

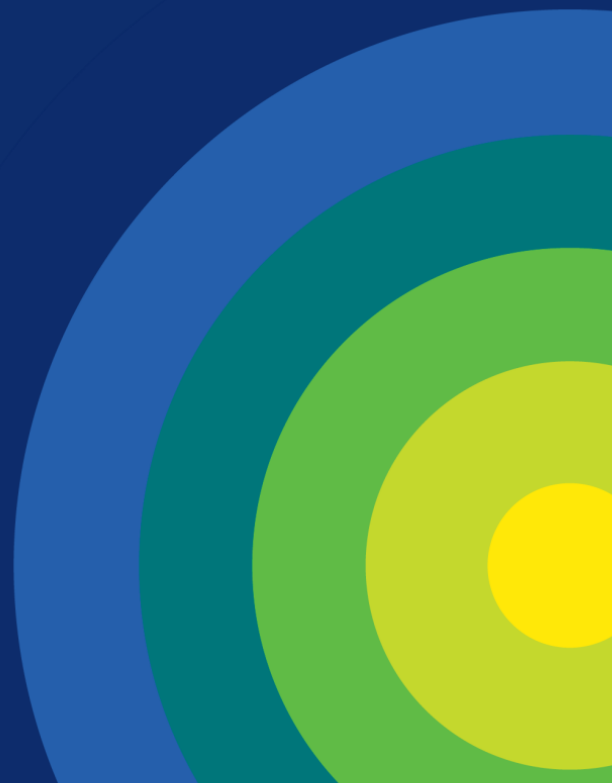


# NAMOI UNLIMITED

*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](http://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> .	-
	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.	Building stronger and more resilient communities.	
	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"> <li>▪ Maintenance of the relationships made in China.</li> <li>▪ Establish and support a Steering Committee to continue to drive the strategy.</li> </ul>	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"> <li>▪ Support Councils to pursue investment opportunities for infrastructure, growth and jobs;</li> <li>▪ Partner to pursue trade and export relationships for agriculture, agribusiness, services and education;</li> <li>▪ Engage and develop networks and providing training opportunities for export to the network; and</li> <li>▪ Branding and marketing of the region as a destination for trade and investment.</li> <li>▪ Development of pilot program and funding to address specific and regional opportunities.</li> </ul>	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.	-
Inter-governmental Collaboration	1.5 Facilitate opportunities with government and partners for investment into the provision of water, infrastructure and skills.	<ul style="list-style-type: none"> <li>▪ Engage and develop networks and providing training opportunities for export to the network; and</li> <li>▪ Branding and marketing of the region as a destination for trade and investment.</li> <li>▪ Development of pilot program and funding to address specific and regional opportunities.</li> </ul>	Development of, and support for a network of trade, investment and export businesses in the region.	
	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"> <li>1. Water for the Future</li> <li>2. Agriculture, Agribusiness and Innovation</li> <li>3. Intensive Agriculture Strategy</li> <li>4. Foreign Ownership of Prime Agricultural Land</li> <li>5. Trade and Investment</li> </ol>	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"> <li>Exchange information, collaborate and to substantiate the evidence for investing in road infrastructure.</li> <li>Identify opportunities for infrastructure investment at points that enable productivity, safety and access to new, emerging and significant markets.</li> <li>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.</li> </ul>	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"> <li>Mining and Resource Development and Extractive Industries</li> <li>Connected and Enabled Freight and Transport Infrastructure</li> <li>Energy Infrastructure</li> </ol>	Coordinate and facilitate access opportunities for member Councils to advocate for enabled and connected Infrastructure priorities. Credible 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"> <li>▪ 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.</li> <li>▪ Facilitate opportunities between member Councils to share, discuss and develop capacity and capability solutions.</li> <li>▪ Identify the levers and opportunities to support and grow skills and talent within our region and our environments.</li> <li>▪ Conduct a communications campaign to promote the opportunities and careers in Local Government.</li> </ul>	<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>	-
	3.4 Collaborate to address local and regional skill shortages, support talent and specialist skills sharing in the region.	<p>Identify opportunities for co-design and partnership programs.</p>	<p>Increase in the opportunities for learning, apprenticeships, traineeships and careers with Local Government.</p>	
		<p>With funding from the Environmental Protection Authority coordinate a building capacity and capability project for the management of Contaminated Lands and UPSS.</p>		
Strong Leadership and Advocacy	<p>Local Government is a substantial regional employer, committed to building skills and expertise across the region.</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>	<p>Undertake activities of advocacy and leadership identified in the Leadership and Advocacy Register, specifically items:</p> <ol style="list-style-type: none"> <li>9. Federal Government Local Government Assistance Grants (FAGs)</li> <li>10. Engaged People Seeking Skills for the Future</li> <li>11. Emergency Assistance</li> </ol>	<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>	-

# 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"> <li>▪ Board meetings held across the region</li> <li>▪ Councillors of member Councils invited to attend Board meetings in communities where they are held</li> <li>▪ Familiarisation tours of member Council communities</li> <li>▪ Public forums on the business paper of Board meetings</li> <li>▪ The Executive Officer will operate from member Council facilities monthly</li> </ul>	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"> <li>▪ Media releases distributed and posted on the website and social media</li> <li>▪ Coordination of events and activities associated with project activity</li> <li>▪ Website <a href="http://www.namoiunlimited.nsw.gov.au">www.namoiunlimited.nsw.gov.au</a></li> <li>▪ LinkedIn</li> </ul>	Ongoing
	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	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 <sup>1</sup> (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
	<b>TOTAL INCOME</b>	<b>\$717,324</b>
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
	<b>NET OPERATING ESTIMATE</b>	<b>\$717,310</b>
	<b>ESTIMATED SURPLUS</b>	<b>14</b>

<sup>1</sup> 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

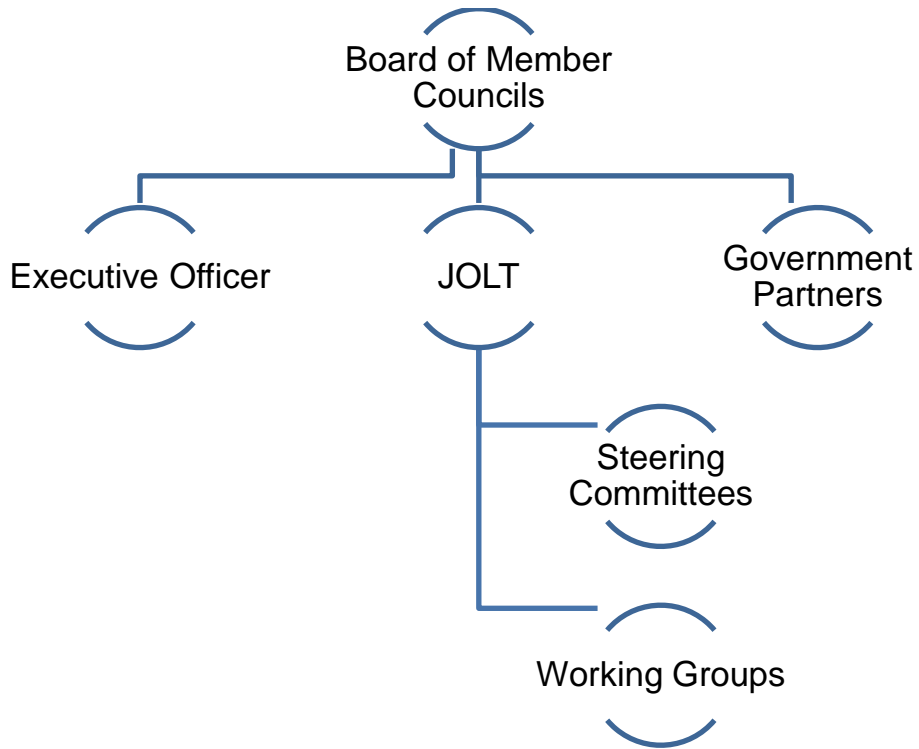


# Stakeholders

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

(Committees of specialists and generalists working to enhance the Board's understanding or consideration of a topic.)					
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	<p>Framework of rules, relationships, systems and processes within and by which authority is exercised and controlled.</p> <p>Assessing internal controls, compliance and code of conduct.</p> <p>Accountable for transparency and corporate performance.</p> <p>Approvals and decision making on behalf of the organisation.</p>	<p>Facilitate and foster cooperation for the Joint Organisation.</p> <p>Research and analysis for recommendations for decisions to the Board.</p>	<p>Ensure members are informed of and engaged with projects and key decisions.</p> <p>Reviewing internal controls, compliance and code of conduct.</p> <p>Recommendations for decisions to the Board.</p>	<p>Research and analysis for recommendations for decisions to the Board.</p>	<p>Research and analysis for recommendations for decisions to the Board.</p>
Delegations	<p>Determines and execute decisions and delegations.</p> <p>Determine and delegate specialist or complex issues to committees.</p>	<p>Research and analysis for recommendations for deliberations to JOLT, working groups and Steering Committees.</p>	<p>Determine and delegate specialist or complex issues on operational opportunities and issues</p> <p>Provides advice to the Board to assist with decision making.</p>	<p>Deliberations on specialist or complex issues to the Board.</p>	<p>Deliberations on specialist or complex issues to the JOLT.</p>

			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 Namoi<sup>2</sup>

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.

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<sup>2</sup> 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*

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