



AGENDA

NOTICE is hereby given that a meeting of the **BOARD OF NAMOI JOINT ORGANISATION OF COUNCILS TRADING AS NAMOI UNLIMITED** will be held on **TUESDAY 2 JULY 2019**, commencing at 12.30pm in the Council Chambers at Liverpool Plains Shire Council.

1. **WELCOME, ACKNOWLEDGEMENT AND/OR PRAYER**
2. **APOLOGIES AND APPLICATIONS FOR LEAVE OF ABSENCE**
3. **PUBLIC FORUM AND/OR PRESENTATIONS**
4. **CONFIRMATION OF MINUTES - ATTACHMENT A**
5. **DISCLOSURES OF INTERESTS**
6. **CHAIRPERSON MINUTES**
7. **NOTICES OF MOTIONS**
8. **NOTICE OF MOTION OF RESCISSION**
9. **STRATEGIC REGIONAL PRIORITIES REPORTS**
 - 9.1 Water for the Future – ATTACHMENT B and ATTACHMENT C
 - 9.2 Water for the Future Recommendations – ATTACHMENT D
 - 9.3 Water for the Future – China Study Tour Report ATTACHMENT E
 - 9.4 2019-2020 Business Plan – ATTACHMENT F
 - 9.5 Capacity and Capability Building
10. **INTER-GOVERNMENTAL RELATIONS**
 - 10.1 Increasing Resilience to Climate Change (Round 1)
11. **ADVOCACY AND LEADERSHIP**
12. **EXECUTIVE OFFICER REPORTS**
 - 12.1 Action List – ATTACHMENT G
 - 12.2 Correspondence Received
 - 12.3 Calendar of Planned Activities - ATTACHMENT H
13. **ADDITIONAL REPORTS PERTAINING TO THE PRINCIPAL FUNCTIONS**
14. **REPORTS FROM DELEGATES**
 - 14.1 Briefings from the Board – ATTACHMENT I
15. **QUESTIONS WITH NOTICE**

16. CLOSED REPORTS

16.1 Recruitment of the Executive Officer

17. CONCLUSION OF THE MEETING

Rebel Thomson
EXECUTIVE OFFICER
27 June 2019

BUSINESS PAPER

1. WELCOME, ACKNOWLEDGEMENT AND/OR PRAYER

Councillor Andrew Hope, Mayor will welcome Members to the meeting and introduce observing Councillors from Liverpool Plains Shire Council.

MEMBERS		PRESENT	APOLOGY
Cr Jamie Chaffey (Chairperson)	Gunnedah Shire Council	✓	
Cr John Coulton	Gwydir Shire Council	✓	
Cr Andrew Hope	Liverpool Plains Shire Council	✓	
Cr Col Murray	Tamworth Regional Council	✓	
Cr Eric Noakes	Walcha Council	✓	
Darren Keegan	NSW Department of Premier and Cabinet	✓	
NON-VOTING REPRESENTATIVES			
Eric Groth	Gunnedah Shire Council	✓	
Max Eastcott	Gwydir Shire Council	✓	
Ron Van Katwyk	Liverpool Plains Shire Council	✓	
Paul Bennett	Tamworth Regional Council	✓	
Jack O'Hara	Walcha Council	✓	
Rebel Thomson	Namoi Unlimited	✓	
BY INVITATION			
Jodie Healy	NSW Office of Local Government	✓	
Elle Rixon	Media Contractor	✓	

2. APOLOGIES AND APPLICATIONS FOR LEAVE OF ABSENCE

Author Executive Officer

Policy Code of Meeting Practice Namoi Joint Organisation of Councils

Legal -

Financial -

Strategic Link -

Attachments -

RECOMMENDATION
TO THE BOARD: THAT, applications for a leave of absence and apologies for the July meeting
are accepted.

AMENDED/ENDORSED

MOVED:

SECONDED:

REJECTED/CARRIED

PURPOSE: -

BACKGROUND: -

COMMENTARY: Applications for leave for this meeting from Member have been received from:
▪ Alison McGaffin , NSW Department of Premier and Cabinet

3. PUBLIC FORUM AND/OR PRESENTATIONS

Nil requested at time of distribution of this Notice of Meeting.

4. CONFIRMATION OF MINUTES - ATTACHMENT A

Author Executive Officer

Policy Namoi Unlimited Code of Meeting Practice

Legal -

Financial -

Strategic Link -

Attachments ATTACHMENT A – Minutes of the Board Meeting held Tuesday 7 May 2019

RECOMMENDATION
TO THE BOARD: THAT, the minutes of the Board meeting held Tuesday 7 May 2019 are a true
and accurate record of the meeting.

AMENDED/ENDORSED

MOVED:

SECONDED:

REJECTED/CARRIED

PURPOSE: -

BACKGROUND: -

COMMENTARY: -

**ATTACHMENT A – Minutes of the Meeting of Members held
Tuesday 7 May 2019**

MINUTES

Minutes of the meeting of the **BOARD** of Namoi Joint Organisation of Councils trading as **NAMOI UNLIMITED** held on **TUESDAY 7 MAY 2019** in the Function Room at Tamworth Regional Council.

1. WELCOME, ACKNOWLEDGEMENT AND/OR PRAYER

Councillor Phil Betts, Acting Mayor welcomed Members to the meeting and introduced observing Councillors from Tamworth Regional Council.

MEMBERS		PRESENT
Cr Jamie Chaffey (Chairperson)	Gunnedah Shire Council	✓
Cr Phil Betts	Tamworth Regional Council	✓
Cr Eric Noakes	Walcha Council	✓
Alison McGaffin	NSW Department of Premier and Cabinet	✓
NON-VOTING REPRESENTATIVES		
Eric Groth	Gunnedah Shire Council	✓
Paul Bennett	Tamworth Regional Council	✓
Jack O'Hara	Walcha Council	✓
Rebel Thomson	Namoi Unlimited	✓
OBSERVERS		
Cr Jim Maxwell	Tamworth Regional Council	✓
Cr Russell Webb	Tamworth Regional Council	✓
Leo Drynan	Rhelim	✓
Rhys Thomson	Rhelim	✓

2. APOLOGIES AND APPLICATIONS FOR LEAVE OF ABSENCE

RESOLVED: THAT, applications for a leave of absence and apologies for the May meeting from:

- Councillor Col Murray, Mayor Tamworth Regional Council
- Councillor John Coulton, Mayor Gwydir Shire Council
- Cr Andrew Hope, Mayor Liverpool Plains Shire Council

Apologies for the meeting have been received from:

- Mr Max Eastcott, General Manager Gwydir Shire Council
 - Mr Ron Van Katwyk, General Manager Liverpool Plains Shire Council
- are accepted.

AMENDED

MOVED: Tamworth Regional Council

SECONDED: Walcha Council

CARRIED

3. PUBLIC FORUM AND/OR PRESENTATIONS

Nil.

4. CONFIRMATION OF MINUTES

RECOMMENDATION TO THE BOARD:	THAT, the minutes of the Board meeting held 2 April 2019 are a true and accurate record of the meeting.
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ENDORSED

MOVED: Walcha Council

SECONDED: Tamworth Regional Council

CARRIED

5. DISCLOSURES OF INTERESTS

Nil.

6. CHAIRPERSON MINUTES

Nil.

7. NOTICES OF MOTIONS

Nil.

8. NOTICE OF MOTION OF RESCISSION

Nil.

9. STRATEGIC REGIONAL PRIORITIES REPORTS

9.1 Mid Year Business Plan Review

RESOLVED: THAT, progress against the activity in the 2018-2019 Business Plan is noted.

ENDORSED

MOVED: Tamworth Regional Council

SECONDED: Walcha Council

CARRIED

ADDITIONAL COMMENTARY: Cr Chaffey asked members to note that the report illustrates the focus and diligence toward achieving the outcomes described in the Strategic Regional Plan. It also demonstrates confidence for the community that the Joint Organisation will achieve its objectives.

The Water for the Future reports provide a solid foundation for future work of the Joint Organisation. A number of the road priorities identified in the Namoi Roads Network Strategy have been funded but others remain unfunded on the list. Skills in the community will require a greater focus into the future.

10. INTER-GOVERNMENTAL RELATIONS

10.1 Mining, Resources and Energy Group - ATTACHMENT B

RESOLVED: THAT, the Initiative Proposal for a Mining, Resource and Energy Group is endorsed.

ENDORSED

MOVED: Walcha Council

SECONDED: Tamworth Regional Council

CARRIED

ADDITIONAL COMMENTARY: Tamworth Regional Council would like to see a focus on youth unemployment from the group, this initiative provides a focus for jobs in our community. NSW Department of Premier and Cabinet responded that the figure for youth unemployment had decreased to approximately 14%. Tamworth Regional Council is also trying to determine the impact of the drought on unemployment.

Gunnedah Shire Council spoke in favour of a proposal that aligns mining, resource development, energy and renewables.

11. ADVOCACY AND LEADERSHIP

11.1 Draft Advocacy and Leadership Positions

RESOLVED THAT, the proposed positions of advocacy and leadership for items 9, 10 and 11 are endorsed and presented at Member Council meetings for consultation.

ENDORSED

MOVED: Tamworth Regional Council

SECONDED: Walcha Council

CARRIED

11.2 Proposed additional positions of Advocacy and Leadership

RESOLVED THAT, the Executive Officer as instructed to prepare documents and evidence on positions of advocacy and leadership for;

- The introduction of Right to Farm Legislation
- Recognition of the NSW Joint Organisation of Councils network by the Commonwealth Government.

ENDORSED

MOVED: Walcha Council

SECONDED: Tamworth Regional Council

CARRIED

12. EXECUTIVE OFFICER REPORTS

12.1 Action List

RESOLVED THAT, the actions of the Executive Officer are noted.

ENDORSED

MOVED: Tamworth Regional Council

SECONDED: Walcha Council

CARRIED

12.2 Correspondence Received

RESOLVED THAT, two pieces of correspondence are NOTED.

AMENDED

MOVED: Tamworth Regional Council

SECONDED: Walcha Council

CARRIED

ADDITIONAL Tamworth Regional Council acknowledged that the Regional Deals program is a

COMMENTARY: showcase program for the Commonwealth and noted that it is essential that programs such as these are implemented. Incomes in regional communities are diminishing with the drought, communities are feeling the impacts.

Walcha Council concurred that smaller communities were feeling the impact.

The Chair noted that the correspondence is not a commitment but a commitment to have ongoing discussions which the Chair will pursue.

NSW Department of Premier and Cabinet asked the Councils if any of their Commonwealth Drought funding applications and evaluations can be shared to inform the NSW Government.

12.3 Calendar of Planned Activities

RESOLVED THAT, activity is NOTED.

ENDORSED

MOVED: Walcha Council

SECONDED: Tamworth Regional Council

CARRIED

ADDITIONAL COMMENTARY: The Chair thanked the Executive Officer for all her work in delivering the Export Masterclass ahead of the China Study Tour 19-25 May, and expressed that he hoped the Economic Development Officers are able to spring board from this opportunity to build closer relationships with businesses in communities.

12.4 Namoi Unlimited Code of Meeting Practice

RESOLVED THAT, the Code of Meeting Practices is amended and endorsed.

ENDORSED

MOVED: Tamworth Regional Council

SECONDED: Walcha Council

CARRIED

12.5 Gwydir Shire Council Reconciliation

RESOLVED THAT, on receipt of a tax invoice Gwydir Shire Council is paid \$85,545.33.

ENDORSED

MOVED: Walcha Council

SECONDED: Tamworth Regional Council

CARRIED

13. ADDITIONAL REPORTS PERTAINING TO THE PRINCIPAL FUNCTIONS

Nil.

14. REPORTS FROM DELEGATES

Nil.

15. QUESTIONS WITH NOTICE

Nil.

16. CLOSED REPORTS

Nil.

17. CONCLUSION OF THE MEETING

Meeting closed at 1.09pm.

5. DISCLOSURES OF INTERESTS

In accordance with Council's Code of Meeting Practice and specifically Section 451 of the Local Government Act, 1993 declarations of interest are required by Councillors and designated staff attending the meeting.

MEMBER	ITEM	REPORT	Type of Interest Declared (P, SNP, LSNP, RC)	REASON
STAFF	ITEM	REPORT	Type of Interest Declared (P, SNP, LSNP, RC)	REASON
P – Pecuniary, SNP – Significant Non Pecuniary, LSNP – Less than Significant Non Pecuniary, RC – Remain in Chamber during consideration/discussion of item.				

6. CHAIRPERSON MINUTES

Nil provided at time of distribution of this Notice of Meeting.

7. NOTICES OF MOTIONS

Nil provided at time of distribution of this Notice of Meeting.

8. NOTICE OF MOTION OF RESCISSION

Nil provided at time of distribution of this Notice of Meeting.

9. STRATEGIC REGIONAL PRIORITIES REPORTS

9.1 Water for the Future – ATTACHMENT B and ATTACHMENT C

(Please note attachments to the Business Paper are normally included in body of text in the business paper however, because of the size of these two documents they are published as separate ATTACHMENTS B and C as separate to the Business Plan.)

Author	Executive Officer
Policy	-
Legal	-
Financial	-
Strategic Link	Strategic Regional Priority 1 – Water for the Future
Attachments	ATTACHMENT B – Water for the Future Strategy Volume 1 (Water Resources) ATTACHMENT C – Water for the Future Strategy Volume 2 (Analysis and Strategy)
RECOMMENDATION TO THE BOARD:	THAT, the draft Water for the Future reports Volumes 1 and 2 are endorsed to the Board.
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	To provide the members with the draft reports under Water for the Future.
BACKGROUND:	<p>Water for the Future is a Strategic Regional Priority for Namoi Unlimited. An action in the 2018-2019 Business Plan under Planning and Prioritisation was to;</p> <ol style="list-style-type: none"> 1.1 Audit, analyse, identify and prioritise the key constraints, opportunities and innovations to secure the supply of water for communities, businesses and Local Government. 1.2 Audit, analyse, identify and prioritise opportunities and partnerships for agriculture, agricultural products, commodities, supply and value chains, as well as services. 1.3 Identify the potential impacts of change on agriculture. 1.4 Identify and facilitate opportunities to address change, by diversifying, opening and establishing and new markets for producers. <p>The 2018-2019 business plan provided funding for the development of Water for the Future Strategy to reference the Shaping the Future of the Namoi report and review and affirming the actions of that the member Councils can facilitate the economic, social and environmental issues and opportunities.</p> <p>The Water for the Future Study will also audit to identify and provide the evidence to analyse the supply of water, considering the;</p> <ol style="list-style-type: none"> a) water supply and infrastructure assets currently available to communities and business;

- b) future opportunities, demand, supply and markets for; agricultural products, services, commodities, supply chains and value propositions;
- c) future skills and other impacts, potential constraints and innovation;
- d) align desires for demand, growth and investment to opportunities, investment potential, community expectations and Government positions; and
- e) prioritise proposals for investment based on demand and regional growth.

COMMENTARY:

-

9.2 Water for the Future Recommendations – ATTACHMENT D

Author	Executive Officer
Policy	-
Legal	-
Financial	-
Strategic Link	Strategic Regional Priority 1 – Water for the Future
Attachments	ATTACHMENT D – Water for the Future Recommendations and possible future actions and structures
RECOMMENDATION TO THE BOARD:	THAT, the identified actions and structures detailed in ATTACHMENT D are to be incorporated into the 2019-2020 Annual Business Plan.
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	To provide advice to the Board on the implementation of the Water for the Future Strategy into the 2019-2020 Business Plan.
BACKGROUND:	<p>Water for the Future is a Strategic Regional Priority for Namoi Unlimited under the function of Planning and Prioritisation, Namoi Unlimited will continue to;</p> <ol style="list-style-type: none">1.1 Audit, analyse, identify and prioritise the key constraints, opportunities and innovations to secure the supply of water for communities, businesses and Local Government.1.2 Audit, analyse, identify and prioritise opportunities and partnerships for agriculture, agricultural products, commodities, supply and value chains, as well as services.1.3 Identify the potential impacts of change on agriculture.1.4 Identify and facilitate opportunities to address change, by diversifying, opening and establishing and new markets for producers.
COMMENTARY:	<p>The Executive Officer has prepared the table in ATTACHMENT D to define the possible structures, roles and responsibilities, a suggested timeframe for action and an indication as to whether a financial investment in future works may be required.</p> <p>This provides the Board with advice to provide advice to the Namoi Water Alliance as to the roles and activity to be undertaken on the Joint Organisations behalf. Advice is provided to establish a strategic Namoi Water Steering Committee. The functions in this are to be considered by JOLT are also listed.</p>

ATTACHMENT D – Water for the Future Recommendations and possible future actions and structures

Strategic Regional Priorities and Business Plan Outcomes	Water for the Future recommendations	Recommendation Category ¹	Function of the Joint Organisation			Responsibility	Timeframe ²	Budget
			Strategic Priority and Plans	Intergovernmental collaboration	Advocacy and Leadership			
To hone the pursuit of opportunities for regional growth;	Council’s with council operated water sources (e.g. Dungowan and Quipoly) to consider making water sources available to individual landowners under certain conditions. This may increase liquidity in water trading.	Infrastructure and Actions	N/A	N/A	N/A	Tamworth Regional Council Liverpool Plains Shire Council	N/A	N/A
	Education programs to encourage water trading. There is a lack of liquidity within some of the water trading markets, contributing to higher prices and limited availability. Education of water licence holders as to methods and benefits of trading will facilitate market function (e.g. the waking up of sleeper licences)	Education	*	*	*	Industry Groups and special interest groups	N/A	N/A
	Redistribution of recycled waste water from local farm schemes to local commercial / industrial operations where possible. This may be a more efficient water use in some situations.	Infrastructure and Actions	N/A	N/A	N/A	JO Members	N/A	N/A
Position and prioritise Councils with the evidence to build investment in infrastructure including water utilities;	Development / update of the IWCM framework. Besides aiding in establishing a good understanding of water usage and management, completion of IWCM documentation will facilitate applications for and release of funding from State agencies. There may be synergies in procurement for a region wide IWCM update.	Studies and Assessments	*	*	*	Namoi Water Alliance	Short-term	\$ Member Councils, coordination fee to the JO Safe and Secure Funding
	Conduct/ update secure yield studies. Secure yield studies will quantify whether town water sources and entitlements are sufficient to account for current and forecast growth volumes. As a minimum this could be undertaken for major town centres within each LGA. Sensitivity testing on growth scenarios will be important to gain an understanding of the level of resilience.		*	*	*			
	Update of water demand and drought management studies. The status of these reports varies across the Namoi JO. Besides aiding in establishing a good understanding of water usage and management, completion of IWCM documentation will facilitate applications for and release of funding from State agencies.		*	*	*			
	Walcha LGA to review the potential infrastructure requirements (both treatment and distribution) to utilise its waste water treatment storage. The volume of wastewater stored is considerable in comparison to town demand levels.	Infrastructure and Actions	N/A	N/A	N/A	Walcha Council	N/A	N/A
	Walcha LGA requires additional off-stream storage facilities. The use of the Macdonald River may be easier option out of the two available catchments, although	Infrastructure and	N/A	N/A	N/A	Walcha Council	N/A	N/A

¹ Recommendations were separated into three areas, this is highlighted here in this table, the three categories were:

- Studies and Assessments – Focussed on addressing data gaps and fostering regional improvements in water management
- Planning and Policy – Changes to current practice to strengthen water security
- Infrastructure and Actions – Potential short-term and long-term infrastructure (hard and soft) to strengthen water security.

² Timeframe is determined by financial year

- Short-term means an immediate start and completion within 12 months
- Medium term means commencement in the following financial year
- Long term means post the following financial year up to 5 years

Identify and pursue endowments and drivers for growth in the Regional Economic Development Strategies (REDS);	doing so has the potential to introduce further uncertainty in water supply downstream	Actions						
	Utilisation of an Apsley River source is likely to minimise impacts on other down-stream users within the Namoi JO and potentially facilitate future cross-catchment water provision opportunities. Revisiting of Apsley River studies and potential to link in with other infrastructure projects (e.g. hydro / solar power projects) could be considered.							
	Tamworth LGA does not have sufficient water security to meet medium term demand requirements, particularly under the current projected population. Planning for additional water supply in the short-term has commenced. Water constraints in the medium term will limit the number of water intensive industrial facilities able to be sustained.		N/A	N/A	N/A	Tamworth Regional Council	N/A	N/A
	<p>A range of large-scale infrastructure options exist that should be considered further, including:</p> <ul style="list-style-type: none"> • Upgrade of Dungowan Dam in associated with renewable energy / pumped hydropower • Cross-catchment transfer pipeline (Apsley / Manning to the Namoi) in association with other energy ventures. <p>Many other long-term options exist which should be considered as part of long-term regional planning.</p> <p>In general, the majority of the geographic area of the Namoi JO is unlikely to significantly alter in land-use in the long term unless significant investment in water transfer/reticulation is undertaken.</p>	Studies and Assessments	*	*	*	Namoi Water Steering Committee	Short to Long term	Study and Assessment funds via program applications
	A number of towns are dependent upon a single water source, including: Walcha, Bingara, North Star, Caroonna, Curlewis and Nundle. Review opportunities to improve emergency alternatives through additional infrastructure.	Infrastructure and Actions	*	*	*	JOLT with advice from the Namoi Water Alliance	Short term	Priorities to be considered as an extension to the yield study work needed
	Sustainable water use education / campaigns in LGAs in which current water usage is likely to exceed state averages per household (e.g. Gunnedah and Gwydir).	Planning and Policy	*	*	*	JOLT with advice from the Namoi Water Alliance	Short to long term	Consider how this impacts on the attractiveness of a community to residents and business
	Regional secure yield study include agricultural demand and in context with any potential regulatory changes.	Studies and Assessments	*	*	*	Namoi Water Steering Committee	Ongoing monitoring role	Committee expenses
	Identify those areas of high Water Strength which are not currently associated with high productivity activities. Review other constraints (e.g. topography, road access, proximity, energy) that may limit development.		*	*	*		Short to Medium term	\$\$
	<p>Review the current location of areas of water strength / weakness and identify whether current land zonings and permitted activities are consistent with the opportunities afforded by the available water strength. In particular, identify areas in which intensive agriculture may be facilitated by water strength and engage with DPC and DPE regarding opportunities to improve the approvals process (such as the current investigations into the SAP).</p> <p>Co-location of water intensive industries with supply/recycling locations will also lower costs of water distribution.</p> <p>Gunnedah, Tamworth and Gwydir have a comparative advantage in water security in</p>	Planning and Policy	*	*	*	JOLT and the NSW Government	Short to Medium term	Strategic and integrated planning??

	comparison to other member councils. Regional planning decision should consider location of water intensive industries that reflects comparative advantage.						
	Require new commercial/industrial development to include demonstrable water efficiencies measures (e.g. RO systems) to maximise re-use and minimise losses. Where commercial and industrial activities are part of a large new industrial area, such as Tamworth’s Glen Artney area, there is potential to have a shared treatment system. In this approach, water rates or development contributions might provide suitable funding for this.	Planning and Policy	*	*	*	JOLT	Medium term N/A
	Engage with State authorities regarding the potential for councils to more actively trade water allocation/activity, potentially acting as a broker/bank in some scenarios. Councils to review the potential to utilise temporary trading as a way to generate income / regulate supply.	Infrastructure and Actions	*	*	*	JOLT and the NSW Government	Long term \$\$\$
Identify and facilitate key new market opportunities for regional producers;	Undertake a case study cost-benefit analysis of land development trade-offs in regard to agricultural productions options and urban development options. This will inform decisions regarding expansion of urban water demand use during periods of constrained availability.	Studies and Assessments	*	*	*	Future Considerations for Namoi Water Steering Committee	Short to Medium term Funding program \$\$ or research partnership with \$\$ contributions
	Water Harvesting Review and engage with State authorities regarding Council harvesting opportunities. There are restrictions on the ability for all councils to harvest supplementary flows. Easing of these conditions may also require infrastructure improvements to aid in storage of harvested waters. An alternative may be to coordinate with private landowners in suitable geographic locations as to storage/use/access.	Infrastructure and Actions		*	*	JOLT with advice from the Namoi Water Alliance	Immediate short term Water Harvesting policy is currently on exhibition ??
Build stronger and more resilient communities;	In collaboration with NSW DPI determine the status and operational conditions of bores across the LGAs and how available data may be better used to inform both councils and individual land-owner water use decisions (e.g. need for investment in deeper bores).	Studies and Assessments	*	*	*	Future Considerations for Namoi Water Steering Committee	Short to medium term Function of the JO Research and Data Portal ?
	Whole of life embedded water studies of the key industries within the region to demonstrate how water is captured/recycled within the region. The potential to expand upon previous studies undertaken (e.g. Deloitte, 2012) should be considered.		*	*	*		Medium to long term \$\$
	Development and implementation of Water Sensitive Urban Design (SWUD) policy within urban areas as a way that minimises the negative impacts of urbanisation and maximises economic, social and environmental benefits.	Planning and Policy	*	*		JOLT	Short term N/A
	Review the potential for establishment / participation in local or state rebate schemes for householder water systems, e.g. Water efficient taps/shower heads, Water Tanks and Astro-turf.	Planning and Policy	*	*	*	JOLT	Short to medium term \$\$
	Review whether the permanent water conservation requirements may be tightened to reduced net water usage without materially affecting amenity	Planning and Policy	*	*	*	JOLT	Short to medium term \$\$ impact
	Engagement with NSW EPA regarding the potential re-use of wastewater restrictions/requirements applicable to Councils, with a focus on public recreation areas and roads/construction dust suppression.	Planning and Policy		*	*	JOLT	Short term N/A
	Review smaller town urban areas and water security (e.g. Nundle and Manilla) and see whether the adequacy of security is consistent with State standards. Preliminary assessment as a result of the Namoi for the Future Strategy indicates that there may be issues with some urban areas within the Namoi JO. It is understood that NSW DPI also maintains level of service requirements for town supply.	Planning and Policy		*	*	Namoi Water Alliance	Short to medium term N/A

Consideration of piping and underground storage rather than using surface water flows to minimise transmission losses. This could be linked to either town usage or major irrigation areas.	Infrastructure and Actions	*	*	*	Namoi Water Alliance	Short to medium term	\$\$ and program funding required
Establishment of additional bores / stand pipes in regional areas managed by councils but potential accessible to local landowners for domestic / stock watering to improve water reliability.	Infrastructure and Actions	*	*	*	Namoi Water Alliance	Short to medium term	\$\$ and program funding required
Implementation of Stormwater Harvesting initiatives. A number of towns, particularly small towns, are likely to have significant opportunities for implementation of stormwater harvesting infrastructure.	Infrastructure and Actions	*	*	*	Namoi Water Alliance	Immediate short term Water Harvesting policy is currently on exhibition	??

9.3 Water for the Future – China Study Tour Report ATTACHMENT E

Author	Executive Officer
Policy	-
Legal	-
Financial	-
Strategic Link	Strategic Regional Priority 1 – Water for the Future
Attachments	ATTACHMENT E – China Study Tour Report

RECOMMENDATION TO THE BOARD:	THAT, draft report is endorsed and the recommendations are referred to the working group to consider.
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AMENDED/ENDORSED

MOVED:

SECONDED:

REJECTED/CARRIED

PURPOSE:	To provide a report to members on the outcomes and opportunity identified from the May 2019 China Study Tour.
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BACKGROUND:	<p>The 2018-2019 annual business plan details the activity and the outcome from said activity. As part of the Water for the Future a Trade and Investment Strategy was developed and a number of projects undertaken as part of that activity.</p> <p>One such activity was to coordinate a China Study Tour from the Namoi to Ningbo with businesses, and with funding of \$20,000 from the Australia China Council.</p>
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COMMENTARY:	The report of activities, outcomes and recommendation is included in the Report at ATTACHMENT E.
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ATTACHMENT E – China Study Tour Report



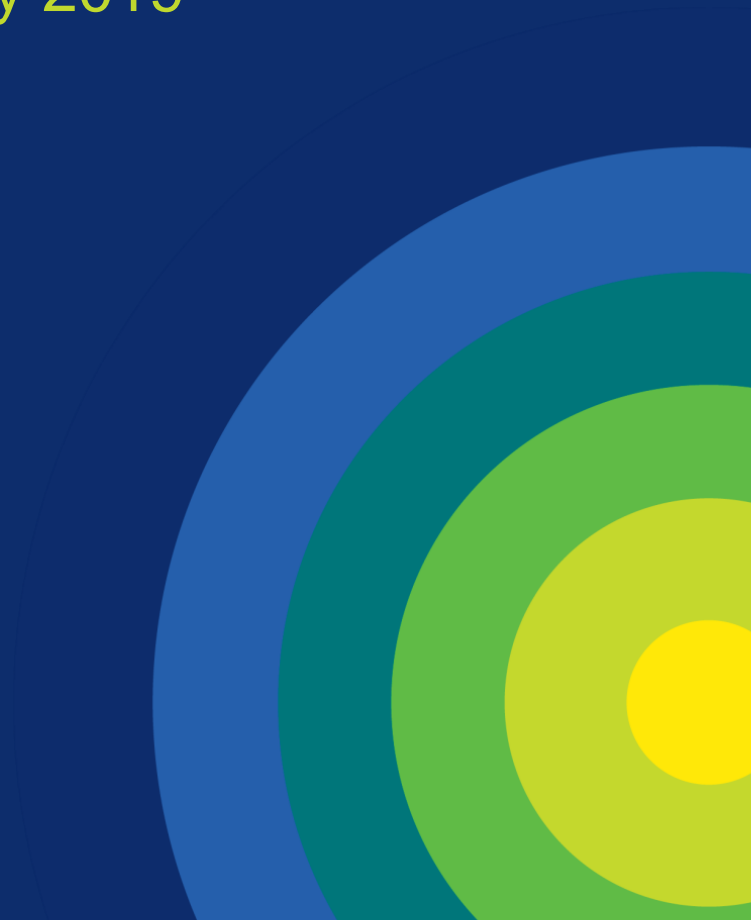
NAMOI UNLIMITED

Premier agricultural region in Australia

REPORT

China Study Tour

19-25 May 2019



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Foreword

As the Project Sponsors for the *Namoi Unlimited Trade and Investment Strategy* and part of the delegation of Namoi Unlimited and businesses who participated in the China Study Tour from the 19-25 May 2019, this report is for member Councils of Namoi Unlimited and the community to detail the benefits, opportunities and learnings from undertaking such activity.

The 2018-2021 Strategic Regional Plan includes the development of a Trade and Investment Strategy and actions that will;

- Audit, analyse, identify and prioritise opportunities and partnerships for agriculture, agricultural products, commodities, supply and value chains, as well as services.
- Identify the potential impacts of change on agriculture.
- Identify and facilitate opportunities to address change, by diversifying, opening and establishing and new markets for producers.

Actions in the 2018-2021 Trade and Investment Strategy for Namoi Unlimited to undertake are to;

- Identify the potential impacts of change on agriculture to inform our Namoi Trade and Investment Strategy.
- Identify opportunities and partnerships for agriculture; agricultural products, commodities, supply and value chains, as well as services.
- Strengthen international relations in the selected markets to open doors to new markets for business.
- Travel overseas to make connections for capital, expertise and market access.
- Coordinate and facilitate support for international governments and companies to visit the Namoi region.
- Increase confidence in the region by partnering with alumni channels.
- Align research, education and training to support trade and investment initiatives.
- Identify and collaborate to develop international connections and collaboration.
- Collaborate and support access to programs to expedite export and investment.
- Build scale and capability of Councils to provide and improve clarity in the investment opportunity, planning processes and responses.

This report provides information and recommended actions as to how Namoi Unlimited has progressed its identified actions with the coordination of a Study Tour to China from the 19-25 May 2019.

Cr Jamie Chaffey
Chairperson Namoi Unlimited
Mayor Gunnedah Shire Council

Cr Col Murray
Deputy Chairperson Namoi Unlimited
Mayor Tamworth Regional Council

Co-Sponsors of the Namoi Unlimited Trade and Investment Strategy

Executive Summary

A study tour is a unique travel experience that combines learning with travelling and the 2019 China Study Tour certainly delivered on this objective. The learnings from this opportunity are detailed in this report.

The concept of this Study Tour was to develop a program of activity in China focussing on business, visiting international corporations with participants who are keen to identify potential business associates, learn directly from global experts and establish potential partnerships for export.

The tour attracted funding from the Australia China Council who saw this opportunity as a way to strengthening cultural, education, business, and people-to-people relations between Australia and China.

The study tour targeted existing and potential exporters of agriculture and services from the Namoi region. The delegation totally eight people and included the following representatives;

Organisation	Delegate
Namoi Unlimited, Chairperson and Co-project sponsor	Cr Jamie Chaffey (Mayor Gunnedah Shire Council)
Namoi Unlimited, Deputy Chairperson and Co-project sponsor	Cr Col Murray (Mayor Tamworth Regional Council)
Namoi Unlimited, Executive Officer	Rebel Thomson
Tamworth Regional Council, Economic Analyst	Alex Wang
University of New England (UNE)	Professor Todd Walker, Provost and Deputy Vice Chancellor
McArthur Legal	Juliana McArthur
P&J McArthur & Sons (Oldfield Herefords)	Peter McArthur
Bellata Gold Milling	Doug Cush

The business delegates complemented Namoi Unlimited on the coordination and functioning of the study tour.

“UNE commends Namoi Unlimited for leading the delegation and proactively exploring export opportunities for the region.”

Todd Walker, Provost and Deputy Vice-Chancellor, May 2019

Meetings and introductions coordinated with partners from NSW Trade and Investment (Shanghai), NSW Department of Primary Industries (Shanghai), Ningbo Foreign Affairs Office, and NSW Trade and Investment (Guangzhou) certainly reiterated the opportunities for Australian agriculture, agribusiness, education and services.

Finding the potential “right” partner for businesses in a large market like China, for a business located in regional NSW and in the Namoi region continues to be a challenge. However, this tour included a business contingent and these representatives have created and are responsible for their own business drivers. The potential for Namoi Unlimited to support future business delegations was evident.

Introductions made on this tour are included in the Appendices document attached to this report.

Potential future actions are identified in this report, the Board of Namoi Unlimited will determine which of the actions and recommendations will be undertaken after considering the content in this report in July 2019.

Identified Opportunities in China

Namoi Unlimited has identified a focus area in China. The following describes what Namoi Unlimited sees as the identified opportunities in China.

Agribusiness to China³

The market

China is one of the world’s top producers of livestock, grains, rice and other agricultural goods. It is the world’s 2nd largest agricultural goods importer and 7th largest exporter.

China continues to place strong importance on its agricultural sector. As outlined in the 13th 5 Year-Plan and in President Xi Jinping’s report to the recent 19th CPC National Congress, China plans to develop a modern agricultural system, new agribusiness organisations and improve agricultural services.

China’s strategy and overall focus on developing modern agriculture: China agriculture sustainable development plan 2015-2030 (Chinese).

The industry benefits from strong government support, continued investment and farm consolidation. Securing food supply, boosting farm productivity and increasing product diversity are high priorities for the government.

Demand growth is expected to remain high, particularly for value-added products such as meat and milk. Challenges for the sector include meeting growth objectives with limited new arable land, land degradation and environmental protection.

For Australian businesses, there are opportunities to develop long-term supply agreements and build relationships with Chinese enterprises along the entire agribusiness and food-value chain, including services, education and training.

Opportunities

For Australian businesses, areas of opportunity include:

³ Direct Text from Austrade at <https://www.austrade.gov.au/Australian/Export/Export-markets/Countries/China/Industries/agribusiness>

- animal feed and nutrition, particularly oaten hay, barley and sorghum
- supply of genetic material and breeding cattle for dairy and beef as well as sheep and goat meat
- dairy industry equipment, technology and services
- environmental management and sustainable agriculture systems
- agricultural and veterinary chemical management
- by-product utilisation and disposal
- veterinary and biosecurity services
- tracking, traceability and risk management
- aquaculture technologies and services
- dry land cropping efficiency
- post-harvest treatment technology
- supply-chain development and management
- cooperation on innovative technology solutions and smart agriculture including agtech startups

Competitive environment

China's market for commodities and agricultural inputs is dominated by state-owned enterprises, particularly in staple foods. There is however opportunities for firms to supply inputs along the entire value chain including final products.

Australia has a strong reputation for quality and safety and Australian businesses are well placed to capitalise on this. There is strong competition from North and South American and European countries with similar credentials, both in commodities and in value-add areas such as genetics and breeding, feed and machinery. Exporters without strong supply partnerships remain vulnerable to changes in buyer demand, price and currency.

The Australian Government continues to work closely with Chinese authorities to negotiate more favourable market access and reduce non-tariff barriers. Market access challenges for Australian businesses include contamination issues, uncertainty regarding customs trials and approvals, and regulatory changes.

National, provincial and local governments have a strong interest in the sector and may offer favourable conditions to foreign firms. Some projects may have strong government support but an unclear commercial basis.

Investment

Chinese investment in Australia's agribusiness sector is expected to drive further growth in production and exports. Australia is seen as an attractive investment destination, particularly in the dairy, meat, seafood, grains, wine, sugar and food processing sectors.

China is Australia's 2nd largest foreign investor in agricultural land after the UK. In 2016, there were 12 major deals worth a total of A\$1.2 billion, a three-fold increase in value compared to 2015.

These investments support long term export opportunities and innovation in Australia's agribusiness sector. Investors in Australian agriculture include major importers with an interest in securing supply to meet Chinese domestic market demand, strengthening their research and development capabilities, and gaining access to new markets.

Chinese agri-food investors are moving to a more sophisticated and cooperative investment model. Project selection, planning and due diligence are more valued while agritech and R&D are emerging as attractive investment opportunities.

Major Chinese companies with trade and investment interests in Australia's agriculture sector include Beidahuang Group, COFCO, New Hope Group, Bright Food, Shanghai Zhongfu, Shandong Ruyi Group, and Luzhou Laojiao.

Chinese education exports reach \$10 billion, 07 Jun 2018⁴

The Australian Bureau of Statistics has released their biannual supplementary data to publication 5368.0 - International Trade in Goods and Services, which provides detailed breakdowns of international education exports by market, sector and state by calendar year.

Chinese education related personal travel exports reached \$10 billion for the first time, an increase of \$1.9 billion. Despite the percentage growth slowing from 35 per cent in 2016 to 24 per cent in 2017, the annual increase in dollars was \$1.9 billion for both years. Chinese enrolments increased by 18 per cent in 2017, and have increased by 16 per cent for the January to March 2018 period.

Total education related personal travel exports for 2017 remained unchanged at \$30,263 million or \$30.3 billion. This represented a 17 per cent or \$4.47 billion increase on 2016, higher than the 2016 increase of 13 per cent or \$3.05 billion on 2015.

All sectors experienced double digit growth in exports in 2017. Vocational Education and Training (VET) led the growth with an 18.7 per cent increase, followed by Higher Education (17.7 per cent) and ELICOS (17.7 per cent). Non award and Schools exports grew moderately but below the overall trend, with increases of 16.4 per cent and 13.7 per cent respectively.

Project Alignment to the Trade and Investment Strategy

The highlighted areas below form part of the Namoi Unlimited Trade and Investment Strategy, Namoi Unlimited key functions is to identify strategic priorities and undertake plans to achieve them.

1. Identify opportunities and partnerships for agriculture; agricultural products, commodities, supply and value chains, as well as services

Anecdotally the identified potential impacts of change on agriculture into the future are;

- The thirst for quality and Australian agricultural produce doesn't appear to be abating. Demand for beef doesn't appear to have been impacted by the introduction of tariffs between the USA and China.

⁴ Text directly from <https://www.austrade.gov.au/news/economic-analysis/chinese-education-exports-reach-10-billion>

- The focus for Namoi Unlimited and the NSW Government is firmly on the development of regional NSW, agriculture, services and education.
- The structure and support provided by the Government in establishing Free Trade Zones in China is the model identified by Namoi Unlimited that may drive the development of international freight capability in Tamworth to service the producers of the Namoi region and beyond. (Refer Appendices presentation from Mr Yiming (Robert) Wang.)

In addition to the information provided by Mr Wang some key points about China-Free-Trade-Zones⁵ can be found below:

- Since the first Free Trade Zone was built in Shanghai the Chinese government has added a dozen new zones to the list, and have plans to further expand and create new zones. FTZ's are an important brick of the One Belt One Road (OBOR) initiative, where China plans to develop infrastructure and invest in many countries in Africa, Asia, and Europe.
- FTZs by definition are designated areas where foreign companies can engage in economic activities that are generally not accepted elsewhere in the country. FTZs assist foreigners to enter the Chinese market, there are a number of benefits as a foreign company to be in business with an FTZ including; goods can be stored, handled, produced, and re-exported, without the interference from the Chinese customs, and without the need of paying import duties.
- FTZs are mostly located close to major harbors and airports, where much commercial activity takes place. In recent years, the government has established new FTZs in central and strategic parts of the country.

During this study tour members visited;

- The Shanghai Free Trade Zone
- Guangdong Free Trade Zone and Nansha

Specific opportunities identified for Namoi Unlimited and its member Councils are:

In Shanghai the Chair and the Executive Officer met with the Shanghai Hometextiles Trade Association and three Australian wool importers; Shanghai Dragon Home Textile Company, the Luolai Group and Sheep Home Textile. The three companies represented the dimensions of home textiles in wool for sale in China. Opportunity was identified for a developing relationship between the businesses and the producers of the Namoi, targeting supply after understanding current buying and selling structures.

- Shanghai Hometextiles Trade Association was founded in 1988 and now has 120 companies who are members of the association; the association has speciality committees in bedding, towels and clothing. The association has a number of functions including; (1) build a platform for business and government, (2) government to serve the corporates (3) local branding and industry growth, (4) integrity and regulation and (5) talk about possible opportunities.
- Shanghai Dragon Corporation⁶ produces and sells urban fashionable dresses and home textiles in China. The company offers the Threegun and Mum branded knitting underwear, Conch shirts and suits, Minguang and Happiness bedding products, Bell 414 and Queen towels, Phoenix blankets, etc. It is also involved in the cloth printing and dyeing. The company also exports its products. Shanghai Dragon Corporation is based in Shanghai, China. Dragon receives samples of wool for sale on the Australian market in August and attends those sales.

⁵ <https://www.export2asia.com/blog/china-free-trade-zones/>

⁶ <https://www.bloomberg.com/research/stocks/private/snapshot.asp?privcapId=5534141>

- Luolai Home Textile Co Ltd⁷ is a textiles company based out of Shanghai specialise in high end products, buying wool from Australia, possibly Victoria and utilising the Australian story of their product in their marketing. Luolai have been to Australia to visit the farms from which their product comes from. Luolai look to an Australian company to provide medium wools for production.
- Shanghai Sheep Industry makes woollen products both clothing and homewares for sale in supermarkets. Sheep aren't involved in the selection of their wool product and receive from the market their requirements.

⁷ LinkedIn company profile

Outcomes and opportunities for each of the participants were identified and communicated, these included:

OUTCOMES IDENTIFIED	PARTNER	IMMEDIATE
Formalise, strengthen and cement the relationship and opportunities for Namoi producers and businesses with Ningbo, Zhejiang Province.	Namoi Unlimited	Pathway for businesses confirmed, assistance to be provided by Ningbo Foreign Affairs and NSW Trade and Investment, NSW Department of Primary Industries.
Create associations to facilitate opportunities for investment.		Contact for business to business investment made in Guangzhou.
Understand opportunities for marketing and promotion of regional products and e-commerce.		There is an enormous shift in consumer behaviours and one that the producers in the region need to be familiar with.
Develop contacts for agents and import networks for beef and lamb products.		Business contacts and opportunity were identified from the business activities across Shanghai, Ningbo and Guangzhou.
Build awareness and confidence in the Namoi region and the five member Councils.		Marketing and promotional material produced for the study tour. Pre and post event media on the study tour was received.
Showcase regional produce and opportunities for the Namoi.	McArthur Legal	At the Shanghai business event the restaurant used Duralina to make pasta for the dinner menu.
Provide advice on the Australian requirements for renewable energy and other infrastructure, land, commercial developments. Assist Chinese investors to understand the Australian legal framework.		Contacts for potential clients made on the tour. McArthur Legal has been contacted by potentially one client.
Explore business opportunities to export semen, embryos, boxed beef and lamb, Merino wool. Understand local producer, abattoirs, processors and importer opportunities including export licencing.	Oldfield Herefords, P and J McArthur and Sons	Partnerships in meat and fibre operations for the McArthur family were identified. Experience delivered exposure to the business areas identified.
International courses offered in a number of key areas (but not limited to) agriculture and environmental science. International partnerships for education and research in China.	UNE	Zhejiang Wanli University (ZWU), a Ningbo-based University with strengths in agricultural teaching and research. Australia-China Alumni Association contact and a potential second university in South China identified.
Explore business opportunities for the Duralina product and showcase the product.	Bellata Gold Milling	Bellata Gold milling identified commercial partners in the food service industry.

RECOMMENDED ACTIONS:

- 1.1 Namoi Unlimited provides a briefing to the NSW Government and Australian Government on the outcomes of the Namoi Unlimited Trade and Investment Strategy and actions.
- 1.2 Namoi Unlimited and the NSW Government recognise the importance of this activity to providing opportunities for business, supply chains and value add opportunities, and determine agreed collaborative and cooperative investment.
- 1.3 Namoi Unlimited, its Member Councils and the NSW Government determine a pathway and program to support businesses in the Namoi region embrace the opportunity of export and invest in their own business case expansions to grow the economy into the future.

2. Strengthen international relations in the selected markets to open doors to new markets for business

The China Study Tour focussed on three destinations in China; Shanghai, Ningbo and Guangzhou.

The crucial international relationship delivered during this study tour was the formation of a Memorandum of Understanding with the Ningbo Foreign Affairs Bureau. This relationship is a selected market for Namoi Unlimited.

Ningbo, Zhejiang Province has a population for 7.8million people and is the largest sea port on the east side.

The interests identified in the Memorandum of Understanding are;

- The Parties will explore opportunities for investment and exchange feasibility information about industry.
- The Parties will explore opportunities for trade potentially in agricultural commodities and services, tourism, renewable energy, transport and logistics.
- The Parties will explore opportunities for cultural, ceremonial and people-to-people exchange.
- The Parties will explore opportunities for exchanges and cooperation in education, science and technology.
- The two parties will explore training opportunities especially for agricultural production, supply and demand.
- The two parties will keep regular contacts to facilitate consultations on the exchanges and cooperation as well as the matters of common concern.

The relationship provides the contacts to explore relationships in identified markets and an avenue for Councils to explore strategic cultural, economic, social and environmental exchange in China.

RECOMMENDED ACTIONS:

- 2.1 Namoi Unlimited and its member Council economic development officers could create a cooperative collaboration of businesses clustered around beef and lamb in the China market. The network can be used to increase knowledge and information about partnership opportunities and strengthen follow up on business opportunities.

- 2.2 Namoi Unlimited and governments should work together closely and continue to communicate with a network of businesses and coordinate activities and events that will enhance the capacity and capability of businesses to undertake export. This may include;
- Agribusiness strategy for horticulture, identification and alignment with soil, climate, water and market advantages.
 - The value proposition for the Namoi region.
 - How does a business in the Namoi identify and understand structures to find the best market channel?
- 2.3 Maintaining and developing a network of small and medium enterprises engaged in export and interested in export will be of value to businesses undertaking the journey. Maintain a network to assist Councils and economic development officers to communicate the business proposition throughout the region.
- 2.4 Namoi Unlimited and governments need to determine how opportunities for agriculture to diversify and address identified opportunities. This would include; understanding the opportunity, quantifying the opportunity, making contacts in relation to the opportunity, how does the opportunity add to the business case for other value add or supply chain opportunities to understand how and who will advance these opportunities.

3. Travel overseas to make connections for capital, expertise and market access

Namoi Unlimited coordinated a delegation of member Councils in 2018 visiting Shanghai, Ningbo and Guangzhou. Activity in the 2018-2019 was planned to collaborate with businesses. Namoi Unlimited received a grant of \$20,000 from the Australia-China Council to assist with the coordination of a business delegation to China.

The Study Tour was all inclusive a Single Supplement price for the tour is \$6,800; a twin share is \$4,500, plus GST. The price included travel, accommodation, internal transfer, group meals and events. Exclusions were VISAs and any specific translation services for private meetings, logistics for individual activities, in-room charges.

The NSW Department of Primary Industries (DPI) developed a program⁸ which combined an intensive business workshop in Sydney with a week-long trade mission to China. The participant-funded program cost about \$8,500 per delegate, including travel to China in late March 2019 and the Sydney workshop, February 27 to 28. This fee is comparable to that charged for the Namoi Unlimited trip.

The diversity of the group seemed to work well with the program of activities. The inclusion of services in future tours should also be a focus for Namoi Unlimited.

RECOMMENDED ACTIONS:

- 3.1 Namoi Unlimited should continue to coordinate Study Tours for industry groups, various or similar businesses considering or undertaking export and trade in specific markets. The value of leadership from Local Government is acknowledged. This can be coordinated at a tour cost rather than the Joint Organisation.

⁸ <https://www.dpi.nsw.gov.au/about-us/media-centre/releases/2019/china-e-commerce-trade-opportunity>

- 3.2 A program of intensive training and international market exposure has been previously coordinated by the NSW Department of Primary Industry, parties' needs to engage and develop a collaborative program.

4. Coordinate and facilitate support for international governments and companies to visit the Namoi region

In general, reciprocated tours do not necessarily involve a financial commitment however; past experience demonstrates there is a time commitment of member Councils and the Joint Organisation in facilitating local arrangements and plans.

Potential tours to the Namoi region;

- Mike CHAI, Vice Chairman, China-Australia Chamber of Commerce – South China (June 2019)
- Peter FENTON, Evertop Legal Consultants, Scottish Pacific and China-Australia Chamber of Commerce – South China are planning a mission before the end of 2019.
- European American Chamber of Commerce and Industry Government delegation, August 2019.

RECOMMENDED ACTIONS:

- 4.1 Namoi Unlimited and member Councils should identify as part of their business planning processes the role of the Joint Organisation, Economic Development Officers and Chambers of commerce in this marketing role, and consider investment as part of their annual planning cycle.

5. Increase confidence in the region by partnering with alumni channels

Contact was made with Tracey Zhang and Mesa CHEN from the Australia-China Alumni Association attended the Guangzhou Business Event.

RECOMMENDED ACTIONS:

- 5.1 Investigate opportunities to partner with the University of New England (UNE) to develop relationships with Alumni to further identification of opportunities for the region.

6. Align research, education and training to support trade and investment initiatives

Like Namoi Unlimited, UNE sees education as a key economic driver for regional NSW. International education is Australia's third largest export and China is the second largest market. The opportunity to participate on the study tour aligns with UNE's strategic plans to deliver higher education into the Namoi region, specifically Tamworth.

The signing of the MOU by Namoi Unlimited and the Ningbo Foreign Affairs Office (NBFAO) and Agriculture Bureau provided the platform for UNE to explore international collaboration with similar academic institutions.

Professor Todd Walker, Provost and Deputy Vice Chancellor represented UNE on the tour. Professor Walker has senior executive responsibility for UNE's academic affairs including the three Faculties.

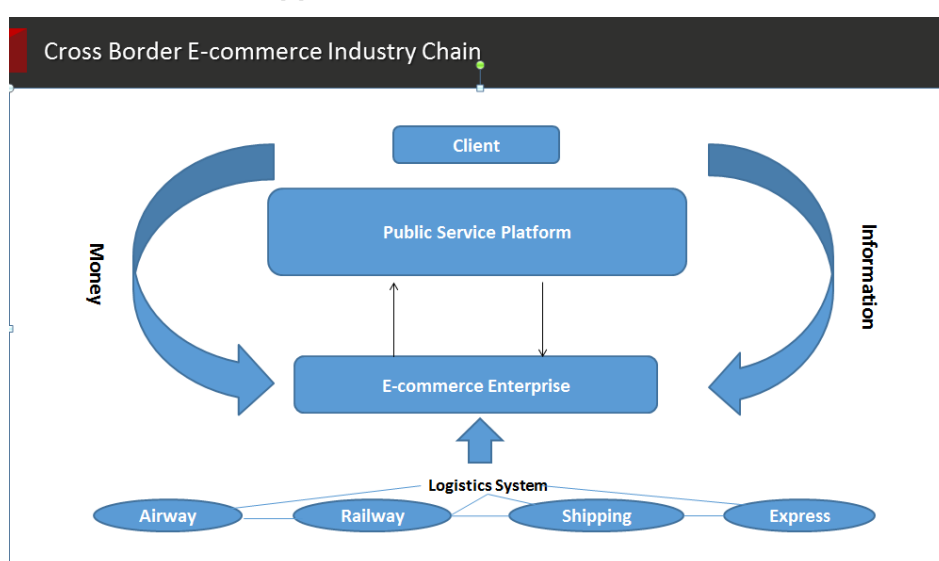
Investment and the presentation of investment opportunities were not a focus of this study tour.

7. Identify and collaborate to develop international connections and collaboration

As a Study Tour to three different locations a market briefing on each market was provided. These briefings are provided in the Appendices of this document.

A detailed briefing about Free Trade Agreements and Free Trade Zones in China was provided by Mr Robert Yiming and is provided in the Appendices.

Cross-border E-Commerce opportunities



RECOMMENDED ACTIONS:

- 7.1 Namoi Unlimited considers the ongoing learning and information exchange as part of an SME Export Hub application.
- 7.2 Namoi Unlimited considers its role in the collation and dissemination of information to encourage business to consider the opportunity of export. Namoi Unlimited if it sees a roll for the Councils may consider an investment in its media and communications functions to facilitate such networks and information exchange.

8. Collaborate and support access to programs to expedite export and investment

One of the business delegates when asked what success for them would look like, replied that agriculture needs to find its value-add, for farmers the value opportunity is now an imperative to improving the bottom line of framing and grazing.

Another of the business delegates remarked that the soils across the region, stretching from Goondiwindi to Mullaley have soils and a climate that make it a rich area for just about any type of agricultural enterprise.

The availability of specialist and business advice and information to assist businesses and service providers to export into the China market opportunity remains evident. Namoi Unlimited has made contact with an investment agent in Guangzhou to build capability of Councils to provide information on investment opportunity, planning processes and responses.

RECOMMENDED ACTIONS:

- 8.1 The Executive Officer of Namoi Unlimited and JOLT review the Small and Medium Enterprise Export Hub application and develop a Business Case to support businesses in the region.

Namoi Unlimited develops an advocacy position to develop the resource and attract funding to conduct a pilot program.
- 8.2 Namoi Unlimited should partner to assist, support and encourage businesses to have a business plan to articulate the export opportunity.
- 8.3 Namoi Unlimited and Government should look to create a bank of resources to assist businesses in developing their business plan and in-market learnings.
- 8.4 Namoi Unlimited and Governments need to recognise the agricultural strengths and opportunity within the Namoi region, developing and maintaining clear messaging and communications encouraging people to seek out the opportunity and benefit.
- 8.5 Namoi Unlimited needs to develop the communications and branding as to why the Namoi region is well placed and positioning itself to take advantage of creating some of the best produce in the world.
- 8.6 Namoi Unlimited, NSW Trade and Investment, Department of Primary Industries follow up with the Shanghai Hometextiles Trade Association. Namoi Unlimited to investigate with NSW Department of Primary Industries to understand the wool and cotton trade associations and parties to identify the opportunities.

9. Build scale and capability of Councils to provide and improve clarity in the investment opportunity, planning processes and responses

One of the delegates noted that the study tour with peers and businesses from the region across a number of diverse areas was valuable creating relationships and experiences that can be shared.

In addition to relationships being fostered with NSW Trade and Investment and the Ningbo Government, additional Government, Australian and NSW contacts made during this visit were:

- Kathy Chen, Australian Trade and Investment Commission
- Ziruo Chen, Foreign and Overseas Chinese Affairs Office Nansha Economic Zone
- Christine Tang, Destination NSW

The project plan included Namoi Unlimited's support and financing for a member of the economic development team across the Councils areas to participate in the study tour.

- Alex Wang the Economic Analyst with Tamworth Regional Council was selected by the JOLT as the member to participate. The role of the staff member was to not only represent their member Council but also the Joint Organisation and assist with program activities and logistics. Namoi Unlimited invested \$6,800 in the building capacity and capability, the member Council contributed the officer's time in salary and wages.

- There is interest from Namoi Unlimited and the NSW Trade and Investment Office in Guangzhou to develop an exchange program for staff. The opportunity would enable staff to be engaged in the host organisation activity, build business connections and skills by reciprocal opportunities.

All four businesses on the delegation firmly supported Namoi Unlimited undertaking such targeted activity into the future.

The tour certainly demonstrates that Local Government is investing in programs to assist businesses grow in the Namoi region and trying to support diversification in the economy.

Those who participated in the tour certainly saw similarities and benefits to support the development of international freight capability at Tamworth Regional Airport based on the number of Free Trade Zones established in China. The group toured facilities Special Economic Zones or Free Trade Zones in Guangzhou and Shanghai.

These zones are established areas and areas regulated by the Customs with the approval of the State Council, and also businesses established or have space within the zones to facilitate and undertake the transfer of goods and services between markets through public and private bonded warehouses.

Foreign investors are allowed to own e-commerce companies in the Shanghai Pilot Free Trade Zone (2015).

RECOMMENDED ACTIONS:

- 9.1 A briefing and budget for an exchange program opportunity is prepared by Murray Davis and Rebel Thomson.
- 9.2 Early engagement with the Employer Council and the economic development representative selected for the tour to identify tasks and activities to assist with the program coordination is needed. A position description for the economic development resource to accompany the delegation is created and agreed to by the parties involved.

10. Other insights and Recommended Actions

There is a trend for businesses to increase their size of landholdings and their operations, buying the operations of neighbours; this may not be the answer for all farming operations, value add and supply chain on a regional basis may support more diverse and dynamic farming enterprises and communities that want to sustain populations.

These opportunities are potentially inter-generational change; these initiatives require collaboration, self determination.

Businesses in regional NSW need assistance to develop a strategic opportunity such as pursuing an international market such as China. The pathway for the assistance available at any level should be articulated and be readily available.

Chinese businesses seem to be requesting a partnership with products over marketing. This doesn't seem to be the same as product marketing in Australia and may need clarification from NSW Trade and Investment operatives in China.

Regional development pursuits such as the development of international freight capability at Tamworth Airport and the need for export meat processing capability became evident with the demand.

Consistent messaging from the businesses involved in this Study Tour to Namoi Unlimited and other Government's was:

- This is a long-term strategy
- The region need investment in the follow up and the motivation to support the opportunity

Evaluation

This report provides the performance and recommendations against the Namoi Unlimited Trade and Investment Strategy.

China Engagement Project

In April 2018 a report tabled by Namoi Unlimited after the China Engagement Project made a number of recommendations, which can be considered to have been achieved in the 2019 China Study Tour, these are;

- Aligning with committed suppliers from the region who are ready and willing to commence exporting. Businesses who participated in the pre-tour training and the tour noted that they were motivated after having seen the opportunity to export and the demand first hand, and that the Study Tour was a valuable experience.
- Member Councils were provided with the opportunity to market and promote themselves in the Study Tour Booklet which was provided at all meetings.
- The relationships developed with overseas offices in Guangzhou, Shanghai and Ningbo has strengthened with the conduct of this tour.
- The relationship and opportunities with Sinda Foods remains ongoing.
- Representation to the NSW and Australian Governments on the benefits of a local approach has been communicated, albeit not necessarily recognised as an ongoing strategic investment opportunity for regions.
- Contact between Namoi Unlimited and the Ningbo Foreign Affairs Office seems stronger than ever and will need nurturing.
- Namoi Unlimited recognises the difference required to support approaches for trade/export and investment.
- Namoi Unlimited has developed a Trade and Investment Strategy.
- Namoi Unlimited remains strong in its intent to support agriculture; agribusiness, services and education obtain access into new markets.

Recommendations from the China Engagement Report requiring consideration and progress are;

- Collaboration with Local Government Authorities outside the boundaries of the Namoi.
- Identification of the benefits of CHAFTA should be on sold to businesses.
- The ongoing drought has impacted Namoi Unlimited's ability to increase the number of case studies available for marketing and communications as well as with the Invest Regional NSW website.
- Namoi Unlimited should revisit the China Engagement Project and its recommendations to substantiate some of the learnings from this Study Tour and future actions.

Future Evaluation and Monitoring

The *Namoi Water for the Future Report* and recommendations⁹ aligned to the Namoi Unlimited Trade and investment Strategy are;

Strategic Regional Priorities and Business Plan Outcomes	Water for the Future recommendations
Identify and pursue endowments and drivers for growth in the Regional Economic Development Strategies (REDS);	<p>Identify those areas of high Water Strength which are not currently associated with high productivity activities. Review other constraints (e.g. topography, road access, proximity, energy) that may limit development.</p> <hr/> <p>Review the current location of areas of water strength / weakness and identify whether current land zonings and permitted activities are consistent with the opportunities afforded by the available water strength. In particular, identify areas in which intensive agriculture may be facilitated by water strength and engage with DPC and DPE regarding opportunities to improve the approvals process (such as the current investigations into the SAP).</p> <p>Co-location of water intensive industries with supply/recycling locations will also lower costs of water distribution.</p> <p>Gunnedah, Tamworth and Gwydir have a comparative advantage in water security in comparison to other member councils. Regional planning decision should consider location of water intensive industries that reflects comparative advantage.</p>
Identify and facilitate key new market opportunities for regional producers;	<p>Undertake a case study cost-benefit analysis of land development trade-offs in regard to agricultural productions options and urban development options. This will inform decisions regarding expansion of urban water demand use during periods of constrained availability.</p>
Build stronger and more resilient communities;	<p>Whole of life embedded water studies of the key industries within the region to demonstrate how water is captured/recycled within the region. The potential to expand upon previous studies undertaken (e.g. Deloitte, 2012) should be considered.</p>

⁹ Recommendations from the 2019 Namoi Water for the Future Strategy will be tabled at the July 2019 Board meeting of members.



NAMOI UNLIMITED

Premier agricultural region in Australia

9.4 2019-2020 Business Plan – ATTACHMENT F

Author Executive Officer

Policy

Legal

Financial

Strategic Link Joint Organisations of Councils have three specific functions; strategic regional priorities and plans to achieve them, intergovernmental collaboration, leadership and advocacy.

Attachments ATTACHMENT F – DRAFT 2019-2020 Business Plan

RECOMMENDATION TO THE BOARD: THAT, the 2019-2020 Business Plan is endorsed.

AMENDED/ENDORSED

MOVED:

SECONDED:

REJECTED/CARRIED

PURPOSE: To provide the Board with a plan of how to achieve against its Strategic Regional Priorities and core functions in the 2019-2020 financial year.

BACKGROUND: The 2018-2021 Strategic Regional Priorities and the plans to achieve them are described in the annual business plan of Namoi Unlimited.

COMMENTARY: A draft business plan for the 2019-2020 financial year is provided in ATTACHMENT F.



NAMOI UNLIMITED

Premier agricultural region in Australia

BUSINESS PLAN

2019 - 2020



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Executive Summary

In 2015 the members of the pilot Namoi Joint Organisation of Councils engaged the *Regional Australia Institute* to undertake a research project to identify those things that had, or would have, the most profound impact on our region into the future.

The subsequent report entitled *Shaping the Future of the Namoi* identified six Future Factors that if collectively harnessed in a positive way would yield an expansion of the Namoi regional economy of an estimated additional \$900million by 2030.

The six future factors identified in this report were:

- National and global cycles in commodity markets;
- Maximising innovation in agricultural production;
- Seeking international investment, on the right terms;
- Engaging the Namoi in major overseas markets;
- Urbanisation; and
- Leveraging regional brand marketing to attract people to live and work in the Namoi.

Members acknowledge that there is potentially little Local Government can do to influence cycles in commodity markets.

Urbanisation is a global phenomenon, reflecting a change in human values, opportunities and aspirations.

While communities can become more resilient to national and international commodity cycles, and urbanisation - the efforts of Local Government can only have an indirect influence on these two factors.

Members agree that; innovation in agriculture, securing investment, engaging in markets, and promotion with a trusted and energised regional brand are areas where Local Government can be proactive and have a positive and regional impact.

Our Strategic Regional Priorities

In developing this Strategic Regional Plan and summarising this into a Statement of Strategic Directions - members will have a clear focus for the next three years on their role, and the collaborate functions that Local Government will undertake.

Namoi Unlimited will focus on three Strategic Regional Priorities. These three priorities are interlinked.

The region needs to have the sustenance of water, the infrastructure, and the people to continue to grow and develop. The three strategic regional priorities are summarised below:

1. Water for the Future

Agriculture, agricultural products, commodities and services underpin the economies of the Namoi region.

The dynamics of global markets, climate change and changing consumer demand, mean our core industry must evolve and adapt.

The availability, security and access to water underpin every facet of agriculture.

Water is also critical to the other two priorities identified in this Strategic Regional Plan.

Water is the critical enabler for industry, business, communities, lifestyle, tourism and the environment. Our action will be targeted towards growth and development.

2. Enabled and Connected Infrastructure

The provision of goods and services, connecting people and business, and addressing the perception of remoteness and isolation in regional areas are all dependent on having fully functional and connected infrastructure.

Roads, rail, air infrastructure, energy and telecommunications infrastructure are

critical for the future growth and the development of the region.

The role of Namoi Unlimited is to understand the capacity and capability of existing infrastructure and networks, and then take a future focussed approach to prioritising, investing and advocating for critical and necessary infrastructure, necessary to enabling and supporting growth.

3. Engaged People seeking Skills for the Future

People and their skills are fundamental to the growth of our economies, our communities and lifestyle.

Local Government is one of the largest employers in the Namoi region and has an important role to play in the attraction of people to the region, and the development of skills to meet the future demands of the regions workforce.

The members of Namoi Unlimited will identify, promote and engage in opportunities to address skill shortages within both Councils and across communities.

Our Organisation

The Namoi Joint Organisation of Councils trading as Namoi Unlimited was established in mid 2015 as part of the NSW Government's pilot program to form new entities called Joint Organisations to facilitate collaboration among Councils.

Namoi Unlimited represents five Local Government Areas located in the New England North West of NSW:

- Gunnedah Shire Council
- Gwydir Shire Council
- Liverpool Plains Shire Council
- Tamworth Regional Council
- Walcha Council

The commitment and collaboration of members is framed in the *NSW Local Government Act*.

The principles of operating the organisation are published in *The Charter*.

This Strategic Plan 2018-2021 will inform the annual Business Plan and budget.

Our Purpose

The NSW Government established Joint Organisations of Councils in 2017 by amendment to the *NSW Local Government Act*.

The role of Namoi Unlimited is to engage and collaborate with the NSW Government, working together to build stronger councils and communities.

Our Vision

A productive, smart and liveable region.

A region recognised for its strong leadership, innovation, and excellence in regional collaboration.

Our Principal functions

The core function of Joint Organisations of Councils is collaboration - collaboration between Councils, the NSW Government and the Australian Government.

Joint Organisations are also enabled to establish collaborative arrangements with key agencies and organisations with similar functions, values and activities.

The principal functions of Namoi Unlimited will be to:

- A. Establish strategic regional priorities for the joint organisation area and develop strategies and plans for delivering these priorities.
- B. Provide regional leadership for the joint organisation area and to be an advocate for strategic regional priorities.

- C. Identify and take up opportunities for intergovernmental collaboration on matters relating to the joint organisation area.

Our Values and Guiding Principles

The values of Namoi Unlimited are:

- Member Councils will actively collaborate to lead and empower each other.
- Member Councils will engage actively, honestly and ethically.
- Member Councils will be transparent and accountable to the communities they represent.

Stakeholders and Partners

Engagement and collaboration with key stakeholders is critical to the task ahead of Namoi Unlimited.

Member Councils are; Walcha Council, Tamworth Regional Council, Liverpool Plains Shire Council, Gunnedah Shire Council and Gwydir Shire Council.

Acknowledging the partnership with the NSW Government on Joint Organisations of Councils, the NSW Government is legislated as a Member of the organisation. Representation is undertaken by the Regional Director of the NSW Department of Premier and Cabinet or their delegate.

Member Councils make up the Board of directors; the Board includes the Mayors of each of the member Councils.

Partners and Relationships

Research and education are important components of the value-add and supply chains in the economy. As required research and education partners from the region and experts will be consulted and engaged in activities.

Key collaborative groups for the Joint Organisation include; the Regional Leadership Executive and the various sub-committees and task groups initiated by the NSW Government. This reflects the inter-governmental and collaboration role of Joint Organisations of Councils.

The Board will maintain strong relationships with members of the NSW and Australian Parliaments.

As required the Joint Organisation will seek support and guidance from the NSW Government, the Australian Government and their representatives for specific tasks and activities associated with the strategic regional priorities.

How to use this plan

The Strategic Regional Plan and the priorities identified within that plan provide the framework for the annual business plan for the period.

Importantly, these documents provide the basis of activity and investment for Councils involved in Namoi Unlimited Namoi. For the community this document holds the organisation to account for its activity and its successes.

A copy of the Namoi Unlimited Strategic Regional Plan is available at www.namoiunlimited.nsw.gov.au.

BUSINESS ACTIVITY PLAN

(2019 - 2020)

STRATEGIC PRIORITY 1: Water for the Future		Output <i>What we will do?</i>	Outcomes <i>What we will achieve by doing the doing?</i>	Budget
Planning and Prioritisation	1.1 Audit, analyse, identify and prioritise the key constraints, opportunities and innovations to secure the supply of water for communities, businesses and Local Government.	Affirm and allocate structures to manage the actions of the five member Councils to facilitate the economic, social and environmental issues and opportunities from the <i>Water for the Future Strategy</i> and the <i>Shaping the Future of the Namoi Study</i> . Identify and collate evidence to analyse the supply of water for future opportunities, demand, supply and markets for; agricultural products, services, commodities, supply chains and value propositions.	Targeted and strategic advice to hone the pursuit of opportunities for regional growth. Position Councils with the evidence to build investment in infrastructure including water utilities. Identification and pursuit of endowments and drivers for growth in the Business Case for a Special Activation Precinct <i>Regional Economic Development Strategies (REDS)</i> . Building stronger and more resilient communities.	-
	1.2 Audit, analyse, identify and prioritise opportunities and partnerships for agriculture, agricultural products, commodities, supply and value chains, as well as services.	Align desires for demand, growth and investment to opportunities, investment potential, community expectations and Government positions identified in work collated for a <i>Special Activation Precinct</i> ; and prioritise proposals for investment based on demand and regional growth.		
	1.3 Identify the potential impacts of change on agriculture.	Development of, and funding for the <i>Trade and Investment Strategy</i> , <ul style="list-style-type: none"> Maintenance of the relationships made in China. Establish and support a Steering Committee to continue to drive the strategy. 	A targeted and accelerated approach to growing trade and investment attraction in the region.	
	1.4 Identify and facilitate opportunities to address change, by diversifying, opening and establishing and new markets for producers.	<ul style="list-style-type: none"> Support Councils to pursue investment opportunities for infrastructure, growth and jobs; Partner to pursue trade and export relationships for agriculture, agribusiness, services and education; Engage and develop networks and providing training opportunities for export to the network; and Branding and marketing of the region as a destination for trade and investment. Development of pilot program and funding to address specific and regional opportunities. 	Identification and facilitation of key new market opportunities for regional producers. Contribute to and be recognised for, developing better ways for Government to engage and invest in regional Australia. Development of, and support for a network of trade, investment and export businesses in the region.	-
Inter-governmental Collaboration	1.5 Facilitate opportunities with government and partners for investment into the provision of water, infrastructure and skills.			
	1.6 Communicate the value of water across the region.	Establish and support a Steering Committee called <i>Namoi Water Alliance</i> to develop regional plans and priorities identified in the <i>Water for the Future Strategy</i> , partnerships, skills and messaging that promotes the value of water to grow the region and identify opportunities for collaboration and best practice across water utilities and operations.	Pursuit of best practice planning and operations across local water operations.	\$27,040
	1.7 Identify opportunities for collaboration and best practice across water operations.	Establish and support work to be undertaken with the Office of Environment and Heritage to understand the opportunities and challenges in using waste water in road maintenance.	Pursuit of best practice planning and operations across local water operations and road maintenance.	\$285,000
Positions of Advocacy and Leadership	The investment in, security of, and access to water is an enabler (not a risk) for local and regional development and growth. Water needs to be a secure foundation and the enabler for business and communities to innovate and regional economies to thrive.	Undertake activities of advocacy and leadership identified in the Leadership and Advocacy Register, specifically items: <ol style="list-style-type: none"> Water for the Future Agriculture, Agribusiness and Innovation Intensive Agriculture Strategy Foreign Ownership of Prime Agricultural Land Trade and Investment 	Creditable and evidence based regional advocacy and information that informs Government policy. Coordinate and facilitate access opportunities for member Councils to advocate for economic growth, business development, and business cases for water and other infrastructure development.	-

STRATEGIC PRIORITY 2: Enabling and Connected Infrastructure		Output <i>What we will do?</i>	Outcomes <i>What we will achieve by doing the doing?</i>	Budget
Planning and Prioritisation	2.1 Audit, analyse, identify and prioritise the inhibitors to industry, growth, and or safety, to identify and address infrastructure connectivity on the network of roads to rail, air, energy and telecommunications.	Facilitate and engage to establish, identify and prioritise the infrastructure inhibitors to industry and growth, and or safety. Work with Councils and the <i>Regional Economic Development Strategies (REDS)</i> to substantiate and support priorities for infrastructure investment.	Identified process to highlight, substantiate and promote enabling infrastructure for the region.	-
	2.2 Identify opportunities for infrastructure investment at points that enable access to new, emerging and significant markets.	Build a Business Case to provide Councils with a repository and skills to provide evidence and research to build business cases for investment. Develop a mechanism for the engagement of border Local Government Authorities to aggregate and consolidate data and further develop regional priorities and support for economic development initiatives that drive growth.	Develop relationships, efficiencies and opportunities to work together.	
	2.3 Support Councils to develop applications and proposals for infrastructure investment.	Respond to and participate in pilot programs to identify inhibitors and enablers across the network of roads, rail, air, energy and telecommunications infrastructure and policy.	Improved information and service delivery.	
Collaboration and Inter-governmental Collaboration	2.4 Collaborate on the pursuit of regional infrastructure priorities.	Establish a Steering Committee of Councils with access to industry representation to: <ul style="list-style-type: none"> Exchange information, collaborate and to substantiate the evidence for investing in road infrastructure. Identify opportunities for infrastructure investment at points that enable productivity, safety and access to new, emerging and significant markets. Respond to and participate in pilot programs to identify inhibitors and enablers across the network of roads, rail, air, energy and telecommunications infrastructure, and policy such as the RMCC pilot program with the RMS. 	Develop the rationale and the forum for collaborating across regions on infrastructure.	-
	2.5 Support Councils to utilise collective and specialist skills and experience to generate inter-governmental approaches to the management and coordination of road, rail and air infrastructure, energy and telecommunications	Utilise individual and collective, skills and experience to generate inter-governmental approaches to the management and coordination of road, rail and air infrastructure, energy and telecommunications. Develop the evidence based position for industries expected use of containerised freight from the region.	Participate and facilitate opportunities to pursue the connectivity of infrastructure within the Namoi region, within NSW and across the Eastern seaboard. Contribute to and be recognised for, developing better ways for Government to engage and invest.	
Positions of Advocacy and Leadership	Improved access for freight and commodities into markets via roads, connections to rail, Inland Rail and international air freight capability for producers. Investment in energy infrastructure and support for public transport services. Communities, people and skills can be advanced by strong, high speed and accessible telecommunications to support business and lifestyle.	Undertake activities of advocacy and leadership identified in the Leadership and Advocacy Register, specifically items: <ol style="list-style-type: none"> Mining and Resource Development and Extractive Industries Connected and Enabled Freight and Transport Infrastructure Energy Infrastructure 	Coordinate and facilitate access opportunities for member Councils to advocate for enabled and connected Infrastructure priorities. Creditable and evidence based regional advocacy and information that informs Government policy.	-

STRATEGIC PRIORITY 3: Engaged People seeking Skills for the Future		Output <i>What we will do?</i>	Outcomes <i>What we will achieve by doing the doing?</i>	Budget
Planning and Prioritisation	3.1 Identify and address, operational and service opportunities to build scale and capacity of Councils and Namoi Unlimited.	<p>Audit workforce development plans to identify and address collectively operational opportunities or strategic service opportunities to build scale and capacity of member Councils and the Joint Organisation.</p> <ul style="list-style-type: none"> Establish a working group to engage with Councils to understand what the workforce needs are across Local Government to identify collective trends, issues and opportunities. Facilitate opportunities between member Councils to share, discuss and develop capacity and capability solutions. Identify the levers and opportunities to support and grow skills and talent within our region and our environments. Conduct a communications campaign to promote the opportunities and careers in Local Government. 	<p>Capitalise on strategic and operational opportunities to increase services within Councils.</p> <p>Nurture skills and talent in Local Government sharing experience and expertise.</p>	-
	3.2 Collaborate to address skill shortages, support talent and specialist skills sharing across Councils.			
Collaboration and Inter-governmental Collaboration	3.3 Identify opportunities to grow education, research and business development programs and institutions.	<p>Conduct analysis to understand the future skills and other impacts, potential constraints and innovation driven by water.</p> <p>Audit to understand the telecommunications capacity and capability of Councils to develop an evidence case for investment and better connectivity.</p> <p>Participate in networks, programs and activities to address attraction and retention of skills into the region.</p> <p>Investigate the creation or adoption of a regional talent development program and promote the opportunities for careers in Local Government.</p>	<p>Promote employment opportunities within Local Government.</p> <p>Build stronger communities and build service delivery.</p> <p>Increase the scale and capacity of Member Councils.</p> <p>Increase in the opportunities for learning, apprenticeships, traineeships and careers with Local Government.</p>	
	3.4 Collaborate to address local and regional skill shortages, support talent and specialist skills sharing in the region.	Identify opportunities for co-design and partnership programs.		
		With funding from the Environmental Protection Authority coordinate a building capacity and capability project for the management of Contaminated Lands and UPSS.		\$152,000
Strong Leadership and Advocacy	Local Government is a substantial regional employer, committed to building skills and expertise across the region.	<p>Undertake activities of advocacy and leadership identified in the Leadership and Advocacy Register, specifically items:</p> <p>9. Federal Government Local Government Assistance Grants (FAGs)</p> <p>10. Engaged People Seeking Skills for the Future</p> <p>11. Emergency Assistance</p>	<p>Develop opportunities for strong, connected, high speed and accessible telecommunications to support local government.</p> <p>Creditable and evidence based regional advocacy and information that informs Government policy.</p>	-
	<p>Communities, people and skills can be advanced by strong, high speed and accessible telecommunications to support business and lifestyle.</p> <p>Communities in the region support the provision of police, emergency services, doctors, health specialists and other health professionals to address the needs of communities.</p>			

Communications and Engagement Plan

Our Purpose

The NSW Government established Joint Organisations of Councils in 2017 by amendment to the *NSW Local Government Act*.

The core function of Joint Organisations of Councils is collaboration - collaboration between Councils, the NSW Government and the Australian Government.

Joint Organisations are also enabled to establish collaborative arrangements with key agencies and organisations with similar functions, values and activities.

The principal functions of Namoi Unlimited will be to:

- A. Establish strategic regional priorities for the joint organisation area and develop strategies and plans for delivering these priorities.
- B. Provide regional leadership for the joint organisation area and to be an advocate for strategic regional priorities.
- C. Identify and take up opportunities for intergovernmental collaboration on matters relating to the joint organisation area.

Audiences and Messaging

1. Members

Members and non-voting members are described in this document. This group require:

- Clarification and confidence in the role of Namoi Unlimited.
- Clarification of the activity to be conducted by Namoi Unlimited.
- Assistance to distribute and discuss activity in the community.
- Coordination and collaboration.
- Demonstrated value for their financial contribution to the activity.

2. State Agencies

A key role of Namoi Unlimited is to facilitate and create opportunities for inter-governmental collaboration. A key partner in the development of the Joint Organisation initiative is the NSW Government.

Engagement, co-design and support from specific state agencies for funding, policy advice and collaboration will be identified and pursued in the Business Plan.

3. Communities

The perspectives and attitudes of communities to related activity of Namoi Unlimited are contained in the Community Strategic Plans of members. Community Strategic Plans were used to form the basis of the *Regional Economic Development Strategies (REDS)*.

The community requires information about the role and activity of Namoi Unlimited and demonstrated activity that will build strong communities and improve service delivery.

4. Special Interest and Advocacy Groups

The Joint Organisation is able to develop partnerships with external individuals and organisations in pursuit of its activities aligned to the Strategic Regional Priorities and the Business Plan. A number of projects and activities in this business plan will require such input.

Communications and Engagement Tools

Communications and Engagement Tools	Examples
Outreach Materials	Factsheets, briefings and presentations
Key Messaging	Communique and media releases
Face to Face Meetings and Consultation	Board meetings, consultation and project activities Partner memberships, working groups and industry consultation
Website	Publishing of information for transparency or feedback
Social Media	Publishing of information for transparency or feedback

Communications Goals and Objectives

Goals	Objectives	Key Activity	
Increase awareness and understanding	Build member, stakeholder and public understanding about the role, vision and activities	<ul style="list-style-type: none"> Board meetings held across the region Councillors of member Councils invited to attend Board meetings in communities where they are held Familiarisation tours of member Council communities Public forums on the business paper of Board meetings The Executive Officer will operate from member Council facilities monthly 	Monthly
Conduct campaign activity	To build awareness of project activity	Communications and engagement will be detailed and resourced in project briefs for each of the Strategic Regional Priorities	Ongoing
Increase Member and stakeholder participation	Provide members, stakeholders and the public with timely and meaningful opportunities to work with Namoi Unlimited	<ul style="list-style-type: none"> Media releases distributed and posted on the website and social media Coordination of events and activities associated with project activity Website www.namoiunlimited.nsw.gov.au LinkedIn 	Ongoing
Advocacy and leadership	Identify and address barriers to engagement	Steering Committees and Working Groups meetings will report and include regular updates to the JOLT and Board on barriers and impediments	Ongoing
	Conduct campaigns to communicate activity and opportunities.	Communications and engagement will be detailed and resourced in project briefs for each of the Strategic Regional Priorities	Ongoing
		Advocacy and leadership activities will be conducted annual with State and Federal MPs and departmental representatives	Ongoing
	Face to face and briefings	The above activity where possible will include consultation and briefings. This would also include participation in groups external to the Joint Organisation	Ongoing

2019 - 2020 Budget

Income		Individual Fee (inc GST)	Total Estimate 2019-2020
Membership Fees		\$33,000.00	\$165,000
▪ Namoi Water Alliance		\$5,948.80	\$29,744
Non-Voting Membership Fees		\$16,500.00	-
Retained Earnings			550
Grants – Office of Local Government		\$56,030	\$56,030
Grants			
▪ Contaminated Lands Project Officer ¹⁰ (EPA)		\$152,000	\$152,000
▪ Climate Change and Gravel Roads across the Namoi region (OEH and LGNSW)		\$313,500	\$313,500
Interest		\$500.00	\$500
		TOTAL INCOME	\$717,324
Expenses			Total Estimate 2019-2020
Administration and Governance			\$9,040
Employees and Costs			\$232,770
Travel and Accommodation			\$10,000
Investment in Strategic Priorities	Strategic Regional Priority 1		\$313,500
	Strategic Priority 2		-
	Strategic Regional Priority 3		\$152,000
	NET OPERATING ESTIMATE		\$717,310
	ESTIMATED SURPLUS		14

¹⁰ Income nominated to be GST FREE by the NSW Government

OFFICE OF LOCAL GOVERNMENT ESTABLISHMENT FUNDS 2018-2019

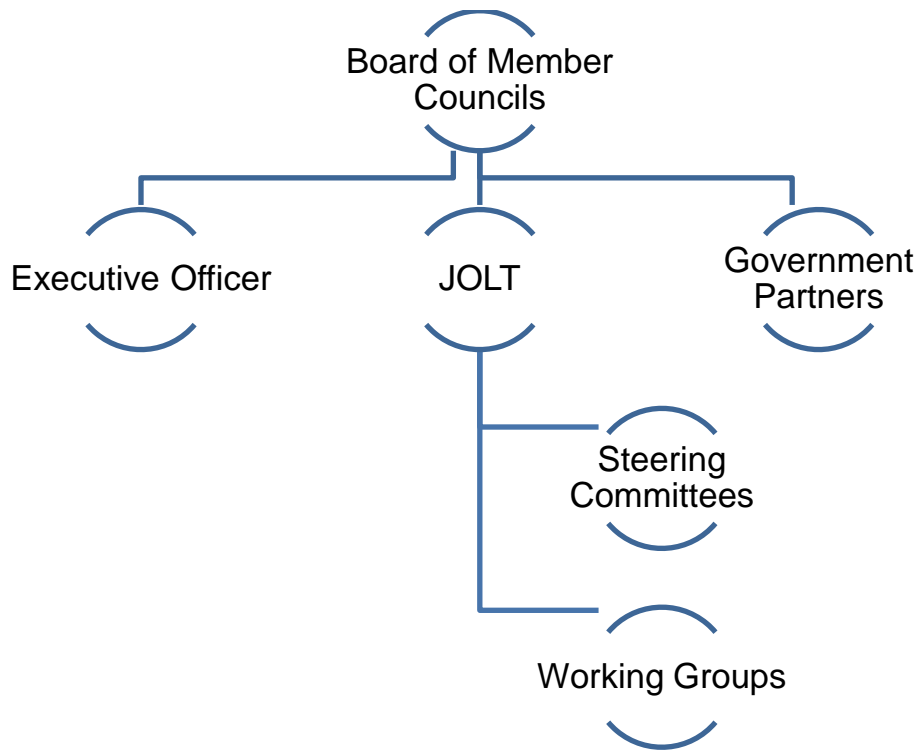
Strategic Regional Priority 1	-
Strategic Priority 2	-
Strategic Regional Priority 3	-
Employees and Costs	\$56,030
TOTAL	\$56,030

Stakeholders

Engagement and collaboration with key stakeholders is critical to the tasks ahead of Namoi Unlimited.

Members	<p>Member stakeholders include; Walcha Council, Tamworth Regional Council, Liverpool Plains Shire Council, Gunnedah Shire Council and Gwydir Shire Council.</p> <p>The NSW Government is also a member representative; the position is allocated to the NSW Department of Premier and Cabinet.</p> <p>There are no identified Non-voting members.</p> <p>Stakeholders can familiarise themselves on a project basis as a Project Participant.</p>
The Community	<p>The Board comprises of the Mayoral representatives of each of the members. Mayors are elected representatives from the community.</p> <p>Community support for activities will be by way of endorsement of this Strategic Regional Plan and its priorities.</p>
Research and education	<p>Research and education are important components of the value-add supply chain. As required research and education partners from the region and experts will be consulted and engaged in activities.</p>
NSW Government	<p>The primary point of contact with the NSW Government rests with the NSW Office of Local Government and the NSW Department of Premier and Cabinet.</p> <p>Key collaborative groups for the Joint Organisation include; the Regional Leadership Executive (NSW) and various sub-committees and task groups developed by the NSW Government.</p> <p>The Board will maintain strong relationships with representatives of the NSW Parliament.</p>
Australian Government	<p>The Board will maintain strong relationships with representatives in the Australian Parliament.</p> <p>As required, the Joint Organisation will seek support and guidance from Australian Government representatives for specific tasks and activities associated with the strategic priorities.</p>
International Government	<p>Where the NSW and Australian Governments have key strategic relationships for trade and investment, international relations and partners maybe sought with the endorsement of the member Councils.</p>
Business and industry organisations	<p>Where the key strategic relationships can be identified for trade and investment, international relations and private partners, businesses and industry organisations maybe sought with the endorsement of the member Councils.</p>

Governance Framework



Roles & Responsibilities

DEFINING ROLE	BOARD	EXECUTIVE OFFICER	JOLT	STEERING COMMITTEES	WORKING GROUPS
	<i>Mayors representing the Members</i>	<i>Employee</i>	<i>Senior representatives of the Board</i>	<i>Local Government and external specialists</i>	<i>Local Government specific task and or group</i>
Governance	Framework of rules, relationships, systems and processes within and by which authority is exercised and controlled. Assessing internal controls, compliance and code of conduct. Accountable for transparency and corporate performance. Approvals and decision making on behalf of the organisation.	Facilitate and foster cooperation for the Joint Organisation. Research and analysis for recommendations for decisions to the Board.	Ensure members are informed of and engaged with projects and key decisions. Reviewing internal controls, compliance and code of conduct. Recommendations for decisions to the Board.	Research and analysis for recommendations for decisions to the Board.	Research and analysis for recommendations for decisions to the Board.
Delegations	Determines and execute decisions and delegations. Determine and delegate specialist or complex issues to committees.	Research and analysis for recommendations for deliberations to JOLT, working groups and Steering Committees.	Determine and delegate specialist or complex issues on operational opportunities and issues. Provides advice to the Board to assist with decision making.	Deliberations on specialist or complex issues to the Board.	Deliberations on specialist or complex issues to the JOLT.

			Deliberations on specialist or complex issues to the Board.		
Control	Accept the fiduciary duty of a Board to protect the assets and investment of members. Risk appetite and risk management.	Coordinate and guide delivery of the functions, budget and priorities. Risk management plan.	Provide advice to the EO in implementation of the risk management plan. Identification of risks to project activities and the organization.	Identification of risks to project activities and the organization.	Identification of risks to project activities and the organization.
Direction	Set and deliver the strategy including the vision, mission and the goals. Driving organisational performance to deliver value for members.	Implement the Communication Strategy to keep members informed.	Consider reports from the EO and external experts and providing feedback as appropriate.	Direction provided by the Board.	Direction provided to JOLT.
Management	Recruit, supervise, retain, evaluate and compensate the EO. Endorse position descriptions for the EO and office bearers.	Implement the Communication Strategy to keep members informed. Provide support, monitor, undertake analysis and research to draw accurate conclusions that inform delivery of operational activities, actions and shared service functions.	JOLT and EO will implement the strategic plan, budget and Annual Business Plan. Delegation from the Board to make determinations on operational matters, normally delegated to the General Manager of a Council.	As determined by the Board.	As determined by JOLT.

Appendix

Opportunities and Challenges for the Namoi¹¹

The *Shaping the Future of the Namoi* report identified six levers, that if all could be fully harnessed, the RAI estimated that the economy of the Namoi could expand by an additional \$900million by 2030. The future factors that are likely to have the greatest effect on the future of the Namoi region are:

- National and global cycles in commodity markets;
- Maximising innovation in agricultural production;
- Seeking international investment, on the right terms;
- Engaging the Namoi in major overseas markets;
- Urbanisation; and
- Leveraging regional brand marketing to attract people to live and work in the Namoi.

The six levers and opportunities are:

A. Understanding National and global cycles

The region will be dependant on national and global cycles in prices for agriculture, mineral and energy commodities, climate variability and international economic developments.

Decision makers need to be prepared to experience and accept a wide range of possible futures stemming from national and global cycles, which are beyond their control.

Ensuring these factors are understood and pursuing the other five factors will be the best way the members can respond to this volatility, knowing that it can't be controlled.

B. Innovation in Agriculture production

Productivity in the agricultural sector remains crucial for the region's future.

Agricultural output per worker is increasing. As a result employment in the industry is falling but productivity is improving.

Productivity gains often accrue as a result of intensive pressure and competition for resources.

Factors like; reduced water availability, climate and direct competition for resources from the mining sector. Competition for resources from the mining sector has improved agricultural productivity.

A proportion of the potential gains in this area are likely to be realised without any intervention by leaders.

¹¹ Regional Australia Institute "Shaping the Future of the Namoi" Report, September 2015

The potential role for the group is to facilitate better collaborations between producers, R&D providers and agricultural service providers to increase their collective productivity.

C. Securing international investment on the right terms

Investment flows are fundamentally important to the viability of the economy.

Literature shows that foreign investment is associated with high flow-on benefits to communities in which the investment occurs.

The Namoi is a particularly attractive destination for foreign direct investment. Primary production in agriculture and mining has a strong track record of attracting foreign investment.

It is also important that local businesses are encouraged to learn from, adopt new ideas and practices that flow from foreign investment. This might also include education and training around business practices.

Leaders could also encourage networking between local producers to maximise the benefits.

D. Engaging the region in major overseas markets

This area is the most difficult to quantify, but the upsides can be considerable.

The changing nature of the global economy means that Australia's opportunities lie in Asia because of its geographic proximity to this growing market.

Existing State Government programs help businesses and regions tap into these markets, what I needed is for businesses to establish and maintain relationships over a long period of time. This assistance is critical.

This section is not about investment, but using the available tools to build engagement in major overseas markets.

Circulating the learnings about engaging in overseas markets is important for communicating the successes.

The best way to realise the potential of this factor is twofold.

- Securing investment on the right terms will improve the experience of regional businesses in general in directly operating in Asian markets.
- The second stage is realising the potential is to highlight successful investor relationships.

Importantly the JO should also look to manage attitudes and perceptions about the value of this effort.

E. Urbanisation

All over the world, larger communities are tending to remain stable or become ever-larger at the expense of population decline in smaller communities.

Leaders need to create their desired future for the region and encouraging migration into the region as a whole by leveraging a regional brand and marketing to encourage people to live and work in the Namoi.

F. Leveraging regional branding marketing to attract people to live and work here

The Namoi is not a typical region; this is a unique opportunity to leverage.

The region needs to develop its own pull factors to attract people into the region.

Regions often fail to capture and address outsider perceptions and this can be done by differentiation.

Brand Namoi is a known product; the range of job opportunities is the single most important determinant in generating migration to the region.

Brand should be closely aligned to job opportunities.

These levers form the foundation of the 2018-2021 Strategic Planning and Priorities.

What the *Shaping the Future of the Namoi* report has been able to provide is a shift in focus for the members of Namoi Unlimited. The focus will continue to be on the levers for change rather than addressing the consequences, and by working together as a collaboration and be recognised by Government as to adding value, will ensure the value and benefits of working regionally are realised



NAMOI UNLIMITED

Premier agricultural region in Australia

Namoi Unlimited is a Joint Organisation of Councils in NSW.

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Executive Officer

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9.5 Building Capacity and Capability with Contaminated Lands

Author	Executive Officer
Policy	-
Legal	-
Financial	-
Strategic Link	Engaged People and Skills
Attachments	-

RECOMMENDATION TO THE BOARD:	THAT, the report is noted.
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AMENDED/ENDORSED	
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MOVED:	
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SECONDED:	
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REJECTED/CARRIED	
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PURPOSE:	To provide the Board with an update on amendments to the project plan for the Building Capacity and Capability with Contaminated Lands project.
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BACKGROUND:	<p>Namoi Unlimited received funding from the NSW Government of \$420,000 over the next three years to build the capacity and capability of member Councils to manage contaminated lands.</p> <p>Funding was originally allocated for a project officer, Councils have committed funds to provide a motor vehicle for the project officer and the Joint Organisation will contribute recruitment costs.</p>
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COMMENTARY:	Namoi Unlimited has been approved to vary the contract with the EPA for the roll out of the Contaminated Lands Project.
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Namoi Unlimited has been approved to provide form member Councils a contracted specialist to:

- Audit and review existing contaminated land policies and procedures against the relevant legislation.
- Deliver accurate technical and specialist advice in the area of contaminated land management policy, procedure and registers.

Outputs that will be produced over a contracted period of 8-12 weeks are:

- A regional policy document on Contaminated Lands compliant with legislation.
 - A set of local procedures that reflect the individual operations of five member Councils to the Joint Organisation.
 - Development of a template for a contaminated lands register for Councils with an understanding of what is required under the legislation.
 - Development of a Guideline to assist Council staff to identify possible contaminated lands in each Local Government Area.
 - Handover of final documents and information to Councils and the Joint Organisation.
-

The Executive Officer has sought a project proposal from Moss Environment and Consultancy. Moss Environmental and Consultancy is the only environmental consultancy located in Tamworth and is a business in the Smart Region Incubator with the UNE.

The budget allocated for this project is \$35,000.

The roll out of activities to embed the policy, procedure and conduct capacity building activities with member Councils will be a position for two years with Tamworth Regional Council, working across the five member Councils.

The budget allocated for this part of the project is \$385,000.

RECOMMENDATION TO JOLT:	<p>THAT, the contracting of a contractor to complete the policy and procedure specific functions as described in this report is endorsed.</p> <p>THAT, the Executive Officer executes a contract with the contractor Moss Environmental for the described works.</p>
PURPOSE:	To provide advice to JOLT with an update to the roll out of the Contaminated Lands Capacity and Capability Project across member Councils.
BACKGROUND:	Namoi Unlimited has been funded \$420,000 by the EPA over the next three years to build capacity and capability of Member Councils in the coordination and management of Contaminated Lands.
COMMENTARY:	

10. INTER-GOVERNMENTAL RELATIONS

10.1 Increasing Resilience to Climate Change (Round 1)

Author	Executive Officer
Policy	-
Legal	-
Financial	-
Strategic Link	Enabling and Connected Infrastructure, Engaged People and Skills
Attachments	-

RECOMMENDATION TO THE BOARD:	THAT, the report is noted.
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AMENDED/ENDORSED	
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MOVED:	
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SECONDED:	
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REJECTED/CARRIED	
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PURPOSE:	To provide the Board with information about a future project for the Joint Organisation.
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BACKGROUND:	<p>The Executive Officer made application to the Increasing Resilience to Climate Change program.</p> <p>The application was to consider the impact of climate change on gravel roads across the Namoi Region. Funding will be provided to conduct some research and trial the use of recycled water in the construction and maintenance of gravel roads in the region.</p> <p>The project will explore the regulatory and legal barriers to the use of wastewater on gravel roads.</p>
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COMMENTARY:	The idea for the project came from Tess Dawson at Walcha Council who commented at a Namoi Water Alliance meeting that the lack of water across the Shire was impacting the ability of Council to complete maintenance and works on gravel roads. Walcha Council is recommended as the trial site for this project.
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11. ADVOCACY AND LEADERSHIP

Nil reports provided at time of distribution of this Notice of Meeting.

12. EXECUTIVE OFFICER REPORTS

12.1 Action List – ATTACHMENT G

Author	Executive Officer
Policy	Administration and Governance
Legal	-
Financial	-
Strategic Link	-
Attachments	ATTACHMENT G
RECOMMENDATION TO THE BOARD:	THAT, the actions of the Executive Officer are noted.
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	-
BACKGROUND:	-
COMMENTARY:	-

Completed
 Underway
 Not yet commenced

Date	Strategic Regional Priority	Resolution	Action	Status
05/03/2019 BOARD	Administration and Governance	THAT, the accounts for Namoi Unlimited transition to Tamworth Regional Council from 1 July 2019.	Underway	Underway
		THAT, the fixed administration and membership contribution for 2019-2020 will be \$30,540 plus GST, totalling \$33,594.00.	Completed	Completed
		Draft 2019-2020 Business Plan to be workshopped with the Board in June 2019.	Refer Agenda Item 9.4	Underway
29/04/2019 JOLT		Alison McGaffin to undertake to identify and bring to the region for a workshop with member Councils, expertise from within Government responsible for the application of BCR on funding applications.	A meeting with JOLT and workshops planned for August 2019.	Underway
		Advice from OLG is sought on the Compliance and Reporting Requirements for 2018-2019.	Statement of Revenues 2019-2020 required by 30 June 2019, refer budget in Item 9.4. GST Certificate to be submitted by the 31 July 2019.	Not yet commenced
29/04/2019 JOLT	Intergovernmental Relationships	Alison McGaffin to undertake to identify and bring to the region for a workshop with member Councils, expertise from within Government responsible for the application of BCR on funding applications.	Initial discussions have been held by Alison McGaffin. Treasury are keen to conduct workshops in the region.	Underway
05/05/2019 BOARD		Proposed Mining, Resource and Energy Group submitted to the Regional Leadership Executive to be included in the Statement of Intent.	In principle the proposed initiative was endorsed at the RLE meeting. NEJO was approached for support from their GMAC meeting in May.	Underway
02/10/2018 BOARD	Advocacy and Leadership	Work to commence on the areas discussed for the register of advocacy positions in workshopping.	No feedback has been received to date from member Councils.	Completed
02/04/2019		The EO writes to the Deputy Secretary Regional NSW inviting DPC	Invitation referred to the Office of the Acting	Underway

BOARD		representatives to the May Board Meeting to (1) discuss potential pilot programs for the JO, (2) distribution of funding and divestment of funding programs to the JO and (3) provide a briefing on the use of funding from the sale of Snowy Hydro to the Commonwealth.	Secretary Chris Hanger.	
		Discussion regarding ways of collaboration and potential projects with the New England Joint Organisation.	The Chair has received advice from the Chair of the New England JO that a meeting date between the two organisations is to be set.	
29/04/2019 JOLT		Clarification for member Councils associated with the Vegetation SEPP and the SEPP, and the framework for the regulation of clearing native vegetation specifically the compliance authority is sought.		
05/05/2019 BOARD		An additional position of advocacy for Right to Farm Legislation is developed by the Executive Officer.		
		An additional position of advocacy seeking recognition of the NSW Joint Organisation of Councils network by the Commonwealth Government is developed by the Executive Officer.		
05/03/2019 BOARD	Strategic Regional Priorities Water for the Future – Namoi Water Alliance	THAT, the proposal to advertise a tender seeking the services of a single consultant to provide consultancy services in the area of water and wastewater for a period of 3 years with the option of a further 2, to member Councils on a non exclusive basis be approved.	Tender closed Namoi Water Alliance will assess submissions in July 2019.	
04/06/2019 WORKSHOP		The EO is prepare a briefing for the Land and Water Commissioner, Regional and Urban Water Commissioner, the Minister for Water and Local MPs on the finalisation of the Water for the Future project and its outcomes after JOLT.		

12.2 Correspondence Received

Nil correspondence for action was provided at time of distribution of this Notice of Meeting.

12.3 Calendar of Planned Activities - ATTACHMENT H

Author Executive Officer

Policy -

Legal -

Financial -

Strategic Link -

Attachments ATTACHMENT H – Calendar of Planned Activities

RECOMMENDATION TO THE BOARD: THAT, activity is NOTED.

AMENDED/ENDORSED

MOVED:

SECONDED:

REJECTED/CARRIED

PURPOSE: To provide members with an outline of upcoming activities for the Executive Officer and the Joint Organisation.

BACKGROUND: -

COMMENTARY: -

ATTACHMENT H – Joint Organisation Planned Activity

Jun	27	New England North West Solar Farm Briefing	Armidale
Jul	2	Board Meeting	Quirindi
	3	RLG Regional Leaders Network Meeting	Tamworth
	15	JOLT presentation from Darren Keegan, Murray Wood, Derek Tink and Rob Harrison about what is being done for exporters in the region, with economic development and planning staff.	Tamworth
	19	New England North West Regional Leadership Executive Meeting	Tamworth
	31	Namoi Water Alliance Meeting	Tamworth
Aug	1	New England North West Economic Sub-Committee Meeting	Tamworth
		NSW Joint Organisation Chair's Meeting	Sydney
	6	Board Meeting	Bingara

13. ADDITIONAL REPORTS PERTAINING TO THE PRINCIPAL FUNCTIONS

Nil provided at time of distribution of this Notice of Meeting.

14. REPORTS FROM DELEGATES

14.1 Briefings from the Board – ATTACHMENT I

Author	The Chairperson
Policy	-
Legal	-
Financial	-
Strategic Link	-
Attachments	ATTACHMENT I – Template for a Briefing Paper and Headings
RECOMMENDATION TO THE BOARD:	
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	To provide the Members and the Project Sponsors with the opportunity to table briefing documents for Ministers or Departments in relation to activity toward the Strategic Regional Priorities.
BACKGROUND:	<p>As part of the Communications and Engagement Plan of activity and projects conducted by Namoi Unlimited, Members and Sponsors can propose briefing papers are developed and distributed from the Chair.</p> <p>The intent of this action is to continue to provide project updates to the community and stakeholders.</p>
COMMENTARY:	-

SUBJECT: Contentious Issues Brief from Namoi Unlimited

RECOMMENDATION

That the Deputy Premier

- Proposed actions

KEY ISSUES

- Urgency
-

CONSULTATION

FINANCIAL IMPLICATIONS

LEGAL IMPLICATIONS

BACKGROUND

15. QUESTIONS WITH NOTICE

Nil provided at time of distribution of this Notice of Meeting.

16. CLOSED REPORTS

16.1 Recruitment of the Executive Officer

This report will be tabled by the Chair of JOLT, Mr Paul Bennett at the meeting.

17. CONCLUSION OF THE MEETING