

## 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 10 SEPTEMBER 2019** commencing at 1.00pm at Tamworth Regional Council in the Function Room, Level 1 Ray Walsh House, 437 Peel Street Tamworth.

1. WELCOME, ACKNOWLEDGEMENT AND/OR PRAYER .....	4
2. APOLOGIES AND APPLICATIONS FOR LEAVE OF ABSENCE .....	5
3. PUBLIC FORUM AND/OR PRESENTATIONS .....	6
4. CONFIRMATION OF MINUTES - <b>ATTACHMENT A</b> .....	7
5. DISCLOSURES OF INTERESTS.....	12
6. CHAIRPERSON MINUTES.....	13
7. NOTICES OF MOTIONS.....	13
8. NOTICE OF MOTION OF RESCISSION.....	13
9. STRATEGIC REGIONAL PRIORITIES REPORTS .....	14
9.1 Water for the Future - Public Consultation Responses – <b>ATTACHMENT B</b> .....	14
9.2 Engaged People and Skills – Development of Career Pathways for Local Government	20
9.3 Engaged People and Skills – Public Service Commission Graduate Program .....	22
10. INTER-GOVERNMENTAL RELATIONS .....	24
10.1 Water for the Future Reports Steering Committee Terms of Reference – <b>ATTACHMENT C</b> .....	24
10.2 Engaged People Seeking Skills - Drought Skills Response – <b>ATTACHMENT D</b> .....	29
10.3 Intergovernmental Drought Response – <b>ATTACHMENT E</b> .....	32
11. ADVOCACY AND LEADERSHIP .....	36
11.1 Member Value Report (2018-2019) – <b>ATTACHMENT F</b> .....	36
11.2 Advocacy and Leadership - Select Committee on jobs for the future in regional areas - Inquiry into Jobs for the Future in Regional Areas – <b>ATTACHMENT G</b> .....	47
11.3 Future Funding for Joint Organisations – <b>ATTACHMENT H</b> .....	52
11.4 New England North West Mining, Resources and Renewables Group - Terms of Reference – <b>ATTACHMENT I</b> .....	57
12. EXECUTIVE OFFICER REPORTS .....	60
12.1 Action List – <b>ATTACHMENT J</b> .....	60
12.2 End of Year Statements – <b>ATTACHMENT K</b> .....	62
12.3 Correspondence Received .....	85

12.3.1 Annual Audit Engagement Plan – ATTACHMENT L .....	85
12.4 Calendar of Planned Activities - ATTACHMENT M .....	91
12.5 Public Information Disclosures .....	93
12.6 Namoi Water Alliance Water Consultancy Agreement .....	94
13. ADDITIONAL REPORTS PERTAINING TO THE PRINCIPAL FUNCTIONS.....	95
14. REPORTS FROM DELEGATES .....	96
14.1 Briefings from the Board – ATTACHMENT N .....	96
15. QUESTIONS WITH NOTICE .....	98
16. CLOSED REPORTS .....	98
17. CONCLUSION OF THE MEETING .....	98

**Rebel Thomson**  
**EXECUTIVE OFFICER**  
**4 September 2019**

## **BUSINESS PAPER**

## 1. WELCOME, ACKNOWLEDGEMENT AND/OR PRAYER

Councillor Col Murray the Acting Chairperson and Mayor of Tamworth Regional Council will welcome Members to the meeting.

MEMBERS		PRESENT	APOLOGY
Cr Rob Hooke	Gunnedah Shire Council	✓	
Cr Catherine Egan	Gwydir Shire Council	✓	
Cr Andrew Hope	Liverpool Plains Shire Council	✓	
Cr Col Murray (Acting Chairperson)	Tamworth Regional Council	✓	
Cr Eric Noakes	Walcha Council	✓	
Alison McGaffin	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	✓	
Chris Webber	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

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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 September meeting are accepted.
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	-
BACKGROUND:	-
COMMENTARY:	<p>Applications for a leave of absence for this meeting from Members have been received from:</p> <ul style="list-style-type: none"><li>▪ Councillor Jamie Chaffey, Gunnedah Shire Council</li><li>▪ Councillor John Coulton, Gwydir Shire Council</li></ul> <p>Apologies for the meeting have also been received from;</p> <ul style="list-style-type: none"><li>▪ Paul Bennett, Tamworth Regional Council</li><li>▪ Elle Rixon, Media Contractor</li></ul>

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### **3. PUBLIC FORUM AND/OR PRESENTATIONS**

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

#### 4. CONFIRMATION OF MINUTES - ATTACHMENT A

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Author	Executive Officer
Policy	Namoi Unlimited Code of Meeting Practice
Legal	-
Financial	-
Strategic Link	-
Attachments	ATTACHMENT A – Minutes of the Board Meeting
RECOMMENDATION TO THE BOARD:	THAT, the minutes of the Board meeting held Tuesday 6 August 2019 are a true and accurate record of the meeting.
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	-
BACKGROUND:	-
COMMENTARY:	-

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**MINUTES**

A meeting of the **BOARD OF NAMOI JOINT ORGANISATION OF COUNCILS TRADING AS NAMOI UNLIMITED** was held on **TUESDAY 6 AUGUST 2019**, commencing at 10.30am via video conference.

**1. WELCOME, ACKNOWLEDGEMENT AND/OR PRAYER**

Councillor Jamie Chaffey will welcome Members to the meeting. Tamworth Regional Council also welcomed members, in particular Steve Orr, Executive Director, Government, Corporate and Regional Coordination Group, Department of Planning, Industry and Environment.

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	✓	
Steve Orr Alison McGaffin	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**

<b>MOTION:</b>	THAT, applications for a leave of absence and apologies for the August meeting are accepted.
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AMENDED

<b>MOVED:</b>	Tamworth Regional Council
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<b>SECONDED:</b>	Walcha Council
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CARRIED

<b>ADDITIONAL COMMENTARY:</b>	Councillor Andrew Hope, Liverpool Plains Shire Council is present at the meeting and not an apology.
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**3. PUBLIC FORUM AND/OR PRESENTATIONS**



Nil.

#### **4. CONFIRMATION OF MINUTES**

<b>MOTION:</b>	THAT, the minutes of the Board meeting held Tuesday 2 July 2019 are a true and accurate record of the meeting.
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ENDORSED

<b>MOVED:</b>	Walcha Council
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<b>SECONDED:</b>	Liverpool Plains Shire Council
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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 Water for the Future Reports**

<b>MOTION:</b>	THAT the Board; The draft Water for the Future - Volumes 1 and 2 are endorsed to the Board. The identified actions detailed in ATTACHMENT B to: To hone the pursuit of opportunities for regional growth; Position Councils with the evidence to build investment in infrastructure including water utilities; Identify and pursue endowments and drivers for growth in the Regional Economic Development Strategies (REDS); Identify and facilitate key new market opportunities for regional producers; and Build stronger and more resilient communities; are to be incorporated into the 2019-2020 Annual Business Plan.
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ENDORSED

<b>MOVED:</b>	Tamworth Regional Council
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<b>SECONDED:</b>	Liverpool Plains Shire Council
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CARRIED

<b>ADDITIONAL COMMENTARY:</b>	All members commended the work of the consultants Rhelm, in providing a sound basis for Namoi Unlimited to continue with its work in this Strategic Regional Priority area.  The three public submissions received were noted, and members agreed that Rhelm should be engaged to assess the content of this submission and table any amendments to the reports that may be required. This work will cost \$2,400.  The framework to apply the recommendations and integrate them into planning and prioritisation is also to be congratulated.
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#### **10. INTER-GOVERNMENTAL RELATIONS**

Nil.

## **11. ADVOCACY AND LEADERSHIP**

### **11.1 Collaboration with the New England Joint Organisation**

<b>MOTION:</b>	THAT the Board; Namoi Unlimited and the New England Joint Organisation seek to connect and open dialogue on challenges and opportunities for the 12 Councils in the New England North West region. Member Councils of Namoi Unlimited and the New England Joint Organisation conduct a meeting in a central location to all Councils, preferably in a smaller community who could benefit from this event economically. The meeting is to be held before the end of 2019. The suggested areas of focus for the agenda are; Alignment of Strategic Regional Priorities and plans for the future development of the road transport network. Alignment of positions of advocacy. Significant areas of collaboration such as future funding, alignment of priorities and actions. The Regional Director of NSW Department of Planning, Industry and Environment, Alison McGaffin has offered to facilitate and chair the discussions.
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ENDORSED

MOVED: Gwydir Shire Council

SECONDED: Tamworth Regional Council

CARRIED

ADDITIONAL COMMENTARY: All members expressed genuine intent to collaborate, Gwydir Shire Council specifically mentioned the need to collaborate on strategic freight and community corridors in the North.  
The Chair endorsed the use of the word 'Summit' to describe a high level meeting for the occasion as it reflects the genuine intent to collaborate.  
Members agreed that suggestions on the Chair can also be made by the New England Joint Organisation.

## **12. EXECUTIVE OFFICER REPORTS**

### **12.1 Action List**

<b>MOTION:</b>	THAT, the actions of the Executive Officer are noted.
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ENDORSED

MOVED: Liverpool Plains Shire Council

SECONDED: Walcha Council

CARRIED

### **12.2 End of Year Account Gwydir Shire Council**

<b>MOTION:</b>	THAT, Namoi Unlimited reimburses Gwydir Shire Council \$73,691.51 for expenses associated with the employment of the Executive Officer.
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ENDORSED

MOVED: Tamworth Regional Council

SECONDED: Walcha Council

CARRIED

**12.3 Correspondence Received**

Nil.

**12.4 Calendar of Planned Activities**

<b>MOTION:</b>	<b>THAT, activity is NOTED.</b>
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ENDORSED

**MOVED:** Liverpool Plains Shire Council

**SECONDED:** Tamworth Regional Council

**CARRIED**

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

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**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**

The meeting closed at 10.55am.

## 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 - Public Consultation Responses – ATTACHMENT B

Author	Executive Officer/JOLT
Policy	-
Legal	-
Financial	\$2,400 additional costs to the Water for the Future Strategy
Strategic Link	Water for the Future
Attachments	ATTACHMENT B
RECOMMENDATION TO THE BOARD:	<p>THAT the Board;</p> <ul style="list-style-type: none"> <li>i) Endorses the guide to responses to submissions to the Water for the Future Strategy from (1) Hills of Gold Committee (2) David Goode and (3) Peel Valley Water Users, and that correspondence from the Chairperson, is prepared to reflect comments.</li> <li>ii) Endorses the proposed amendments to the Water for the Future Reports.</li> </ul>
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	To provide advice to the Board after three submissions were received during the public consultation period on the Water for the Future reports.
BACKGROUND:	<p>The Board of Namoi Unlimited agreed to seek public comment on the two reports presented to Namoi Unlimited under the Water for the Future Strategic Regional Priority.</p> <p>Three responses were received during the consultation period; (1) Hills of Gold Committee (2) David Goode and (3) Peel Valley Water Users.</p> <p>Rhelm the consultants engaged for the Water for the Future reports were asked to review the submissions and determine if the comments were inside or outside the scope of the Water for the Future Study. If the comments were deemed to be inside the scope of the study, Rhelm has provided commentary as to whether the comments are accepted, and made suggestions to amend the report.</p> <p>The Board agreed to amend the Water for the Future reports and recommendations on receipt of advice from Rhelm.</p>
COMMENTARY:	A summary of the comments from the public consultation process and the assessment by Rhelm is provided in ATTACHMENT B.

Table 1-1 : Submissions and Responses

Submission No	Author	Comment	Response	Change to Strategy Document
1	D.Goode	A lot to read and attempt to understand , but my main interest is the Warialda water usage , and as best as I can understand from the data is Warialda is using 400 mg/ltrs per year . Taken from Rhelm Vol 1 , page 90-100 area of document . I'm just asking if I have understood this correctly or not . And can I simply divide by 12 then by 31 to get an approx of town daily water usage . I don't need exact details just ruff idea .	The comment relates to the interpretation of the report and how its data may be used. It is beyond the scope of the strategy to provide guidance on how reported data therein may be used or applied. However, for clarification of reported data, the 400 ML (i.e. 400,000,000 L) referred to comes from Table 6-2 and is in regard to the current approved annual <b>Entitlement</b> volume held by Council in relation to Warialda extraction water sources. This is not the same as the availability or usage of water by Council and separate to "the town" (i.e. Council water supply is not the sole source of water to a town). Definitions of entitlement, availability and use are provided in Section 4 of the Vol 1.	Include a definition of ML in the report abbreviations
2	Hills of Gold Preservation Inc.	"Hills of Gold Preservation Inc would like to raise its concerns about the potential impact of a proposal for up to 97 industrial wind turbines on the east west watershed of the Great Dividing Range at the head of the Peel River in the Tamworth LGA. The proposed project area also has the potential to have impacts on tributaries of the Hunter and Manning River systems, neighbouring scientific reference Ben Halls Gap Nature Reserve and nearby Crawney Pass National Park.  ...The proposal also poses potential increased demand for water, particularly during construction of concrete turbine foundations, and increased demand from proposed associated workforce and families (if housed locally). Bango Wind Farm assessment (75 turbines, 200m to blade tip) estimates that project would need 60ML of water during construction and 1ML annually."	The comment relates to a specific renewables development proposal occurring within the study area extent. It is beyond the scope of the Water for the Future Strategy to comment on or assess the viability / impacts of specific proposals on their locality. Consent authorities may wish to consider the data, findings and recommendations of the Strategy in their evaluation of development applications.  The Strategy was not aware of the specific proposal mentioned during its formation. However, in terms of its water demand and usage it is not of sufficient scale to alter the findings of recommendations of the report. The quoted section "Tamworth is likely to have inadequate water security within the next 20 years, potentially sooner with its forecast residential and industrial growth. There are also a number of individual small towns with elevated risks." is considered to be valid regardless of whether the nominated proposal proceeds or not.	No change
3	Peel Valley Water Users Association	The report does not appear to adequately address the seriousness of potential critical water shortages in the Tamworth region in the future. (see item 1): 1) There is an urgent need for action on long term water security in the Tamworth region The report acknowledges that Tamworth Regional Council intends to promote the growth of the local population by around 50% from the existing level to 100,000 people by 2041. The report also acknowledges that Tamworth Regional Council supports the proposed growth in high water use industries such as abattoirs, which will inevitably lead to significantly higher industrial water consumption in future. Further, once the projected growth targets have been reached, continued growth in population and industry, and hence water consumption, will be inevitable... ...We submit that the quantity of water that will be required to service a population of more than 100,000 people, plus the associated increase in the level of industrial water usage, as well as the existing level of irrigated agriculture, is simply not available from sources west of the Great Dividing Range during prolonged dry periods. We support either the construction of new dams or the enlargement of existing dams on a short term basis, but during prolonged dry periods there is not enough rainfall to be captured and stored, regardless of the number of dams or the size of dams in the Tamworth region. ...We therefore submit that a new source of water must be introduced into the region to meet the future needs of the Tamworth region, and the most likely source of the required additional water is from east of the dividing range. We acknowledge that the report states that ‘such an option would be economically and regulatorily challenging and beyond the remit of the local councils and the Namoi JO’. But the report also recognises that ‘the region does not have large quantities of untapped or excess water that can readily be accessed, and the opportunity for new large-scale dams to open up new	While the concerns raised in the comment are recognised, it is considered that: The Water for the Future Strategy is a strategy designed to support management actions to be pursued by Namoi Unlimited and its member Councils. It is inappropriate for the strategy to propose measures that are not able to be implemented. This has shaped the actions and solutions discussed in the strategy. It is misrepresentative to say that the Strategy dismisses that problem of water shortages (and potential solutions through the provision of new water sources) when a highlighted key action (No. 11) in the Infrastructure and Actions Recommendations (Table 4-3, Vol 2) directly promotes continued exploration of such solutions. It is recommended that the text within this section may be able to be amended to strengthen Namoi Unlimited's position. The submission proposes that a new water source is required to meet the future needs of Tamworth region. It is agreed that this may be a solution to the long term water shortage problem, but the Strategy argues that it is not the only solution and encourages a multifaceted approach to the issue, including both changes to short-term and long-term water use / management and land-use planning. In particular, the Strategy recognises that there is a need for enhanced and expanded Secure Yield and IWCM studies to be undertaken within the region to properly understand and scope of problem and magnitude of any large scale external supply solutions. The limited consideration of external supply options undertaken to date has not demonstrated that this would be an economically feasible approach. The Strategy supports continued exploration of such supply side options as well as land use/demand	Suggested modified text in <b>bold</b> : "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. Potential large-scale infrastructure options <b>that potentially increase water availability and supply within the region</b> should continue to be identified and assessed as technology and sources are identified. A review of current options did not identify any immediately viable large-scale options. Those with potential may include: • Upgrade of Dungowan Dam in associated with renewable energy / pumped hydropower • Cross-catchment transfer pipeline

		<p>regional industries is low’. The recommendations in the report also state ‘Tamworth LGA does not have sufficient water security to meet medium term requirements, particularly under the current projected population’.</p> <p>...We are disappointed that that although the report concedes that there is a water shortage problem, the report does not tackle the problem head-on, nor does it go far enough in recommending solutions to the problem. The report dismisses the problem as being ‘beyond the remit of the local councils and the Namoi JO’, but we consider that, given the recognised lack of excess or untapped water in the region, the report should draw the inevitable conclusion that the only reliable long term solution to the shortage of water in the Tamworth region is the introduction of a new source of water into the region. The means by which that solution is implemented, or the precise mechanical details of that solution may indeed be ‘beyond the remit of the local councils and the Namoi JO’, but the problem of an inadequate long term water supply for the Tamworth region is a gravely serious matter which requires a reliable long term solution. Dodging the real issue and fiddling around the edges of the problem with various forms of short term relief will not make the longer term problem go away.</p>	<p>side options. It is recommended that the text within key action (No. 11) in the Infrastructure and Actions Recommendations (Table 4-3, Vol 2) is amended to clarify this position.</p>	<p>(Apsley / Manning to the Namoi) in association with other energy ventures.</p> <p>Both of these may involve significant environmental and social impacts which would need to be considered and managed in order for such a project to proceed.</p> <p>The nature of large-scale infrastructure changes is that they generally will have impacts both positive and negative, <b>with development authority typically lying with the State or Federal Government.</b></p> <p>Other long-term options exist <b>and new options may be identified into the future</b> which should be considered as part of long-term regional planning. <b>Where economically feasible projects are identified, the JO and Council should engage with relevant State and Federal authorities, as relevant, to aid in project decision making.</b> It is recommended that long-term planning options be actively reviewed on a periodic basis."</p>
		<p>2) Inaccuracies in the report</p> <p>Purpose of Chaffey Dam</p> <p>Section 5.5.5 of the report states that ‘the driver for the dam was the continued growth of Tamworth (Dungowan Dam’s supplies were considered insecure) and to support irrigation and stock watering purposes along the Peel River’.</p> <p>That statement is incorrect and is not supported by the facts.</p> <p>The following photo clearly demonstrates that the purpose of Chaffey Dam was ‘the regulation of the natural flow of the Peel River to meet irrigation, stock and domestic requirements in the Peel River Valley and to augment the water supply for the city of Tamworth’.</p>	<p>The difference in reported reasons of dam development seem to be in the ordering of reasons in the sentences rather than in the content thereof (i.e. both sentences outline that the driver for the dam was a combination of sustainable irrigation use and town supply). It is unclear that there is any prioritisation assigned in the ordering of these sentences. However, it is proposed to adopt the recommended purposes from the photo provided.</p>	<p>Section 5.5.5, modified text in <b>bold</b>: <b>The driver for the dam was the regulation of the natural flow of the Peel River to meet irrigation, stock and domestic requirements in the Peel River Valley and to augment the water supply for the city of Tamworth (Dungow Dam's suplies were considered insecure).</b></p>
		<p>In addition to the photo, in our files we have several brochures from the around time that the dam was constructed that clearly explain that the principal reason for the construction of the dam was to provide water for irrigated agriculture.</p> <p>This vitally important fact provides a completely different emphasis to that contained in the report, and it is important because the irrigation industry which was established in the Peel Valley (and still exists today) was a direct consequence of the construction of a dam which was built primarily to support irrigation in the Peel Valley. Irrigation farmers in the Peel Valley invested in irrigation infrastructure, based on access to what was intended to be a reliable long term source of water for irrigation.</p>	<p>It is considered that the importance of this perceived emphasis is subjective in nature. It is beyond the scope of the Strategy to review how the original purpose for Chaffey Dam has, over 40 years, contributed to the current water sharing arrangements within the dam and Peel River. The Strategy does not draw upon the purpose of any of the water infrastructure or policies currently in existence to support its recommendations, but is focussed on how the existing situation and future demand can best be responded to by the JO and Council.</p> <p>Similarly, it is beyond the scope of the strategy to affirm or contest the efficacy of previous infrastructure decisions (e.g. Construction of Split Rock Dam or Chaffey Dam) and the purposes therein.</p>	<p>No change</p>



		<p>In the same section, the report states ‘{the dam} is now Tamworth’s main water source, with town water accounting for approximately one third of extractive use from the dam discharges’. It is an ongoing source of frustration for local irrigation farmers that Tamworth Regional Council continues to seek access to an increasing proportion of water from Chaffey Dam, while not actively seeking an alternative water supply for the city.</p> <p>Tamworth Regional Council has publicly criticised the local irrigation industry for not contributing financially to the recent upgrade of Chaffey Dam, but:</p> <ul style="list-style-type: none"> <li>· No formal request for a financial contribution was ever made to the local irrigators</li> <li>· Local irrigators did not receive any additional irrigation water from the upgrade – the sole beneficiary of the upgrade was Tamworth Regional Council</li> <li>· The promise of increased water security for irrigators as a result of the upgrade has been demonstrably proven to be false, within three years of the upgrade</li> </ul>	<p>It is acknowledged in the report that the implementation of Water Sharing Plans has led to concerns from numerous stakeholders. Section 4.2.3 of the report notes that the equity of water sharing plans within the JO is not the focus of the study. As a JO commissioned study, the Strategy addresses issue primarily from the remit and responsibilities of the member Councils. The issue of competing water demand within the Peel and more generally is explicitly discussed in Section 8.5 of Vol 1.</p> <p>The JO and TRC may wish to engage further with the Peel Valley Water Users association regarding frustrations regarding equity of water availability and use within then Peel Valley</p>	No change
		<p>Average annual entitlement and use metrics for the regulated portion of the Peel River</p> <p>Table 5.3 appears to contain erroneous information, such as:</p> <ul style="list-style-type: none"> <li>· The number of licence holders should be a whole number; the total number of stock and domestic licences shown as 19.6 individual licence holders appears wrong</li> </ul>	<p>The preceding paragraph details that the data contained in Table 5-3 indicates that the data is average data over an 8 year period. Where the number of licences holders has changed between years this has resulted in a non-whole number as representative of the average no. of licence holders</p>	No change
		<ul style="list-style-type: none"> <li>· The figures in the column headed ‘Annual Water Available’ need to be validated – there is no carryover in the Peel Valley, so are the figures supposed to represent the average available water over recent years? If so, over what years was the average</li> </ul>	<p>The preceding paragraph details that the data contained in Table 5-3 summarises average data from 2010 - 2017. The data was taken from the annual General Purpose Water Accounting Reports (GPWAR) published by NSW DPI and associated Namoi Peel Operations Plan. This data source is provided in Footnote 19 on pg 49.</p> <p>While it is true there is no carryover in the Peel, there can be negative account balances, the deficit of which must be carried forward to the next season as a negative carryover</p>	No change
		<p>How are the average figures for stock and domestic use determined in the column headed ‘Water Used’, since stock and domestic use is currently not metered? Again, over what years was the average figure for water used calculated, and what are the actual annual figures for General Security that result in an average figure of 4,894ML? In some recent years, the actual usage has exceeded the extraction limit of 6,100ML.</p>	<p>The Stock and Domestic figures reported in the GPWAR for each year. It is understood that the annual extraction for domestic and stock rights in this GPWAR is assumed to be the estimated figure stated in the Water Sharing Plan for the Peel Valley Regulated, Unregulated, Alluvium and Fractured Rock Water Sources 2010 (200 megalitres). The figure is produced from a series of estimates for water usage, stocking rates, population and property shape based on local knowledge to calculate riparian (stock and domestic) requirements in megalitres per day.</p>	No change
		<p>In the column headed ‘Total Utilisation’, what are the figures that are used in the calculation of the figure of 47% for General Security? There have been very few inter-valley trades out to date, and trades in are not permitted, so the figure of 47% appears to be a curious outcome. In any event, the figure is of academic interest only, because in Section 8.3 of the report it is acknowledged that the long term average annual extraction limit for General Security licence holders is 6,100ML, so irrigators will never be able to access anywhere near their full entitlement of 30,500ML.</p>	<p>As noted in the footnote the calculation of this figure is: (Water Usage + Trade Out)/(Water Availability + Trade In). It is agreed that Trade In and Out are largely negligible for the Peel, so it is mostly Usage/Availability. The ratio varies significantly between years and is heavily influenced by rainfall (i.e. drought years usage will be close to or in exceedence of Availability). It is agreed there is a significant difference between Entitlement and Availability</p>	No change
		<p>Agricultural Water Security</p> <p>Table 8.1 is a representation of ‘water source allocation reliability’ for various valleys in the Namoi Joint Organisation area. The following queries apply to the figures in this table:</p> <ul style="list-style-type: none"> <li>· Why are figures for the 2016 year used, in preference to any other year, or alternatively an average of the figures over several years? Selecting the figures for one year’s activities may distort the long term reality.</li> </ul>	<p>The table is labelled incorrectly. The figures are average figures. The 2016 label will be removed</p>	Table headings updated

		The figure for the Peel Valley in the column headed ‘Applicable total extraction limit’ is incorrect. In the third paragraph in this section preceding the table, the report acknowledges that the long term average annual extraction limit for General Security irrigation use is 6,100ML, and that is the relevant figure which should be used in the table when comparing figures for General Security water use in the Peel Valley.	The Long-Term Average Annual Extraction limit under the current Water Sharing Plan is 15,100ML. 6,100 ML is not the average extraction limit for general security users, but rather the likely average annual extraction use of irrigators based on the LTAAEL and the historic average town usage	No change
		The heading of the final column in the table is meaningless – are the figures an average? If so, are they averaged over 6 years or 10 years? (They can’t be both). And what are the actual figures that were used to derive an average ‘likelihood of 100% allocation’ in the Peel Valley of 64%. This figure appears to be quite wrong.	To clarify the table, the data in the last column has been changed to: the proportion of years in which the Annual Allocation amount exceeds the annual average usage volume. Data was taken from DPI GPWAR annual reports for each year over a 7 year period	Table and supporting text updated to refer to correct figures
		General Comments The following comments are offered as either background information or suggestions to the Namoi Joint Organisation. (a) Diversion of the Peel River Section 5.3.1 of the report states that ‘The Peel River is a regulated tributary of the Namoi River, joining downstream of Keepit Dam’. The fact is that before joining the Namoi River, the Peel River runs incredibly close to Keepit Dam – upstream. If a diversion channel of less than 2.5 kilometres in length was constructed, all of the end of stream flow from the Peel River could be captured in Keepit Dam. Perhaps a thorough investigation of this option should be considered, as it would appear to have benefits for the entire Murray Darling Basin system beyond Keepit Dam.	The suggestion has potential merit. The JO may wish to consider this as part of future option planning with State Authorities  It does not require specific consideration within the Strategy document	No change
		Planned and potential Major Developments Sections 7.2 and 7.3 of the report deal with potential future developments and agricultural developments. Perhaps there is an additional issue that is also worthy of consideration – it has previously been proposed that Tamworth Airport could become an international freight terminal. If that proposal was implemented, there could be a significant new industry introduced into the Peel Valley and the Namoi Valley, namely the large scale production of vegetables for markets in Asia and potentially counter-seasonal opportunities in food markets in Europe and elsewhere. The proposal would also potentially benefit existing local industries, including the three existing abattoirs in Tamworth. Currently there is no curfew applicable to late night flights at Tamworth airport, which could be attractive to international airfreight operators.	The suggestion has potential merit. The JO may wish to consider this as part of future option planning with State Authorities  It does not require specific consideration within the Strategy document	No change
		Agricultural Water Security Some comments are required by way of background to the topic of agricultural water security, which is dealt with in Section 8.3, and elsewhere in the report. The Peel Water Sharing Plan was developed by an inter-agency panel, with minimal input from all local stakeholders (including irrigators). It was developed in a rush in order to meet an arbitrary deadline which was set by the (then) Minister responsible for Water, Ms Penny Wong. Federal funding for the upgrade of Chaffey Dam was contingent on the completion of the Water Sharing Plan by that arbitrary completion date. The end result is that the Peel Water Sharing Plan was rushed, it lacked proper consultation and it contains errors. Those errors have never been reviewed, because all Water Sharing Plans are not subject to a review until they have been in place for 10 years.	The Strategy does not attempt to assess the merits of previous policies or infrastructure put in place. However, this stakeholder concern regarding the 10 year timeframe of WSP reviews will be placed within Table 8-2 Water Security Issues and Concerns table in Section 8.5 of Vol 1 which captures stakeholder concerns raised	Text added in to reflect the concern noted.
		One of the major errors in the Peel Water Sharing Plan is the ratio of the long term average annual extraction limit to the total entitlement. In the Peel Valley, the total entitlement of all licence holders is 30,500ML annually, while the long term average annual extraction limit was set at just 6,100ML. The report is only partially correct in stating that the extraction limit was set on historical use – the fact is that the IQQM model was used to determine the figure of 6,100ML. The IQQM model has been challenged in many other valleys, and we understand that it is no longer used because it had too many flaws. The Peel Valley is different from many other inland valleys –Peel irrigators only take water when there is no rainfall – they do not take water during heavy rain events and then store it in on-farm storages as is the case in some other valleys. Peel irrigators only use irrigation to supplement rainfall – they do not use irrigation as the sole source of moisture as is the case in some other valleys. The IQQM model could not handle the idiosyncrasies of the Peel Valley, and it delivered an erroneous result which could not be properly challenged because of the arbitrary timeframe for completion. The Peel Valley is the only valley in the state where the extraction limit was established at or below the level of current use – every other valley in NSW has scope for growth in use from the current usage level before the extraction limit is reached.	The Strategy does not attempt to assess the merits of previous policies or infrastructure put in place. However, this stakeholder concern regarding the adequacy of adopted entitlement calculations will be placed within Table 8-2 Water Security Issues and Concerns table in Section 8.5 of Vol 1.  It is noted that the LTAAEL is not 6,100ML but 15,100ML	Text added in to reflect the concern noted.

		The Peel Valley is at a considerable disadvantage to other valleys in NSW as a result of the Department's uncompromising dependence on the output from the IQQM modelling. The Peel Water Sharing Plan is due for review in 2019, and it is anticipated that some of the errors in the existing Plan will be properly reviewed. A more realistic extraction limit would permit a significantly greater level of output from irrigated agriculture.	Noted	See previous response
		Agricultural trends and water resource issues In section 9 of the report, various agricultural outputs from the region are dealt with. Whilst we accept that the Peel Valley is a relatively small valley compared to other valleys in the region, we do not accept that the production of lucerne hay (and other forms of hay and silage) and dairying should be trivialised in the manner that has been done in the report. The main reference to lucerne hay production is under the heading of 'Grains' in section 9.3.2, where the report states 'In addition to grains, lucerne fodder crops are also grown locally'. Lucerne is not a grain crop, and lucerne (and other forms of hay and silage) are probably the biggest output of irrigated agriculture in the Peel Valley. For generations, the Tamworth region has been one of the most significant lucerne producing areas in NSW. The majority of the hay produced in the Peel Valley is sold outside the region – to Sydney, the Hunter, the NSW coast, and the New England area – and revenue from those areas is brought into the Tamworth regional economy.	The importance of Lucerne to the Peel Valley is noted in Section 4.1.3. However, it was not considered that it was of sufficient magnitude (approximately 1.3% of agricultural commodity production across the 5 LGAs. There are a number of other products of greater magnitude production that were not able to mentioned within the report.	No change
		The report delivers similar treatment for the dairy industry, where in section 9.3.7 the report states 'while a dairy industry exists in the Namoi region, it is much smaller than the industries discussed in the previous sections'. While the dairy industry may indeed be smaller than the cotton industry, the dairy industry has adopted modern technologies and it is an important component of the local agricultural sector. Revenue from the dairy industry is also brought into the Tamworth economy from outside the region. While the report heavily focuses on the poultry industry and the cotton industry, it is important to acknowledge that dominant agricultural industries may be subject to diseases and collapsing international markets at any time, so it is appropriate to have a mix of agricultural industries in the regional economy.	The importance of Dairy industry to the Peel Valley is noted. However, it was not considered that it was of sufficient magnitude (approximately 1.6% of agricultural commodity production across the 5 LGAs. There are a number of other products of greater magnitude production that were not able to be discussed in detail within the report.	No change
		Water dependency of the economy In section 10.1 of the report, reference is made to a 'sensitivity' index, and an 'adaptive capacity' index. Whilst these indexes may provide an overall impression, we believe that great care should be used when using these indexes because · They are weighted across the entire Murray Darling Basin, and they are therefore not necessarily accurate for any one particular area in the Basin · They are intended to portray the extent to which a local council area is reliant on the agricultural sector. But they are an approximation at a particular point in time, and they do not necessarily reflect changing circumstances over time.	Agreed. Additional caveat text added into Section 10.1	"...limitations in this approach <b>and the use of a Murray Darling Basin wide index may under-represent the differences in sensitivities at a more local scale.</b>
		Unreadable tables The report contains several tables which are simply unreadable, both in the printed copy version and the online version of the report. Examples are 10.2, 10.3, 5.3, 5.4, 4.4, 4.5, 4.6, etc	This was web-related formatting issue associated with the display of the report. A high-resolution version of the report is available on request	Council to check web version
		Water reliability index Section 8.4 of the report describes the derivation of a 'water reliability index'. The report states that '{the index} provides some broad indication on reliability of water supplies'. However, Volume 2, section 2.4.4 and section 3 expand on the water reliability index, and refer to a 'rural water strength index', and an 'urban water strength index'. While we are not in a position to comment on the urban water strength index, we believe that great care should be used when using indexes which are weighted across the entire Murray Darling Basin, and recognised by the authors of the report as providing 'some broad indication' on reliability of water supplies.	The indices developed in Section 8 of Vol 1 and Section 2 of Vol 2 are based on local data sets rather than Murray Darling Basin Wide data.	No Change

## 9.2 Engaged People and Skills – Development of Career Pathways for Local Government

Author	Executive Officer/JOLT
Policy	-
Legal	-
Financial	Up to \$15,000
Strategic Link	Engaged people and skills
Attachments	-
RECOMMENDATION TO THE BOARD:	<p>THAT the Board,</p> <ul style="list-style-type: none"> <li>i) Endorses expenditure of up to \$10,000 for the Executive Officer to engage a consultant or partner to articulate the pathways for careers in Local Government.</li> <li>ii) Endorses expenditure of up to \$5,000 for the Executive Officer to engage a consultant/agency to develop a suite of marketing and promotional resources for member Councils be developed to promote the career pathways.</li> </ul>
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	To provide advice to the Board on the progress of actions identified in the 2019-2020 Annual Business Plan against the Strategic Regional Priority of Engaged People Seeking Skills.
BACKGROUND:	<p>Namoi Unlimited has a Strategic Regional Priority called 'Engaged People seeking Skills for the Future' which highlights the focus and key functions for Namoi Unlimited should be around;</p> <ul style="list-style-type: none"> <li>▪ People and their skills are fundamental to the growth of our economies, our communities and lifestyle.</li> <li>▪ 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.</li> <li>▪ The members of Namoi Unlimited will identify, promote and engage in opportunities to address skill shortages within both Councils and across communities.</li> </ul> <p>The Business Plan for 2019-2020 identifies the actions that Namoi Unlimited should plan to complete to achieve progress against this priority. These plans are carry-over plans from 2018-2019 financial year.</p> <p>In the development of the 2019-2020 Annual Business Plan, members agreed that funds for strategic regional priorities would be assess as the funds were needed.</p>

COMMENTARY:

The HR group has undertaken a review of the audit reports prepared by the Executive Officer of workforce development plans and confirmed that the identified and collective operational priorities remain as identified.

The priorities were:

- Certified Building Inspectors with 2 yrs experience
- Accredited and experienced Building Surveyors
- Engineers across a number of areas
- Qualified and experienced ICT staff
- Qualified Mechanics
- Qualified Planners

The HR working group has reconvened to consider how it will:

**Identify collective trends, issues and opportunities and facilitate opportunities between member Councils to share, discuss and develop capacity and capability solutions.**

The group with a consultant will identify the strategic training pathways from school, through vocational and private training, into tertiary training for the identified priorities and any other career pathway considered as important in workforce planning or the future of Local Government.

AND

**Conduct a communications campaign to promote the opportunities and careers in Local Government.**

With the pathways articulated, marketing material will be created to illustrate training to jobs to careers in Local Government. Highlighting access into the pathways for mature workers, unemployed and young people.

Resources developed will be provided to Councils to conduct their individual or collective marketing and or promotional activity.

This funding request will address areas identified in the 2018-2019 business plan.

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### 9.3 Engaged People and Skills – Public Service Commission Graduate Program

Author	Executive Officer/JOLT
Policy	-
Legal	-
Financial	Council contributions and commitments
Strategic Link	Engaged people and skills
Attachments	-
RECOMMENDATION TO THE BOARD:	THAT, the Board endorses the Executive Officer and JOLT to pursue applications on behalf of member Councils to support participation in a NSW public service graduate program.
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	To provide advice to the Board on the progress of actions identified in the 2019-2020 Annual Business Plan against the Strategic Regional Priority of Engaged People Seeking Skills.
BACKGROUND:	<p>Namoi Unlimited has a Strategic Regional Priority called 'Engaged People seeking Skills for the Future' which highlights the focus and key functions for Namoi Unlimited should be around;</p> <ul style="list-style-type: none"> <li>▪ People and their skills are fundamental to the growth of our economies, our communities and lifestyle.</li> <li>▪ 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.</li> <li>▪ The members of Namoi Unlimited will identify, promote and engage in opportunities to address skill shortages within both Councils and across communities.</li> </ul> <p>The Business Plan for 2019-2020 identifies the actions that Namoi Unlimited should plan to complete to achieve progress against this priority. These plans are carry-over plans from 2018-2019 financial year.</p>
COMMENTARY:	<p>The HR group has undertaken a review of the audit reports prepared by the Executive Officer of workforce development plans and confirmed that the identified and collective operational prioritise remain as identified some time ago.</p> <p>The priorities were:</p> <ul style="list-style-type: none"> <li>▪ Certified Building Inspectors with 2 yrs experience</li> <li>▪ Accredited and experienced Building Surveyors</li> <li>▪ Engineers across a number of areas</li> <li>▪ Qualified and experienced ICT staff)</li> </ul>

- Qualified Mechanics
- Qualified Planners

The HR working group has reconvened to consider how it will:

- Identify collective trends, issues and opportunities and facilitate opportunities between member Councils to share, discuss and develop capacity and capability solutions.

One such opportunity identified is to make application to the NSW Public Service Commission Graduate Program or seek out another graduate program that addresses the identified shortages.

The Executive Officer was able to confirm with the PSC that Local Government was able to participate in the Graduate Program. Advice is being sought through DPIE as to whether an extension can be granted to the lodgement date enabling Councils to make a late application to this process.

The role out of the Graduate program is an objective of the RLG, and the objective is to attract a minimum of at least three home agencies to participate in the 2020 NSW Government Graduate Program and at least six graduate placements in the NE&NW region.

Agencies participating in previous programs include: Education, FACS, PWA, Industry, Justice, DPE, eHealth, Health Share NSW, Ministry of Health, Service NSW, TAFE NSW, and Transport for NSW.

Home agencies offer Graduates an ongoing role (at level) on successful completion of the program. Six graduates are required to develop a critical mass to ensure graduates gain a shared learning experience.

A fee-for-service model applies for this Program. The fixed administration fee for cluster departments for the 2020 Program is \$92,016 (adjusted to account for the Machinery of Government changes and is based on the premise of an equal distribution across clusters). The per graduate fee is \$3,571.

Home agencies will continue to fund graduate salaries plus on-costs (Clerk Grade 3/ 4) in addition to the per graduate cost for both the Diploma of Government (approx. \$6,000) and mentoring fees (approx. \$1,000).

Participating clusters need to confirm their commitment to the 2020 Program by completing the commitment form (sent to each Cluster Secretary) before 31 May 2019. It is not clear if Councils could now opt into the program.

Here is a link to the program

<https://www.psc.nsw.gov.au/workforce%E2%80%90management/recruitment/nsw%E2%80%90government%E2%80%90graduate%E2%80%90program>

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## 10. INTER-GOVERNMENTAL RELATIONS

### 10.1 Water for the Future Reports Steering Committee Terms of Reference – ATTACHMENT C

Author	Executive Officer/JOLT
Policy	POLICY 2019 004-1 Steering Committee & Working Groups
Legal	-
Financial	Nil
Strategic Link	Water for the Future
Attachments	ATTACHMENT C
RECOMMENDATION TO THE BOARD:	<p>THAT the Board;</p> <ol style="list-style-type: none"><li>I. The terms of reference for the Water for the Future Steering Committee are endorsed.</li><li>II. Members recommend nominees for the Water for the Future Steering Committee, aligned to the Functions and Roles.</li></ol>
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	To provide the members advice to the Board on the establishment of the Water for the Future Steering Committee and membership.
BACKGROUND:	<p>A recommendation from the Water for the Future reports was to establish a steering committee to pursue some of recommended actions in Volume 2 Strategy and Analysis.</p> <p>A Steering Committee is a partnership between representatives of Namoi Unlimited, Member Councils, external parties or identified stakeholders to provide advice and undertake specific and collaborative project activities for Namoi Unlimited.</p>
COMMENTARY:	<p>The terms of reference is drafted to provide the framework for the adoption of a Steering Committee for the Water for the Future.</p> <p>JOLT has recommended that Tamworth Regional Council and Walcha Council be the nominated members of the Joint Organisation for the Steering Committee.</p> <p>A workshop be coordinated with NSW Department representatives to ensure collaboration can be supported.</p>



## **STEERING COMMITTEE TERMS OF REFERENCE**

### **WATER FOR THE FUTURE**

#### **INTRODUCTION**

This document establishes the agreed roles and functions for the Water for the Future Steering Committee under Namoi Unlimited, a Joint Organisation of Councils in NSW.

In the Policy document for establishing Working Groups and Steering Committees; a Steering Committee is defined as a partnership between representatives of Namoi Unlimited, Member Councils, external parties or identified stakeholders to provide advice and undertake specific and collaborative project activities for Namoi Unlimited.

This Terms of Reference provides Namoi Unlimited, stakeholders and participating members of any Steering Committee the guiding roles and functions of the Committee, the directions sought from the Committee, and any oversights of the Committee's performance.

#### **BACKGROUND/CONTEXT**

Namoi Unlimited has a Strategic Regional Priority called Water for the Future that recognises 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 the critical enabler for industry, business, communities, lifestyle, tourism and the environment. Our action will be targeted towards growth and development.

The 2018-2021 Strategic Regional Plan describes the intent behind the three strategic regional priorities identified by Namoi Unlimited. An Annual Business Plan describes how Namoi Unlimited will put planning in place to achieve the identified priorities.

In the 2018-2019 financial year, Namoi Unlimited recognised the need to undertake a scope of works to;

Audit, analyse, identify and prioritise the key constraints, opportunities and innovations to secure the supply of water for communities, businesses and Local Government.

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.

The results of this work are included in two reports Volume 1 an audit and analysis of the regions water and Volume 2 the strategy and recommendations.

Over 30 recommendations were tabled in the strategy and recommendations report.

Namoi Unlimited identified that three layers of structure were required to pursue specific recommendations in the report, two of the identified structures are existing in the functions of the General Managers group and the Namoi Water Alliance.

This terms of reference addresses the requirement to establish a Steering Committee which specific roles and responsibilities.

## **FUNCTION**

The Steering Committee will be responsible for providing advice to the Joint Organisation and its Members as to;

Regional security considerations that will enhance the capacity and capability of the region's access, security and quality of water, such as providing advice on a range of (but not limited to) large-scale infrastructure options for the region, such as:

The upgrade of Dungowan Dam in association with or without a renewable energy and or pumped hydropower option

Cross-catchment transfer pipeline options for example from the Apsley to the Manning to the Namoi, and in association with energy ventures

Any other long-term options that exist and which may be researched and able to be considered as options as part of long-term regional planning

Provide advice to the Joint Organisation and its members on the prioritisation of proposals for investment in water transfer and reticulation.

Investigate and provide advice on identified policy and regulatory issues and opportunities.

Consider and provide advice to members on land use, agricultural production and urban development.

Provide advice on urban water demand use and demands during periods of constrained availability.

Identify areas of high water strength which are not currently associated with high productivity activities, providing advice on constraints and opportunities for development.

Consider the opportunity to develop an approach for Councils to consider a 'whole of life' water study in key industries where the capture of, and use of recycled water is opportune.

Other tasks as identified as strategically important to access and security of water across the Namoi region.

## **ROLE**

Members appointed to the Steering Committee will;

- Take on responsibility for the function and the provision of expert advice and information to inform the decisions of the Board of Namoi Unlimited;
- Ensure the advice provided reflects the intent of a regional approach to activities;
- Provide guidance on project issues associated with water;
- Provide guidance and advice on the major infrastructure proposed to advance the economies of the Namoi region and its member Councils; and
- Provide advice on the identified functions to Namoi Unlimited.
- The specific role of each member of the Steering Committee is;
- To understand the strategic implications and outcomes of initiatives being pursued;
- Appreciate the significance of the Water for the Future strategic regional priority and the major stakeholders and their interests in the Water for the Future priority;
- Be genuinely interested and engaged in the initiative and the outcomes being pursued by Namoi Unlimited;
- Be an advocate for the project and Namoi Unlimited; and
- Help Namoi Unlimited balance the parochial and potentially conflicting priorities of acting regionally.

## **MEMBERSHIP**

Members of the Steering can be representatives of;

- The NSW Government;
- The Australian Government;
- One or all of the Members of Namoi Unlimited

Members should be experienced and knowledgeable to address the function and roles required of the Steering Committee.

## **CHAIRPERSON**

The Chairperson will be nominated and elected annually by the Board Namoi Unlimited from the membership of the Steering Committee.

The Chairperson will be responsible for convening the scheduled meetings.

The Chairperson may seek approval from the Board of Namoi Unlimited to have the Board elect an alternate Chairperson in case the Chair is absent or unable to attend or perform their duties.

The Executive Officer of Namoi Unlimited or their nominated representative will be responsible for assisting the Chair to convene and conduct any meetings.

## **AGENDA**

The Agenda will be within the scope of the function.

The Board of Namoi Unlimited may refer matters related to the function or the role to the Steering Committee. If the Board does refer any matter to the Steering Committee, any referral will have specific advice as to the advice the Board is seeking from the Steering Committee, the timeframe by when the advice is expected, and the purpose/context for seeking the advice.

## **MINUTES & BUSINESS PAPERS**

The Agenda, Minutes and Business Paper for any meeting will be distributed to Members of the Steering Committee at least three business days prior to the meeting.

Minutes for any meeting will be distributed within seven days of the completed meeting.

## **FREQUENCY OF MEETINGS**

The timetable or schedule of the Steering Committee will be determined by the business to be reviewed as part of the functioning of the committee, acknowledging that this is a strategic regional priority of Namoi Unlimited and therefore the timetable or schedule of meetings will be determined by the agenda of the Members of Namoi Unlimited.

## **ALTERNATES AND PROXIES TO MEETINGS**

Proxies will not be accepted for any meeting of the Steering Committee.

A member may delegate representation to an approved alternative for a meeting.

## **QUORUM**

A minimum of 50% plus one of the members of the Steering Committee is required for the meeting to be recognised as a meeting and for recommendations to be valid.

## **REVIEW TIMETABLE**

This Terms of Reference will be reviewed by the Steering Committee or Namoi Unlimited after 12months of initiating this Steering Committee.

The Board may at any time terminate the activities of the Steering Committee if at any time it feels that the Steering Committee is not fulfilling a valuable role for the Members. The Members of Namoi Unlimited do not need to provide a reason for terminating the Steering Committee.

## **DISPUTE RESOLUTION**

If a dispute between the members of the Steering Committee arises, the Chairperson and the Executive Officer of Namoi Unlimited will attempt to resolve the dispute.

If the Chairperson and the Executive Officer are unable to resolve the dispute, the Steering Committee or conduct of any member of the Steering Committee can be referred to the Chairperson of the Board of Namoi Unlimited to firstly investigate the nature of the dispute to determine if the dispute is valid.

The Chairperson of Namoi Unlimited has the authority to dismiss the Steering Committee and or any member of the Steering Committee by resolution of the Board of Namoi Unlimited.

## 10.2 Engaged People Seeking Skills - Drought Skills Response – ATTACHMENT D

Author	Executive Officer/JOLT
Policy	-
Legal	-
Financial	\$5,000
Strategic Link	Water for the Future
Attachments	ATTACHMENT D
RECOMMENDATION TO THE BOARD:	<p>THAT, the Board;</p> <ul style="list-style-type: none"> <li>i) Support this drought initiative to provide people in drought affected communities with access to training, skills, ticketing and potentially casual employment.</li> <li>ii) Approves financial commitment to this initiative.</li> </ul>
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	To provide advice and seek approval from the Board to initiate an event in response to the drought across the five member Councils.
BACKGROUND:	<p>Namoi Unlimited is a participant in workgroup of the Regional Leadership Executive called the Drought Task Group. The purpose of the task group is to focus on three areas:</p> <ul style="list-style-type: none"> <li>▪ escalation of issues experienced by local/regional communities during the onset of drought and impacts of drought on service delivery</li> <li>▪ improving the awareness of support services within the community</li> <li>▪ integration of support services – being prepared to scale-up services and supports available to farmers before declaration triggers.</li> </ul> <p>The role of the Committee is to:</p> <ol style="list-style-type: none"> <li>1. Develop a broad understanding of the variety of assistance measures that are available from various Federal and State government agencies, service providers and community organisations and also the how, the when and the form of assistance measures.</li> <li>2. Share knowledge, experience and effectiveness of assistance made available to the community.</li> <li>3. Promote knowledge of assistance measures through associated networks and more widely to the broader community.</li> <li>4. Monitor shortcomings, impediments and anomalies that may be experienced in the delivery of services and assistance provided.</li> <li>5. Provide a forum to work collectively to identify novel solutions to address impediments and/or make recommendations required to</li> </ol>

address extraordinary situations.

6. Work collectively across and within agencies, industry and stakeholder community to integrate information and service delivery.
7. Provide progress updates and issues for escalation to the Regional Leadership Executive (via the Department of Premiers and Cabinet).

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COMMENTARY:

JOLT considered a broader paper at its meeting in August 2019. Post the August JOLT meeting, the proposal was further clarified and presented to the Drought Taskforce who supported the summarised proposal.

A discussion paper on this opportunity is provided in the attachment.

Funding would be used to provide catering at coordinated events, marketing and promotion, and venue hire if required.

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## PROPOSAL:

- To coordinate five events across the Local Government Areas of Walcha Council, Tamworth Regional Council, Liverpool Plains Shire Council, Gunnedah Shire Council and Gwydir Shire Council.
- These events will provide opportunity for locals to undertake training and promote training opportunities for local and regional casual work.
- To provide access to opportunities for locals to discuss drought support and local casual employment opportunities and understand the training requirements to support obtaining casual work.
- To provide an opportunity for one-day training to be conducted in the five Local Government Areas to encourage people to undertake training locally.

## ISSUES:

- Councils are concerned that the ongoing drought is impacting populations in local communities. Workers usually employed in the agricultural and agricultural services sector are experiencing decline and therefore jobs are being lost.
- Agricultural workers may need to access skills to obtain other work within and outside their community.
- Compliance training is attached to National Accreditation and standards and therefore the time to undertake these courses can be over one day.

## FUNDING:

Funding is proposed to be used for one event in each of the Namoi Unlimited Council areas. The exact locations will be determined by the venue requirements and the decisions of a council.

Funding of \$1,000 per member will be used on catering and advertising to promote the event. Funding has also been sought from the Primary Health Network.

## TRAINING:

The NSW Government recently announced a drought assistance package for skills and training. Eligible training includes but is not limited to:

- |   |   |
|---|---|
| • Heavy Vehicle <sup>1</sup>                    | • Work Health & Safety                        |
| • Forklift tickets (3 days)                     | • Book Keeping                                |
| • Confined spaces (2 days)                      | • Farm Management                             |
| • Dogging                                       | • Sustainable business practices              |
| • Auto electrics                                | • Conflict Resolution/Effective Communication |
| • Drone operations                              | • Resume Writing and Interview Techniques     |
| • Business Management                           | • Manual Handling                             |
| • Chainsaw operations (2 days)                  | • White Card (CIC) <sup>2</sup>               |
| • Excavator tickets                             | • First Aid                                   |
| • Elevated work platform/Work Safely at Heights | • Advanced First Aid                          |
| • Small Engine Maintenance                      | • Chemical Users (2 days)                     |
|   | • Traffic Controller (2 days)                 |

<sup>1</sup> TAFE NSW needs to clarify if this can be delivered or a course would be 1 vehicle, 1 person trained in 1 day.

<sup>2</sup> Tamworth Community College to confirm.

## 10.3 Intergovernmental Drought Response – ATTACHMENT E

Author	Executive Officer/JOLT
Policy	-
Legal	-
Financial	Nil
Strategic Link	Water for the Future
Attachments	ATTACHMENT E

RECOMMENDATION TO THE BOARD:	<p>THAT the Board;</p> <ul style="list-style-type: none"> <li>i) Consider incorporating the scope of drought resilience and preparation into the Terms of Reference for the Steering Committee for Water for the Future.</li> <li>ii) Endorses the content in ATTACHMENT E as potential intergovernmental responses to drought.</li> <li>iii) The Chair writes to the Premier for NSW and the Prime Minister of Australia expressing these opportunities and seeking an urgent response to the ongoing conditions.</li> </ul>
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AMENDED/ENDORSED

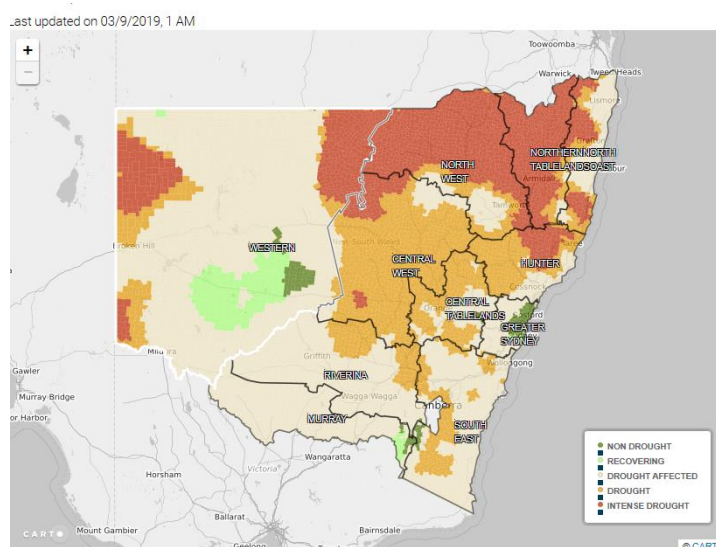
MOVED:

SECONDED:

REJECTED/CARRIED

**PURPOSE:** To provide advice to the Board about what Governments can do as a response to the ongoing drought conditions.

**BACKGROUND:** The most recent drought map demonstrates the ongoing drought conditions across all of the five Local Government Areas of the Namoi being drought affected, in drought or experiencing intense drought.



At the August JOLT meeting General Managers were asked specific questions around the community and Council impact of drought.



COMMENTARY:

National Geographic<sup>3</sup> defines drought as “an extended period of unusually dry weather when there is not enough rain”. This article goes on to say that:

*“The lack of precipitation can cause a variety of problems for local communities, including damage to crops and a shortage of drinking water. These effects can lead to devastating economic and social disasters, such as famine, forced migration away from drought-stricken areas, and conflict over remaining resources.*

*Because the full effects of a drought can develop slowly over time, impacts can be underestimated. However, drought can have drastic and long-term effects on vegetation, animals, and people. Since 1900, more than 11 million people have died and more than 2 billion people have been affected by drought. Drought is also one of the costliest weather-related disasters. Since 2014 California has lost at least 2 billion-dollars a year, due to drought.”*

Some of the impacts of drought sighted that are similar to the USA being experienced in the Namoi are;

- Trees and other plants have adapted to withstand the effects of drought through various survival methods. However, if drought conditions persist, much vegetation will die.
- Negative impacts include damage to habitats, loss of biodiversity, soil erosion, and an increased risk from wildfires.
- Drought can also create significant economic and social problems. The lack of rain can result in crop loss, a decrease in land prices, and unemployment due to declines in production.
- As water levels in rivers and lakes fall, water-supply problems can develop.
- Poor water levels and quality can bring about other social problems. Many of these problems are health-related, such as lack of water, poor nutrition, and famine.
- Other problems include conflicts over water usage and food, and forced migration away from drought-stricken areas.

Whilst drought is a naturally occurring part of the weather cycle and cannot be prevented, human and industry activity can influence the effects that drought has on a region.

However, the current situation needs to take preference in the conversations with Governments and community can work together to ensure drought does not create irreparable damage to regional communities.

It is a complex issue and requires some strategic thinking about looking to alleviate some of the stresses of the community enduring drought, demonstrating leadership and hope, as well as providing some advice on what can be done in the worst drought in Australia's history.

At JOLT questions were asked to articulate;

- What are the direct impacts of drought on Local Government?
- What could governments do to assist Local Government?

ATTACHMENT E collates the feedback from the Executive Officer and the General Managers.

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<sup>3</sup> <https://www.nationalgeographic.org/encyclopedia/drought/>

## **ATTACHMENT E - Intergovernmental Drought Response**

Namoi Unlimited and its member Councils believe the current and enduring drought in regional NSW could impact the ability of the Premier to address priorities, such as;

- Child absenteeism from school is increasing, this will potential impact on education results.
- Anecdotal increase in homelessness in regional areas and local areas, ill-equipped and resourced to handle homelessness and increased homelessness.
- Increased health and mental presentations at hospitals and medical facilities.
- Increased incidents of suicide.
- Increased access to greener public spaces in urban areas.

Local Government Members of Namoi Unlimited believe the direct impacts of drought on Local Government are;

### **Social and community impact**

- Major impacts on our public sport and recreation spaces with many parks receiving no water and hence becoming largely unsuitable for various sports or unusable.
- Significant loss of plants and trees in public spaces.
- Potentially aquatic facilities will not open in summer due to water restrictions.
- Increasing heat and summer conditions with public aquatic facilities could increase anti-social behaviours, domestic violence, welfare and crime.
- Deterioration in the unsealed roads network, safety on rural and local roads.
- Increased use of public parks and sporting fields by schools further reducing the amenity for public users, increased deterioration in the ground cover due to higher levels of use.

### **Financial Impact**

- Increased weeds and pests from the transit of vehicles from throughout Australia and the supply of fodder and vehicles resources, results in increased physical and financial impact of weeds, noxious plant species and pest management.
- Loss of social infrastructure such as parks, amenity and the environment.
- Increased cost of roadworks and construction due to the unavailability of water and having to cart it long distances.

### **Reputational Impact**

- Lost services to the community.
- Use of potable water on road infrastructure being wasteful.

### **Health and Mental Health**

- Increased use of the Employee Assistance Program assumed to be around personal and financial stress of employees who live on the land, or where partners/family have lost employment due to the drought.

**Importantly, in identifying the impacts on Local Government, Members suggest the following collaborative short, medium and long-term actions to address the impacts of drought.**

**Short-term**

- Conduct training and capacity building sessions for local businesses on Local and State government procurement practice and procedures.
- Accelerate Local and State projects that will engage local business and service providers i.e. builders, landscapers, earthworks and structural work, electricians, plumbers etc.
- Conduct training and programs that provide skills for local and casual employment opportunities.
- Funding program to assist Councils during periods of severe drought to open and manage amenities to provide all hours access to showers and washing facilities.
- Fostering Sister City relationships between LGAs and schools, for respite and excursions.
- FREE or cost recovery on Council venues for drought and support meetings.
- Promotion of hardship provisions to freeze property rates and extend periods for payment.
- Subsidise household water supply or provide transport subsidies to provide water to properties without access to town water supplies.

**Medium-term**

- Specific funding to increase drought resilience across parks, sporting grounds, public amenities, facilities including showers etc.
- Coordinate a regional program of activities and or respite for farming families and children, focussed around the Summer School Holidays.

**Long-term**

- Projects that will stem the impact of drought on the Premier/Deputy Premier priorities.
- International research into regional and local community impacts and opportunity to do with climate change and variability and how we might deal with economic, social, environmental and technological change.

## 11. ADVOCACY AND LEADERSHIP

### 11.1 Member Value Report (2018-2019) – ATTACHMENT F

Author	Executive Officer/JOLT
Policy	-
Legal	-
Financial	\$30,000 Annual Membership and Grant Funding
Strategic Link	Advocacy and Leadership Demonstrate the Value of investment by Councils in the collaboration and function of the Joint Organisation of Councils
Attachments	ATTACHMENT F
RECOMMENDATION TO THE BOARD:	<p>THAT the Board;</p> <ul style="list-style-type: none"> <li>i) Endorses the Value Report for 2018-2019 to its member Councils, to receive and note performance.</li> <li>ii) Endorses the report as the Performance Report for Namoi Unlimited for the 2018-2019 financial year, submitting the report to the NSW Office of Local Government.</li> <li>iii) Provides a copy of the report and correspondence to Local Members of Parliament and both NSW and Australian Parliament Ministers associated with the Strategic Regional Priorities.</li> </ul>
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	To provide members with a report that summarises the key achievements against the annual business plan, and in the absence of a reporting template for the NSW Office of Local Government results in compliance to provide a Performance Report.
BACKGROUND:	<p>Demonstrating the value derived from a \$30,000 financial contribution from each of the members is important.</p> <p>Assessing the value of a membership contribution, the contribution of member Councils and the Executive Officer to what is described in the Annual Business Plan is part of the evaluation of success for the organisation.</p> <p>Value reports are presented every six months.</p>
COMMENTARY:	<p>The first Value Report was prepared and presented for the period July to December 2018 was appreciated when received by Member Councils.</p> <p>This report attempts to articulate the value of member's \$30,000 annual contribution in the 2018-2019 financial year.</p> <p>The value proposition for the Joint Organisation is provided to assist members in being able to communicate the financial return to members from the collaboration.</p>

## **INTRODUCTION**

This report is designed to provide the Members of Namoi Unlimited a Joint Organisation of Councils in NSW and any other stakeholder with an outputs report for a period of time.

This report consolidates the activity for the 2018-2019 financial year building on information provided in the first report presented in August 2018. As this is a report for the financial year and there is a requirement for the Joint Organisation to provide an Annual Performance Report, this document is intended to be a public document that demonstrates the extent of activity of Namoi Unlimited, and more specifically highlights the performance of the organisation against outcomes and outputs described in the annual Business Plan.

Its intent is to provide Members and stakeholders with information that they can share with their stakeholders and their communities to demonstrate the value of being part of a collaboration tasked with strategic regional priorities and plans to achieve those priorities, advocacy and leadership as well as inter-governmental relations.

It is acknowledged that the investment by Members in the activity of the Joint Organisation is significant not only financially but also operationally. There is a strong commitment from members who pursue strategic priorities through the stewardship of these priorities and the work that steering committees and working groups undertake to achieve them.

Specifically acknowledged are:

Tamworth Regional Council and Gunnedah Shire Council in the Water for the Future work and the Trade and Investment Strategy;

Walcha Council and Gwydir Shire Council in the Enabled and Connected Infrastructure priority specifically in their guidance to the Roads and Transport Working Group; and

Liverpool Plains Shire Council in the pursuit of engaging with people and skills, building scale, capacity and capability of the region and its human resources.

## THE PURSUIT OF STRATEGIC REGIONAL PRIORITIES AND PLANNING TO ACHIEVE THEM

A key responsibility of a Joint Organisation is to identify its Strategic Regional Priorities and make plans to achieve the identified priorities for the benefit of the community. Namoi Unlimited has three identified Strategic Regional Priorities;

### 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.

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

### 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 future workforce demands.

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

## 2018-2019 HIGHLIGHTS

The highlights are focused on the functions described for Joint Organisations of Councils across NSW, recognising that Joint Organisations were given a mechanism by which Councils could work together in areas identified in strategic regional priorities and plans to achieve them.

### KEY FUNCTION 1: PLANNING AND PRIORITISATION

#### STRATEGIC REGIONAL PRIORITY: *Water for the Future Strategy*

Investment up to \$119,000

Project Commenced: December 2018

Project Concludes:

June 2019

The *Water for the Future* project is identified as a critical piece of analysis for its member Councils and Namoi Unlimited. Consultants Rhelm were appointed in December 2018 and over a period of six months completed an audit of the current sources and availability of water, in our communities to identify the supply, security and access issues.

#### **The Outputs (what we did during the 2018-2019 financial year)**

Funding and development of the *Water for the Future Strategy* for the Namoi region, providing;

- Detail of the water supply and infrastructure assets currently available to communities and business across the Namoi region;
- Over 30 recommendations were identified as future opportunities around demand and supply.
- A detailed understanding of the demand and supply of water for agricultural products, services, commodities, supply chains and value propositions creating the opportunity for the development of a proposal for a Special Activation Precinct across the Namoi region.
- An understanding of the constraints and some of the innovation opportunities for Local Government in water.
- And aligning water and desires for demand, growth and investment to opportunities, investment potential, community expectations and Government positions.

#### **The Outcomes (what we will achieve by doing this in the 2018-2019 financial year)**

The reports were presented in two volumes; Volume 1 is a comprehensive report on the resource and the region, Volume 2 the analysis and strategy provides the members with targeted and strategic advice that will enable the group to hone its pursuit of opportunities for regional growth further.

There are three recommended structures identified to position Councils into the future;

- Strategic which will provide advice and seek the evidence to support the building and investment into infrastructure including water utilities.
- Policy and performance considerations that will align where possible policy that is intended to support regional growth, investment and the pursuit of these drivers.
- Operational to collaborate on water utility planning, capacity and capability.

A proposal has been developed that identifies how by supporting the supply chains for intensive agriculture, value add opportunities may be created, generating jobs for the Namoi region. This is seen to be critical to identifying and facilitating new market opportunities for regional producers, and to building stronger and more resilient communities in this current drought.

### **Trade and Investment Strategy**

Strategic investment up to \$69,334 with funding of \$20,000 from the Australia-China Council and \$7,842 from the NSW Government

Project Commenced: July 2018

Project Concludes:

June 2019

### **The Outputs (what we did during the 2018-2019 financial year)**

The outputs described in the Trade and Investment Strategy were to; establish and support a working group to drive the strategy under the stewardship of Tamworth Regional Council and Gunnedah Shire Council as the most experienced and resourced Councils involved in economic development, to support Councils to pursue investment opportunities for infrastructure, growth and jobs.

- Namoi Unlimited provided support and advocacy to individual Councils funding applications for community and roads and transport infrastructure, for example through the Namoi Roads Network Strategy Councils have attracted over \$100million in funding this financial year.
- Namoi Unlimited partnered with businesses and the NSW Government to pursue trade and export relationships for agriculture into China, specifically NingBo, and conducted activities like the Cynthia Dearin Export Workshop providing businesses with access to training rarely seen in regions of NSW.
- Namoi Unlimited engaged and has developed a network of exporters, who potentially will be the businesses primed for growth.
- Namoi Unlimited's investment in further branding and marketing of the region through case studies was hindered by drought conditions and uncertainty.

There were a number of specific activities undertaken in the pursuit of the Trade and Investment Strategy, including;

- A reciprocal visit from the Ningbo Government and business delegates to the Namoi region and AgQuip in August 2018.
- The China Study Tour to China, visiting Guangzhou, Shanghai and Ningbo in May 2019.
- The Cynthia Dearin Export Masterclass held in July 2019.

### **The Outcomes (what we will achieve by doing this in the 2018-2019 financial year)**

Namoi Unlimited despite the current drought conditions is committed to a targeted and regional approach to grow trade and investment in the region. Support for this approach is evidenced in the Shaping the Future of the Namoi Study (2015) that identified six levers that the joint Organisation could work on together.

Namoi Unlimited continues to be respected as an organisation that is contributing to developing better ways for Government to engage and invest in regional Australia. This is evidenced by the organisations successes in attracting funding for capacity and capability programs from the NSW Government, and more recently access to an additional \$150,000 from the NSW Government for pursuit of strategic regional priorities.

### **STRATEGIC REGIONAL PRIORITY: ENABLED AND CONNECTED INFRASTRUCTURE**

Strategic investment up to \$25,000

Project Commenced: July 2018

Project Concludes:

June 2019



Namoi Unlimited continued to support Councils to analyse and prioritise the inhibitors to industry and growth, and or safety, to identify and address the network of roads and the network and connectivity of road to rail, air infrastructure, energy and telecommunications.

#### **The Outputs (what we did during the 2018-2019 financial year)**

Councils through the support of Namoi Unlimited identified over \$300million in road infrastructure investment to enable and connect the region to markets and ports. During the financial year, Councils were able to attract funding for almost \$100million of this three year target, a testament to regional planning, collaboration and inter-governmental relations facilitated by the Joint Organisation.

#### **The Outcomes (what we will achieve by doing this in the 2018-2019 financial year)**

The outcomes are that the region has an established function and an identified process to highlight, substantiate and promote enabling roads infrastructure for the region.

The relationships, efficiencies and opportunities to work together remain the opportunity for Councils working as a collaboration of Councils. Improved information and service delivery has been delivered by engaging with the NSW Government and the National Heavy Vehicle Regular as a group.

Future opportunities are for the Joint Organisation to focus on other inhibitors to industry and growth, and or safety, specifically around rail, air, energy and telecommunications. Namoi Unlimited believes further strategies to be released by the NSW Government around regional rail and regional airports, as well as clarification around energy and telecommunications required for future jobs and work will be necessary for the region to grow.

### **STRATEGIC REGIONAL PRIORITY: ENGAGED PEOPLE SEEKING SKILLS FOR THE FUTURE**

#### **The Outputs (what we did during the 2018-2019 financial year)**

In the previous financial year, Member Councils audited workforce development plans to identify collective operational opportunities to build scale and capacity of member Councils and the Joint Organisation.

A number of projects to build scale and capacity of Councils and businesses with support from the NSW Government and the Australian Government commenced or were completed, including;

Bio-diversity Project Officer (\$140,000 Gwydir Shire Council)

Contaminated Lands Project Officer (\$420,000)

Increasing resilience to climate change on gravel roads (\$285,000)

Export Ready Workshop (\$7,800)

#### **The Outcomes (what we will achieve by doing this in the 2018-2019 financial year)**

Further work needs to be done to capitalise on strategic and operational opportunities to increase services within Councils, nurture skills and talent in Local Government sharing experience and expertise and promote employment opportunities within Local Government.

### **KEY FUNCTION 2: INTER-GOVERNMENTAL RELATIONS**

One of the key functions of a Joint Organisation is inter-governmental relations and the Joint Organisation has participated in a number of key Government stakeholder groups for Councils:

Engagement with water agencies occurred through the Water for the Future project, and engagement with the Office of Water regularly as a member of the Namoi Water Alliance.

Engagement with officers in NSW Trade and Investment both in Australian and overseas occurred, as well as engagement with Austrade offices.

Engagement from Transport for NSW across roads, freight and road maintenance branches for collaboration around the Namoi Roads Network Strategy. Engagement with the Heavy Vehicle Regulator and National codes.

New relationships are potentially developing with the NSW Public Advisory and the Public Service Commission around graduate opportunities in the region for Local Government and Namoi Unlimited as a collaboration of Councils.

New England North West Regional Leadership Executive and sub groups;

New England North West Drought Taskgroup

Northern NSW Renewables Working Group

New England North West Regional Economic Development Sub-Committee

New England North West Regional Plan 2036

### KEY FUNCTION 3: ADVOCACY AND LEADERSHIP

Members established the framework, policy and procedures for advocacy and leadership from the Joint Organisation. As a group of Councils the opportunity of collaborating as a group that represents a larger population and geography is not lost on the members. Also establish was a base line position of advocacy on issues relative to the Strategic Regional Plan, including;

Water for the Future

Agriculture, Agribusiness and Innovation

Intensive Agriculture Strategy

Foreign Ownership of Prime Agricultural Land

Trade and Investment

Mining and Resource Development and Extractive Industries

Connected and Enabled Freight and Transport Infrastructure

Energy Infrastructure

Federal Government Local Government Assistance Grants (FAGs)

Engaged People Seeking Skills for the Future

Emergency Assistance

Representations on behalf of members on positions of advocacy and leadership to the NSW Government and Australian Government representatives were made on the following topics;

Water and the impacts of drought

Namoi Roads Network Strategy and its priorities

Education both at vocational and tertiary level for skills for business and the development of a university for Tamworth

Support for Local Government and the Joint Organisation Model and future funding

Acceleration of Trade and Investment opportunities for the region

Energy

National Telecommunications Review

Namoi Unlimited is an active participant in the Executive Officer and Chairpersons Networks for Joint Organisations of Councils in NSW.

ALIGNMENT TO THE STRATEGIC REGIONAL PRIORITIES	ALIGNMENT TO KEY FUNCTIONS	ACTIVITY AND DESCRIPTION	MEMBER BENEFIT	CASH VALUE TO COUNCILS (includes annual budget expenditure and grant funding)	IN-KIND VALUE TO COUNCILS (includes annual budget expenditure and grant funding)	STAFF INVESTMENT (Based on \$200 per hour x five for the Executive Officer.)		STATUS	
						Executive Officer	Member Councils Contribution		Completed or Ongoing
									Pending
									Not proceeding
Water for the Future Enabled and Connected Infrastructure Engaged People seeking Skills for the Future	Strategic Regional Plan and priorities	2018-2021 year strategic regional plan and priorities. 2018-2019 Annual Business Plan.	ALL	\$12,000	-	\$32,000	\$16,000		
	Inter-governmental Collaboration	Establishment grant for the Joint Organisation of Councils from the NSW Government through the Office of Local Government.	ALL	\$300,000	-	-	-		
		New England North West Regional Leadership Executive	ALL	-	-	\$12,000	-		
		New England North West Regional Economic Development Sub-Committee	ALL	-	-	\$6,000	-		
		New England North West Regional Plan 2036 – monitoring committee and project liaison for the Joint Organisation, completed projects include: <ul style="list-style-type: none"> <li>Prepare a Regional Intensive Agribusiness Strategy to foster ongoing investment, specify guidelines for intensive agriculture and food processing and map suitable future precincts for these uses.</li> <li>Map important agricultural land and develop guidelines to support the implementation of the important agricultural land mapping through local plans.</li> <li>Deliver an annual New England North West Housing and Land Monitor</li> <li>Prepare guidelines for local housing strategies that will provide guidance on planning for local affordable housing needs.</li> </ul>	ALL	-	-	\$8,000	-		
		Increasing resilience to Climate Change to manage the impact of reduced water availability on gravel roads and the potential use of waste water.	ALL	\$285,000	-	\$5,000	-		
	Advocacy and Leadership	Support for the Thriving Small Towns initiative under the Regional Leadership Executive	LPSC	-	-	-	-		
		NSW Joint Organisation Executive Officer and Chairs Network	ALL	-	-	\$28,000	-		
		Canberra Advocacy event – representation to Ministers and advisors for education, Local Government and regional development, energy, trade and investment, drought and Local Members of Parliament and discussions with the Regional Australia Institute.	ALL	\$10,000	-	\$10,000	-		
		Community consultations representations Farm Household Assistance Review	ALL	-	-	\$1,500	-		
Water for the Future	Planning and Prioritisation	Water for the Future Strategic Regional Project planning and documents, selection of consultants and contract ting of consultants.	ALL	\$6,000	-	\$20,000	\$4,000		
		Certification and training opportunities for collaboration and best practice across water operations.	ALL						
	Advocacy and Leadership	Trade and Investment Strategy	ALL	-	-	\$20,000	\$8,000		
		Trade and Investment Strategy Projects	ALL	\$69,334	\$22,500	\$40,000	\$5,000		

Enabled and Connected Infrastructure		<ul style="list-style-type: none"> <li>Project 1 – Ningbo Government Mission</li> <li>Project 2 – Sinda Foods Visit</li> <li>Project 3 – China Study Tour for Exporters</li> <li>Project 4 – Cynthia Dearin Export Ready Workshop</li> </ul>						
		Small and Medium Enterprises Export Hub application to develop and support the network of exporters in the Namoi region.	ALL	-	-	\$8,000	-	
		NSW Regional Economic Development (DPC) Investment Attraction Training	ALL	-	-	\$12,800	\$3,200	
		MOU with a potential investor around a bio-energy opportunity for cotton	ALL (except WC)	-	-	\$1,200	-	
		Potential dairy investor	WC	-	-	-	-	
		Poultry enquiry for chicken feet and chicken middle joint wings starting at 10 containers of each product category.	TRC	-	-	-	-	
		Lamb supply enquiry from Hezhong	ALL	-	-	-	-	
		Education and training with a private college in Ningbo	ALL	-	-	-	-	
		Food processing and value add opportunities for beef, lamb and grain	ALL	-	-	-	-	
	Planning and Prioritisation	Representation of Member Councils with Safe and Secure Water to facilitate opportunities with government and partners for investment into the provision of water, infrastructure and skills.	ALL	-	-	\$4,000	-	
	Inter-governmental Collaboration	New England North West Drought Task group – distribution of factsheets, program information and contacts.	ALL	-	-	\$15,000	-	
		Namoi environmental water and floodplain harvesting working group with NSW Office of Environment.	ALL	-	-	\$2,000		
	Advocacy and Leadership	Annual membership of the Water Industry Association	ALL	-	-	-	\$11,000	
	Planning and Prioritisation Inter-governmental Collaboration Advocacy and Leadership	Representation at the Regional Telecommunications Review, assessment of the review findings and the Government response. Preparation of priorities aligned to the 20 year Vision for Regional NSW and the REDs	ALL	-	-	\$2,000	\$800	
	Planning and Prioritisation	Namoi Roads Network Strategy Roads and Transport Working Group	ALL	-	-	\$40,000	\$15,000	
		Network Business Case – Stage 2	ALL	\$100,000	-	\$83,200	\$12,000	
		<ul style="list-style-type: none"> <li>Fossickers Way Corridor</li> </ul>	GWSC, TRC	-	-	-	\$9,360,000	Business Case to be reviewed
		<ul style="list-style-type: none"> <li>Tamworth Corridor</li> </ul>	TRC	-	-	-	\$16,074,000	
		<ul style="list-style-type: none"> <li>Thunderbolts Way Corridor</li> </ul>	WC, TRC	-	-	-	\$11,342,400	
		<ul style="list-style-type: none"> <li>Werris Creek Road Corridor</li> </ul>	TRC, LPSC	-	-	-	\$25,000,000	
		<ul style="list-style-type: none"> <li>Heavy Vehicle Safety Productivity Program (HVSPP) for Grain Valley Road</li> </ul>	GSC	\$3,850,000	-	-	\$10,000	
		<ul style="list-style-type: none"> <li>Liverpool Plains and Gunnedah Shire Corridor</li> </ul>	LPSC, GSC	-	-	-	\$30,990,000	
		Regional approach to the NRMA electric vehicle charging stations roll-	ALL	-	-	-	-	

Engaged People seeking Skills for the Future		out.						
		Renewables investor HITE targeting projects for solar or wind farms, no less than 50MW, financing or acquiring.	ALL	-	-	-	EXPORT LEAD	
	Intergovernmental Collaboration	Northern NSW Renewables Project and Forum to produce a resource took for Councils	ALL	-	\$8,000	\$800	INFORMATION	
	Planning and Prioritisation	Contracts and revenue sharing agreement between a Material Recovery Facility and councils from the NSW Container Deposit Scheme.	ALL	-	\$10,000	-	-	
	Inter-governmental Collaboration	Facilitation and coordination of discussions about NSW Population Futures with NSW Population and Land Use Analytics.	ALL	-	-	\$3,200	\$1,500	
		New England North West Bio-diversity project officer is managed by Gwydir Shire Council	ALL	\$70,000	-	\$2,000	\$10,000	
		NSW Information Commission CEO presentation to the region and the Board about public confidence and good governance.	ALL	-	-	\$3,200	\$1,500	
		Gunnedah Shire Council will represent the region on the Department of Planning Council Stakeholders Panel.	ALL	-	-	-	\$6,400	
		Application for funding for a regional Contaminated Lands Officer for 3 years.	ALL	\$420,000	\$12,000	\$3,200	\$1,500	
			Heritage Near Me program and the Energy Management Services program training and grants program.	ALL	-	-	-	INFORMATION
	Advocacy and Leadership	Local Government Skills Strategy, 14 courses approved with 77 staff across the Councils commencing training, potentially 32 have completed their training.  (Funding received by Councils is estimated from the average course cost of previous training approved, as figures are not able to be provided by Training Services NSW, estimate is 14 courses x 45 people @ \$1279)	ALL	\$805,770	-	\$10,000	\$10,000	

## 11.2 Advocacy and Leadership - Select Committee on jobs for the future in regional areas - Inquiry into Jobs for the Future in Regional Areas – ATTACHMENT G

Author	Executive Officer/JOLT
Policy	-
Legal	-
Financial	-
Strategic Link	Advocacy and Leadership
Attachments	ATTACHMENT G
RECOMMENDATION TO THE BOARD:	THAT, the submission to the Commonwealth Select Committee on jobs for the future in regional areas - Inquiry into Jobs for the Future in Regional Areas is endorsed.
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	To provide the Members with the opportunity to make a joint submission to the Commonwealth Select Committee on jobs for the future in regional areas - Inquiry into Jobs for the Future in Regional Areas.
BACKGROUND:	<p>On 31 July 2019, the Senate resolved to establish a Select Committee into the Jobs for the Future in Regional Areas. The committee will inquire and report on the matters described in the commentary below.</p> <p>Submission closing date is 6 September 2019. The committee is to present its final report on or before 4 December 2019.</p>
COMMENTARY:	A copy of the submission is provided at ATTACHMENT G.

## SENATE ENQUIRY SUBMISSION

### **Jobs for the Future in Regional Areas**

---

On 31 July 2019, the Senate resolved to establish a Select Committee into the Jobs for the Future in Regional Areas.

Namoi Unlimited is a Joint Organisation of Councils in NSW tasked with strategic regional planning and priorities, inter-governmental relationships, advocacy and leadership across the Local Government Areas of Walcha Council, Tamworth Regional Council, Liverpool Plains Shire Council, Gunnedah Shire Council and Gwydir Shire Council.

This submission aligns to the areas that the Senate Committee has been asked to report against;

#### **a) New industries and employment opportunities that can be created in the regions;**

Namoi Unlimited is a region built on agriculture, with emerging industries and opportunities from mining and resource development, services and education. These are the identified natural attributes of the economy and the community.

Namoi Unlimited is working closely with the NSW Government to prepare a Spatial Supply Chain Analysis for the beef and poultry industries as a proposal for a Special Activation Precinct to be established across the Namoi region.

This proposal proposes economic development and jobs will occur across the region around this expansion.

The potential for jobs is significant and the potential for economic growth suggest such a proposal would accelerate growth inline with the growth rate of NSW.

The jobs will be both skilled and unskilled labour. There is significant opportunity to promote careers in the meat industry with a pilot project currently underway with the NSW Department of Regional NSW.

Such place based investigations and proposals for expansions provide the business case and rationale for direct jobs, with industry expansion aligned to the regions natural attributes will support innovation and the development of new industry. There is significant support to facilitate and assist businesses to value add to agricultural produce and supported supply chain development. Such innovation requires partnership funding from all levels of Government and private enterprise.

This measure could also be a drought resilience measure also.

Such a proposal enables the region to increase growth and provide a support environment for business to flourish and innovate. Professional and related services as well as the hospitality/events industry and businesses are expected to grow as the region further specialises.

The regional approach and leadership by Local Government in collaboration with other levels of Government provides an environment that encourages confidence. The Regional Deals program at a Commonwealth level is a vital partner for these State, Local and Commonwealth opportunities.

Any decentralisation of Government and private services can have an impact when aligned to the natural industries and economic attributes of a region. Such associations might also help with attracting and retaining people with similar professional and economic interests.

Where growth is looking to be accelerated or supported in the regions of Australia, any reductions in the public service only counters any additions from value add or supply chain opportunities..

#### **b) The number of existing jobs in regional areas in clean energy technology and ecological services and their future significance;**



The NSW Government Renewable Energy Action Plan has three objectives for efficiently growing the renewable energy sector in NSW:

1. Attracting investment and projects.
2. Building community support.
3. Attracting and growing expertise in renewable energy technology.

NSW is looking to create a favourable investment environment focused on implementing practical measures to remove investment barriers. These include:

- improving network connections
- streamlining the planning process
- creating a supportive regulatory environment
- promoting investment opportunities in NSW
- maintaining a fair price for solar energy and a sustainable solar industry.

It is estimated that 6,000 new jobs will be created in regional NSW over 20 years through construction, installation, manufacture and operation of renewable energy technologies.

Parts of the Namoi region are nominated for renewable energy development and therefore primed for new jobs in this sector.

Regional communities need to be supported to undertake jobs locally or regionally. It is probably recognised that with the adoption of renewables and large scale development occurring construction and manufacturing jobs are specialised and perhaps occurring outside the region. Installation can be argued as again specialised, which leaves operational jobs for locals, unless partnerships are developed and future planning and training of staff is undertaken in preparation for these developments.

Planning is required in the attraction, retention and promotion of jobs and skills that will be able to take advantage of the construction, installation, manufacture and operation of renewable energy developments.

**c) Lessons learned from structural adjustments in the automotive, manufacturing and forestry industries and energy privatisation and their impact on labour markets and local economies;**

Employment with structural adjustments to the forestry and energy industries in NSW has impacted the border Namoi region.

Specifically forestry structural adjustment occurred in the Walcha Council, Tamworth Regional Council and Liverpool Plains Shire Council which included the close of milling operations, and therefore milling jobs as well as forestry management staff employed by the NSW Government.

Most recently Essential Energy advised the community that it would be progressing a series of programs and initiatives to deliver a better service at lower cost. Media reported that this would include 165 staff in regional NSW.

Labour and population impacts were also part of the experience in the structural adjustment around water reform around the development of the Murray Darling Basin Plan.

The impact of structural industry change on regional communities is;

- Social and political capital – in circumstances where structural adjustment involves the loss of jobs the likely impact in small communities is that people leave the community in order to seek employment. This social impact can include partners and children who can leave an impact on other employers, education, sports and recreation.

The political capital is the roles these people play in their communities perhaps outside their employment; they may be members of social and sporting clubs or hold leadership positions in community groups.

- In the case of forestry and electrical reform, job cuts also mean people will look to relocate with the companies in areas where the company is operating to maintain service records and benefits for the future.
- Such decisions also impact the confidence in a regional area, attracting industry to communities and regions is a professional practice that requires; economic skill, marketing and promotions as well as community relations. Such professionals are difficult to find in regional areas.
- Any loss of an industry receives more media coverage than any expansion and therefore media coverage further exacerbates the challenges of attracting people and industries for regional communities.

**d) the importance of long-term planning to support the diversification of supply chain industries and local economies;**

The NSW Government has completed Regional Economic Strategies for NSW regions. These regions are smaller than the natural geographic regions and are formed around functional economic zones. These plans also provided an outline of the attributes and opportunities for each of these zones. These regional plans also then fit with the State economic strategy.

Namoi Unlimited believes this was the first time that these plans have been completed for all of regional NSW.

Namoi Unlimited has then used the directions in these plans to inform its Strategic Regional Plan and priorities for the five member Councils to work together.

This long-term economic planning is critical to the directions and investments that can be made by Local Government, business and groups like Namoi Unlimited. It is important Commonwealth, State, Regional and Local plans are aligned and are aspirational.

There are a couple of identifiable issues into the future;

- The resourcing to pursue and achieve the actions in the long-term plans rests with Local Government or regional organisations. Assistance from both Commonwealth and State Governments with further analysis of the enablers and inhibitors, funding for resourcing in partnership with Local Government is needed.
- Critical, it takes a long time to rebuild an industry, less time to see its demise. For agriculture it is impacted on elements beyond its control such as climate change, global markets, access to markets, transport links, the availability of natural resources and skills, long-term plans for value add and supply chain would greatly assist in building resilience in the industry and regional Australia.
- These plans need to be driven by Local Government and regions, to ensure plans can capture the supply chain and value chain opportunities, noting the available transport, economic and labour links needed to achieve any plans.
- Understanding that economics, infrastructure and people are needed to build enterprises and business operations. Regions can collaborate with Local Government to create such opportunities.

**e) Measures to guide the transition into new industries and employment, including:**

- **Community infrastructure to attract investment and job creation;**

Community infrastructure, its use and acceptance in the community is critical to attracting and retaining new industries and employment.

The presence and support for long-term planning and plans with aspirations for industry and employment targets for regions and Local Government Areas would be an additional guide.

Ongoing data and monitoring of employment will assist governments to develop timely measures associated with employment.

- **the need for a public authority/influence and or develop, to manage the transition; meaningful community consultation to guide the transition; and**

If you consider that community infrastructure is the mix of facilities, technology, programs and social networks in a place or across many locations; the entity with responsibility for community infrastructure in the main is Local Government, and therefore the involvement and ability of Local Government to work with all levels of Government to guide a transition is critical.

- the role of vocational education providers, including TAFE, in enabling reskilling and retraining;

The involvement and access to quality training is a measurable guide for industry and employment. If industry and employment is able to attract and retain employees and unemployment remains at acceptable and stable levels, then vocational providers including TAFE are operating well.

Vocational educational providers should be well connected into Local Government.

### 11.3 Future Funding for Joint Organisations – ATTACHMENT H

Author	Executive Officer/JOLT
Policy	-
Legal	-
Financial	Financial Sustainability
Strategic Link	Future funding of Joint Organisations of Councils
Attachments	ATTACHMENT H
RECOMMENDATION TO THE BOARD:	THAT, the Board notes and endorses the directions to build a future funding model for Namoi Unlimited.
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	To provide the opportunity for the Board to contribute to the financial sustainability of Namoi Unlimited and the Joint Organisation network.
BACKGROUND:	<p>The directions to improve financial sustainability of the organisation and reliance on Membership from Councils are a priority of the Board.</p> <p>The members of Namoi Unlimited have been invested in the development of the Joint Organisation.</p> <p>The NSW Government has provided a number of grants to support the development of the Joint Organisations in NSW.</p> <p>Namoi Unlimited has also been a prudent manager of its member's funds and grant funding from Government and other grants.</p> <p>The NSW Government recently announced that Joint Organisations were eligible to receive an additional \$150,000 in funding to pursue Strategic Regional Priorities. The guidelines and application processes have not been released from the department. It is not clear as to whether operational expenses are eligible for funding under the current announcement.</p> <p>The Chair and Executive Officer are expected to be nominated for a task group to be established by the Minister for Local Government to look at Funding Models for Joint Organisations and Sustainability of Joint Organisations.</p> <p>JOLT is responsible for the development of a sustainable business model for the Joint Organisation.</p>
COMMENTARY:	The analysis and advice on directions for a future funding model for Namoi Unlimited and Joint Organisations are provided in the attachment to this item.

## **SITUATION ANALYSIS**

- Namoi Unlimited is expecting to be invited by the Minister to participate in a Taskgroup of four Joint Organisations (Canberra, Illawarra Shoalhaven and Northern Rivers) to determine a future funding model and financial sustainability considerations for Joint Organisations.
- In May 2018, the Executive Officer provided a report on identified and potential revenue streams for Namoi Unlimited.
- JOLT is tasked with developing and delivering a sustainably funding model for Namoi Unlimited.
- Any future funding model for the Joint Organisation from Councils must demonstrate additional value to Councils.

## **OBJECTIVES**

- To identify the business model pathway for Namoi Unlimited.
- To provide advice to the Chairperson and the Executive Officer to participate in the development of a business model and sustainability for Joint Organisations in NSW.
- To develop a potential future funding model to present to the Board.

## **IDENTIFIED REVENUE STREAMS**

The Executive Officer has identified seven potential areas of revenue for Namoi Unlimited and options for the NSW Joint Organisation network.

### **1. Annual Membership – a fee of \$30,540 (ex GST)**

Memberships from five Councils total \$152,700. Regional planning boundaries inhibit the ability of Namoi Unlimited to derive revenue in memberships outside the New England North West region.

### **2. Future Funding Pilot Proposal**

The Deputy Premier wrote to Joint Organisations of Councils at the end of February to present options for a Future Funding Model of Joint Organisations.

The Executive Officer believes the preference and order of priority for members should be to pursue an allocation of funds from the existing Regional Growth Funds for Namoi Unlimited to administer the funding programs in partnership with the NSW Government.

These current arrangements exist between the NSW Government and LGNSW, who administers the; Flying Fox Program with NSW (OEH), Increasing Resilience to Climate Change (OEH) and the Roadside Environmental Management with the NSW Environmental Trust.

The table below identifies the elements of delivery of a funding program and where the Joint Organisation could have a role.

Element of Program Delivery			Is their a role for the JO? Yes or No	If yes, what is the identified role? If no, why not.
1.	Program Design	Determining the beneficiaries of the funding program	Yes	Regional and local communities are different; we have seen in the SAP/RAP process that the NENW faces greater economic and potentially social challenges than other comparable regional areas of NSW.
	Program Criteria	Achievable, balanced, based on investment and need	Yes	
	Design	Funding, partnerships, collaboration	Yes	
	Practicalities	Process, forms, timeframes, resourcing	Yes	
2.	Promotion and Awareness	Marketing, media, promotion, networks	Yes	Potentially where Local Government and the Joint Organisation are not eligible for program funds, the Joint Organisation would be able to identify community groups and organisations that would benefit from support to develop applications in partnership with Local Government.
3.	Application Processes	Project Design	Yes	Councils need to be invested in developing quality documents at all levels.  Councils should assess if they have the number of resources needed and standard of resourcing needed.  Members need to ascertain the skills they have in developing business cases and in economic analysis.  Applications could be coming forward to JOLT for review and make recommendations on endorsement to the Board. Such regional collaboration would strengthen the prioritisation given to applications from this region.
		Expressions of Interest	Yes	
		Application Forms	Yes	
		Business Case	Yes	
		Economic Analysis	Yes	
4.	Assessment	Prioritisation	Yes	
		Expression of Interest Assessment	Yes	
		Prioritisation	No	
		Business case		
5.	Decision	Economic analysis	No	Government has indicated that it will need to make the assessment on the business case and the economic analysis of any project.
		Announcement		
5.	Decision	Announcement	No	Government will always make decisions on announcements.

6.	Contracting	Contractual arrangements, negotiation on milestones, reporting and payments	Yes	Similar to the role performed by LG NSW across programs this would be the contracting and monitoring.
7.	Project Management		Yes/No	This is potentially a specialised area and may not an easy role.
8.	Procurement	Local employment opportunities	Yes	Managing the workload of Councils and local contracts on offer in the local and regional market place.
9.	Acquittal Evaluation and measurement	Project evaluation Program measurement and impact	Yes	Complete the forms, submit, review, accept or reject. Negotiate an outcome. Report.

### 3. Grants

Namoi Unlimited has attracted grants for project activities in the 2019-2020 financial year:

- The collaboration for the Contaminated Lands Resource \$420,000 over three years. Councils are contributing to the vehicle for the Project Officer. The Joint Organisation is contributing recruitment costs. The funding program does not accept an administrative fee from the Joint Organisation.
- Increasing Resilience to Climate Change project, will have consultancy elements and elements to be undertaken by the Joint Organisation. The project plan identifies two for the JO to conduct; the case study collation \$10,000 and the community engagement stage \$40,000.

### 4. Products and Services

To propose potential products and services there must be an understanding that;

- any product or service does not duplicate or complete with the business aspirations or activities of any member,
- any product or service would need to deliver efficiencies for members, and
- consider if the product or service is needed by others in the Local Government sector or private enterprise.

#### 4.1 Procurement

The avenues that have been explored around procurement have been (1) the percentage contribution from LGP for Council purchasing and (2) aggregation of Council spending.

### 5. Shared Services

### 6. Non-Voting Membership – \$16,500.00 (ex GST)

The Non-Voting Membership is designed to enable groups to be part of the activity of Joint Organisations, the fee is historical established when Uralla and other Shire Councils sought to join the Joint Organisation as Associate Members.

Any organisation/business can be an associate member however; any associate member would be seeking value aligned to the work of the Joint Organisation and the Strategic Regional Priorities.

Unless there is a review of the Non-Voting Membership fee, it would be difficult to demonstrate value in this set fee.

#### **7. Project Participation Membership – fee estimated between \$5,000 and \$8,000 (ex GST)**

The project participation membership was established to enable businesses and organisations to work with Namoi Unlimited on a project basis making a contribution to the activity being undertaken by the Joint Organisation.

Like the other two Membership categories the ongoing challenge is be able to demonstrate the value of the fee and partnership with Namoi Unlimited and its projects.

The identification of associate and project participation membership will require resourcing and therefore the potential benefit of pursuing membership in the 2019-2020 financial year is probably not a priority for the future business model.



## 11.4 New England North West Mining, Resources and Renewables Group - Terms of Reference – ATTACHMENT I

Author	Executive Officer/JOLT
Policy	-
Legal	-
Financial	-
Strategic Link	2018-2021 Strategic Regional Priorities
Attachments	ATTACHMENT I
RECOMMENDATION TO THE BOARD:	THAT, the Terms of Reference for the Mining Resources and Renewables Group is endorsed.
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	To provide advice to the Board on the establishment of a task group aligned to the New England North West Regional Leadership Executive.
BACKGROUND:	<p>Namoi Unlimited was an active member of the Minerals and Energy Working Group and the Western NSW Mining and Resource Development Taskforce.</p> <p>Namoi Unlimited proposed a project for the 2019-2020 Statement of Intent for the Regional Leadership Executive, called the Mining Resources and Energy Working Group.</p> <p>A copy of the proposed Terms of Reference is provided at ATTACHMENT I.</p>
COMMENTARY:	<p>As this group is being established as a sub group of the Regional Leadership Executive not Namoi Unlimited, the policy and procedure for establishing a working group or steering committee does not apply.</p> <p>The detailed workings of the Terms of Reference proposed to the Regional Leadership Executive meeting on Friday 16 August 2019.</p> <p>Any amendments to the Terms of Reference from the Regional Leadership Executive will be reported to the JOLT meeting.</p>

## **Purpose**

The Group is a forum for discussion, consultation and exchange of information to assist communities, Local and State Government to identify and prioritise areas of change within communities and facilitate more effective service delivery planning.

The Group has the strategic capacity and resources to research and assemble information to better understand issues, conflicts, complementary development and cumulative impact from the development and of mining, resources and energy on communities and the New England North West region.

The purpose of the Mining, Resources and Renewables Group is to bring together senior and emerging leaders from State, Local and Commonwealth Government to collaborate, network and progress priorities for communities in the New England North West region impacted by mining, resources and energy development.

## **Objectives**

- To be a forum for discussion, consultation and exchange of information between key stakeholders and all levels of Government;
- To understand the potential changes that may occur within communities and the environments in which the sector is operating, and seeking to operate;
- To identify issues or opportunities that may assist with building a diverse and sustainable mining, resources and renewables sector and support industries;
- Establish and implement practical strategies to address issues and opportunities
- Build collaborative capacity to support the work of Joint Organisations with Local Government
- With agreement of the majority of members and the RLE, progress any other emerging issue or opportunity identified.

## **Outcomes**

- A strong economy, quality jobs and job security for workers of today and tomorrow.
- Local training to address growth in the sector.
- Providing opportunities for local employment.
- Breaking the cycle of youth unemployment with a focus on jobs for the future.

## **Membership**

The Group will comprise senior leaders, directors, or regional managers from NSW and Australian Government departments and agencies responsible for the NE&NW region and the Executive Officers of the Namoi and New England Joint Organisations of Councils representing the 12 Local Government Authorities in the New England North West.

## **Meetings of the Network**

The Group will aim to meet four times per year. Any proposed changes to the frequency of meetings must be endorsed by the members of the network and the RLE. Meetings will be held in regional centres throughout the New England North West region or via video conference to encourage attendance from members around the region. The format for meetings will be determined by the Group.

## **Reporting**

The Group will provide a written report to the RLE at least twice a year. Reports will inform the RLE of planned activities, their outcomes and any recommendations that may arise from Group meetings. Unless

otherwise determined with the Chair of the RLE, the communications of meeting outcomes will be through the RLE.

### **Support for the Group**

Namoi Unlimited has agreed to Chair the Group and as the Chair (in consultation with the RLE Chair) will determine the agenda initially. Once the Group is established, the Chair and the members are expected to drive the strategic agenda.

Decisions of the Group will be made by consensus (i.e. members are satisfied with the decision even though it may not be their first choice).

Nominations for the Group will be made by the RLE members and will be reviewed annually.

### **Review**

The Terms of Reference are to be reviewed each year.

## 12. EXECUTIVE OFFICER REPORTS

### 12.1 Action List – ATTACHMENT J

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

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**ATTACHMENT J – ACTION LIST**

Completed
  Underway
  Not yet commenced

Date	Strategic Regional Priority	Resolution	Action	Status
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.	Dates for the workshops have been provided, 14-15 October 2019.	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.	DRAFT Terms of Reference provided in Agenda Item 11.4.	Underway
02/10/2018 BOARD		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.	Underway
05/05/2019 BOARD	Advocacy and Leadership	An additional position of advocacy for Right to Farm Legislation is developed by the Executive Officer.		Not yet commenced
		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.		Not yet commenced
15/07/2019 JOLT		THAT, the JO develop an advocacy/leadership position with regard to renewable energy projects that cover: <ul style="list-style-type: none"> <li>▪ Amenity, reliable energy sources for economic development;</li> <li>▪ Support the opportunity in the NENW;</li> <li>▪ A consistent approach on development contributions or expectations on roads and maintenance; and</li> <li>▪ Support community consultations.</li> </ul>		Not yet commenced
19/08/2019		Correspondence to The Hon Paul Fletcher, Minister for Communications seeking information as to why Local Government is not considered government under the Copyright Act and are exempt like State and Federal Governments.		Not yet commenced
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.	DRAFT Agreement provided at ATTACHMENT 12.6.	Underway

## 12.2 End of Year Statements – ATTACHMENT K

Author	Executive Officer/JOLT
Policy	-
Legal	Local Government Act
Financial	2018-2019 Financial Year
Strategic Link	-
Attachments	ATTACHMENT K
RECOMMENDATION TO THE BOARD:	THAT, the draft reports for the 2018-2019 are forwarded to the Auditors for review.
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	To provide a report on the draft End of Year Statement to be provided to the Auditors Forsyths on behalf of the NSW Audit Office.
BACKGROUND:	As part of the process to endorse the work of the audit, the draft Statement for the 2018-2019 financial year (including May 2018) is presented to the auditors by Tamworth Regional Council.
COMMENTARY:	-

## Namoi Joint Organisation

### GENERAL PURPOSE FINANCIAL STATEMENTS

for the period 11 May 2018 to 30 June 2019



**NAMOI UNLIMITED**  
*Premier agricultural region in Australia*

## Namoi Joint Organisation

### General purpose financial statements for the period from 11 May 2018 to 30 June 2019

#### Contents

	Page
<a href="#">Statement by Members of the Board and Management</a> .....	65
<a href="#">Income Statement and Other Comprehensive Income</a> .....	66
<a href="#">Statement of Financial Position</a> .....	67
<a href="#">Statement of Changes in Equity</a> .....	68
<a href="#">Statement of Cash Flows</a> .....	69
<a href="#">Notes to the Financial Statements</a> .....	70

Namoi Joint Organisation (NJO) is constituted under the Local Government Act 1993 (NSW) and has its principal place of business at:

Namoi Joint Organisation  
437 Peel Street  
TAMWORTH NSW 2340

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website:  
[www.namoiunlimited.nsw.gov.au](http://www.namoiunlimited.nsw.gov.au)



## Namoi Joint Organisation

### Statement by Members of the Board and Management made pursuant to Section 413 (2c) of the *Local Government Act 1993 (NSW)* (as amended)

The attached general purpose financial statements have been prepared in accordance with:

- the *Local Government Act 1993 (NSW)* (as amended) and the regulations made thereunder
- the Australian Accounting Standards – Reduced Disclosure Requirements and other pronouncements of the Australian Accounting Standards Board
- the Joint Organisations Supplement to the Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these statements:

- present fairly JO NSW's operating result and financial position for the period
- accord with JO NSW's accounting and other records.

We are not aware of any matter that would render this report false or misleading in any way.

Signed in accordance with a resolution of the Board of Namoi Joint Organisation made on xx October 2019.

.....  
Jamie Chaffey

**Chairperson**

\_\_\_/\_\_\_/\_\_\_

.....  
Voting Representative Board Member's name

**Voting Representative Board Member**

\_\_\_/\_\_\_/\_\_\_

.....  
Rebel Thomson

**Executive Officer**

\_\_\_/\_\_\_/\_\_\_

## Namoi Joint Organisation

### Income Statement and Other Comprehensive Income for the period 11 May 2018 to 30 June 2019

		Actual Period 11 May 2018 to 30 June 2019
	Notes	\$
<b>Income from continuing operations</b>		
Member council contributions	2a	150,000
User charges and fees	2b	22,788
Interest and investment revenue	2c	733
Grants provided for operating purposes	2d	467,890
Grants provided for capital purposes	2d	0
Other Income	2f	0
<b>Total income from continuing operations</b>		<b>641,411</b>
<b>Expense from continuing operations</b>		
Employee benefits and on-costs		229,025
Borrowing costs		0
Depreciation	7	0
Administrative expenses	3	287,641
<b>Total expense from continuing operations</b>		<b>516,666</b>
<b>Net operating result for the period</b>		<b>124,745</b>
Gain on transfer of assets from former entity	2e	305,064
<b>Net result for the period</b>		<b>429,809</b>
<b>Other comprehensive income</b>		
-		0
<b>Total other comprehensive income</b>		<b>0</b>
<b>Total comprehensive income</b>		<b>429,809</b>

The above Income Statement and Other Comprehensive Income should be read in conjunction with the accompanying notes.

# Namoi Joint Organisation

## Statement of Financial Position as at 30 June 2019

	Notes	2019 \$
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash and cash equivalents	4	660,113
Investments	5	0
Receivables	6	85,032
Prepayments		
<b>Total current assets</b>		<b>745,145</b>
<b>Non-Current Assets</b>		
Investments	5	0
Property, plant and equipment	7	0
<b>Total non-current assets</b>		<b>0</b>
<b>Total assets</b>		<b>745,145</b>
<b>LIABILITIES</b>		
<b>Current Liabilities</b>		
Payables	8	129,689
Income received in advance		179,736
Borrowings	8	0
Provisions	9	0
<b>Total current liabilities</b>		<b>309,425</b>
<b>Non-current liabilities</b>		
Provisions	9	5,911
<b>Total non-current liabilities</b>		<b>5,911</b>
<b>Total liabilities</b>		<b>315,336</b>
<b>Net assets</b>		<b>429,809</b>
<b>EQUITY</b>		
Accumulated surplus		429,809
Other reserves	10	0
<b>Total equity</b>		<b>429,809</b>

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

## Namoi Joint Organisation

### Statement of Changes in Equity

For the period from 11 May 2018 to 30 June 2019

	Accumulated surplus	2019 \$ Other reserves	Total equity
Opening balance	-	-	-
Net operating result for the period	124,745	-	124,745
Other comprehensive income			
Gain on transfer of assets from former entity	305,064	-	305,064
Total comprehensive income	429,809	-	429,809
Closing balance	429,809	-	429,809

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

## Namoi Joint Organisation

### Statement of Cash Flows for the period from 11 May 2018 to 30 June 2019

	Notes	Period 11 May 2018 to 30 June 2019	\$
<b>Cash flows from operating activities:</b>			
<b><i>Receipts</i></b>			
Contributions from member councils		110,925	
User charges and fees		204,803	
Investment revenue and interest		733	
Grants		469,890	
Other		10,945	
<b><i>Payments</i></b>			
Employees and suppliers		(624,870)	
Other		(18,400)	
<b>Net cash provided from (or used) in operating activities</b>		<b>154,026</b>	
 Net increase(/decrease) in cash and cash equivalents		 <b>154,026</b>	
 Cash transferred from former entities (Namoi Councils)		 <b>506,087</b>	
 <b>Cash and cash equivalents at beginning of reporting period</b>		 <b>-</b>	
 <b>Cash and cash equivalents at end of reporting period</b>	 4)	 <b>660,113</b>	

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

## **Namoi Joint Organisation**

### **Notes to the Financial Statements**

**for the period from 11 May 2018 to 30 June 2019**

#### **Contents of the Notes to the financial statements**

		<b>Page</b>
Note 1	Basis of preparation	8
Note 2	Income	10
Note 3	Expenses	13
Note 4	Cash and cash equivalents	14
Note 5	Investments	14
Note 6	Receivables	15
Note 7	Property, plant and equipment	15
Note 8	Payables and borrowings	16
Note 9	Provisions	17
Note 10	Reserves	18
Note 11	Commitments	18
Note 12	Contingencies	19
Note 13	Financial risk management	20
Note 14	Related party disclosures	20
Note 15	Events are the reporting period	20

## **Note 1                      Basis of preparation**

Namoi Joint Organisation was established on 11 May 2018 and the financial statements include the results of the JO from establishment until 30 June 2019 and the financial position at 30 June 2019.

Future reporting periods will be from 1 July to 30 June of the relevant year.

These financial statements were authorised for issue by the Board of the Joint Organisation on dd/mm/2019.

The Board has the power to amend and reissue these financial statements.

The principal accounting policies adopted in the preparation of these financial statements are set out below.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards – Reduced Disclosure Requirements, the *Local Government Act 1993 (NSW)* and Regulations, and the Joint Organisation Code of Accounting Practice and Financial Reporting. The Namoi Joint Organisation is a not-for-profit entity. The financial statements are presented in Australian dollars and are rounded to the nearest dollar.

### *(a) New and amended standards adopted by Namoi Joint Organisation*

The following new standards are effective for the first time in 30 June 2019. There is not expected to be a material impact on reported financial position, performance or cash flows of the entity although some additional disclosures and presentation changes have arisen:

- AASB 9 Financial Instruments and associated amending standards
- AASB 2013-9 Amendments to Australian Accounting Standards – Conceptual Framework, Materiality and Financial Instruments
- AASB 2014-1 Amendments to Australian Accounting Standards
- AASB 2014–7 Amendments to Australian Accounting Standards arising from AASB 9
- AASB 2014-8 Amendments to Australian Accounting Standards arising from AASB 9
- AASB 2016-6 *Amendments to Australian Accounting Standards - Applying AASB 9 Financial Instruments with AASB 4 Insurance Contracts*
- AASB 2017 – 3 *Amendments to Australian Accounting Standards – Clarifications to AASB 4*
- AASB 2016-5 *Amendments to Australian Accounting Standards – Classification and Measurement of Share-based Payment Transactions*

### *(b) Historical cost convention*

These financial statements have been prepared under the historical cost convention.

*(c) Significant accounting estimates and judgements*

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the JO's accounting policies. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the JO and that are believed to be reasonable under the circumstances.

*Critical accounting estimates and assumptions*

Namoi Joint Organisation makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- (i) employee benefit provisions – refer Note 9.

**Goods and Services Tax (GST)**

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the Statement of Financial Position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities that are recoverable from, or payable to, the taxation authority are presented as operating cash flows.



## Note 2      Income from continuing operations

		Period 11 May 2018 to 30 June 2019	\$
<b>(a) Member Council contributions</b>			
Gunnedah Shire Council		30,000	
Gwydir Shire Council		30,000	
Liverpool Plains Shire Council		30,000	
Tamworth Regional Council		30,000	
Walcha Shire Council		30,000	
<b>Total member council contributions</b>		<b>150,000</b>	
<b>(b) User charges and fees</b>			
China Study Tour Fees		22,788	
<b>Total user charges and fees</b>		<b>22,788</b>	
<b>(c) Interest and investment revenue</b>			
Interest on financial assets measured at amortised cost		733	
<b>Total interest and investment revenue (losses)</b>		<b>733</b>	
<b>(d) Grants</b>			
	<b>Operating</b>	<b>Capital</b>	
	<b>Period 11 May 2018 to 30 June 2019</b>	<b>Period 11 May 2018 to 30 June 2019</b>	
Joint Organisation Establishment	300,000		
China - Namoi Engagement Project	20,000		
Contaminated Lands Program	140,000		
New England North West Export Workshop	7,890		
	<b>467,890</b>	<b>0</b>	
<b>Comprising</b>			
- Commonwealth funding	20,000		
- State funding	447,890		
	<b>467,890</b>	<b>0</b>	

**(e) Gain on transfer of assets from former entity Namoi Councils**

On 11 May 2018, the assets and liabilities of Namoi Councils were transferred to Namoi Joint Organisation at their previous carrying amount as shown below:

	Assets and liabilities acquired: \$
ASSETS	
<b>Current assets</b>	
Cash and cash equivalents	506,087
Receivables	10,945
<b>Total current assets</b>	<b>517,032</b>
<b>Non-current assets</b>	
-	-
<b>Total non-current asset</b>	<b>0</b>
<b>Total assets</b>	<b>517,032</b>
LIABILITIES	
<b>Current liabilities</b>	
Payables	196,758
<b>Total current liabilities</b>	<b>196,758</b>
<b>Non-current liabilities</b>	
Provisions	15,210
<b>Total non-current liabilities</b>	<b>15,210</b>
<b>Total liabilities</b>	<b>211,968</b>
<b>Net assets transferred / gain on transfer</b>	<b>305,064</b>

**Accounting policy for income**

Namoi Joint Organisation recognises revenue when: the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the Namoi Joint Organisation, and specific criteria have been met for each of the JO's income streams as described below. Namoi Joint Organisation bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

**Contributions by member councils** are accounted for when the amount to be paid for the period has been determined and communicated to councils. The contribution may be in the form of a cash payment or non-monetary contribution (which is recorded at its fair value).

The methodology for determining the contribution is:

- equal contributions by all member councils in order to perform the principal functions of delivering on strategic regional priorities, regional leadership and intergovernmental cooperation

**User charges and fees** are recognised as revenue when the service has been provided.

**Interest and investment income** is recognised using the effective interest rate at the date that interest is earned.

**Grant revenue** – Control over grants is normally obtained upon their receipt (or acquittal) and is valued at the fair value of the granted asset at the date of transfer.

A liability is recognised in respect of grant income that is reciprocal in nature to the extent that the requisite service has not been provided at reporting date.

**Gain on transfer of assets** relates to the value of net assets received free of charge from Namoi Councils on establishment of the JO.

## Note 3 Expenses

	Period 11 May 2018 to 30 June 2019	\$
<b>Administrative expenses</b>		
Contractor and consultancy costs		
- Media and Communications	24,946	
- Namoi Water Alliance	28,470	
- Namoi Water Strategy	105,350	
Remuneration of auditors	6,000	
Training	10,934	
Travel	71,251	
Meetings	2,621	
Subscriptions	20,000	
Loss on disposal of property, plant and equipment	-	
Other	18,069	
<b>Total administrative expenses</b>	<b>287,641</b>	
<b>Auditors' remuneration</b>		
Auditors of the Namoi Joint Organisation - NSW Auditor General:		
- Audit of financial statements	6,000	
<b>Total fees paid or payable to the Auditor-General</b>	<b>6,000</b>	

### Accounting policy for expenses

**Employee benefit expenses** are recorded when the service has been provided by the employee.

**Borrowing costs** are expensed as incurred.

**Depreciation** is calculated using the straight-line method to allocate the cost of the asset, net of residual values, over the asset's estimated useful lives.

**Impairment** – Property, plant and equipment assets are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

**Operating lease expense** – Leases in which a significant portion of the risks and rewards of ownership are not transferred to Namoi Joint Organisation as lessee are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the

Statement of Profit or Loss and Other Comprehensive Income on a straight-line basis over the period of the lease.

**Other expenses** are recorded on an accruals basis as the JO receives the goods or services.

## **Note 4      Cash and cash equivalents**

	<b>2019</b>
	<b>\$</b>
Cash at bank and on hand	<b>660,113</b>
	<b>660,113</b>
<b>Restricted cash and cash equivalents</b>	
External restrictions	<b>245,598</b>
Unrestricted	<b>414,515</b>
	<b>660,113</b>

### **Accounting policy for cash and cash equivalents**

For Statement of Cash Flow presentation purposes, cash and cash equivalents include: cash on hand; deposits held at call with financial institutions; other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value; and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the Statement of Financial Position.

## **Note 5      Investments**

During the reporting period Namoi Joint Organisation did not hold any investments.

## Note 6 Receivables

	<b>2019</b>
	<b>Current</b>
	<b>\$</b>
Receivables from member councils	<b>85,032</b>
<b>Total</b>	<b>85,032</b>
Less: provision for impairment	-
<b>Net receivables</b>	<b>85,032</b>

### Accounting policy for receivables

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

Namoi Joint Organisation applies the simplified approach for receivables in providing for expected credit losses prescribed by AASB 9, which permits the use of the lifetime expected loss provision. To measure the expected credit losses, non-rates and annual charges debtors have been grouped based on shared credit risk characteristics and the days past due.

## Note 7 Property, plant and equipment

During the reporting period Namoi Joint Organisation did not record any property, plant and equipment.

## Note 8 Payables and borrowings

	2019
	Current \$
Trade payables	110,296
Accrued expenses	6,000
Other payables - ATO GST	13,393
<b>Total payables</b>	<b>129,689</b>

### Borrowings

Bank overdraft	-
<b>Total borrowings</b>	<b>0</b>

<b>Financing arrangements</b>	<b>2019 \$</b>
-------------------------------	--------------------

### Total Facilities

The amount of total financing facilities to the JO at the reporting date is:

- Corporate credit cards	4,000
	<b>4,000</b>

### Drawn facilities

The amount of financing facilities drawn down at the reporting date is:

- Corporate credit cards	0
	<b>0</b>

### Undrawn facilities

The amount of undrawn financing facilities available to the JO at the reporting date is:

- Corporate credit cards	4,000
	<b>4,000</b>

### Accounting policy for payables and borrowings

Namoi Joint Organisation measures all financial liabilities initially at fair value less transaction costs; subsequent financial liabilities are measured at amortised cost using the effective interest rate method.

The financial liabilities of Namoi Joint Organisation comprise trade and other payables and bank overdraft. Trade payables represent liabilities for goods and services provided to Namoi Joint Organisation prior to the end of financial period that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.





## Note 9 Provisions

	2019	
	Current \$	Non- Current \$
Employee benefit provisions		
Annual leave	-	-
Long-Service leave	-	5,911
<b>Total provisions</b>	<b>0</b>	<b>5,911</b>
<b>Current provisions not expected to be settled within the next 12 months</b>	<b>0</b>	<b>n/a</b>

### Accounting policy for provisions

Provisions are recognised when: Namoi Joint Organisation has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

### Employee benefits

#### *Short-term obligations*

Liabilities for wages and salaries (including non-monetary benefits and annual leave expected to be wholly settled within 12 months after the end of the period in which the employees render the related service) are recognised in respect of employees' services up to the end of the reporting period, and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave and accumulating sick leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

#### *Other long-term employee benefit obligations*

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits, and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

#### *On-costs*

The employee benefit provisions include the aggregate on-cost liabilities that will arise when payment of current employee benefits is made in future periods.

These amounts include superannuation, payroll tax and workers compensation expenses that will be payable upon the future payment of certain leave liabilities which employees are entitled to at the reporting period.

The obligations are presented as current liabilities in the Statement of Financial Position if Namoi Joint Organisation does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur.

## **Note 10      Reserves**

Namoi Joint Organisation did not have any reserves during the reporting period.

## **Note 11      Commitments**

At the reporting date, Namoi Joint Organisation did not have any capital commitments or non-cancellable operating lease commitments.

## **Note 12      Contingencies**

Namoi Joint Organisation was not part to any contingent assets or liabilities during or at the end of the reporting period.

OR

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of the JO's financial report.

### **Liabilities not recognised:**

#### **1) Guarantees**

##### **(i) Statewide Limited**

JO is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. JO's share of the net assets or liabilities reflects JO's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred by not reported to 30/6 this period may result in future liabilities or benefits as a result of past events that JO will be required to fund or share in respectively.

##### **(ii) StateCover Limited**

JO is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically JO.

JO has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

##### **(iii) Other guarantees**

JO has provided no other guarantees other than those listed above.

#### **2) Other liabilities**

JO has provided no other liabilities other than those listed above.

### **Assets not recognised:**

JO has no unrecognised assets.

## Note 13 Financial risk management

The Namoi Joint Organisation's activities expose it to a variety of financial risks, including credit risk, liquidity risk and interest rate risk.

Financial risk management is carried out by the Tamworth Regional Council finance team under the delegated function as approved by the Namoi Joint Organisation Board.

The fair value of receivables and financial liabilities approximates the carrying amount.

## Note 14 Related party disclosures

### Key management personnel

Key management personnel (KMP) of the JO are those persons having the authority and responsibility for planning, directing and controlling the activities of the JO, directly or indirectly.

The aggregate amount of KMP compensation included in the Income Statement and Other Comprehensive Income is \$187,962.

### Other transactions with KMP and their related parties

Nature of the transaction	Amount of the transactions during the period (\$)	Outstanding balances, including commitments at period end (\$)	Terms and conditions	Provisions for doubtful debts (impairment of receivables) related to the amount of outstanding balances (\$)	Expense recognised during the period relating to bad or doubtful debts (impairment expense) due from related parties (\$)
<b>2019</b>					
Signage <sup>1</sup>	528	-	30 days	-	-

<sup>1</sup> The JO engaged the services of a signage business, a company that is controlled by a member of the KMP of JO.

## Note 15 Events occurring after reporting date

Namoi Joint Organisation is unaware of any material or significant 'non-adjusting events' that should be disclosed.

## 12.3 Correspondence Received

### 12.3.1 Annual Audit Engagement Plan – ATTACHMENT L

Author	Executive Officer/JOLT
Policy	-
Legal	-
Financial	\$6,000
Strategic Link	Future funding of Joint Organisations of Councils
Attachments	ATTACHMENT L
RECOMMENDATION TO THE BOARD:	<p>THAT the Board;</p> <ul style="list-style-type: none"> <li>i) The information in the Annual Engagement Plan and Terms of Engagement accords with the understanding of the arrangements for the assurance services in respect of the general purpose financial statements of Namoi Joint Organisation, and these documents can be signed.</li> <li>ii) The Chair writes to the Minister for Local Government expressing the Joint Organisation's concerns with costs of Audit for 2018-2019.</li> </ul>
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	To provide the Board with a copy of the Annual Audit Engagement Plan.
BACKGROUND:	It is usual practice for Council to review and endorse the Annual Audit Engagement Plan.
COMMENTARY:	<p>ATTACHMENT K includes extracts from the Engagement Plan that provides the scope, issues and information about the conduct of the 2018-2019 audit.</p> <p>The Executive Officer and the Honorary Treasurer Tamworth Regional Council discussed the audit fee as part of preparing the 2018-2019 budget. A fee of \$3,000 was deemed to be appropriate. The estimate from the NSW Audit Office is \$6,000, which seems excessive for a small organisation. The fee estimate was provided without requesting information from the Joint Organisation as to the extent of transactions and arrangements that were in place for the accounts.</p>

## 1 SCOPE

This Annual Engagement Plan (AEP) contains important information about this year's audit.

The scope of our audit comprises:

- Audit of the Joint Organisation's General Purpose Financial Report, issuing:
  - an Independent Auditor's Report on the general purpose financial statements in accordance with section 417 of the *Local Government Act 1993* (LG Act)
  - a report on the conduct of the audit in accordance with section 417(3) of the LG Act.

This AEP is for the audit of the financial statements of the Joint Organisation only. The Joint Organisation does not have any controlled entities.

### Special purpose reporting framework

The Joint Organisation will prepare the Special Purpose Financial Statements (SPFS), mentioned in the scope above, using frameworks prescribed by the Local Government Code of Accounting Practice and Financial Reporting (the Code). Management's disclosures will alert users that the SPFS are not prepared in accordance with all standards within the Australian Accounting Standards framework.

The audit team's objective is to express an opinion on whether these SPFS are prepared in accordance with the requirements of the Code, solely for the purposes of reporting to the Office of Local Government (OLG). As a result, the Independent Auditor's Reports will include a 'Basis of Accounting' paragraph identifying that the SPFS may not be suitable for another purpose.

## 2 KEY ISSUES

The table below details our audit assessment of issues and risks that may impact this year's audit and how the audit team will respond to them.

Audit issue or risk	Exposure	Audit response
<b>Significant audit risks</b>		
<b>Manual accounting processes/general controls</b>		
The Joint Organisation uses manual accounting processes.	There is an enhanced risk of errors and manipulation when using Excel spreadsheets to record accounting transactions.	We will adopt a substantive approach regarding the recording of transactions, adjustments, spreadsheet protection and calculation checks.
<b>New accounting standards</b>		
OLG issued Circular 18-20 'Guidance to Councils on transitioning to the new Australian Accounting Standards' to provide guidance on the financial accounting options joint organisations must elect on transition to: <ul style="list-style-type: none"> <li>• AASB 9 'Financial Instruments'</li> <li>• AASB 15 'Revenue from Contracts with Customers'</li> <li>• AASB 16 'Leases'</li> <li>• AASB 1058 'Income of Not-for-Profit Entities'.</li> </ul>	Inadequate plan for transitioning to the new accounting standards increases the risk of material misstatements in the financial statements.	We will: <ul style="list-style-type: none"> <li>• review management's plan and progress for transitioning to the new accounting standards</li> <li>• review disclosures of the quantitative and qualitative impact of new accounting standards in the 2018–19 financial statements.</li> </ul>

Audit issue or risk	Exposure	Audit response
<p><u>Appendix one</u> provides additional information on the above standards.</p> <p>It is important the Joint Organisation assesses the impact of these new standards and is adequately prepared for the first-time adoption. This includes potential changes to systems, processes, policies and training of staff.</p>		
<b>Management and use of credit cards</b>		
<p>The Joint Organisation uses credit cards as a cost-effective payment method for low value, high volume procurement of goods and services.</p> <p>It is important the Joint Organisation implements appropriate controls to prevent the misuse of credit cards, detect irregularities and account for expenditure appropriately.</p>	<p>Lack of appropriate policies, guidelines and controls to manage credit card use, increases the risk of:</p> <ul style="list-style-type: none"> <li>• Inappropriate use, fraud and waste</li> <li>• transactional and/or accounting errors (e.g. duplication of payments)</li> <li>• the application of inappropriate purchasing methods (e.g. purchasing an item or service on a credit card rather than seeking to negotiate terms and conditions).</li> </ul>	<p>We will assess whether the Joint Organisation has appropriate policies, guidelines and controls to administer and manage the use of credit cards.</p>

The significance of the issues and risks may change and new developments may emerge during the audit. We will inform you of significant new matters as they arise and the likely impact on the audit.

### 3 AUDIT APPROACH

#### Audit approach for key business and accounting processes

The audit approach is developed based on our understanding of the issues, new developments and key risks that may impact the financial statements. We have obtained an understanding of the Joint Organisation's business and accounting processes and internal controls relevant to the financial statements to help us identify risks that may impact the financial statements.

### 4 ENGAGEMENT COMMUNICATIONS

#### Communications to 'Those Charged with Governance'

We recognise the key role those charged with governance play in Joint Organisations. The audit team will communicate specific audit issues and matters of governance interest to them. This reporting is required by Australian Auditing Standards.

Senior members of the audit team will attend relevant Joint Organisation board meetings and brief those charged with governance on audit progress, identified issues and their resolution.

We will liaise with management and those charged with governance to determine the meetings we will attend.

We have identified those charged with governance for the Joint Organisation as:

- the Executive Officer who will receive our Engagement Closing Report, identifying audit findings, and the type of opinion we anticipate issuing prior to signing the financial statements. The Executive Officer will also receive the Management Letter containing detailed explanations of significant matters, governance matters, significant weaknesses and recommendations for improvement identified in the current audit
- the Chairman of the Joint Organisation, who will receive the Independent Auditor's Report for the general purpose financial statements and the Report on the Conduct of the Audit.

Please advise the audit team if additional persons charged with governance should be included in these communications. The [Terms of Engagement](#) contains more information on the Audit Office's communication obligations.

## 5 ENGAGEMENT TIMETABLE

### General purpose financial statements

The engagement timetable, designed to achieve statutory financial reporting requirements, has been discussed and agreed with Ms Rebel Thomson, Executive Officer.

Event	Date(s)
Audit team starts audit planning	Commenced
Audit team emails Engagement Information Request to Miss Lauren McPherson, Corporate Accountant at Tamworth Regional Council	12 July 2019
Joint Organisation gives financial statements and supporting working papers listed in the Engagement Information Request to the audit team for the General Purpose Financial Statements	12 August 2019
Audit team starts audit of financial statements	12 August 2019
Audit clearance meeting	9 September 2019
Joint Organisation signs and gives Management Representation Letter to audit team (sample on the Audit Office website: <a href="https://www.audit.nsw.gov.au/our-stakeholders/local-government">https://www.audit.nsw.gov.au/our-stakeholders/local-government</a> )	10 September 2019
Audit Office Issues Engagement Closing Report	10 September 2019
Joint Organisation approves financial statements for lodgement to OLG and for public exhibition, and the Chairperson and Responsible Accounting Officer sign the statement	1 October 2019
Audit Office Issues to the Joint Organisation and to the Chief Executive of OLG, in accordance with section 417 of the LG Act the: <ul style="list-style-type: none"> <li>Independent Auditor's Report on the general purpose financial statements</li> <li>Report on the Conduct of the Audit</li> </ul>	No later than 31 October 2019
Audit Office reports any identified significant issues to the Minister in accordance with section 426 of the LG Act	No later than 31 October 2019
Joint Organisation gives the audit team final version of draft Annual Report to review for consistency with the financial statements	As soon as available
Joint Organisation presents audited financial statements and the Independent Auditor's Reports at the Board meeting	5 November 2019
Audit Office Issues final Management Letter	No later than 31 December 2019



## 6 ENGAGEMENT FEES

	2019
	\$
Audit fee	6,000

The 2019 estimated audit fee includes:

- Independent Auditors' Reports in accordance with section 417 of the LG Act:
  - a report on the general purpose financial statements
  - a report on the conduct of the audit.

The audit team will regularly meet with management to track the progress of audit costs against the estimated audit fee.

The estimated audit fee is based on estimated hours, the audit team structure and charge-out rates, known changes in the Joint Organisation's operations and audit requirements.

The Audit Office has published its 'pricing approach' to provide transparency about its pricing model and hourly charge-out rates for each role. The Audit Office performs multi-layered benchmarking to promote accountability for its use of public resources. For more information, please refer to the publication on the Audit Office's [website](#).

The fee may change if matters, not known at the date of this plan, emerge during the audit and significantly change the estimated audit cost.

The Joint Organisation will be invoiced monthly as costs are incurred. The Audit Office's payment terms are 14 days.

Please provide the Audit Office with a purchase order for the total estimated audit fee.

## 7 ENGAGEMENT TEAM

### Engagement team

The proposed audit team for this engagement is:

Engagement Controller:	Chris Harper CA Director, Financial Audit Services 02 9275 7374 Email: <a href="mailto:chris.harper@audit.nsw.gov.au">chris.harper@audit.nsw.gov.au</a>
Engagement Manager:	Tina Chen CA Audit Leader, Financial Audit Services 02 9275 7174 Email: <a href="mailto:tina.chen@audit.nsw.gov.au">tina.chen@audit.nsw.gov.au</a>

### Involvement of other members in public practice

Audit Service Provider Engagement Partner:	Paul Cornall CA Principal 02 6773 8400 Email: <a href="mailto:pcornall@forsyth.com.au">pcornall@forsyth.com.au</a>
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Audit Service Provider Engagement Manager:

Catherine Watson IPA

Audit Manager

02 6763 0100

Email: [c.watson@auditoffice.com.au](mailto:c.watson@auditoffice.com.au)

### Auditor independence

We confirm, to the best of our knowledge and belief, the proposed audit team meets the independence requirements of the Australian Auditing Standards, and other relevant ethical requirements relating to the audit of the financial statements. In conducting the audit of the financial statements, should any contraventions to independence arise you will be notified of these on a timely basis.

Ethical standards have specific restrictions on employment relationships between an auditee and members of its current or previous audit teams. Please discuss the prospective employment of a current or former audit team member before starting formal employment negotiations with them.

## 8 FINANCIAL REPORTING MATTERS

Appendix one provides an overview of new accounting standards effective for the first time in the current financial year and beyond that are likely to have an impact on the Joint Organisation's financial statements. The transition to and implementation of these standards will take a significant amount of time and effort. It is important management assess the impact of these standards on the Joint Organisation's financial statements and adequately plan for their implementation.

## 9 REPORTING TO PARLIAMENT

The 2019 Auditor-General's Report to Parliament (the Report) will report on trends and provide an independent assessment of the sector focusing on the following areas:

- the results of the joint organisation audits
- themes and key observations relating to the joint organisations':
  - financial reporting
  - internal controls and governance
  - information technology.

The information reported may change depending on the matters identified during the audit. We will advise you if this occurs.

The Report may make recommendations for specific joint organisations or the sector more generally.

The draft Report commentary will be given to the Chief Executive of OLG and the Minister for Local Government for consideration. If there are specific comments about your Joint Organisation, they will be given to Ms Rebel Thomson, Executive Officer for consideration. The Audit Office would appreciate receiving your Joint Organisation's specific comments, within five working days of receiving the draft commentary. Responses should only be provided where there is fundamental disagreement with significant issues raised by the Audit Office. This helps ensure the Report is not unduly delayed.

The draft Report must remain confidential during this process.

## 12.4 Calendar of Planned Activities - ATTACHMENT M

Author	Executive Officer
Policy	-
Legal	-
Financial	-
Strategic Link	-
Attachments	ATTACHMENT M – 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 M – Joint Organisation Planned Activity

Tue 10	Sep	Board Meeting	Tamworth
Thu 12		New England North West Economic Development Sub-Committee Meeting	Tamworth
		Gwydir Shire Council business consultations over drought and drought assistance	Bingara
Mon 16		JOLT	Tamworth
		Northern Critical Water Panel Meeting	Teleconference
Mon 23		Contaminated Lands Working Group	Teleconference
Thu 26		NSW JO Funding and Membership Advisory Group Meeting	Sydney
Tue 1	Oct	Board Meeting	Walcha

## 12.5 Public Information Disclosures

Author	Executive Officer/JOLT
Policy	Joint Organisation Delegations
Legal	Public Information Disclosures(PIDs) and Government Information Public Access (GIPA)
Financial	-
Strategic Link	-
Attachments	-
RECOMMENDATION TO THE BOARD:	<p>THAT the Board;</p> <ul style="list-style-type: none"> <li>i) Delegates and endorses the function of addressing and managing GIPA and PIDs to the Chair of JOLT.</li> <li>ii) The Executive Officer writes to Tamworth Regional Council (as the current Chair of JOLT) seeking their permission to delegate the policy, procedure and function for GIPA and PIDs to Tamworth Regional Council.</li> <li>iii) On the acceptance of Tamworth Regional Council for the delegation that the Executive Officer advises the NSW Office of Local Government of these arrangements.</li> </ul>
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	To provide advice to the Board on the management of Government Information Public Access (GIPA) and Public Interest Disclosures (PIDs).
BACKGROUND:	Namoi Unlimited has a requirement to establish a framework for enquiries, acceptance and reporting of PIDs. A framework should also be established for the management of any enquiries under GIPA.
COMMENTARY:	<p>In order to develop and maintain compliant functions around GIPA and PIDs, it is recommended that these functions are delegated to a Council.</p> <p>JOLT has recommended that these functions rest with the Chairperson of JOLT, and the Council policy and procedures of that Council apply under Delegation from the Joint Organisation.</p> <p>A Joint Organisation is able to delegate a function to a Member Council. That member Council must seek the approval of their Council to accept any delegation. That member Council may reject the request for delegation.</p>

## 12.6 Namoi Water Alliance Water Consultancy Agreement

Author	Executive Officer
Policy	-
Legal	The Executive Officer seeks approval to enter into an agreement on behalf of Member Councils
Financial	Nil
Strategic Link	Water for the Future
Attachments	-
RECOMMENDATION TO THE BOARD:	THAT, the Executive Officer is authorised to sign the CONSULTANCY AGREEMENT for the Provision of Water and Sewerage Consulting Services on behalf of Namoi Unlimited.
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	To provide the members with an update on the Consultancy Agreement for members of the Water Alliance.
BACKGROUND:	Members conduct a tender selection process for the appointment of a consultancy for a non-exclusive arrangement to undertake work for member Councils.
COMMENTARY:	<p>A tender selection process was undertaken by the members of the Namoi Water Alliance.</p> <p>The group conducted a tender process to engage a consultant on a non-exclusive basis to work with the member Councils on water delivery, investigations and projects.</p> <p>After consideration of 7 submissions, 2 companies were interviewed by members and the group determined that Hunter H2O is selected from the competitive process.</p> <p>The Namoi Water Alliance recommends that the engagement contract is signed by Namoi Unlimited.</p> <p>There is no financial impact of this agreement on the Joint Organisation itself, this process provides member Councils with access to a consultancy at agreed rates for a period of three years. This relationship is not exclusive.</p>

### **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 M

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Author	The Chairperson
Policy	-
Legal	-
Financial	-
Strategic Link	-
Attachments	ATTACHMENT N – 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:	-

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**SUBJECT: Contentious Issues Brief from Namoi Unlimited**

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**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**

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

## **17. CONCLUSION OF THE MEETING**