of the members	Board	Members become dissatisfied with services or the role being taken by the JO.	Possible	Major	Very High	Board ensures it is aware of the members' satisfaction levels. Member involvement in development of the Strategic Plan and the services and projects approval processes for JO to deliver.	Possible	Major	Very High

Spend, Cost Savings and Funding

The following tables have been updated to reflect the spend, cost savings and grant funding through the Joint Organisation between 1 July 2019 and 31 March 2020. The statistics are updated on a quarterly basis and are reported for the current financial year. Cumulative spend and cost savings are available on request.

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There are non-member councils who purchase through the contracts, or have received funding through a regional program, however their statistics are not included in this reporting.

Spend

The following table reflects the spend by each member council under the various JO contracts for the current financial year to date.

SPEND	Water Utilities Alliance Contracts	HR Contracts	WHS contracts	IT contracts	Supply contracts	Roads/ Transport contracts	Energy contracts	RDOCS contracts	Other contracts	Training	Total
Bathurst	\$13,440	\$77,242	\$4,400	\$0	\$854,383	\$0	\$2,351,737	\$19,927	\$0	\$5,177	\$3,326,306
Blayney	\$0	\$5,995	\$0	\$0	\$504,097	\$6,695	\$146,472	\$3,870	\$0	\$0	\$667,129
Cabonne	\$19,040	\$30,034	\$38,665	\$0	\$999,854	\$20,085	\$419,115	\$1,215	\$0	\$0	\$1,528,008
Central Tablelands Water	\$10,200	\$755	\$0	\$0	\$0	\$0	\$341,962	\$144	\$0	\$0	\$353,061
Cowra	\$0	\$34,072	\$14,683	\$0	\$694,820	\$28,665	\$881,114	\$1,265	\$0	\$0	\$1,654,619
Forbes	\$5,640	\$27,301	\$2,200	\$0	\$632,073	\$114,660	\$575,937	\$6,323	\$0	\$0	\$1,364,134
Lachlan	\$5,640	\$17,469	\$0	\$0	\$813,592	\$6,695	\$730,096	\$872	\$0	\$390	\$1,574,755
Oberon	\$0	\$12,949	\$0	\$0	\$377,369	\$0	\$185,605	\$5,399	\$0	\$1,560	\$582,882
Orange	\$131,227	\$100,378	\$17,598	\$0	\$545,628	\$13,390	\$2,952,491	\$16,606	\$0	\$4,123	\$3,781,439
Parkes	\$5,640	\$23,475	\$0	\$0	\$619,773	\$0	\$1,706,769	\$1,380	\$0	\$1,950	\$2,358,986
Weddin	\$180,668	\$364	\$19,525	\$0	\$199,851	\$46,865	\$99,202	\$402	\$0	\$0	\$546,877
Total	\$371,495	\$330,034	\$97,071	\$0	\$6,241,441	\$237,055	\$10,390,499	\$57,403	\$0	\$13,200	\$17,738,197

Savings

The following table shows the savings achieved by member councils through aggregated procurement and programming. An explanation of the meaning of each column has been reported previously and is available on request. The table reflects savings in the current financial year.

SAVINGS	Water Utilities Alliance Contracts	HR Contracts	WHS contracts	IT contracts	Supply contracts	Roads/ Transport contracts	Energy contracts	RDOCS contracts	Other contracts	Training	Legal advice re Procurement	Participation in regional procurement	Total
Bathurst	\$0	\$36,167	\$0	\$0	\$19,986	\$0	\$191,846	\$1,049	\$0	\$45	\$0	\$1,000	\$250,093
Blayney	\$0	\$12,916	\$0	\$0	\$20,836	\$0	\$26,379	\$0	\$0	\$0	\$0	\$1,000	\$61,131
Cabonne	\$0	\$15,550	\$6,823	\$0	\$42,893	\$0	\$33,549	\$640	\$0	\$0	\$0	\$5,000	\$104,456
Central Tablelands Water	\$0	\$133	\$0	\$0	\$0	\$0	\$967	\$0	\$0	\$0	\$0	\$5,000	\$6,100
Cowra	\$0	\$14,909	\$1,954	\$0	\$26,976	\$0	\$54,027	\$590	\$0	\$45	\$0	\$10,000	\$108,501
Forbes	\$0	\$12,570	\$0	\$0	\$36,715	\$0	\$43,316	\$803	\$0	\$0	\$0	\$5,000	\$98,403
Lachlan	\$0	\$24,676	\$0	\$0	\$50,621	\$0	\$43,930	\$983	\$0	\$1,675	\$0	\$10,000	\$131,885
Oberon	\$0	\$16,518	\$0	\$0	\$12,268	\$0	\$18,530	\$1,337	\$0	\$3,120	\$0	\$5,000	\$56,774
Orange	\$0	\$68,190	\$1,595	\$0	\$28,589	\$0	\$212,861	\$1,006	\$0	\$1,722	\$0	\$10,000	\$323,963
Parkes	\$0	\$11,054	\$0	\$0	\$29,097	\$0	\$61,711	\$475	\$0	\$4,738	\$0	\$6,000	\$113,075
Weddin	\$0	\$64	\$0	\$0	\$12,101	\$0	\$22,861	\$1,084	\$0	\$0	\$0	\$5,000	\$41,110
Sub Total	\$0	\$212,749	\$10,372	\$0	\$280,081	\$0	\$709,011	\$8,932	\$0	\$11,345	\$0	\$63,000	\$1,295,491
												Cost to members	\$164,425
												Total	\$1,131,066

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The Board should note that as at time of writing the report the savings for electricity for January to March 2020 had not yet been calculated. It is anticipated that the cost savings for electricity will be calculated in the coming weeks and reported to the Board at its August meeting, noting that the calculation of such savings is a complex task.

The cost to members is calculated on a percentage of each CNSWJO staff member and their corresponding workload on procurement and contract management. This figure will be updated quarterly in line with the cost savings.

Funding

The funding table shown below shows the grant or other funding received by councils where a regional approach has been taken to the application or program. The breakdown of categories has been reported previously and is available upon request. The table reflects funding in the current financial year.

GRANT FUNDING - 19/20 FY	Water Utilities Alliance	HR	WHS/HR Training	IT	Supply	Roads/Transport	Energy	RDOCS	Tourism	OLG Funding	Total
Bathurst	\$0	\$0	\$660	\$0	\$0	\$0	\$0	\$0	\$2,864	\$15,000	\$18,524
Blayney	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$14,297	\$15,000	\$29,297
Cabonne	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$14,297	\$15,000	\$29,297
Central Tablelands Water	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cowra	\$0	\$0	\$12,056	\$0	\$0	\$0	\$0	\$0	\$2,864	\$15,000	\$29,920
Forbes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,864	\$15,000	\$17,864
Lachlan	\$0	\$0	\$6,432	\$0	\$0	\$0	\$0	\$0	\$2,864	\$15,000	\$24,296
Oberon	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,864	\$15,000	\$17,864
Orange	\$0	\$0	\$1,980	\$0	\$0	\$0	\$0	\$0	\$14,297	\$15,000	\$31,277
Parkes	\$0	\$0	\$6,886	\$0	\$0	\$0	\$0	\$0	\$2,864	\$15,000	\$24,750
Weddin	\$0	\$0	\$11,682	\$0	\$0	\$0	\$0	\$0	\$2,864	\$15,000	\$29,546
Total	\$0	\$0	\$39,696	\$0	\$0	\$0	\$0	\$0	\$62,936	\$150,000	\$252,632

Financial Implications

The \$150K has for the capacity building program through the OLG has been received. The first Milestone Report has been provided to the OLG and is attached. Meetings are being coordinated to review projects in line with the impact of Covid-19.

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Value for members

Value for members	Activity FYTD	Activity this Quarter
Submissions	18	<p>240120 – Feedback on the Ministers Advisory Committee report</p> <p>170220 – Submission on the TOR to the Regional Road Classification Review</p> <p>210220 – Submission on the Digital Technology Hub Consultation Paper Submission</p> <p>200320 – Submission on reducing trauma on local roads in NSW</p> <p>230320 - Feedback on IWCMS /Regional Water Planning -NSW Audit Office</p> <p>310320 – Submission on Regional Aviation Policy Issues Paper</p> <p>070420 - Feedback on the Lachlan Regional Water Strategy</p>
Plans, strategies and collateral	23	<p>Three Advocacy Plans adopted at the Nov Board and have been provided to LGNSW. (Regional Prosperity and Advocacy Plan; Regional Transport Advocacy Policy; and Regional Water, Advocacy Plan and Drought Advocacy Plan)</p> <p>Three JO building capacity project plans lodged with OLG for project funding updated for Milestone 1 reporting. Please request.</p> <p>Covid 19 registers (x3) and Business Continuity Action Plan checklist developed to support water treatment through Covid emergency MoU with RDA Central West updated actions reviewed</p>
Grants	3	<p>This quarter is \$22,990 where the YTD total for this program is \$39,696 including training delivered under funding by TAFE NSW to Bathurst, Cowra, Orange, Parkes & Weddin in the January – March 2020 quarter.</p> <p>Application to OEH for funding for the Southern Lights Project – Funding has been received for high residual value on existing lights; the exact amount will be reported once known.</p> <p>\$150k for the JO with OLG</p> <ul style="list-style-type: none"> • \$50k for CBD revitalisation project • \$35k for Best Practice in Aggregated Procurement Project • \$65 for Energy Innovation Project <ul style="list-style-type: none"> ○ EV Infrastructure Mapping (\$40k) ○ Southern Lights (\$25k)
Compliance	15	<p>Compliance training courses delivered across the region:</p> <ul style="list-style-type: none"> • Confined Spaces – 1 x day Refresher – 8 participants • Traffic Control Training (Combined Traffic Controller + Implement Traffic Control Plans x 1 day refresher) – 10 participants <p>Internal Audit of Cyber Security project underway for Bathurst, Blayney, Cabonne, Cowra, Forbes, Lachlan and Parkes.</p> <p>An EOI for a Regional Panel of Conduct Reviewers is underway.</p> <p>OLG – Expenditure Final report on JO Funding</p> <p>Covid 19 response for water treatment coordinated with regulators NSW Health and DPIE through weekly zoom meetings to ensure compliance.</p>
Data	6	<p>Tourism data project through WRI</p> <p>Night Skies Experience - initial work has commenced on this project although currently on hold due to Covid-19</p>

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Value for members	Activity FYTD	Activity this Quarter
		<p>Please note CWRDA data using REMPLAN now available through their website.</p> <p>Data collation by Water Utilities Alliance for Covid response reporting to regulators.</p>
Media including social media	12 please request the full Excel Spreadsheet on tourism publications	<p>7042020 Stay Connected Media release via Mayors codeveloped by the JO, CWRDA, Biz HQ and Business NSW</p> <p>130520 – JO overall program under OLG funding</p> <p>190520 - combined procurement project with four NSW Joint Organisations</p> <p>Please see the Tourism PR update attached</p> <p>Statistics:</p> <ul style="list-style-type: none"> • Central NSW Joint Organisation Facebook Page – 310 likes; 417 Followers • Central NSW Tourism Facebook Page – 12,642 likes 13,187 Followers • Screen Central Facebook Page – 304 likes; 351 Followers • Central NSW Tourism Instagram Page – 4,608 Followers • Central NSW JO Twitter – 933 Followers <p>Water Services Association of Australia Monthly Newsletter profile on CNSWJO Water Utilities Alliance workshop on purified recycled water for drinking.</p> <p>“We Want You Back” campaign</p>
Cost Savings	\$1.1m since 1 July 2019	<p>A breakdown of the cost savings is found later in this report.</p> <p>Two new contracts commenced between January and March 2020:</p> <ul style="list-style-type: none"> • Supply of Electricity for Small Market Sites – Origin Energy • Supply of Electricity for Large Market Sites and Street Lighting – EnergyAustralia
Representation	140	<p>190220 – Essential Energy LED Upgrade meeting for 20/21 councils</p> <p>270220 – Centroc and CNSWJO Meetings</p> <p>020320 – Transport Technical Meeting</p> <p>040320 – JO Executive Officers meeting</p> <p>050320 – JO Chairs meeting</p> <p>090320 – Strategic Regional Transport Group meeting</p> <p>100320 - CWO Regional Integrated Transport Group and Regional Plan Workshop</p> <p>110320 – Tourism Meeting Group</p> <p>110320 – Tourism Review Committee Meeting</p> <p>120320 - Economic Development Managers Forum</p> <p>120320 – Office 365 Training for JO staff</p> <p>180320 – Planners Meeting via zoom</p> <p>240320 - Lachlan Regional Water Strategy</p> <p>250320 -Essential Energy biannual engagement with Council - Group 10</p> <p>260320 - Southern Lights meeting</p> <p>260320 - BizHQ and CNSWJO -support regarding COVID</p> <p>270320 –CWU Alliance – COVID-19 Collaboration</p> <p>300320 – CNSWJO Orana and Regulators, COVID response</p> <p>010420 – Strategic Regional Water Committee</p>

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Value for members	Activity FYTD	Activity this Quarter
		1042020 - Minister for Health COVID updates to LG. 020420 -Joint media release from CWOBC, BizHQ, CNSWJO and CWDR 020420 -CNSWJO GM'S and EO via zoom 030420 -Economic Development Managers Forum, Video Conference 060420 – Transport Technical managing through COVID-19 via zoom 060420 -CWU Alliance – COVID-19 Collaboration 070420 – Annual Presentation to OCC – canceled but given Cr Nugent via zoom. 080420 -Essential Energy biannual engagement with Council - Group 14 090420 – meeting with The Hon Mark Coulton, Member for Parkes Federal Minister for Regional Health, Regional Communications and Local Government via zoom. 090420 – CNSWJO GM'S and EO via zoom 140420 - IT Managers Group Support through COVID-19 150420 -BPAP - Project Inception Meeting via zoom CBR RAM RIV JO'S 150420 - WHS/Risk Management Group Support through COVID-19 160420 - HR Managers Group Support through COVID-19 170420 - Economic Development Officers EDO's Response to COVID-19 lead by RDACW 170420 - CNSWJO AllianceSupport and response through COVID 200420 Tourism and DNO CNSW Support through COVID-19 plus discussions on regional tourism’s road to recovery after COVID-19 200420 - Central West and Orana RLE Special COVID Meeting 200420 - CNWSJO Alliance Executive COVID responses and actions 220420 - WHS/Risk Management Group Support through COVID-19 230420 - HR Managers Group Support through COVID-19 230420 - GMAC Please request any notes or circulars 280420 - Transport Technical Committee Managing through COVID support network 280420 - IT Managers in region Support and managing through COVID 290420 - WHS Managers Group Support and managing through COVID 300420 - HR Managers Group Support through COVID-19 300420 – CWU Alliance meeting 300420-GMAC – Covid catchup 300420 - Lake Rowlands to Carcoar Dam Pipeline project Community Information Session 010520 - Economic Development Officers 010520 - CCWO Regional Plan JO and OROC 010520- NSW JO Network Meeting 040520 - CWO & FW RLE - SPECIAL COVID Meeting 050520-Lachlan DMP catch up with DPIE 070520 – GMAC via zoom 070520 – Meeting with Deputy Prime Minister the Hon Michael McCormack, Member for Riverina, Minister for Infrastructure, Transport and Regional Development 0705200 - HR Managers Group - Support through COVID-19 080520- DPIE Ashley – Development of consultation policy 080520-Progressing ROSI projects discussion with TfNSW 080520 – The Hon Jonathon Duniam Assistant Minister for Regional Tourism 120520 - Central West, Orana and Central Tablelands Drought Task Group 120520- Technical Transport Committee Covid Managing 130520 - WHS/Risk Management Group Support through COVID-19 130520 - Parkes SAP Skills Working Group 140520 – GMAC Covid catchup

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Value for members	Activity FYTD	Activity this Quarter
		150520 - NSW JO Network Meeting - Executive Officers 150520 – Economic Development Managers Committee 150520- CWUA Alliance catch up 180520 – Discussion with Federal Dept. on ROSI projects 180520 - CWO & FW RLE – Special COVID meeting 190520 - Lachlan Valley ROSCCo Meeting 200520 – Tourism Group Working Party to Review Survey Monkey Results 200520 – Tourism Group Bi-Monthly meeting 200520 - BPAP - PSC Steering Committee meeting 210520 – Follow up with Federal Dept on ROSI projects submitted 210520 - JO Network – regarding Water Projects 210520 -Water Directorate Executive Committee 250520 - Briefing from Alistair Lunn East West Connection 250520 – Strategic Roads Transport Group Meeting 280520 - Regional NSW - JO Chair's Forum 290520 - NSW JO Network Meeting - Executive Officers 010620 – Transport Technical Committee Meeting 040620 – JO/Centroc Board Meeting
Opportunities councils have been afforded	31	<ul style="list-style-type: none"> • Feedback to the Internal Audit Framework for Local Councils in NSW • DPE Freight mapping • WRI Data Program • Australian Traveller Promotional Campaign • Australian Regional Tourism Membership (2020/21 membership purchased at the 2019/20 price) • Consultations with individual councils and water strategy • Review of Central West and Orana Future Transport Regional Plan • Workshop on Recycled Water for Drinking • Water Strategy Follow up meetings for both Lachlan and Upper Macquarie • Government’s Roads of Strategic Importance (ROSI) initiative consultation • Feedback to Audit Office on the Audits being undertaken in the water space. • Strategic Regional Water Committee - TOR • Feedback to the Hon Mark Coulton re COVID-19significant pressure, was keen to hear where Mayors and their communities are up to and to have all ideas for helping shared with him. • Feedback to Deputy Prime Minister, follow on from conversations with Minister Coulton. • Regional Tourism COVID-19 VFR project “We Want You Back” • EOI for Regional Panel of Conduct Reviewers • Feedback to The Hon Jonathon Duniam Assistant Minister for Regional Tourism • TfNSW Brief on East to West Connection

Reporting to the Strategic Business Plan

Please find following an update on progress on the Strategic Business Plan adopted 22 May.

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Priority One: Inter-council co-operation					
1.1 Deliver cost savings and other value to member councils through aggregated procurement					
No.	Activity	By	Time Frame	Key performance indicators	Update
a)	Determine the regional procurement activities of the JO	EO	August 2019	Board determines procurement functions.	The 5 Year Procurement Plan is attached to this report and feedback from the Board is sought for procurement activities of the JO on an ongoing basis.
b)	Develop best practice in aggregated procurement to share with other JOs	EO	May 2020	Best practice procurement framework adopted by Board.	The BPAP Project consists of 6 stages. The project is a collaborate approach between CRJO, CNSWJO, RAMJO and RivJO. More details on BPAP can be found elsewhere in this report. Ms Kate Barker is the Project Manager for BPAP across the 4 JOs.
1.2 Governance arrangements enable inter-council co-operation					
No.	Activity	By	Time Frame	Key performance indicators	Update
a)	Design and implement a robust governance framework that includes: 1. JO organisational structure 2. Strategic Plan and Statement of Regional Priorities 3. Staff transferred to JO 4. Policies for organisational management 5. Financial processes and systems that offer controls, payroll, monitoring of expenditure and reporting outputs sufficient for the NSW Audit Office annual audit 6. Records management processes compliant with legislation 7. Risk Management Plan 8. Compliance reporting framework – calendar of reporting	EO	From May 2019	Board approves policies. Board adopts Strategic Plan and Statement of Regional Priorities. Staffing management systems in place and staff transferred to JO. Board advised financial systems in place. Board receives financial information and is able to resolve the organisation's viability on a quarterly basis. Board advised records management is compliant. Board adopts risk plan and	1 and 2 complete Regarding 3 and 5- After extensive consultation with Civica and Forbes it is too complex and so this approach will be unable to be facilitated within a member Council using Civica as is currently the case. Quotes have been sought for external provision and have been included in budget considerations for an external option for this function. 4. Policies are reviewed each year in November. 6. Policy review underway. 7. See advice above on risk management in this report and please request the wider plan which can be found as part of the strategic plan at https://www.centraljo.nsw.gov.au/content/uploads/FINAL-Centroc-JO-Strategic-Plan-edited-3-March-2020.pdf 8. See Finance and Compliance Report – all in order. 9. Underway - please request current draft of a reviewed delegations register which is anticipated for GMAC to review in July 2020. 10. Complete 11. Complete 12. Complete 13. An Annual Performance Statement due November 2019 is available on the website.

	<p>requirements to enable easy tracking of deliverables</p> <p>9. Delegations register</p> <p>10. Declarations of interest processes</p> <p>11. Designated persons identified and declarations secured</p> <p>12. Related parties reporting framework applied for annual statements processes</p> <p>13. Prepare format and processes for the annual reporting required for operational and financial issues.</p>			<p>considers corporate risks at each Board meeting.</p> <p>Compliance framework developed and reported to Board on quarterly basis to provide assurance of process compliance.</p> <p>Declarations of interest made in format and timeframe that is compliant.</p> <p>Related parties reporting processes in place</p>	
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1.3 Members are provided with value for money from collaboration on energy related projects

No.	Activity	By	Time Frame	Key performance indicators	Update
a)	Southern Lights	EO	May 2020	Rollout of LEDs well progressed in the region commencing with Orange and Bathurst	A comprehensive report on the status of the Southern Lights project is found in a separate report in this business paper.
b)	Energy Management Program	EO	Ongoing	Quarterly reports to Board	<p>A detailed report on the procurement of electricity was provided to the January GMAC meeting and the February Board meeting.</p> <p>Most sites have now transferred to the new contract with work underway on the sites transferring between the small and large market contracts where the retailer and account structure are changing.</p>
c)	Electric Vehicles policy and toolkit	EO	Aug 2019	Members resolve policy and procedure	<p>An EV policy has been drafted and is being discussed by the working party, consisting of staff from Bathurst, Blayney and Parkes.</p> <p>The JO has engaged Evernergi to develop a toolkit to assist Council staff and tourism operators to determine the type, size and location of electric vehicle (EV) charge stations. This Toolkit is almost complete,</p>

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					<p>where final feedback is being sought from the working party.</p> <p>Training will be conducted by Everergi on the toolkit which will be held in the region in the coming months with Council staff and local businesses. It was anticipated the training would be held in March however with Covid-19, it is now expected to be held later in the year.</p> <p>Scoping work is also underway with Everergi on the next stage of the project which forms part of the OLG funding.</p>
d)	Solar Panel and Battery Innovation	EO	Aug 2019	Board receives report regarding this opportunity for consideration	<p>Interest has been expressed in taking a regional approach to a solar panel and battery project. This project will be progressed by JO staff with direction from the Sponsoring General Managers, Mr B Byrnes and Mr G Tory.</p> <p>Most councils participated in a project with Prendergast Projects in 2018 which identified suitable Council sites to install solar and in some cases batteries. Members will be invited to include other sites that may benefit also.</p> <p>It should be noted that LGP have recently established a panel contract which includes solar and battery suppliers.</p> <p>An alternate approach to the delivery of the regional energy program has been proposed, including the formation of an Energy Working Party, which would have carriage of this project. Work will progress once the structure of the working parties is finalised through the Sponsoring General Managers.</p>
e)	Innovation in the energy market emergent opportunities	EO	Ongoing	Board receives reports on innovative approaches to the energy market for consideration	<p>A detailed report on electricity procurement, including the reasons for why renewable energy was not able to be incorporated into the contract, was provided to the November Board meeting.</p> <p>Mr David West was due to present at the February but was unable to do so due to unforeseen circumstances. CNSWJO staff will continue to look for other opportunities to include renewable energy for member councils. Mr David West from Sourced Energy has been invited to present to GMAC in due course.</p>
1.4 Co-operation between JO and stakeholders that adds value for members					
No.	Activity	By	Time Frame	Key performance indicators	Update

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a)	Involvement in the Chairs of Joint Organisations forum	Chair EO	Ongoing with review at June 2020	Board reports following meetings	Please find the dates for the balance of 2020 EO Network of meetings and Chair of Chairs meetings 2. Thursday 28 May 2020 3. Thursday 6 August 2020 4. Thursday 5 November 2020 Please request all relevant documentation where more detailed advice has been provided in a separate report.
b)	Involvement in the Joint Organisations Executive Officers Group	EO	Ongoing with review at June 2020	Board reports following meetings	CNSWJO is working collaboratively with other JO EOs on three projects at the moment, Southern Lights, Best Practice in Aggregated Procurement and opportunities for JO's in the funding framework where this region has the lead in the urban water space. Please request all associated documentation. Meetings are being held fortnightly via Zoom. Please request a verbal update where it is clear that a number of JOs are having a great deal of difficulty with sustainability.
c)	Involvement in the Joint Organisations Executive Officers Group and Department of Premier Cabinet	EO	Ongoing with review at June 2020	Board reports following meetings	With machinery of govt. Changes, DPC no longer provided support to JO EO Group. With the advent of Regional NSW there is some discussion around where support for JOs will sit – Regional NSW or OLG.
d)	Engagement with Local Government NSW and Australian Local Government Association on priorities for local government	Board	Ongoing	Board reports following meetings	CNSWJO a member of the steering committee providing advice on collaboration between LGNSW and the JO network. Please request a verbal update where little has happened since the turnover of CEOs. ALGA policy is regularly reviewed.

1.5 Deliver cost savings and other value to member councils through co-ordinated training

No.	Activity	By	Time Frame	Key performance indicators	Update
a)	Co-ordinate training for courses in the Region	EO	Ongoing with review at June 2020	Number of Courses Number trained Savings provided to members	Since January 2020 no public courses were delivered and Face to Face training is currently on hold during Covid-19. There are plans to have NSW Fluoride Operator Ticket training plus Safe Blasting and the Effects on the Environment delivered once we are in a position to resume training. Please see details of the proposed new Training, Learning and Development (TLD) Working Group elsewhere in this report. A working party was formed of members of the WHS/Risk Management Group to investigate options to move the delivery of the WHS inductions from contractors from face-to-face delivery to online delivery. GMAC received a

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					<p>report at its May meeting and subsequently resolved to move the inductions online. The working party as CNSWJO are in the process of developing the module and it is anticipated that contractors will be able to be inducted online from 1 July 2020.</p> <p>Contractors who have been inducted historically will fall under 2 categories:</p> <ol style="list-style-type: none"> 1. Contractors inducted prior to 1 September 2017 (when changes were made to the WHS regulation) will be required to undertake the online induction prior to 30 June 2021, after which time they will otherwise be deemed to have expired. 2. Contractors inducted since 1 September 2017 will be required to undertake the online induction 5 years after the date of their induction. <p>It is anticipated that contractors will be notified of the changes through various methods including bulk email-outs where email addresses have been provided, social and other media channels. There are currently close to 6,000 contractors who have been inducted over the past 10 or so years, over 4,000 of which were inducted prior to 1 September 2017.</p> <p>The cost of the inductions is minimal. The implementation and the initial year of fees will be funded out of the existing CNSWJO budget and the ongoing annual fees form part of a 2021/2022 budget consideration.</p>
b)	Collaborate with State agencies to deliver funded, tailored accredited training in Region with a focus on water.	EO	Ongoing with review at June 2020	<p>Number of staff trained to accreditation level</p> <p>Number of courses</p> <p>Number of state agencies engaged</p> <p>Amount of funding</p>	<p>Funding discussions have commenced with both Training Services NSW and TAFE regarding the options available for the 42 staff from 9 member councils, plus Hilltops who has expressed interest in participating in the wastewater training & certification project. This project includes the delivery of around 450 units of competency from the National Water Package. It is anticipated that this project will be delivered through 2020 and 2021.</p>
c)	Administer and review the Online Training Program	EO	Ongoing with review at June 2020	<p>Number of staff trained</p> <p>Number of courses</p> <p>Savings provided to members</p>	<p>In January 2020, the ELMO Account Manager provided usage statistics of the online modules available on the ELMO platform that had not been provided in the past by previous Account Managers. It was detailed that approx. 12,000 courses have been completed across the region since the beginning of the contract. A range of</p>

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					<p>courses completed include Microsoft courses, time & priority management modules, mental health awareness modules together with online compliance-based modules.</p> <p>The contract with ELMO for the Learning module is due to conclude on 31 August 2020 with options provided for contract extensions. Please see the Procurement and Contract Management report elsewhere in this business paper for more details.</p>
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Priority Two: Regional Prosperity

2.1 Initiatives to grow population and increase the visitor economy

No.	Activity	By	Time Frame	Key performance indicators	Update
a)	Review CNSW Tourism service provided by JO with consideration of future services in light of the offerings from Destination NSW Country and Outback	Tourism Working Party	Nov 2019	Tourism Working Party review report.	Please find a separate report in this regard which if approved will see completion of the review.
b)	Visitor economy statistics at LGA level in place and longitudinal reporting provides key data for regional tourism development	EO	Dec 2019 and then Aug annually	Visitor economy statistics developed.	WRI engaged and attend Tourism Group meetings. More effort is required across the region for statistically valid data – current statistics are available under Projects in Progress. Given the current effort in VFR as a result of Covid-19 discussion has opened with WRI on optimising the data project to fit with this changing environment.
c)	Outputs from the MoU with RDA Central West (RDACW) are delivered including policy development on NBN, business retention and new entrants monitoring and regional data collation	EO	Nov 2019 and ongoing	Board receives reports on MoU outcomes achievements on quarterly basis.	MoU was signed at the May 2019 Board meeting. The Hon Adam Marshall was a witness to the signing. The two EOs meet regularly to progress matters. The Annual review has been provided to this meeting with an update on suggested actions.
d)	Regional promotion plans for opt in by members developed to advertise regional attributes for business relocation and livability of the Region	EO	Nov 2020	Livability promotional campaign for relocation for participating members delivered.	A scoping report will be provided in due course.

2.1 Initiatives to grow population and increase the visitor economy

No.	Activity	By	Time Frame	Key performance indicators	Update
e)	<p>Advocacy Plan to engage on key regional service and utility areas is undertaken including:</p> <ul style="list-style-type: none"> Health: ensuring the needs of services across the region are known to the NSW and Federal Governments, supporting a medical school in the Region, improvement to regional service levels Education Telecommunications : delivered in collaboration with RDACW Energy Transport and Infrastructure Regional Growth Water: including urban water management and funding Policing Agriculture 	Board	Aug 2019 for Advocacy Plan and then implementation ongoing	Board adopts Advocacy Plan. Board receives regular reports on activities in the Advocacy Plan.	Advocacy plan adopted November 2019. Key messaging being used in all submissions and correspondence.
f)	Develop policy regarding the use of the Central NSW Infrastructure Matrix	Transport and Infrastructure Working Party	Nov 2019	Board receives report.	The review subcommittee had its recent meeting 9 March. Please find notes attached.
2.2 Regional industry and population sustainability and growth planning across the Region					
No.	Activity	By	Time Frame	Key performance indicators	Update
a)	Review progress of the implementation of the Central West and Orana Regional Plan	Planners Group	July 2019	Regional Prosperity Committee receives regular reports on progress against the Regional Plan.	<p>Mr D Waddell has agreed to take on the role of sponsoring GM for planning including engagement in the Central West and Orana Regional Plan. The last Planners Group meeting was held 18 March.</p> <p>The next meeting of the monitoring committee for the implementation of the Central West and Orana Regional Plan (CWORP) is tentatively July 16 given RLE has put all sub-committee in abeyance during Covid 19 follow up has been undertaken.</p>

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					<p>This region has provided feedback into the review process for the CWORP and advice on its status is being sought.</p> <p>The last meeting of the monitoring committee was 26 February 2020. Notes are available on request.</p>
b)	<p>Codesigned Regional Plan for Prosperity with priorities to include:</p> <ul style="list-style-type: none"> • Services, particularly health and education • Agriculture • Land Use Planning • Special Activation Precincts • Tourism • Energy • NBN • Transport • Water • Quality data on population, transport, water, tourism 	<p>Regional Leadership Executive sub committee – chaired by Central NSW Mayor Planners Working Party</p>	<p>May 2020</p>	<p>Sub-committee formed. Codesigned Plan reported to Board.</p>	<p>The Committee went into abeyance over the Covid period. The Chair, Cr Bill West, has been working with stakeholders in tourism and agriculture on next steps including the launch of the Food and Fibre Strategy.</p>
c)	<p>In light of the size and impact of the agriculture sector across all member areas the regional support needs for sustainability of the Agricultural sector are monitored including:</p> <ol style="list-style-type: none"> 1. Consideration of drought preparedness capacity building processes 2. Report on program opportunities to Board subsequent to the delivery of the Central West Food and Fibre Plan 3. Grant opportunities 	<p>Executive Officer</p>	<p>August 2019 and ongoing</p>	<p>Board receives report on the sustainability issues impacting on the Agriculture sector.</p>	<p>The Regional Leadership Executive has reinstated the Drought Taskforce. The current area of effort is around a rapid assessment tool to provide advice to a Treasury bid for further assistance for drought. CNSWJO is working with other members of the Taskforce on a working party to enable this work. Please request a verbal update</p> <p>The Central West Food and Fibre Plan has been finalised and out before the Board in November 2019. Its implementation is through the Regional Prosperity Subcommittee. A launch of the Plan is currently under development. Please request all documentation.</p> <p>A key piece of alignment is with the NSW Food and Beverage Plan. A presentation for the Board for 7 July is being coordinated through Regional NSW.</p>
2.3 Heritage, cultural advantages and land use regional planning processes					
No.	Activity	By	Time Frame	Key performance indicators	Update
a)	<p>Regional land use planning strategic needs to support key attributes</p>	<p>Planners Group</p>	<p>Jul 20</p>	<p>Quarterly reports to the Regional</p>	<p>This is being progressed through the Central West and Orana Regional Plan at this time.</p>

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	of the Region including heritage and culture			Prosperity Committee	
b)	Identification and reporting on Regional planning matters.	Planners Group	As issues arise	Quarterly reports to the Regional Prosperity Committee	No new advice at this time – the focus of the group has been the review of Central West and Orana Regional Plan (CWORP) and the development of Local Strategic Planning Statements. The monitoring committee for the CWORP has been on hold until July, with next meeting tentatively for the 16 July, 4 weeks prior to the subsequent RLE. Ms Jess Holland will be returning from maternity on Monday 1 June to provide support to collaboration on CWORP activities, The Local Strategic Planning Statements are to be finalised by 1 July.

Priority Three: Regional Transport and Infrastructure

3.1 Transport connectivity planning

No.	Activity	By	Time Frame	Key performance indicators	Update
a)	<p>Monitor and actively engage in the TfNSW Central NSW Landuse and Transport Plan and other strategic opportunities – seeking:</p> <ul style="list-style-type: none"> Assessment of neighbouring regional transport networks and connections Regional air services needs: including service levels and access to/from Kingsford Smith Airport, access to Canberra Airport for export to international market opportunities and monitoring of opportunities with Badgery’s Creek airport development, growing role for airports in region for passenger and freight Regional rail network needs: including Blayney- 	TfNSW Transport and Infrastructure Working Party	July 2019 and ongoing	Review of Terms of Reference Number of regional priorities recognised in the TfNSW Central NSW Landuse and Transport Plan Board reports on advocacy activities on transport initiatives.	<p>Meetings are being scheduled in and out of the region for not only the strategic strategy but short term opportunities such as Councils accessing Live Traffic, EV opportunities, Streetlighting and Road Rail Interface.</p> <p>Regarding overall strategy being developed by the TfNSW plan Future Transport 2056 Central West and Orana, advice is that while the draft was to be ready for public comment by the end of June this deadline has been pushed out til later this year. It is noteworthy that the restructure for TfNSW has not quite landed.</p> <p>A Submission on the Regional aviation policy Issues paper was lodged on behalf of the region in line with existing policy. Please see attached.</p> <p>Advice based on feedback from members on the ROSI projects led by the Transport Technical Committee has been provided to the Department of Infrastructure, Transport, Regional Development and Communications.</p> <p>Follow up with TfNSW is ongoing.</p>

	<p>Demondrille line and leveraging the Inland Rail</p> <ul style="list-style-type: none"> Regional road network needs: including connectivity to the National Logistics Hub in Parkes, safe and swift access to Sydney/ ports/Canberra 				
b)	Provide regional transport planning analysis with a focus on freight	Transport and Infrastructure Working Party	Feb 2020	Report to the Transport and Infrastructure Committee.	The Federal Government advises that the CSIRO freight data project will be provided to members at no extra cost. More work in this space will be undertaken once the Future Transport 2056 Central West and Orana is complete.
c)	Identify opportunities for regional program funding and report on emergent transport issues	Transport and Infrastructure Working Party	Ongoing	Reports to the Transport and Infrastructure Committee.	The Strategic Transport Group met 9 March 2019. Please request all associated documentation.
d)	Review the Roads and Transport Technical Committee Plan	Transport and Infrastructure Working Party	May 2020	Report to Transport and Infrastructure Committee.	Given the status of the TfNSW regional transport plan, work in this regard is anticipated in the third quarter of this Calendar year.

3.2 Infrastructure planning

No.	Activity	By	Time Frame	Key performance indicators	Update
a)	Maintain the transport and infrastructure priority matrix	Transport and Infrastructure Working Party	1 workshop per year with quarterly review	Report to the Transport and Infrastructure Committee.	List adopted at the November 2019 Board meeting.

Priority Four: Regional Water

4.1 Regional water network planning and best practice skills development

No.	Activity	By	Time Frame	Key performance indicators	Update
a)	Form a Regional Water Committee from member council and Regional Leadership Executive Group participants.	Board	July 2019	Formation of the Regional Water Committee.	As previously reported, strategic engagement with State agencies is being undertaken through consultative and strategic processes in train for Regional Water Strategies and regional infrastructure projects. A Strategic Regional Water Committee has been formed with representation from elected representatives and GMs. It is hoped that overtime this will become the vehicle for engagement with state agencies for the delivery of actions arising from

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					the Regional Water Strategies. Minutes from the Strategic Regional Water Committee meeting on 1 April and Draft ToR to go to the Board are provided as an attachment.
b)	Regional water infrastructure planning developed to improve urban water quality and security.	Regional Water committee	Mar 2020	Report to Board.	<p>A significant amount of consultation has been progressed in the region for the Regional Water Strategies for both the Lachlan and Upper Macquarie and for regional infrastructure projects including the Wyangala Dam wall and Lake Rowlands to Carcoar Pipeline projects.</p> <p>A substantial amount of work continues to be undertaken individually and collaboratively in the region on urban water security.</p> <p>An offer made to the JO for 75% funding for a Regional Town Water Strategy is in negotiation pending finalisation of the Regional Water Strategies and strategic work in discussion with the JO network.</p>
c)	Deliver best practice compliant drinking water	Water Utilities Alliance	Ongoing	Report to the Regional Water Committee.	<p>Work in this quarter has focused on supporting member's LWUs in their response to Covid 19. A Business Continuity Action Plan Checklist developed by the Alliance Executive is currently being updated by members. This will be used as a tool to report to GMAC, the Board and regulators on the status of the region's preparedness to protect against an outbreak amongst treatment operators and should this occur, actions that will be taken to ensure essential water and waste water services to communities are not jeopardised.</p> <p>NAMAF – assessments have now been completed for all Councils and final reports provided. A draft regional report that consolidates and benchmarks assessments has been provided for feedback. Submission of the final report is due 31 May with opportunity for a group presentation in late May early June. A separate report and presentation will be provided to GMAC on findings and potential opportunities for further programming.</p>
d)	Review and update the Water Strategic Business Plan and include identification of cost savings achieved	Water Utilities Alliance	July 2020	Report to the Regional Water Committee.	See Matters in progress where this will be undertaken under the auspices of a strategic group including sponsoring Chair/Mayors and GMs.
e)	Better preparedness for climate impacts by implementing the actions in the Drought Issues paper	Regional Water Committee	Dec 2019 and ongoing	Report to Board.	The draft ToR for the Strategic Regional Water Committee includes providing an on-going forum for inter-governmental cooperation to implement the actions in the Drought Issues Paper. See Matters in Progress and Minutes from this meeting provided as an attachment.

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				<p>As reported previously, drought issues for this region were provided in a submission to the Independent Panel assessing the social and economic conditions in the Murray-Darling Basin.</p> <p>The draft report can be found on the Panel's website at www.basin-socio-economic.com.au/stay-informed/documents.</p> <p>The CNSWJO is also represented on the Central West Orana and Central Tablelands Drought Task Group. Minutes of the meeting on 11 March are provided as an attachment. On-going advice is provided through this group to the State Government Office of Drought Response.</p>
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Attachment/s:

12. 5 Year Procurement Plan
13. 23 April 2020, correspondence from the University of Sydney regarding Dubbo Medical Program reset to January 2022.
14. 7 February 2020, Regional Prosperity Sub-Committee Draft Minutes and Draft ToR
15. 9 March 2020 Notes from the Matrix Review Subcommittee
16. 11 March Central West, Orana and Central Tablelands Drought Task Group Meeting Minutes
17. 11 March 2020 notes from the Regional Tourism Group
18. 11 March 2020 notes from the Tourism Review Subcommittee
19. Tourism PR update
20. 1 April 2020 Strategic Regional Water Committee Meeting Minutes and Draft ToR
21. 24 April 2020 Milestone One Report to the Office of Local Government for the Capacity Building Program
22. 31 March 2020 Regional Submission on the Regional aviation Policy Issues Paper.
23. 5 May 2020 Confidential Briefing #5 regarding water security for urban water utilities

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