

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 4 FEBRUARY 2020** commencing at 10am at the Gunnedah Shire Council, 63 Elgin Street Gunnedah.

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Rebel Thomson
EXECUTIVE OFFICER
29 January 2020

BUSINESS PAPER

1. WELCOME, ACKNOWLEDGEMENT AND/OR PRAYER

Councillor Jamie Chaffey the Chairperson and Mayor of Gunnedah Shire Council will welcome Members to the meeting.

MEMBERS		PRESENT	APOLOGY
Cr Jamie Chaffey	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	✓	
Craig Jenkins	NSW Government Department of Premier and Cabinet	✓	
NON-VOTING REPRESENTATIVES			
Eric Groth	Gunnedah Shire Council	✓	
Max Eastcott	Gwydir Shire Council	✓	
Joanne Sangster	Liverpool Plains Shire Council	✓	
Paul Bennett	Tamworth Regional Council	✓	
Anne Modderno	Walcha Council	✓	
Rebel Thomson	Namoi Unlimited	✓	
BY INVITATION			
Jodie Healy	NSW Office of Local Government		
Elle Rixon	Media Contractor		

2. APOLOGIES AND APPLICATIONS FOR LEAVE OF ABSENCE

Author	Executive Officer
Policy	Code of Meeting Practice Namoi Joint Organisation of Councils
Legal	-
Financial	-
Strategic Link	-
Attachments	-
RECOMMENDATION TO THE BOARD:	THAT, applications for a leave of absence and apologies for the 4 February 2020 meeting are accepted.
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	-
BACKGROUND:	-
COMMENTARY:	Applications for a leave of absence for this meeting, have been received from: <ul style="list-style-type: none">• Councillor John Coulton

3. PUBLIC FORUM AND/OR PRESENTATIONS

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

4. CONFIRMATION OF MINUTES

4.1 Minutes of the Board Meeting - ATTACHMENT A

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 meetings held 3 December 2019 are endorsed.
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	-
BACKGROUND:	-
COMMENTARY:	-

MINUTES

A meeting of the **BOARD OF NAMOI JOINT ORGANISATION OF COUNCILS TRADING AS NAMOI UNLIMITED** was held on **TUESDAY 3 DECEMBER 2019** commencing at 4pm in the Living Classroom, Bingara NSW 2404.

1. WELCOME, ACKNOWLEDGEMENT AND/OR PRAYER

Councillor Jamie Chaffey the Chairperson and Mayor of Gunnedah Shire Council will welcome Members to the meeting.

MEMBERS		PRESENT	APOLOGY
Cr Jamie Chaffey	Gunnedah Shire Council	✓	
Cr John Coulton	Gwydir Shire Council	✓	
Cr Andrew Hope	Liverpool Plains Shire Council	✓	
Cr Col Murray	Tamworth Regional Council		✓
Cr Phil Betts		✓	
Cr Eric Noakes	Walcha Council	✓	
Craig Jenkins	NSW Government 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		✓
Peter Resch		✓	
Anne Modderno	Walcha Council	✓	
Rebel Thomson	Namoi Unlimited	✓	
BY INVITATION			
Jodie Healy	NSW Office of Local Government		✓
Elle Rixon	Media Contractor		✓
Councillor Frances Young	Gwydir Shire Council (arrived 4.22pm)	✓	

2. APOLOGIES & APPLICATIONS FOR LEAVE OF ABSENCE

MOTION:	THAT, applications for a leave of absence and apologies for the 3 December 2019 meeting are accepted.
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ENDORSED

MOVED: Liverpool Plains Shire Council

SECONDED: Walcha Council

CARRIED

ADDITIONAL COMMENTARY: Applications for a leave of absence for the 3 December 2019 meeting, have been received from:

- Councillor Col Murray
- Craig Jenkins

Apologies have been received from:

- Elle Rixon
 - Jodie Healy
-

3. PUBLIC FORUM AND/OR PRESENTATIONS

Nil.

4. CONFIRMATION OF MINUTES

4.1 Minutes of the Board Meeting

MOTION:	THAT, the minutes of the Board meetings held 7 November 2019 are endorsed.
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ENDORSED

MOVED: Walcha Council

SECONDED: Liverpool Plains Shire Council

CARRIED

5. DISCLOSURES OF INTERESTS

Nil.

6. CHAIRPERSON MINUTES

Nil.

7. NOTICES OF MOTIONS

Nil.

8. NOTICE OF MOTION OF RESCISSION

Nil.

9. STRATEGIC REGIONAL PRIORITIES

9.1 Engaged People and Skills – Finding your Feet event series

MOTION:	THAT, the report and recommendations are NOTED.
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ENDORSED

MOVED:	Liverpool Plains Shire Council
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SECONDED:	Tamworth Regional Council
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CARRIED

ADDITIONAL COMMENTARY:	<p>The Chairperson commended the Executive Officer on the series of events held for all members, noting the extent of stakeholders involved was significant and enabled residents across the five shires to seek out training, for skills, employment and well-being.</p>
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The Chair also noted that the activities also strengthened the reputation of Namoi Unlimited in the community and delivering for residents.

Chair of the Engaging People and Skills Strategic Priority, Liverpool Plains Shire Council echoed those comments and also particularly mentioned the support provided by Noel and Betty Saunders from Willow Tree who assisted with spreading the message about these events.

It was also significant how small business were provided with the opportunity to undertake subsidised training for compliance.

10. ADVOCACY AND LEADERSHIP

10.1 Roles and Responsibilities

MOTION:	THAT the members; I. Note the report provided. II. Conduct a workshop of all members in March 2020.
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AMENDED

MOVED:	Gwydir Shire Council
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SECONDED:	Liverpool Plains Shire Council
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CARRIED

ADDITIONAL COMMENTARY:	<p>Members agreed to defer the workshop to March at the request of Gwydir Shire Council.</p> <p>Liverpool Plains Shire Council added a focus on the agenda for a plan for own source revenue for the Joint Organisation to workshop among members.</p>
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10.2 Section 60 Local Government Act

MOTION:	THAT, I. The advocacy position to Section 60 in the Local Government Act is endorsed. II. The Board write to the Minister for Local Government and seek the Ministers review into Section 60 and its issues. III. A copy of the correspondence and the advocacy paper is provided to the Minister for Water, and to the Town Water Commissioner.
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ENDORSED

MOVED: Liverpool Plains Shire Council

SECONDED: Walcha Council

CARRIED

ADDITIONAL COMMENTARY: Liverpool Plains Shire Council reported that this was a current issue for the Council and the advocacy was appreciated.
Gunnedah Shire Council sought the support of members to coordinate an advocacy trip to Sydney for members in March 2020.
Copy of the correspondence is also to be sent to Michael Blackmore, DPIE Water.

10.3 Positions of Advocacy

MOTION:	THAT, members; I. Endorse the positions of advocacy. II. Refer these positions of advocacy to Member Councils for review and feedback. III. Any feedback is tabled to the March JOLT meeting.
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ENDORSED

MOVED: Tamworth Regional Council

SECONDED: Walcha Council

CARRIED

10.4 LGNSW and Joint Organisations Working Group

MOTION:	THAT, the report is noted.
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ENDORSED

MOVED: Liverpool Plains Shire Council

SECONDED: Walcha Council

CARRIED

11. EXECUTIVE OFFICER REPORTS

11.1 Annual Performance Statement

MOTION:	THAT, the report is endorsed and presented to the Minister, the NSW Office of Local Government and tabled at meetings of member Councils.
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ENDORSED

MOVED: Gwydir Shire Council

SECONDED: Tamworth Regional Council

CARRIED

ADDITIONAL COMMENTARY: The Executive Officer tabled minor amendments to enter a NIL report to the total list of Statutory Requirements provided in the Annual Performance Statement.
The Chairperson recommended to members that the report is tabled at a Council meeting in the future, the level of work and value completed is commendable.
Gwydir Shire Council sought a report from the Executive Officer to benchmark activity to other Joint Organisations through the publishing of their Annual Performance Reports.

11.2 Grants and Incentives Manager

MOTION:	THAT the report is NOTED. THAT a letter of thanks is sent to Tamworth Regional Council acknowledging the offer made to Namoi Unlimited and member Councils.
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AMENDED

MOVED: Liverpool Plains Shire Council

SECONDED: Walcha Council

CARRIED

11.3 Action List

MOTION:	THAT, the actions of the Executive Officer are noted.
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ENDORSED

MOVED: Walcha Council

SECONDED: Gwydir Shire Council

CARRIED

11.4 Calendar of Planned Activities

MOTION:	THAT, activity is NOTED.
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ENDORSED

MOVED: Walcha Council

SECONDED: Gwydir Shire Council

CARRIED

ADDITIONAL COMMENTARY:	The Board endorsed the attendance of the Executive Officer at the Ministerial Advisory Group Meeting in Sydney on the 17 December 2019. The Executive Officer is to plan and prepare a report for the December JOLT meeting for a Sydney Advocacy trip in March 2020.
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12. ADDITIONAL REPORTS PERTAINING TO THE PRINCIPAL FUNCTIONS

Nil.

13. REPORTS FROM DELEGATES

13.1 NSW Joint Organisations Network

MOTION:	THAT, members endorse; I. Election of a Chair and Deputy Chair of the NSW Joint Organisations Chair's
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Forum is endorsed.

- II. The definition of Financial Sustainability, for the purpose of the taskforce, be determined as “a Joint Organisation will be financially sustainable over the long term when it is able to generate sufficient funds and deliver on the Strategic Regional Priorities agreed with its members and stakeholders “

ENDORSED

MOVED: Walcha Council

SECONDED: Liverpool Plains Shire Council

CARRIED

13.2 Ministers Advisory Group for Joint Organisations

MOTION: THAT, the Board notes the report and progress of the Advisory Committee.

ENDORSED

MOVED: Gwydir Shire Council

SECONDED: Walcha Council

CARRIED

13.2 Additional Briefings from the Board

MOTION: THAT, two Briefing papers are prepared for the December JOLT meeting:

- I. Section 44 of the Rural Fires Act
II. Payments of Freight Subsidies in this drought.

ENDORSED

MOVED: Walcha Council

SECONDED: Gwydir Shire Council

CARRIED

ADDITIONAL COMMENTARY: Section 44 of the Rural Fires Act requires Councils to make claims for works and expenses incurred within three months of a disaster being declared. That Namoi Unlimited seek on behalf of member Councils, leniency or extensions to acknowledge that:

- Whilst events and disruption associated with bushfires are ongoing since the date of declaration, Councils may be unable to identify or carry out works and make claims for expenses.
- The impact of drought on Councils ability to comply with Section 44.
- The availability of water.

Namoi Unlimited will seek input from coastal Joint Organisations and Councils impacted by the ongoing fires.

Gwydir Shire Council has had numerous reports about significant delays from a backlog of payments from freight subsidy scheme.

14. QUESTIONS WITH NOTICE

Nil.

15. CLOSED REPORTS

Nil.

16. CONCLUSION OF THE MEETING

The meeting concluded at 5.02pm with the acknowledgement of service to Namoi Unlimited from Ron Van Katwyk, retiring General Manager of Liverpool Plains Shire Council.

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

9.1 Six-monthly Report into Water for the Future – ATTACHMENT B

Author	Executive Officer/JOLT
Policy	Part year review 2019-2020
Legal	-
Financial	\$30,000 funding application to OLG is pending
Strategic Link	Water for the Future
Attachments	ATTACHMENT B
RECOMMENDATION TO THE BOARD:	THAT, progress over the first six months of 2019-2020 is noted.
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	<p>To provide the Board with the opportunity to review activities six months into the 2019-2020 Annual Business Plan.</p> <p>To enable the Board to make recommendations on amendments to the 2019-2020 Annual Business Plan and its directions.</p>
BACKGROUND:	<p>Annually the members of Namoi Unlimited set a business plan which outlines proposed activities and the budget.</p> <p>It is good organisational practice to review directions, six months into that Annual Business Plan and make recommendations continue or re-set actions.</p>
COMMENTARY:	Commentary against the actions and activity is provided in ATTACHMENT B.

STRATEGIC PRIORITY 1: Water for the Future		Output <i>What we will do?</i>	Progress reported at 31 December 2019 (Six-monthly report against the Annual Business Plan)	
Planning and Prioritisation	1.1	Audit, analyse, identify and prioritise the key constraints, opportunities and innovations to secure the supply of water for communities, businesses and Local Government.	Affirm and allocate structures to manage the actions of the five member Councils to facilitate the economic, social and environmental issues and opportunities from the <i>Water for the Future Strategy</i> and the <i>Shaping the Future of the Namoi Study</i> . Identify and collate evidence to analyse the supply of water for future opportunities, demand, supply and markets for; agricultural products, services, commodities, supply chains and value propositions.	Strategy has been completed and progress against the recommendations is in this document. Supply Chain Analysis into products, services and supply chains across lamb, beef and poultry completed and is currently under assessment by the NSW Government under the SAP Guidelines.
	1.2	Audit, analyse, identify and prioritise opportunities and partnerships for agriculture, agricultural products, commodities, supply and value chains, as well as services.	Align desires for demand, growth and investment to opportunities, investment potential, community expectations and Government positions identified in work collated for a <i>Special Activation Precinct</i> ; and prioritise proposals for investment based on demand and regional growth.	Advocacy through correspondence has been provided to the NSW Government, Australian Government and the Murray Darling Association to develop programs for funding for this initiative.
	1.3	Identify the potential impacts of change on agriculture.	Development of, and funding for the <i>Trade and Investment Strategy</i> ; <ul style="list-style-type: none">Maintenance of the relationships made in China.	Ongoing drought conditions is impacting progress and confidence to progress activity in the <i>Trade and Investment Strategy</i> .
	1.4	Identify and facilitate opportunities to address change, by diversifying, opening and establishing and new markets for producers.	<ul style="list-style-type: none">Establish and support a Steering Committee to continue to drive the strategy.Support Councils to pursue investment opportunities for infrastructure, growth and jobs.Partner to pursue trade and export relationships for agriculture, agribusiness, services and education;Engage and develop networks and providing training opportunities for export to the network;Branding and marketing of the region as a destination for trade and investment.Development of pilot program and funding to address specific and regional opportunities.	The relationship with Ningbo was cemented into a MOU in May 2019. The Ningbo Government is seeking feedback from Namoi Unlimited as to what this B2B relationship might be into the future. Namoi Unlimited is facilitating training with NSW Treasury to build better CBA’s for infrastructure programs and activities. Invest Regional NSW are considering a consul-general visit in October 2020, this timing potentially suits a new financial year commitment to the Trade and Investment Strategy.
Inter-governmental Collaboration	1.5	Facilitate opportunities with government and partners for investment into the provision of water, infrastructure and skills.	Establish and support a Steering Committee called <i>Namoi Water Alliance</i> to develop regional plans and priorities identified in the <i>Water for the Future Strategy</i> , partnerships, skills and messaging that promotes the value of water to grow the region and identify opportunities for collaboration and best practice across water utilities and operations.	Coordination and facilitation support has been provided to the Namoi Water Alliance.
	1.6	Communicate the value of water across the region.		Support and engagement with agencies on the development of the Namoi Regional Water Strategy and the IWCM Gap Analysis.
	1.7	Identify opportunities for collaboration and best practice across water operations.		Advocacy for members on Section 60. Engagement of Hunter H2O as the non-exclusive consultant for water projects.
Positions of Advocacy and Leadership		Establish and support work to be undertaken with the Office of Environment and Heritage to understand the opportunities and challenges in using waste water in road maintenance.	Commencement of the Increasing Resilience to Climate Change project investigating the use of recycled and waste water on gravel roads. There are six stages to the project; a consultant will undertake Stages 2 and 4. Namoi Unlimited will undertake the other 4 stages early 2020.	
		The investment in, security of, and access to water is an enabler (not a risk) for local and regional development and growth. Water needs to be a secure foundation and the enabler for business and communities to innovate and regional economies to thrive.	Undertake activities of advocacy and leadership identified in the Leadership and Advocacy Register, specifically items: #1. Water for the Future #2. Agriculture, Agribusiness and Innovation #3. Intensive Agriculture Strategy #4. Foreign Ownership of Prime Agricultural Land #5. Trade and Investment	All positions of advocacy are included in the reports seeking the endorsement of member Councils.

Completed
 Underway
 Yet to commence

Strategic Regional Priorities and Business Plan Outcomes	Water for the Future recommendations	Status	Progress reported at 31 December 2019 (Six-monthly report against the Annual Business Plan)
To hone the pursuit of opportunities for regional growth	Redistribution of recycled waste water from local farm schemes to local commercial / industrial operations where possible. This may be a more efficient water use in some situations.		The opportunities for distribution of waste water are to be considered in the Increasing Resilience to Climate Change project.
	Development / update of the IWCM framework.		Gap Analysis of preparedness to complete IWCMs by each Council has been completed and is to be progressed by the Namoi Water Alliance under the Safe and Secure Water fund and aligned to the development of the Regional Water Strategy for the Namoi.
Position and prioritise Councils with the evidence to build investment in infrastructure including water utilities	Besides aiding in establishing a good understanding of water usage and management, completion of IWCM documentation will facilitate applications for and release of funding from State agencies.		Under consideration by members of the Namoi Water Alliance.
	There may be synergies in procurement for a region wide IWCM update.		
	Conduct/ update secure yield studies. Secure yield studies will quantify whether town water sources and entitlements are sufficient to account for current and forecast growth volumes. As a minimum this could be undertaken for major town centres within each LGA. Sensitivity testing on growth scenarios will be important to gain an understanding of the level of resilience.		
	Update of water demand and drought management studies. The status of these reports varies across the Namoi JO. Besides aiding in establishing a good understanding of water usage and management, completion of IWCM documentation will facilitate applications for and release of funding from State agencies.		
	Walcha LGA to review the potential infrastructure requirements (both treatment and distribution) to utilise its waste water treatment storage. The volume of wastewater stored is considerable in comparison to town demand levels.		Walcha Council is a pilot are in the waste water case study in the Increasing Resilience to Climate Change project.
	A range of large-scale infrastructure options exist that should be considered further, including: upgrade of Dungowan Dam in associated with renewable energy / pumped hydropower, cross-catchment transfer pipeline (Apsley / Manning to the Namoi) in association with other energy ventures. Many other long-term options exist which should be considered as part of long-term regional planning.		Infrastructure developments and priorities to be incorporated into deliberations in the development of the Regional Water Strategy for the Namoi.
	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.		
Identify and pursue endowments and drivers for growth in the Regional Economic Development Strategies (REDS);	A number of towns are dependent upon a single water source, including: Walcha, Bingara, North Star, Caroon, Curlewis and Nundle. Review opportunities to improve emergency alternatives through additional infrastructure.		General Managers have agreed in principle to investigate a collective campaign and concepts.
	Sustainable water use education / campaigns in LGAs in which current water usage is likely to exceed state averages per householder (e.g. Gunnedah and Gwydir).		
	Regional secure yield study include agricultural demand and in context with any potential regulatory changes.		This will be addressed currently by the Steering Committee for the Namoi Regional Water Strategy.
	Identify those areas of high Water Strength which are not currently associated with high productivity activities. Review other constraints (e.g. topography, road access, proximity, energy) that may limit development. Review the current location of areas of water strength / weakness and identify whether current land zonings and permitted activities are consistent with the opportunities afforded by the available water strength. In particular, identify areas in which intensive agriculture may be facilitated by water strength and engage with DPC and DPE regarding opportunities to improve the approvals process (such as the current investigations into the SAP). Co-location of water intensive industries with supply/recycling locations will also lower costs of water distribution. Gunnedah, Tamworth and Gwydir have a comparative advantage in water security in comparison to other member councils. Regional planning decision should consider location of water intensive industries that reflects comparative advantage.		Waiting for the NSW Government's response to the Special Activation Precinct proposal in the Namoi

Identify and facilitate key new market opportunities for regional producers;	Require new commercial/industrial development to include demonstrable water efficiencies measures (e.g. RO systems) to maximise re-use and minimise losses. Where commercial and industrial activities are part of a large new industrial area, there is potential to have a shared treatment system. In this approach, water rates or development contributions might provide suitable funding for this.		
	Engage with State authorities regarding the potential for councils to more actively trade water allocation/activity, potentially acting as a broker/bank in some scenarios. Councils to review the potential to utilise temporary trading as a way to generate income / regulate supply.		
	Undertake a case study cost-benefit analysis of land development trade-offs in regard to agricultural productions options and urban development options. This will inform decisions regarding expansion of urban water demand use during periods of constrained availability.		
	Water Harvesting Review and engage with State authorities regarding Council harvesting opportunities. There are restrictions on the ability for all councils to harvest supplementary flows. Easing of these conditions may also require infrastructure improvements to aid in storage of harvested waters. An alternative may be to coordinate with private landowners in suitable geographic locations as to storage/use/access.		
Build stronger and more resilient communities;	In collaboration with NSW DPI determine the status and operational conditions of bores across the LGAs and how available data may be better used to inform both councils and individual land-owner water use decisions (e.g. need for investment in deeper bores).		
	Whole of life embedded water studies of the key industries within the region to demonstrate how water is captured/recycled within the region. The potential to expand upon previous studies undertaken (e.g. Deloitte, 2012) should be considered.		
	Development and implementation of Water Sensitive Urban Design (SWUD) policy within urban areas as a way that minimises the negative impacts of urbanisation and maximises economic, social and environmental benefits.		Template for member Councils being prepared by Tamworth Regional Council and will be offered to members.
	Review the potential for establishment / participation in local or state rebate schemes for householder water systems, e.g. Water efficient taps/shower heads, Water Tanks and Astro-turf.		To be considered as part of regional campaign activity.
	Review whether the permanent water conservation requirements may be tightened to reduced net water usage without materially affecting amenity		Namoi Water Alliance reviewed agreed restrictions and deemed the levels are appropriate. Appropriate levels have been implemented by member Councils.
	Engagement with NSW EPA regarding the potential re-use of wastewater restrictions/requirements applicable to Councils, with a focus on public recreation areas and roads/construction dust suppression.		Stage 2 of the Increasing Resilience to Climate Change project will provide directions on this action.
	Review smaller town urban areas and water security (e.g. Nundle and Manilla) and see whether the adequacy of security is consistent with State standards. Preliminary assessment as a result of the Namoi for the Future Strategy indicates that there may be issues with some urban areas within the Namoi JO. It is understood that NSW DPI also maintains level of service requirements for town supply.		
	Implementation of Stormwater Harvesting initiatives. A number of towns, particularly small towns, are likely to have significant opportunities for implementation of stormwater harvesting infrastructure.		

9.2 Six-monthly Report into Enabled and Connected Infrastructure – ATTACHMENT C

Author	Executive Officer/JOLT
Policy	Part year review 2019-2020
Legal	-
Financial	\$30,000 funding application to OLG is pending
Strategic Link	Enabling and Connected Infrastructure
Attachments	ATTACHMENT C
RECOMMENDATION TO THE BOARD:	THAT, progress over the first six months of 2019-2020 is noted.
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	<p>To provide the Board with the opportunity to review activities six months into the 2019-2020 Annual Business Plan.</p> <p>To enable the Board to make recommendations on amendments to the 2019-2020 Annual Business Plan and its directions.</p>
BACKGROUND:	<p>Annually the members of Namoi Unlimited set a business plan which outlines proposed activities and the budget.</p> <p>It is good organisational practice to review directions, six months into that Annual Business Plan and make recommendations continue or re-set actions.</p>
COMMENTARY:	<p>Commentary against the actions and activity is provided in ATTACHMENT C.</p> <ul style="list-style-type: none"> ▪ Black Shading means; the initiatives are NOT for Namoi Unlimited to pursue. ▪ Orange means; actively commenced ▪ Red means; not commenced ▪ Green means; completed

STRATEGIC PRIORITY 1: Enabling and Connected Infrastructure	Output <i>What we will do?</i>	Progress reported at 31 December 2019 (Six-monthly report against the Annual Business Plan)
Planning and Prioritisation	<p>2.1 Audit, analyse, identify and prioritise the inhibitors to industry, growth, and or safety, to identify and address infrastructure connectivity on the network of roads to rail, air, energy and telecommunications.</p> <p>2.2 Identify opportunities for infrastructure investment at points that enable access to new, emerging and significant markets.</p> <p>2.3 Support Councils to develop applications and proposals for infrastructure investment.</p> <p>Facilitate and engage to establish, identify and prioritise the infrastructure inhibitors to industry and growth, and or safety. Work with Councils and the <i>Regional Economic Development Strategies (REDS)</i> to substantiate and support priorities for infrastructure investment.</p> <p>Build a Business Case to provide Councils with a repository and skills to provide evidence and research to build business cases for investment. Develop a mechanism for the engagement of border Local Government Authorities to aggregate and consolidate data and further develop regional priorities and support for economic development initiatives that drive growth.</p> <p>Respond to and participate in pilot programs to identify inhibitors and enablers across the network of roads, rail, air, energy and telecommunications infrastructure and policy.</p>	<p>A review of program applications under the Growth Funds was conducted and shortfalls identified and tabled in the Grants and Incentives Proposal. A workshop to provide Councils with training on Cost Benefit Analysis is was planned for 2020.</p> <p>Namoi Network Strategy was provided to Minister Coulton for the Department to review how this work could be applied to Roads of Significance program.</p> <p>The NSW Government has appointed Professor Andrew McNaughton to lead an expert panel to provide advice to the Premier and Deputy Premier on how the government should best deliver a fast rail network to connect the state and identify opportunities for regional growth and improved services, and present the blueprint for how the government will deliver the network. This report has not identified the Namoi region as a priority, waiting for advice in the report.</p> <p>Namoi Unlimited with DPC delivered for Councils a blueprint for Councils to assist in their handling and consideration of renewable energy proposals.</p> <p>NSW Government and Commonwealth Digital Connectivity programs are currently under review. Namoi Unlimited advised the NSW Government in consultations that developing long-term digital connectivity plans across regions (similar to the regional water/infrastructure strategies) could be coordinated through Joint Organisations.</p>
Collaboration and Inter-governmental Collaboration	<p>2.4 Collaborate on the pursuit of regional infrastructure priorities.</p> <p>2.5 Support Councils to utilise collective and specialist skills and experience to generate inter-governmental approaches to the management and coordination of road, rail and air infrastructure, energy and telecommunications</p> <p>Establish a Steering Committee of Councils with access to industry representation to:</p> <ul style="list-style-type: none"> Exchange information, collaborate and to substantiate the evidence for investing in road infrastructure. Identify opportunities for infrastructure investment at points that enable productivity, safety and access to new, emerging and significant markets. Respond to and participate in pilot programs to identify inhibitors and enablers across the network of roads, rail, air, energy and telecommunications infrastructure, and policy such as the RMCC pilot program with the RMS. <p>Utilise individual and collective, skills and experience to generate inter-governmental approaches to the management and coordination of road, rail and air infrastructure, energy and telecommunications.</p> <p>Develop the evidence based position for industries expected use of containerised freight from the region.</p>	<p>Steering Committee of members includes Councils, Transport for NSW roads and freight branches, and the NHVR often participates in meetings.</p> <p>Significant discussion about the updates to the Namoi Roads Network strategy concluded with a resolution in December 2019.</p> <p>Namoi Network Strategy was provided to Minister Coulton for the Department to review how this work could be applied to Roads of Significance program.</p> <p>RMCC pilot project has progressed with the signing of MOUs between Namoi Unlimited and Transport for NSW, and between member Councils. The priority for the pilot has been determined as improved practice; areas of priority identified are worker at foot, competency based training and use of waste water on roads.</p> <p>Funding is being sought from the RMS and OLG to support this work.</p>
Positions of Advocacy and Leadership	<p>Improved access for freight and commodities into markets via roads, connections to rail, Inland Rail and international air freight capability for producers. Investment in energy infrastructure and support for public transport services. Communities, people and skills can be advanced by strong, high speed and accessible telecommunications to support business and lifestyle.</p> <p>Undertake activities of advocacy and leadership identified in the Leadership and Advocacy Register, specifically items:</p> <p>#6 Mining and Resource Development and Extractive Industries</p> <p>#7 Connected and Enabled Freight and Transport Infrastructure</p> <p>#8 Energy Infrastructure</p>	<p>Advocacy positions tabled with member Councils for endorsement.</p>

9.3 Six-monthly Report into Engaged People and Skills – ATTACHMENT D

Author	Executive Officer/JOLT
Policy	Part year review 2019-2020
Legal	-
Financial	\$30,000 funding application to OLG is pending
Strategic Link	Enabling and Connected Infrastructure
Attachments	ATTACHMENT E

RECOMMENDATION TO
THE BOARD:

AMENDED/ENDORSED

MOVED:

SECONDED:

REJECTED/CARRIED

PURPOSE:

BACKGROUND:

COMMENTARY:

ATTACHMENT D – ENGAGED PEOPLE SEEKING SKILLS FOR THE FUTURE PROGRESS REPORT

STRATEGIC PRIORITY 1: Engaged People seeking Skills for the Future		Output <i>What we will do?</i>	Progress reported at 31 December 2019 (Six-monthly report against the Annual Business Plan)
Planning and Prioritisation	3.1 Identify and address, operational and service opportunities to build scale and capacity of Councils and Namoi Unlimited.	Audit workforce development plans to identify and address collectively operational opportunities or strategic service opportunities to build scale and capacity of member Councils and the Joint Organisation.	A previous audit was reviewed and operational shortages affirmed.
	3.2 Collaborate to address skill shortages, support talent and specialist skills sharing across Councils.	Establish a working group to engage with Councils to understand what the workforce needs are across Local Government to identify collective trends, issues and opportunities. <ul style="list-style-type: none"> Facilitate opportunities between member Councils to share, discuss and develop capacity and capability solutions. Identify the levers and opportunities to support and grow skills and talent within our region and our environments. Conduct a communications campaign to promote the opportunities and careers in Local Government. 	A working group of HR Managers is sponsored by Liverpool Plains Shire Council. A number of proposals have been prepared for JOLT (1) contaminated lands, (2) bio-diversity, and (3) grants and incentives. Number (1) is underway, number 2 is currently being reviewed by planners, and number (3) is being developed by Tamworth Regional Council. Planning commenced to identify the marketing and promotional pathways from school, to training and into Councils. This work will be contracted out in early 2020 to complete. A marketing and promotional campaign will commence around March 2020.
Collaboration and Inter-governmental Collaboration	3.3 Identify opportunities to grow education, research and business development programs and institutions.	Conduct analysis to understand the future skills and other impacts, potential constraints and innovation driven by water. Audit to understand the telecommunications capacity and capability of Councils to develop an evidence case for investment and better connectivity. Participate in networks, programs and activities to address attraction and retention of skills into the region.	Feedback has been provided to Government through the Joint Organisations Advisory Group and in consultation with DPIE that Joint Organisations are well placed to deliver a regional digital strategy as part of the Regional Growth Funds – Digital Connectivity \$40million fund.
	3.4 Collaborate to address local and regional skill shortages, support talent and specialist skills sharing in the region.	Investigate the creation or adoption of a regional talent development program and promote the opportunities for careers in Local Government. Identify opportunities for co-design and partnership programs.	The opportunity for co-design discussion and partnerships is being progressed as part of the Advisory Group to the Minister. Draft briefing paper is being prepared.
Strong Leadership and Advocacy	Local Government is a substantial regional employer, committed to building skills and expertise across the region.	With funding from the Environmental Protection Authority coordinate a building capacity and capability project for the management of Contaminated Lands and UPSS.	This project is underway.
	Communities, people and skills can be advanced by strong, high speed and accessible telecommunications to support business and lifestyle. Communities in the region support the provision of police, emergency services, doctors, health specialists and other health professionals to address the needs of communities.	Undertake activities of advocacy and leadership identified in the Leadership and Advocacy Register, specifically items: #9 Federal Government Local Government Assistance Grants (FAGs) #10 Engaged People Seeking Skills for the Future #11 Emergency Assistance	Positions are developed and with consultation with member Councils.

9.4 Engaged People and Skills – Finding your Feet Seminar Series and Community

Engagement– ATTACHMENT E

Author	Executive Officer/JOLT
Policy	-
Legal	-
Financial	\$60,000 funding application to OLG is pending Up to \$10,000 from Namoi Unlimited
Strategic Link	Engaged People and Skills
Attachments	ATTACHMENT E
RECOMMENDATION TO THE BOARD:	THAT, the project plan and investment into a second series of events called 'Finding your Feet' is endorsed.
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	To provide the Board with a project plan that outlines; <ol style="list-style-type: none"> 1. A second series of events across member Councils to provide access to training and job opportunities for the community. 2. Incorporate training for businesses on procurement and purchasing with Councils and the NSW Government.
BACKGROUND:	In November, Namoi Unlimited in partnership with Training Services NSW, Joblink Plus, Tamworth Community College, TAFE NSW, Rural Financial Counsellors, Primary Health Network, NSW Farmers and member Councils undertook a series of events to promote (1) assistance available in this current drought, (2) provide training locally in white card, first aid and what's the future, and (3) provide access to employment opportunities.
COMMENTARY:	<p>The Board received a report on the success of these events in December 2019.</p> <p>Members of JOLT considered a proposal to extend the series of events into 2020 at their January 2020 meeting.</p> <p>A project plan for the procurement, purchasing, jobs and training event is provided in ATTACHMENT E.</p> <p>The project plan requires members of the Joint Organisation to make an additional budget commitment to this project.</p>

ATTACHMENT E - Engaged People and Skills – Finding your Feet Seminar Series and Community Engagement

ISSUES:

- Councils are concerned that the ongoing drought is impacting populations in local communities.
- Workers usually employed in the small business, 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.
- Information about the various types of assistance available to drought affected communities continues to be disseminated.
- Fire activity across each of the Council areas at the end of 2019 and into 2020 is also impacting communities.

OBJECTIVES:

- 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 that adds to existing program and support delivery by agencies about drought and fire assistance.
- 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.
- To provide an opportunity for local businesses to come together to engage with local and state government representatives on procurement and contracting.

PROPOSAL¹:

Dates 23-29 March 2020

Components

- Training 9am to 5pm
Individuals, employees and community members can undertake compliance and work related training.
Discuss with training providers about what courses they would like to offer in each community.
- Procurement Power 9am to 5pm
Workshop for businesses to pursue Local and State Government purchasing. Introduction to compliance requirements. Outline of the Small Business Commissioners toolkit providing advice on government procurement.
- Employment Expo, Contracting and Public Information 10am to 2.30pm
Casual work agencies, job agencies, government and council providers to talk about jobs and contracting opportunities.

Locations

- 23 March - Tamworth Regional Council
- 24 March – Gwydir Shire Council
- 25 March – Gunnedah Shire Council
- 26 March – Liverpool Plains Shire Council
- 27 March – Walcha Council

Venues

- Councils will provide an appropriate venue for the event
- Depending on the numbers of courses to be coordinated multiple venues may be required.

STAKEHOLDERS AND AGENCY PARTICIPATION:

Training

- Community College
- TAFE NSW

¹ Dependant on OLG's approval of a funding application for these activities.

- Joblink Plus
- Local community groups

Employment and Contracting

- Job Network providers
- Casual work agencies
- Councils
- NSW Department of Primary Industries
- Local Land Services

Information Sources

- Rural Financial Counsellors
- Rural Resilience Program
- Centre for Rural and Remote Mental Health
- NSW Farmers
- The Salvation Army
- Cost of Living - Services NSW

MARKETING

Campaign activity on radio, print and newspaper as well as social media.

TIMETABLE²

Area	Actions	To be completed by	Responsibility
Initiation	Draft project plan, follow up with OLG on funding, review of the Procurement Plan for Namoi Unlimited	10/01/2020	EO
Initiation	Consultation and approval from Council members <ul style="list-style-type: none"> - 20/01 JOLT - 05/02 Board 	07/02/2020	EO
Planning	VendorPanel funding is confirmed with OLG	17/01/2020	EO
Planning	Engagement and contracting of VendorPanel <ul style="list-style-type: none"> - Engagement with Procurement Managers on implementation and training 	24/01/2020	EO VendorPanel
Planning	Contracting of casual resources to integrate content from the financial system on businesses, other sources and develop databases of businesses for each Council	31/01/2020	EO Councils Casual (Councils or external)
Planning	External stakeholders consulted and committed to the procurement, employment and training project <ul style="list-style-type: none"> - Government (Local, State, Federal) procurement - Office of the Small Business Commissioner - Regional NSW - Training providers - Employment providers - Contracting opportunities 	07/02/2020	EO

² Dates are dependant on funding being approved by OLG, the timetable for delivery will shift each week reflecting the decision process of OLG

Area	Actions	To be completed by	Responsibility
Planning	Discussions with ICT and procurement managers about implementation and system integration - Implementation plan developed	07/02/2020	EO Procurement ICT VendorPanel
Implementation	Event venues and catering arrangements confirmed	14/02/2020	EO
Implementation	Training courses and providers confirmed	14/02/2020	EO
Implementation	Procurement - Business databases for each Council completed (10days, 8hours a day at \$33 per hour)	14/02/2020	EO
Implementation - Marketing	Event launch, announcement of dates and activities - Media launch of these events - Social media on individual events and details - Training program - Business program	21/02/2020	MCC
Implementation	Distribution of communications tools to Councils	28/02/2020	MCC
Implementation - marketing	Event detail, announcement of dates and activities - Media launch of these events - Social media on individual events and details - Training program - Business program	28/02/2020	MCC
Implementation - marketing	Event detail, announcement of dates and activities - Media launch of these events - Social media on individual events and details - Training program - Business program	06/03/2020	MCC

Area	Actions	To be completed by	Responsibility
Implementation - marketing	Event detail, announcement of dates and activities <ul style="list-style-type: none"> - Media launch of these events - Social media on individual events and details - Training program - Business program 	13/03/2020	MCC
Implementation - marketing	Event detail, announcement of dates and activities <ul style="list-style-type: none"> - Media launch of these events - Social media on individual events and details - Training program - Business program 	20/03/2020	MCC
Event	Tamworth Regional Council	23/03/2020	EO
Event	Gwydir Shire Council	24/03/2020	EO
Event	Gunnedah Shire Council	25/03/2020	EO
Event	Liverpool Plains Shire Council	26/03/2020	EO
Event	Walcha Council	27/03/2020	EO
Evaluation	Program evaluation and monitoring, input sought from stakeholders for reports	27/03/2020	EO
Evaluation	Report on project outcomes drafted for JOLT and presented to the Board and member Councils	24/04/2020	EO

9.5 Increasing Resilience to Climate Change Project – Community Consultation – ATTACHMENT F

Author	Executive Officer/JOLT
Policy	-
Legal	-
Financial	\$45,000 of the total \$285,000 project funds
Strategic Link	Advocacy and Leadership
Attachments	ATTACHMENT F
RECOMMENDATION TO THE BOARD:	THAT, the community engagement plan is endorsed and supported by member Councils.
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	To provide the Board with an outline of community consultation activities to occur under the Increasing Resilience to Climate Change project.
BACKGROUND:	Namoi Unlimited has received funding from the NSW Government Increasing Resilience to Climate Change program to conduct a project looking at the use of waste and recycled water on gravel roads.
COMMENTARY:	<p>Consultants engaged for the literature review and background information into the use of waste and recycled water have prepared a draft report.</p> <p>The next phase of the project is to undertake a community engagement and communications campaign.</p> <p>ATTACHMENT F describes the rollout of the community education and engagement campaign.</p>

BACKGROUND INFORMATION

Namoi Unlimited has been funded by the NSW Government Climate Adaptation Program to undertake a project called 'Climate Change and Gravel Roads across the Namoi Region'.

The project has six stages;

- Stage 1: Project design and commencement (Completed)
- Stage 2: Literature Review and Information Consultancy (Draft report received)
- **Stage 3: Community Engagement and Consultation (This document)**
- Stage 4: Pilot a solution in one Local Government Area
- Stage 5: Resources and Case Study Documented
- Stage 6: Review and evaluation

PURPOSE OF ENGAGEMENT

Climate Adaptation Project – Wastewater and Gravel Roads in the Namoi

This adaptation project is to understand if and how Councils in the Namoi region of NSW could utilise wastewater on gravel roads. The majority of the region is currently classified as in 'Intense Drought', in the past twelve months the inflows into water systems are the lowest recorded in history. This proposal is not to extract more water from a vulnerable system.

The network of gravel roads, and their maintenance is critical to the economies, safety and the social connectivity of the region. Water is an essential input for gravel roads and current practice is to use drinking quality water on gravel roads. With potentially less water availability into the future, this project is to investigate the potential and use(s) of wastewater on gravel roads across the five Local Government Areas of Walcha Council, Tamworth Regional Council, Liverpool Plains Shire Council, Gunnedah Shire Council and Gwydir Shire Council.

The documents identify the risk as (1) increased problems with dust control on gravel roads, (2) the condition of the roads may deteriorate more quickly over time (3) increased damage to road surfaces, and (4) increased damage to unsealed roads.

The project and any applications that Councils might make to use wastewater or recycled water (Section 60 Local Government Act) require community engagement and consultation on aspect of any project.

Namoi Unlimited believes that the sentiment of the public and their attitudes to the use of wastewater and recycled water is critical to a determination of a Council to make application to use, and the consideration of health, the EPA and water departments in consideration of a Section 60 application.

ENGAGEMENT OBJECTIVES

Namoi Unlimited has a dual purpose for engaging with the communities across; Walcha Council, Tamworth Regional Council, Liverpool Plains Shire Council, Gunnedah Shire Council and Gwydir Shire Council to consult with affected and potentially affected stakeholders during March 2019;

1. to seek their level of support and or acceptance for the use of wastewater and recycled water;
2. inform the community about;
 - the acceptable uses of recycled and wastewater across NSW, Australia and the world;
 - provide the opportunity for community discussion about the social, environmental and economic risks and opportunities around water security into the future, why it is required and the role of Local Government and other stakeholders;
 - provide the opportunity for community discussion about potential uses of recycled water and waste water in their community and in the region; and
 - the proposed laneway closure at the beginning of May 2016 and the rationale as to why this is required.
3. Coordinate and promote opportunities to consult and engage on the project across the Namoi region.
4. Collate feedback, queries or concerns and summarise key themes in an Engagement Report.
5. Inform the community of how their input will be considered and used, reporting back to the community on the key themes in the Engagement Report.

STAKEHOLDER AND COMMUNITY ANALYSIS

The following table identifies stakeholders who may be impacted by any decision to use wastewater or recycled water and those who will influence the outcomes of the engagement process.

		High, Medium and Low			Expectations	Engagement Level – High, Medium, Low
Stakeholders		Interest	Impact	Influence		
Ministers	Water scarcity is recognised options are welcomed.	H	H	H	<ul style="list-style-type: none"> Advised of the community process, risks and opportunities Remain informed of community feedback Consulted on the final report 	High
NSW Department of Health	Public health and safety	H	M	H	<ul style="list-style-type: none"> Advised of the community process, risks and opportunities Remain informed of community feedback Consulted on the final report 	High
Water (NSW DPIE)	Authorising agency	H	H	H	<ul style="list-style-type: none"> Advised of the community process, risks and opportunities Remain informed of community feedback Consulted on the final report 	High
Environment (NSW DPIE)	Environmental health and safety	H	M	H	<ul style="list-style-type: none"> Advised of the community process, risks and opportunities Remain informed of community feedback Consulted on the final report 	High
Office of Drought Response (NSW DPIE)	Department collaboration in drought	H	H	H	<ul style="list-style-type: none"> Advised of the community process, risks and opportunities Remain informed of community feedback Consulted on the final report 	High
Working Group make recommendations to JOLT and to the Board	Project lead	H	M	L	The Board's approval of the Engagement Plan and ongoing reports at monthly meetings will keep the Board informed.	Low
Walcha Shire Council including Walcha	Stakeholder, nominated pilot community	H	M	M	<ul style="list-style-type: none"> Highly engaged in the development of the strategy and implementation. Support provided for the local engagement phase. Distribution of local information and messaging 	High

Tamworth Regional Council including; Nundle, Tamworth, Manilla and Barraba	Stakeholder, possible pilot community	H	M	M	<ul style="list-style-type: none"> Highly engaged in the development of the strategy and implementation. Support provided for the local engagement phase. Distribution of local information and messaging 	High
Liverpool Plains Shire Council including Quirindi and Werris Creek	Stakeholder	H	M	L	<ul style="list-style-type: none"> Engaged in the implementation of the strategy. Support provided for the local engagement phase. Distribution of local information and messaging 	Medium
Gunnedah Shire Council including Gunnedah	Stakeholder	M	L	L	<ul style="list-style-type: none"> Engaged in the implementation of the strategy. Support provided for the local engagement phase. Distribution of local information and messaging 	Medium
Gwydir Shire Council including Bingara and Wyallda	Stakeholder	M	L	L	<ul style="list-style-type: none"> Engaged in the implementation of the strategy. Support provided for the local engagement phase. Distribution of local information and messaging 	Medium
LGNSW as the funding administrative body and representative of Local Governments in NSW	Stakeholder	L	L	L	Advised of the detail in the Engagement Strategy.	Low
IWPEA	Institute of engineering	L	L	L	Advised of the detail in the Engagement Strategy.	Low
Media	Influencer	H	H	H	<ul style="list-style-type: none"> Engaged in the implementation of the strategy. Support provided for the local and regional engagement phase. Distribution of local and regional information and messaging 	High

ENGAGEMENT SUMMARY TABLE

PROJECT STAGE	ENGAGEMENT LEVEL (inform, consult, involve, collaborate, empower)	STAKEHOLDERS	TECHNIQUE(S)	RESOURCES	TIMETABLE AND RESOURCES	BUDGET
Planning	Inform, Consult, Collaborate, Empower	Working group, JOLT and the Board	Meetings, reports and recommendations Communique to all staff on the project	EO	Executive Officer 20/1/2020 – JOLT 05/02/2020 - Board	\$3,500
		Customer Service	Consultation and email of timetable to Customer Service staff	EO/GMs	End February 2020	
			Onsite meetings	EO	Early March 2020	
		Media and Marketing	Consultation on the rollout and commitments to provide support with messaging and information distribution	EO/GMs	Mid February 2020	
			Onsite meetings	EO	Early March 2020	
		Councillors	Communique on the project	EO	February 2020	
Planning	Collaborate Facilitate	Media and Communications Coordinator	Online survey Media releases Website content Advertising templates	M&CC	February 2020	\$5,500
Planning	Influencer	Media	Media releases	M&CC	February 2020	\$1,000

PROJECT STAGE	ENGAGEMENT LEVEL (inform, consult, involve, collaborate, empower)	STAKEHOLDERS	TECHNIQUE(S)	RESOURCES	TIMETABLE AND RESOURCES	BUDGET
Planning	Inform	Business, community people in the Local Government areas and communities across the Namoi	Advertising – radio, print, TV, online Media Releases Online content Printed material	M&CC	March 2020	\$12,500
Implementation	Consult, inform and involve	Business and community members in each LGA	Forum in each LGA Online Survey Drop-in comments at Council facilities Email	EO	March 2020	\$2,500
Evaluation	Inform	Namoi Unlimited and stakeholders	Report	EO	April – May 2020	\$20,000
		Working group, JOLT and the Board	Meetings, reports and recommendations Communique to all staff on the project	EO	March 2020 April 2020 May 2020	\$0
TOTAL						\$45,000

10. ADVOCACY AND LEADERSHIP

10.1 Sydney Advocacy Proposal – ATTACHMENT G

Author	Executive Officer/JOLT
Policy	-
Legal	-
Financial	\$10,150
Strategic Link	Advocacy and Leadership
Attachments	ATTACHMENT G
RECOMMENDATION TO THE BOARD:	THAT, the Joint Organisation fund the advocacy trip for Mayor's, Council members fund activities for General Managers.
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	To provide JOLT with considerations as to a Sydney (NSW Government) advocacy trip for member Councils.
BACKGROUND:	<p>Advocacy and leadership is a key responsibility of the Joint Organisation.</p> <p>Three advocacy events have been held previously; two to Canberra and one to Sydney.</p> <p>The Board resolved to conduct an advocacy event with the NSW Government in March 2020.</p>
COMMENTARY:	<p>A copy of the proposal for a Sydney Advocacy trip in May 2020 is provided in ATTACHMENT G.</p> <p>There is no budget allocation for this Sydney Advocacy event. The budget allocation for advocacy was used for the Canberra event for drought.</p> <p>The budget request is for \$10,150.</p>

Proposed Dates: **5-7 May or 12-14 May**
(The 5th coincides with the May Board meeting)

Tuesday 5 May 2020

QF2005 Tamworth/Sydney Depart 14:15 Arrive 15:25
Check in Accommodation TBC
16:15 Strategic Planning workshop for 2020-2021 activity and budget
18:15 May Board Meeting
17:00 Dinner
21:00 Ends

Wednesday 6 May 2020

07:30 Breakfast and briefing session
09:00 Minister for Local Government, The Hon Shelley Hancock MP
09:30 Premier or Deputy Premier
10:00 Minister for Agriculture, The Hon Adam Marshall MP
10:30 Minister for Water, The Hon Melinda Pavey MP
11:00 Minister for Roads, The Hon Paul Toole MP
11:30 Minister for Skills, The Hon Geoff Lee MP
12:00 Lunch
13:00 Secretary, Department Planning, Investment and Environment, Mr Jim Betts
14:00 Coordinator-General, Industry, Agriculture and Resources (Regional NSW)
15:00 Deputy Secretary of Water, Jim Bentley
16:00 Director, Office of Drought Recovery
17:00 Depart the city for the Airport
QF2008 Sydney/Tamworth Depart 17:10 Arrive 18:15

Budget

Flights – Mayors, General Managers and Executive Officer (\$300 per person)	\$3,300
Accommodation – Mayors, General Managers and Executive Officer (\$250 per person)	\$2,750
Boardroom hire	\$600
Catering	\$3,500
TOTAL	\$10,150

10.2 Correspondence – Response from the Hon Adam Marshall, Minister for Agriculture – ATTACHMENT H

Author	Executive Officer
Policy	-
Legal	-
Financial	-
Strategic Link	Advocacy and Leadership
Attachments	ATTACHMENT H
RECOMMENDATION TO THE BOARD:	THAT, correspondence from the Minister for Agriculture is noted.
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	To provide the Board with a copy of correspondence from The Hon Adam Marshall MP, Minister for Agriculture on drought initiatives developed by Namoi Unlimited.
BACKGROUND:	Namoi Unlimited wrote to the Minister on the 20 November 2019, congratulating the Minister on convening State and Commonwealth Agriculture Ministers to discuss a way forward on drought policy and initiatives.
COMMENTARY:	A response to the correspondence was received from the Minister on the 29 January 2020. A copy of the correspondence is provided at ATTACHMENT H.



The Hon. Adam Marshall MP
Minister for Agriculture
Minister for Western New South Wales

OM20/317

Councillor Jamie Chaffey
Chairperson
Namoi Unlimited
c/- Ms Rebel Thomson
r.thomson@namoiunlimited.nsw.gov.au

Dear Councillor Chaffey

Jamie

Thank you for your correspondence of 20 November 2019, on behalf of Namoi Unlimited regarding initiatives to assist regional communities during drought. I commend Namoi Unlimited for its initiative in creating a list of insightful suggestions to assist drought-affected communities and I have addressed some of these below.

Regarding Drought Assistance Forms, I thank you for the suggestion to partner with local government customer service staff to assist people to access and fill out these forms. The Rural Assistance Authority (RAA) has significantly increased its efforts to provide the public easy access to forms and assistance.

The RAA has partnered with Local Lands Services, Service NSW, and Rural Financial Counsellors to expand the number of locations where people can access assistance. It also has a mobile assistance van, which attends events and community gatherings. I have referred this matter to the Department of Primary Industries (DPI) to explore expanding the partnership arrangements to local government.

With regard to expanding eligibility criteria for Drought Relief Funding, the Government continuously reviews its drought relief measures, and I welcome practical suggestions for additional support. The development of bores and standpipes aligned to the rural road network will be considered along with a number of other measures designed to secure and improve access to water in regional areas.

In terms of resources for training, nutrition, and recovery programs, Local Land Services has been at the frontline of the NSW Government's drought response. You may be interested to know that it is delivering information sessions to help farmers manage through, and recover from this drought. It provides training in stock nutrition and ground cover management, animal welfare, and pest and disease management. I fully support these efforts and have provided additional resources through the drought relief package.

Finally, regarding research into the impacts of drought, DPI has a major research program supporting farmers. It is currently in negotiations with the Australian Government to help guide its \$100 million Drought Fund investment.

The other matters you raise fall under the portfolios of a range of other Ministers, as such I have referred your correspondence to them for response. These include the Ministers for Local Government, Skills and Tertiary Education, Education and Early Childhood Learning, Energy and Environment, Mental Health, Regional Youth and Women, Jobs, Investment, Tourism and Western Sydney, Police and Emergency Services, and Regional Transport and Roads.

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I trust this information is of assistance, however if Namoi Unlimited has any further enquiries, I have asked Mr Darren Budworth, Director Emergency Draught Relief, to be available to answer any questions you may have. Mr Budworth can be contacted on 0409 604 244.

Thank you for your interest in this matter

Yours sincerely



Adam Marshall
MINISTER

28 JAN 2020

10.3 Correspondence – Response from the Minister for Local Government – ATTACHMENT I

Author	Executive Officer
Policy	-
Legal	-
Financial	-
Strategic Link	Advocacy and Leadership
Attachments	ATTACHMENT I
RECOMMENDATION TO THE BOARD:	THAT, correspondence from the Minister for Local Government is noted.
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	To provide the Board with a copy of correspondence from the Minister for Local Government.
BACKGROUND:	Namoi Unlimited wrote to the Minister for Local Government on the 4 December 2019 requesting the Minister review issues and concerns over the application of Section 60 of the Local Government Act.
COMMENTARY:	-



The Hon. Shelley Hancock MP
Minister for Local Government

Ref: A684522

Clr Jamie Chaffey
Chairperson, Namoi Unlimited
PO Box 555
Tamworth NSW 2340

By email: info@namoiunlimited.nsw.gov.au

Dear Clr Chaffey

Thank you for your correspondence of 4 December 2019, regarding your member councils' concerns with the Section 60 approval process under the *Local Government Act 1993*.

I understand the issues raised in the briefing note attached to your letter and I am mindful of the significant challenges your member councils are currently experiencing during the drought. It is important, in these difficult times, that local and state governments should work closely together to support our communities and deliver critical infrastructure and services.

While the Minister for Water, the Hon. Melinda Pavey MP, is responsible for administering the approvals process for Section 60, the administration of the *Local Government Act 1993*, as your letter rightly notes, falls within my portfolio. As such, I am always concerned to see that the various provisions of the Act are applied in a timely, consistent and equitable manner.

Accordingly, I have written to Minister Pavey, to seek her support in resolving the specific issues identified in your letter and offering any assistance that may be required from the Office of Local Government. I have also asked Minister Pavey to initiate a review of current Section 60 approval practices – in consultation with local councils and other key stakeholders – with a view to improving timeliness and assessment outcomes. I trust that the general concerns highlighted in your letter may be addressed through this process.

Yours sincerely

The Hon. Shelley Hancock MP
Minister for Local Government

CC: The Hon. Melinda Pavey MP, Minister for Water, Property and Housing

17 DEC 2019

11. EXECUTIVE OFFICER REPORTS

11.1 Action List – ATTACHMENT J

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:	-

ATTACHMENT J - Action List

Completed
 Underway
 Not yet commenced

Date	Strategic Regional Priority	Resolution	Action	Status
29/04/2019 JOLT	Intergovernmental Relationships	Darren Keegan 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.	February 2020 proposed, dates to avoid provided by Namoi Unlimited.	
16/12/2019 JOLT	Enabling and Connected Infrastructure	The development of an Infrastructure Strategy to prioritise projects for economic growth and development is proposed. Assessment is to commence with planning to be completed this financial year. Potential completion in the 2020-2021 financial year.	The EO sought advice from Regional NSW as to the benefits to the Government by developing such a strategy and priorities on the 8 January 2020.	
19/08/2019 JOLT	Engaged People and Skills	THAT, JOLT revisits the initiative to develop a Regional Workforce Strategy following the next local government elections.	Deferred for consideration in September 2020	
		Contaminated Lands Policy is presented to member Councils for adoption.	Walcha has presented the policy to Council, Tamworth Regional Council, Gunnedah Shire, Gwydir Shire and Liverpool Plains to assess with receipt of procedure documents.	
16/12/2019 JOLT		The EO followed up the Bio-diversity Project Officer business case with Gunnedah Shire Council. JOLT will be provided with advice at the February 2020 meeting.		
	Advocacy and Leadership	Canberra Advocacy Water Innovation Fund - THAT the motion is deferred and to be reviewed against the latest program of drought relief announced by the Australian Government.		
03/12/2019 BOARD		Conduct a workshop of members to discuss the roles and responsibilities and the development of own source revenues and functions in March 2020.	March Board meeting agenda	
		Endorsed register of advocacy positions is distributed to member Councils, seeking their feedback on the positions in the document.	Members will submit to Council Meetings for endorsement March 2020. Gwydir Shire Council completed and endorsed the positions.	

20/01/2020 JOLT	Engaged People and Skills	Gwydir Shire Council sought a report from the Executive Officer to table a benchmark activity report of Namoi Unlimited activity and value to other Joint Organisations through the publishing of their Annual Performance Reports.	
		The EO is to research partners and talk to member Councils about the opportunity to develop a regional campaign for the upcoming Local Government elections.	
	Leadership	OLG to advise if all Annual Performance Reports are online for review.	
		EO to develop a cashflow budget for the remainder of the 2019-2020 financial year.	
		EO to follow up with Regional NSW on the release of the Regional Rail Connectivity/Strategy.	

11.2 Finance Reports – ATTACHMENT K

Author	Executive Officer/JOLT
Policy	-
Legal	Reporting of financial outcomes each quarter
Financial	-
Strategic Link	-
Attachments	ATTACHMENT K
RECOMMENDATION TO THE BOARD:	THAT, the finance reports are endorsed.
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	To provide the Board with the opportunity to review the financial reports for Namoi Unlimited.
BACKGROUND:	Finance reports are provided for the 1 st and 2 nd quarter of 2019-2020.
COMMENTARY:	JOLT has sought some amendments to the Finance Reports completed by Tamworth Regional Council which is a review of the Cash Funding allocations. Figures from the top of the income and expenditure report that represent retained earnings, cash and grants are to be recorded in this section.

Income and Expenses								
as at 30 September 2019								
	ORIGINAL	REVISED	Budget Adjustments Processed for Quarter	PROJECTED				
	Budget	Budget		year end result	ACTUAL YTD	Variance (\$)	Variance (%)	Comments
Member council contributions								
Gunnedah Shire Council	30,000	30,000	0	30,000	30,540	540	102%	
Gwydir Shire Council	30,000	30,000	0	30,000	30,540	540	102%	
Liverpool Plains Shire Council	30,000	30,000	0	30,000	30,540	540	102%	
Tamworth Regional Council	30,000	30,000	0	30,000	30,540	540	102%	
Walcha Council	30,000	30,000	0	30,000	30,540	540	102%	
Namoi Water Alliance contributions								
Gunnedah Shire Council	5,408	5,408	0	5,408	5,407	(1)	100%	
Gwydir Shire Council	5,408	5,408	0	5,408	5,407	(1)	100%	
Liverpool Plains Shire Council	5,408	5,408	0	5,408	5,407	(1)	100%	
Tamworth Regional Council	5,408	5,408	0	5,408	5,407	(1)	100%	
Walcha Council	5,408	5,408	0	5,408	5,407	(1)	100%	
	177,040	177,040	0	177,040	179,735	2,695	102%	
Grants provided for operating purposes								
Contaminated Lands <i>(unspent grant from 2018/19)</i>	140,000	140,000	0	140,000	0	(140,000)	0%	
Increasing Resilience to Climate Change	285,000	285,000	0	285,000	228,000	(57,000)	80%	
OLG Capacity Building*	150,000	150,000	0	150,000	0	(150,000)	0%	
	575,000	575,000	0	575,000	228,000	(347,000)	40%	
Investment Interest	1,100	1,100	0	1,100	213	(887)	19%	
Other Income	99,450	99,450	0	99,450	0	(99,450)	0%	
Total Income from continuing operations	852,590	852,590	0	852,590	407,948	(444,642)	48%	
Employee benefits and on-costs								
Executive Officer - Travel Expenses	4,000	4,000	0	4,000	2,159	(1,841)	54%	
Executive Officer	170,000	170,000	0	170,000	53,853	(116,147)	32%	
Motor Vehicle Lease	12,500	12,500	0	12,500	3,262	(9,238)	26%	
	186,500	186,500	0	186,500	59,274	(127,226)	32%	
Administrative expenses								
Administration & Governance								
Bank Fees	300	300	0	300	82	(218)	27%	
Audit	6,000	6,000	0	6,000	0	(6,000)	0%	
Board Meetings	1,500	1,500	0	1,500	222	(1,278)	15%	
JOLT	825	825	0	825	69	(756)	8%	
Roads	600	600	0	600	0	(600)	0%	
Procurement	825	825	0	825	0	(825)	0%	
Printing and Stationery	250	250	0	250	0	(250)	0%	
Engagement and Communications	22,000	22,000	0	22,000	0	(22,000)	0%	
Telephone	420	420	0	420	64	(356)	15%	
Travel								
Chair - Travel Expenses	4,000	4,000	0	4,000	1,192	(2,808)	30%	
Projects								
Namoi Water Alliance	27,040	27,040	0	27,040	66	(26,974)	0%	
Contaminated Lands	140,000	140,000	0	140,000	11,679	(128,321)	8%	
Advocacy	8,000	8,000	0	8,000	0	(8,000)	0%	
Water for the Future Recommendations*	40,000	40,000	0	40,000	0	(40,000)	0%	
Increasing Resilience to Climate Change	285,000	285,000	0	285,000	0	(285,000)	0%	
RMCC Pilot*	30,000	30,000	0	30,000	0	(30,000)	0%	
Vendor Panel Membership*	50,000	50,000	0	50,000	0	(50,000)	0%	
Skills Pathways and Promotion	15,000	15,000	0	15,000	0	(15,000)	0%	
Graduate Program*	30,000	30,000	0	30,000	0	(30,000)	0%	
	661,760	661,760	0	661,760	13,374	(648,386)	2%	
Total Expenses from continuing operations	848,260	848,260	0	848,260	72,648	(775,612)	9%	
Net Operating result from continuing operations	4,330	4,330	0	4,330	335,300	330,970		
Cash Funding								
Unrestricted Cash	4,330	4330	0	4,330				
Reserves	0	0	0	0				
Unexpended Grants	0	0	0	0				
	4,330	4,330	0	4,330				

Income and Expenses
as at 31 December 2019

	ORIGINAL	REVISED	Budget Adjustments Processed for	PROJECTED				
	Budget	Budget	Quarter	year end result	ACTUAL YTD	Variance (\$)	Variance (%)	Comments
Member council contributions								
Gunnedah Shire Council	30,000	30,000	540	30,540	30,540	0	100%	Aligned Per Agreed Contribution
Gwydir Shire Council	30,000	30,000	540	30,540	30,540	0	100%	Aligned Per Agreed Contribution
Liverpool Plains Shire Council	30,000	30,000	540	30,540	30,540	0	100%	Aligned Per Agreed Contribution
Tamworth Regional Council	30,000	30,000	540	30,540	30,540	0	100%	Aligned Per Agreed Contribution
Walcha Council	30,000	30,000	540	30,540	30,540	0	100%	Aligned Per Agreed Contribution
Namoi Water Alliance contributions								
Gunnedah Shire Council	5,408	5,408	(1)	5,407	5,407	0	100%	
Gwydir Shire Council	5,408	5,408	(1)	5,407	5,407	0	100%	
Liverpool Plains Shire Council	5,408	5,408	(1)	5,407	5,407	0	100%	
Tamworth Regional Council	5,408	5,408	(1)	5,407	5,407	0	100%	
Walcha Council	5,408	5,408	(1)	5,407	5,407	0	100%	
	177,040	177,040	2,695	179,735	179,735	0	100%	
Grants provided for operating purposes								
Contaminated Lands (<i>unspent grant from 2018/19</i>)	140,000	140,000	(140,000)	0	0	0	0%	Remove Budget-Grant Received 18/19
Increasing Resilience to Climate Change	285,000	285,000	0	285,000	228,000	(57,000)	80%	
OLG Capacity Building*	150,000	150,000	0	150,000	0	(150,000)	0%	
	575,000	575,000	(140,000)	435,000	228,000	(207,000)	52%	
Investment Interest	1,100	1,100	0	1,100	413	(687)	38%	
Other Income	99,450	99,450	(99,450)	0	0	0	0%	Remove Budget-Represents Prior Year Surplus
Total Income from continuing operations	852,590	852,590	(236,755)	615,835	408,148	(207,687)	66%	
Employee benefits and on-costs								
Executive Officer - Travel Expenses	4,000	4,000	0	4,000	1,639	(2,361)	41%	
Executive Officer	170,000	170,000	30,000	200,000	99,849	(100,151)	50%	Align Budget to Employment Contract
Charge to grants	0	0	(30,000)	(30,000)	0	30,000	0%	Executive Officer Wage Charged to Grants
Motor Vehicle Lease	12,500	12,500	0	12,500	6,629	(5,871)	53%	
	186,500	186,500	0	186,500	108,117	(78,383)	58%	
Administrative expenses								
Administration & Governance								
Bank Fees	300	300	0	300	143	(157)	48%	
Audit	6,000	6,000	0	6,000	0	(6,000)	0%	
Board Meetings	1,500	1,500	0	1,500	222	(1,278)	15%	
JOLT	825	825	0	825	69	(756)	8%	
Roads	600	600	0	600	0	(600)	0%	
Procurement	825	825	0	825	0	(825)	0%	
Printing and Stationery	250	250	0	250	0	(250)	0%	
Engagement and Communications	22,000	22,000	0	22,000	6,636	(15,364)	30%	
Telephone	420	420	0	420	64	(356)	15%	
Administration Fees (ATO)	0	0	0	0	10	10	0%	
Travel								
Chair - Travel Expenses	4,000	4,000	0	4,000	1,192	(2,808)	30%	
Projects								
Namoi Water Alliance	27,040	27,040	0	27,040	6,870	(20,170)	25%	
Contaminated Lands	140,000	140,000	0	140,000	22,286	(117,714)	16%	
Advocacy	8,000	8,000	0	8,000	12,694	4,694	159%	
Water for the Future Recommendations*	40,000	40,000	(10,000)	30,000	0	(30,000)	0%	Approved Adjustment to Grant Program
Increasing Resilience to Climate Change	285,000	285,000	0	285,000	28,230	(256,770)	10%	
RMCC Pilot*	30,000	30,000	0	30,000	0	(30,000)	0%	
Vendor Panel Membership*	50,000	50,000	10,000	60,000	0	(60,000)	0%	Approved Adjustment to Grant Program
Skills Pathways and Promotion	15,000	15,000	0	15,000	5,919	(9,081)	39%	
Graduate Program*	30,000	30,000	0	30,000	0	(30,000)	0%	
	661,760	661,760	0	661,760	84,335	(577,425)	13%	
Total Expenses from continuing operations	848,260	848,260	0	848,260	192,452	(655,808)	23%	
Net Operating result from continuing operations	4,330	4,330	(236,755)	(232,425)	215,696	448,121		
Cash Funding								
Unrestricted Cash	4,330	4,330	(96,755)	(92,425)				
Reserves	0	0	0	0				
Unexpended Grants	0	0	(140,000)	(140,000)				
	4,330	4,330	(236,755)	(232,425)				

11.3 Calendar of Planned Activities – ATTACHMENT L

Author	Executive Officer/JOLT
Policy	-
Legal	-
Financial	-
Strategic Link	-
Attachments	ATTACHMENT L
RECOMMENDATION TO THE BOARD:	That the calendar of activities is noted.
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	To provide an outline of activities planned by the Joint Organisation between meetings.
BACKGROUND:	-
COMMENTARY:	-

ATTACHMENT L – Joint Organisation Planned Activity

Tue 4	Feb	Member Board Meeting	Gunnedah
Thu 6		Namoi Water Alliance Meeting	Tamworth
Thu 13		Cynthia Dearin “Get ready to Choose the Right Market...”	Sydney
Fri 14		Regional Leadership Executive meeting	Tamworth
Mon 17		JOLT meeting	Tamworth
		Joint meeting over the Namoi Regional Water Strategy and Namoi Water Alliance	Tamworth
Tue 3	Mar	Member Board Meeting	Gunnedah

12. ADDITIONAL REPORTS PERTAINING TO THE PRINCIPAL FUNCTIONS

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

13. REPORTS FROM DELEGATES

13.1 Ministers Advisory Committee for Joint Organisations – ATTACHMENT M

Author	Executive Officer/Chairperson
Policy	Ministers Advisory Committee for Joint Organisations
Legal	-
Financial	-
Strategic Link	Leadership and Advocacy
Attachments	ATTACHMENT M
RECOMMENDATION TO THE BOARD:	THAT, the briefing is endorsed.
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	To provide members with an update on the actions of the Ministers Advisory Committee for the financial sustainability of Joint Organisations in NSW.
BACKGROUND:	<p>Joint Organisations are responsible for their ongoing sustainability, and while some have been able to develop income streams to secure their future, others need more time to do so. With this in mind, the Minister for Local Government established a Joint Organisation Advisory Committee to provide advice to the Minister for Local Government on options and models to secure the ongoing sustainability of the JO network.</p> <p>Namoi Unlimited as well as Illawarra Shoalhaven, Mid-North Coast and Canberra Region Joint Organisations have been asked to be part of this advisory group.</p> <p>The first meeting of the group was held on Monday 30 September 2019.</p>
COMMENTARY:	A briefing paper about the activities of the Committee has been drafted, see ATTACHMENT J. The briefing paper will be presented to the Minister ahead of the next Joint Organisation meeting planned for March 2020.

RECOMMENDATION(S)

1. THAT, the Minister acknowledges the progress of the Joint Organisation Advisory Committee from 30 September to 17 December 2019. Specifically the findings of the Committee across four priority program areas of water, infrastructure and jobs, transport for NSW and waste.
2. THAT, the Minister endorses the next steps for the Committee:
 - To consult with Joint Organisations on the potential revenue streams.
 - To review expenses streams of Joint Organisations.
 - To seek, collate and analyse procurement models.
 - To consult with Joint Organisations on the potential for cross regional and boundary collaboration.
 - Draft the toolkit for financial sustainability.
3. THAT, the Minister requests that the NSW Office of Local Government provide to the Committee, areas where Joint Organisations; (a) could contribute to sector capacity, capability and development, and (b) reduce the NSW Office of Local Government workload's in regulation and compliance.
4. THAT, the Minister requests the NSW Office of Local Government provide advice to the Committee that identifies NSW Government functions and projects that Joint Organisations can undertake to assist the Government in their pursuit of strategic regional priorities and inter-governmental relations.
5. THAT, the Minister requests the NSW Office of Local Government seek advice from compliance and regulatory agencies for potential roles for Joint Organisations.
6. THAT, the Minister considers the development of a strategy for Joint Organisations on potential partnerships with the Australian Government through the NSW Government.

KEY OPPORTUNITIES

▪ Agreed Definition of Financial Sustainability

A definition of financial sustainability was agreed by all Joint Organisations and has been endorsed.

'A Joint Organisation will be financial sustainable over the long term when it is able to generate sufficient funds and deliver on the Strategic Regional Priorities agreed with its members and stakeholders.'

▪ Analysis

The Committee has collated, reviewed and analysed;

- **ATTACHMENT A** - the Income and Expenses of Joint Organisations in NSW

- **ATTACHMENT B** – the learnings from the pilot Joint Organisations report³ in relation to resource sharing, scale and capacity
- **ATTACHMENT C** - NSW Government grants programs across the four priorities of Joint Organisations
- **ATTACHMENT D** - Current and planned business units of Joint Organisations

▪ **Development of a Financial Sustainability Model**

The Committee recognises that each Joint Organisation is different, reflecting the priorities of the communities and the Councils they represent.

In this period, the Committee has focussed its efforts on existing and potential revenue streams for any future financial model for Joint Organisations.

The Committee believes each Joint Organisation will determine the potential for each revenue stream for their organisation, their region and their communities.

A summary of potential revenue streams for a financial sustainability model for Joint Organisation's **ATTACHMENT E**.

▪ **Funding Partnerships with the NSW Government**

Joint Organisations are well placed to identify, assess and prioritise eligible projects for regional growth and inter-governmental collaboration.

The Committee identified funding partnership opportunities across water, transport and roads, infrastructure, job creation/skills and waste. A copy of the review of NSW Government grants programs across the four priorities of Joint Organisations is provided in **ATTACHMENT C**.

The following NSW Government programs are seeking collaboration and advice on the identification, assessment and prioritisation:

- Water NSW - Safe and Secure Water Program specifically Regional Water Strategies and Integrated Water Cycle Management Strategies (IWCMs)
- Community input for Stronger Country Communities Program and assessment of priorities
- Regional Digital Connectivity Program
- Growing Local Economies
- Fixing Local Roads
- Fixing Country Roads

³ NSW Office of Local Government - Joint Organisations Pilot First Interim Report December 2014

▪ **Performance and Value**

The operational capacity and capability of Joint Organisations varies.

Joint Organisations recognise performance as delivering ‘value’ to the Local Government and NSW Government members. ‘Value’ is assumed to be part of the definition of financial sustainability, as ‘the ability of the Joint Organisation to deliver on the Strategic Regional Priorities agreed by its members and stakeholders’.

The NSW Government established Joint Organisations to undertake functions to achieve strategic regional priorities and inter-governmental relations.

Although not well publicised, some Joint Organisations are delivering ‘value’ for the NSW Government and this should be acknowledged.

▪ **Previous Reports**

Previous reports and research provide the Committee with information about opportunities to enhance financial sustainability and build partnerships with the NSW Government.

The Samson Report⁴ recommended under State-Local Government Relations:

- *(17.2) to use the State-Local Agreements and Regional Plans as the basis and framework for a range of actions to build a lasting partnership, and negotiate supplementary agreements as appropriate,*
- *(17.3) introduce new arrangements for collaborative, whole-of-government strategic planning at a regional level, and*
- *(17.6) to strengthen the focus of Office of Local Government (DLG) on sector development and seek to reduce its workload in regulation and compliance.*

The IPART regulation review Local Government Compliance and Enforcement report⁵ recommended:

- *A partnership (subject to cost benefit analysis) between the NSW Environment Protection Authority and local government, similar to the Food Regulation Partnership (as per Recommendation 1).*
- *State agencies administering legislation with regulatory responsibilities for local government; such as the NSW Ministry of Health, NSW Office of Liquor, Gaming and Racing, Office of Local Government, and Roads and Maritime Services, should adopt relevant elements of the Partnership Model.*

⁴ www.olg.nsw.gov.au/sites/default/files/Revitalising-Local-Government-ILGRP-Final-Report-October-2013.pdf

⁵ www.ipart.nsw.gov.au/files/sharedassets/website/shared-files/investigation-legislative-requirements-section-9-regulation-review-local-government-compliance-and-enforcement/final-report-local-government-compliance-and-enforcement-october-2014.pdf

- **Procurement and Purchasing**

Procurement and purchasing for Councils has the potential to develop better scale and capacity for member Councils, better economies of scale, support local businesses to grow and support local employment.

Where activities include the NSW Government as a partner, better procurement and purchasing practice represents value for the NSW Government also.

Procurement approaches have been implemented by some Joint Organisations and other opportunities are currently being considered and or developed by the majority of Joint Organisations.

- **Relationship and funding opportunities with the Australian Government**

Whilst it is recognised that the Australian Government funds networks at a national level, recently the Australian Government sought to review its arrangements for regional development and regional migration schemes.

The Committee heard advice to seek financial support for Joint Organisations under the Financial Assistance Grants.

The Australian Government future focus on waste and renewable energy is a potential long-term role for Joint Organisations that will benefit residents and communities in regional NSW.

KEY ISSUES

- **Timeliness**

All Joint Organisations have a reliance on grants and therefore the timeliness of access to grants programs is an issue. Some programs are operated around timeframes, some programs are consistently open and some are currently under review.

Resources are required to complete applications; in most cases Joint Organisations only have one employee.

Timeliness of assessment and approval processes. This includes the announcements of successful applications.

Time and resources are needed to develop relationships to a point where partnership and projects might arise. More than likely, funding will need to be sought to pursue a partnership project.

The partnership approach to projects needs to be a long-term commitment to Joint Organisations.

- **Eligibility under Programs**

Joint Organisations need to be eligible to be able to make application to any program funds.

It is acknowledged that this has improved, and it is assumed that if Local Government is eligible, then a Joint Organisation is eligible.

- **Funding eligibility**

Joint Organisations are seeking funding programs that align with the agreed strategic regional priorities endorsed by members.

There are limited programs that offer funds for project management, program administration, staff and contract administration. This includes funds for project and consultancy resources.

There are programs that do not reflect the collaborative approach to funding, such as Safe and Secure Water and Fixing Country Roads, where a regional approach has been developed, single applications for each participating Local Government Authority are required to be completed.

There does not appear to be many (if any programs) that enable innovation and testing within the sector, Joint Organisations are well placed to undertake pilot programs for reform and service delivery.

- **Performance**

The operational capacity and capability of Joint Organisations varies. This is demonstrated in the summary of the Income and Expenses of Joint Organisations in NSW - **ATTACHMENT A**.

A number of Joint Organisations have developed shared services and business units. A summary of these activities is included in **ATTACHMENT D**.

Joint Organisations recognise performance as delivering ‘*value*’ to the Local Government and NSW Government members. ‘*Value*’ is assumed to be part of the definition of financial sustainability, that ‘*it is the ability of the Joint Organisation to deliver on the Strategic Regional Priorities agreed by its members and stakeholders*’.

The NSW Government established Joint Organisations to undertake functions to achieve strategic regional priorities and inter-governmental relations. Where a Joint Organisation is delivering ‘*value*’ for the NSW Government, this should be recognised and rewarded.

- **Competition**

Where funding programs enable Local Government and Joint Organisations to apply for the same funding, the Committee identified a potential for conflict between member Councils and Joint Organisations.

Where program funds such as ‘*Stronger Country Communities*’ have a regional/local government allocation of funds, Joint Organisations elected not to apply as it was considered competing for community funds.

- **Resourcing**

The resourcing of each Joint Organisation is determined by the members, the annual budget and business plan of activity.

Resourcing, access, eligibility and timeliness impact performance and ultimately value for members.

Resourcing needs to be allocated to enable a Joint Organisation to pursue its core functions, as well as grants and financial sustainability.

- **Boundaries**

Regional Planning boundaries inhibit the ability of Joint Organisations to seek additional memberships outside the associated planning region. Initially Joint Organisations were proposed to be established to encompass regional planning boundaries. Councils were then afforded the ability to form Joint Organisations voluntarily within these boundaries.

The Committee heard that the number of members in a group has the potential to impact financial sustainability.

There is no incentive program and or mechanisms for cross regional and cross boundary collaboration, which is extremely difficult yet important work.

- **Costs of the Executive Officer**

Due to the complexity of collaborating and aligning Local Government Authorities and working with the NSW Government, an Executive Officer responsibilities, skills and accountabilities must be generally equivalent to those applicable to the Executive Band of the Local Government (State) Award 2017 and the total remuneration package payable with respect to the position must be equal to or greater than the minimum remuneration package (within the meaning of Part 3B of the Statutory and Other Offices Remuneration Act 1975) payable with respect to senior executives whose positions are graded Band 1 under the Government Sector Employment Act 2013.

Some organisations have a full-time Executive Officer, some part-time, the tasks ahead of a Joint Organisation to fulfil its core functions, obtain grants and achieve financial sustainability remain the same.

Costs of resourcing impact performance and ultimately value for members.

- **Recognition for change and a long-term driver for change**

Joint Organisations were established to collaborate and make change for the betterment of communities they represent. There is no specific funding program to achieve this intent.

The engagement between NSW Government agencies and Joint Organisations varies.

▪ Transition

Transition from a *Regional Organisation* to a *Joint Organisation* was expected. Some Council have deemed that a Joint Organisation is not part of their program of activities.

▪ Administration and Templates

Proposals like the implementation of an Audit and Risk function for Local Government and Joint Organisations do not reflect the size and simplicity of Joint Organisations compared to Councils.

Previous reports noted that Joint Organisations should not impose significant red tape or cost, nor should be a fourth tier of government.

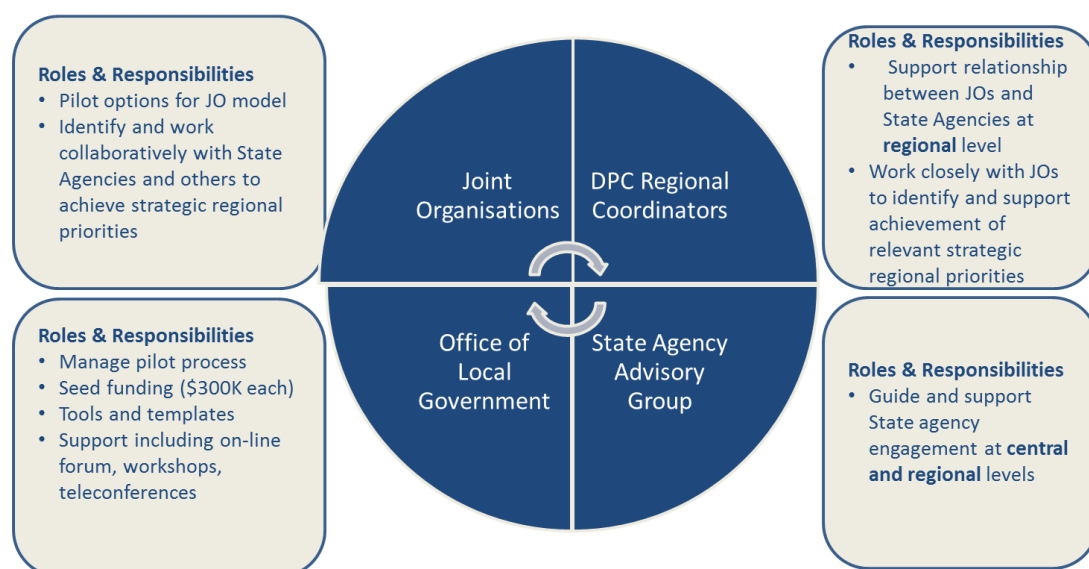
Proposals with substantial costs like the Audit and Risk function, impose additional costs on Councils, which are required to implement the function for their own operation and the Joint Organisation to which they are a member.

The NSW Office of Local Government provided significant templates for the establishment of Joint Organisations, by way of a Charter. Templates have not been provided for compliance requirements post the first meeting of Joint Organisations.

▪ State Agency Advisory Group⁶

As part of the proposal to establish Joint Organisations in 2015, it was proposed that Joint Organisations would be provided with several levels of assistance.

The establishment of a State Agency Advisory Group would greatly assist in the recognition of the role of Joint Organisations and the development of a future financial and sustainability model.



BACKGROUND

The NSW Minister for Local Government, The Hon Shelley Hancock convened the Joint Organisation Advisory Committee.

⁶ NSW Office of Local Government - Joint Organisations A new way of working together, April 2015

The primary purpose of the Joint Organisation Advisory Committee is to meet as representatives of the NSW network of Joint Organisations and explore opportunities for the ongoing financial sustainability of Joint Organisations.

The Joint Organisation Advisory Committee members are; the Office of Local Government, Canberra Region Joint Organisation, Illawarra/Shoalhaven Joint Organisation, Namoi Unlimited and Northern Rivers Joint Organisation. Its inaugural meeting was held on 30 September 2019, and two subsequent meetings were held in 2019.

This briefing is to provide advice and make recommendations to stakeholders and the Minister to address the primary purpose of the Committee.

CONSULTATION

The role of the Joint Organisation Advisory Committee is to consolidate the views of key stakeholders, including the Office of Local Government, to provide strategic advice to the Minister for Local Government on relevant issues as they arise.

FINANCIAL IMPLICATIONS

In the 2018-2019 financial year member Councils contributed approximately \$1,703,425 to Joint Organisations. A similar contribution from member Councils is expected in the 2019-2020 financial year.

In the same financial year the NSW Government contributed \$3million in establishment funds. A further commitment of \$150,000 has been made for the 2019-2020 financial year.

The contribution of Local Government and the NSW Government to the establishment of Joint Organisations is acknowledged.

ATTACHMENT A - the Income and Expenses of Joint Organisations in NSW

The Committee considered reports provided by Joint Organisations that highlighted revenue and expenses for Joint Organisations.

Revenue \$9,585,960

37.08%	Grants
17.77%	Members Contributions
15.90%	Program Contributions
12.16%	Investment/Other Income
5.22%	JO Seed Funding
4.02%	LGP Rebate
3.46%	Contract Administration Management Fees
3.60%	Training Services
0.59%	Interest
0.20%	Vehicle Lease Back

Expenses \$8,215,361

55.42%	Project Expenses
22.61%	Payroll Expenses (including vehicles)
12.06%	Consultancy
3.26%	Administration, Bank Fees, Business Registration and Financial
1.18%	Sundry/General Expenses
0.91%	Conference, meetings and Forums
0.88%	Depreciation
0.82%	Water Alliance
0.75%	Audit, Legal and Probity
0.54%	IT Equipment and Purchases, including websites, phones
0.49%	Office
0.33%	Recruitment
0.26%	Insurance
0.12%	Advocacy
0.12%	Professional Development
0.09%	Advertising
0.07%	Chairpersons Fees
0.05%	Printing Postage Stationary
0.04%	Media and Communications

ATTACHMENT B – the learnings from the pilot Joint Organisations report⁷ in relation to resource sharing, scale and capacity

The pilot JO model is structured around five key areas: objectives and functions, relationships and boundaries, entity and governing body, enabling and resourcing, and other. This report aims to provide feedback as to the progress (*‘green’ is implemented, ‘yellow’ is enabled, ‘red’ not implemented*) on learnings from the pilot.

	Central Workshop Outcomes	Progress	Advice for a Future Sustainability Model
Objectives and functions	Core functions enabled in legislation being: <ul style="list-style-type: none">▪ regional strategic planning▪ inter-governmental collaboration▪ regional leadership and advocacy.		-
	Optional functions should also be enabled, including: <ul style="list-style-type: none">▪ regional service delivery▪ creating regional strategic capacity▪ others.		The NSW Government needs to determine where regional service delivery will be considered, and may develop programs and opportunities.
	Each JO will prepare a Regional Strategic Plan.		-
Relationships and boundaries	The DPC Regional Coordinator and JO Executive Officer will attend and engage actively in each other’s meetings in an ex officio capacity.		It is noted that this is critical to the success of a Joint Organisation, the Committee received reports that the commitment, engagement and involvement of both parties varies.
	Appropriate senior representatives of other councils, partners and key stakeholders will attend and engage in relevant meetings by invitation of the JO.		The involvement of the Australian Government and other agencies could contribute to the financial sustainability of the network.
	The boundaries of the pilot JOs will provide the strategic capacity to engage effectively, reflect strong communities of interest, and not adversely impact others. JO boundaries and membership will not alter without strong justification.		It needs to be acknowledged that membership revenue is limited by this intent.
Entity and governing body	The entity will be enabled through the Local Government Act. Minimum governance standards will be maintained, including regular meetings.		The Committee is currently unaware of any approaches by Councils to change membership boundaries. Emphasised the importance of there being additional mechanisms for cross regional and cross boundary collaboration.
	At a minimum, one elected member will represent each council with one vote each (usually the mayor). Representatives will be authorised to make binding decisions.		The governance standards introduced for Joint Organisations mirror those required of Councils. These arrangements have increased the administrative requirements of Joint Organisations.
	Each JO will determine its membership beyond the minimum.		-
	Each JO will elect its own chair. Each JO will determine its approach to alternates in specific circumstances. Each JO will appoint a suitably skilled Executive Officer.		-
			An Executive Officer responsibilities, skills and accountabilities must be generally equivalent to those applicable to the Executive Band of the Local Government (State) Award 2017 and the total remuneration package payable with respect to the position must be equal to or greater than the minimum remuneration package (within the meaning of Part 3B of the Statutory and Other Offices Remuneration Act 1975) payable with respect to senior executives whose positions are graded Band 1 under the Government Sector Employment Act 2013.
Enabling and resourcing	There will be a need for recognition of JOs from other bodies and levels of government, including in legislation.		Whilst the NSW Government nominees to Joint Organisations are the Regional Directors of Department of Planning, Infrastructure and Environment (DPIE) the former NSW Department of Premier and Cabinet the Committee has heard that the recognition, engagement and support from the NSW Government representatives vary. The core functions require a role and engagement with the Australian Government to fulfil the expectation of a Whole of Government response.
	JO staff will be direct employees under the Local Government Award. Each JO will determine its appropriate contributions and apportionment.		Contributions for service delivery and special projects will be determined on a ‘user pays’ basis or case by case is part of the deliberations over the financial sustainability model.
	Each JO will determine the way in which regional funding/grants will be managed.		
Other ⁸	Other regional entities may continue to operate and may choose to align with JOs at some point in the future.		ROCs will continue to operate concurrently and in alignment with JOs during the pilot process. It some regions, the need to prepare a transition plan for the ROC was also discussed. Consider the role of, and interaction with, county councils on the pilot JO. Discussed the need to transition other regional alliances during or after the pilot process. Emphasised the importance of the JO being enabled not only through the Local Government Act, but also in other legislation.

⁷ NSW Office of Local Government - Joint Organisations Pilot First Interim Report December 2014

⁸ Comments from the Central Workshop (1) JOs should not impose significant red tape or cost, and (2) JOs should not be a fourth tier of government, have been removed from this report but are reflected in the original table in the report

ATTACHMENT C - NSW Government grants programs across the four priorities of Joint Organisations.

Joint Organisation Priority	Funding Program Identified	Timeliness to access	Program eligibility	Funding eligibility	Other
Water Funds ⁹	Water NSW Safe and Secure Water Program Funding Stream 1	✓	Funding is available for capital expenditure for risks and issues. Operation, maintenance and administrative costs should be considered in selecting the preferred option to provide a more cost-effective resolution to an eligible risk or issue.	✓	A program management office (PMO) has been established within NSW Department of Planning, Industry and Environment (DPIE) to manage the program and its funding process. A number of currently known risks and issues have already been identified.
	Water NSW Safe and Secure Water Program Funding Stream 2	✓	IWCM strategies to addresses the complex linkages between elements of the urban water cycle (water supply, sewage and stormwater) and community expectations.	✓	This multi-level approach enables cost-effective integration of these urban water systems in consultation with the local community. It proposes to identify infrastructure and non-infrastructure solutions as well as funding strategies.
	Safe and Secure Water Program Funding Stream 3	✓	Assets prescribed in the Dams Safety Act 2015, high-risk dams.	×	N/A
	Aboriginal Communities Water and Sewerage Program ¹⁰	×	Local Aboriginal Lands Councils	×	N/A
Infrastructure and Job Creation - Regional Growth Fund ¹¹	Regional Sports Infrastructure	Closed	Project investment in new and existing venues to improve the participation and performance in sports.	✓	Council area eligibility www.nsw.gov.au/improving-nsw/regional-growth-fund-eligibility/ Funding as a Local Government entity would encompass Joint Organisations. Where funding programs enable Local Government and Joint Organisations to apply for funding, the Committee identified competition and potential for conflict between individual member Councils of Joint Organisations and the Joint Organisations for competitive grants processes.
	Stronger Country Communities	Closed	Project costs may include those associated with: building local infrastructure, building a new website or app, delivering programs, exhibition displays, hosting an event.	✓	
	Regional Cultural Fund	Closed	Regional Cultural Fund aims to strengthen regional arts, screen, culture and heritage, and revitalise local communities through strategic investment.	✓	
	Regional Digital Connectivity program ¹²	Under Development	The NSW Government is currently conducting a range of scoping studies with investigations under way in Dubbo and Wagga Wagga as potential locations for regional data hubs to increase the capacity, speed and accessibility for regional internet services.	?	
	Resources for Regions	Under Review	Projects in mining-related communities across NSW. Projects supported include roads, water and sewerage systems, and social infrastructure such as childcare centres.	?	
	Growing Local Economies	Under Review	Projects must be for infrastructure that: is for the use and benefit of multiple organisations or businesses, enables or brings forward investment or productivity improvements for new or existing industry, delivers a net economic benefit to residents and business located in NSW, would likely not proceed without NSW Government funding.	✓	
Transport for NSW ¹³	Fixing Local Roads ¹⁴	Closed	Councils will be able to apply for grants to repair priority local roads. Eligible projects should meet the following criteria. The project must be: located on a local road managed by council, identifiable as a priority or important local road for the local government area or region, deliverable within 24 months of notification from Transport for NSW, maintenance driven such as repairing, patching, maintaining or sealing existing roads.	×	Councils are also encouraged to work with their Joint Organisation of Councils (JOs) to identify these regional priorities that are repairing pot holes on a key local road, sealing an unsealed road that will improve safety or improve access to services or industry, patching or repairing cracking on a key local road.
	Fixing Country Roads ¹⁵	Closed	The program provides targeted funding for projects on Council managed roads and bridges that provide benefits to the movement of freight. Fixing Country Roads aligns with and complements the Fixing Country Rail program in reducing the cost to market for regional businesses. Fixing Country Roads 2019 is expected to provide up to \$150 million for roads, bridges, bridge and route load assessments, and truck washes.	✓	A proponent is eligible to apply if the proponent is a local council or a Joint Organisation of Councils (JOCs) representing an eligible council.
	Local Government Road Safety Program ¹⁶	Closed	The Local Government Road Safety Program (LGRSP) is a partnership between Transport for NSW, Roads and Maritime Services and participating local Councils in NSW. The program provides up to 50 per cent funding contribution to the salary of a Road Safety Officer and funding for local road safety projects.	?	From July 2021, it is proposed that PFAs be issued to councils every four years to give greater certainty and to ensure road safety goals can be integrated into councils' four-year strategic planning and budget cycles. To begin this transition, councils were offered new PFAs in December 2018 covering the financial years 2019-20 and 2020-21 to align with current cycles and the NSW Road Safety Plan 2021.
	Fixing Country Rail	Under Review	Fixing Country Rail aims to relieve bottlenecks by upgrading parts of the regional rail network constraining efficient freight movement. Regional NSW produced an estimated 216 million tonnes	?	The process for Fixing Country Rail changed in 2019. Fixing Country Rail 2019 is a strategic rail program, with decisions on

⁹ www.industry.nsw.gov.au/_data/assets/pdf_file/0003/205860/sswp-program-guidelines-2019.pdf

¹⁰ www.industry.nsw.gov.au/water/water-utilities/infrastructure-programs/aboriginal-communities

¹¹ www.nsw.gov.au/improving-nsw/regional-nsw/regional-growth-fund/

¹² www.nsw.gov.au/improving-nsw/regional-nsw/snowy-hydro-legacy-fund/regional-digital-connectivity-program/

¹³ www.transport.nsw.gov.au/projects/programs

¹⁴ www.rms.nsw.gov.au/business-industry/partners-suppliers/lgr/grant-programs/fixing-local-roads.html

¹⁵ www.transport.nsw.gov.au/projects/programs/fixing-country-roads

¹⁶ www.rms.nsw.gov.au/business-industry/partners-suppliers/lgr/grant-programs/local-government-road-safety-program.html

			of freight in 2016, and this is expected to increase by 12 per cent to 245 million tonnes by 2036.		projects informed by the ‘Regional Rail Corridor Strategy’, the ‘Freight and Ports Plan 2018 - 2023’ and other key rail network strategies developed by Transport for NSW. The new process is that a list of projects was developed from the relevant strategies. No longer have a submission based program; Transport for NSW during normal consultation with industry stakeholders can identify new projects for consideration.
NSW Environmental Trust NSW Environment Protection Authority	Waste Less, Recycle More ¹⁷	Various	<p>Programs where Councils and the Public Sector are eligible to apply;</p> <ul style="list-style-type: none"> • Aboriginal Land Clean Up and Prevention Program • Australian Packing Covenant • Better Waste and Recycling Fund • Bin Trim business grants • Circulate, NSW EPA Industrial Ecology Program • Civil Construction Market Program • Combatting Illegal Dumping: Clean Up and Prevention Program • Community Recycling Centre Fund • Council litter grants • Funding for regional collaboration • Funding for voluntary regional waste groups • Landfill consolidation and environmental improvements • Local Government Organics Collection System Grants Program • Love Food Hate Waste education • Major Resource Recovery Infrastructure Program • Pilot Program to Reduce Illegal Dumping on Charitable Recyclers • Product Improvement Program Grants • Waste Recovery Facility Expansion and Enhancement Program • Weighbridge Fund 	Various	

¹⁷ www.environment.nsw.gov.au/funding-and-support/nsw-environmental-trust/waste-grant-programs

ATTACHMENT D - Current and planned business units of Joint Organisations

	Existing Business Units	Planned Business Units
Central West	Procurement	-
Hunter	Local Government Legal Environment Division Screen Hunter Regional Procurement Local Government Training Institute Hunter Records	-
Namoi Unlimited	-	Procurement with a local/regional supplier focus RMCC Best Practice Model Shared services
Northern Rivers	Shared service positions <ul style="list-style-type: none"> Contaminated Lands Project Officer and Biodiversity Conservation Reform Officer North East Waste My Road Info	Resource sharing to address skills shortages in key areas Shared legal services
Orana	-	Fee for service for RESOURCE SHARING PLANNING Professional Services
Riverina	Shared service positions <ul style="list-style-type: none"> Road Safety Officers Contaminated Land Project officers and Biodiversity Conservation Reform Officers Native Title and Crown Lands Policy documents Training materials Voluntary Waste Group Procurement	-
Riverina and Murray	-	Procurement with a local supplier focus Digital connectivity ISP (internet service provider)
Illawarra Shoalhaven	Illawarra District Weeds Authority Regional Procurement Regional Waste Illegal Dumping Program	Fee for service – heritage, native title, grant writing, internal audit

ATTACHMENT E - A summary of potential revenue streams for a financial sustainability model for Joint Organisations

A Joint Organisation is enabled to develop a financially sustainable business model with potential revenue streams from:

- **Grants and Funding**

A grant or funding is a sum of money given by a government or other organisation for a particular purpose or activity to be undertaken.

- **Contract Administration/Management**

Contract administration/management is practice of implementation, oversight and reporting of legally enforceable performance commitments on behalf of a party. Contract management may include; administration, policies and practices, technical capacity and capabilities on specific terms.

- **Consultancy**

A consultant has a level of expertise that a particular group of people find valuable, and the people within that group are willing to pay the consultant to access their expertise.

- **Members Contributions**

A Members Contribution is a fee to be paid by one organisation to be part of a group or to undertake specific activities for outcomes.

- **Procurement and Rebates**

Procurement is a collective process requiring negotiation, the sourcing activities, and the strategic selection of services and goods.

Aggregated purchasing and procurement is the grouping of demand together to purchase goods and services together. Aggregated procurement assumes greater economies of scale can be achieved by working as a group or on behalf of a group in the market place.

Purchasing is the process of how services and the goods will be ordered and purchased.

A rebate is a sum of money paid back to an organisation conducting the procurement or the purchasing process.

- **Project Management**

An activity for a specified period to create a product, service or result that has a defined beginning and end and therefore the project has a defined scope and resources. There are broadly five areas of project management; initiating, planning, executing, monitoring and closing.

- **Shared Services or Services Shared¹⁸**

Shared services are when two or more councils jointly managing the delivery of council services or council functions.

Council services are defined as waste collection, water supply services and libraries. Council functions are defined as back-office services like procurement, human resources (HR), information technology (IT).

Areas of successful shared services in the local government sector include IT, HR, procurement and waste management.

- **Program Contributions**

The following describes the process of program delivery, it considers if there is a role for a Joint Organisation in the identified program elements.

Element of Program Delivery		Is their a role for the JO? Yes or No
1. Program Design	Determining the beneficiaries of the funding program	Yes
Program Criteria	Achievable, balanced, based on investment and need	Yes

¹⁸ www.audit.nsw.gov.au/our-work/reports/shared-services-in-local-government

	Design	Funding, partnerships, collaboration	Yes
	Practicalities	Process, forms, timeframes, resourcing	Yes
2.	Promotion and Awareness	Marketing, media, promotion, networks	Yes
3.	Application Processes	Project Design	Yes
		Expressions of Interest	Yes
		Application Forms	Yes
		Business Case	Yes
		Economic Analysis	Yes
		Prioritisation	Yes
4.	Assessment	Expression of Interest Assessment	Yes
		Prioritisation	
		Business case	No
		Economic analysis	
5.	Decision	Announcement	No
6.	Contracting	Contractual arrangements, negotiation on milestones, reporting and payments	Yes
7.	Project Management		Yes/No
8.	Procurement	Local employment opportunities	Yes
9.	Acquittal Evaluation and measurement	Project evaluation	Yes
		Program measurement and impact	

13.2 Additional Briefings from the Board – ATTACHMENT N

Author	Executive Officer
Policy	-
Legal	-
Financial	-
Strategic Link	Leadership and Advocacy
Attachments	ATTACHMENT N

RECOMMENDATION TO
THE BOARD:

AMENDED/ENDORSED

MOVED:

SECONDED:

REJECTED/CARRIED

PURPOSE: To provide members with the opportunity to raise issues, concerns or opportunities for briefing notes to be prepared.

BACKGROUND: -

COMMENTARY: Commentary will be provided during the meeting. Any resolutions will be determined at the meeting.

SUBJECT: Contentious Issues Brief from Namoi Unlimited

RECOMMENDATION

That ...

- Proposed actions

KEY ISSUES

- Urgency

CONSULTATION

FINANCIAL IMPLICATIONS

LEGAL IMPLICATIONS

BACKGROUND

14. QUESTIONS WITH NOTICE

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

15. CLOSED REPORTS

15.1 Purchase of VendorPanel

This item has been removed from the public copy of the business paper for the meeting to be held on the 4th February 2020.

This item of the business paper will be a closed report.

As per the adopted Namoi Unlimited Code of Meeting Practice, item 14.1. GROUNDS ON WHICH MEETINGS CAN BE CLOSED TO THE PUBLIC says under item 14.1.1 that the Joint Organisation may close to the public so much of its Meeting as comprises the discussion or the receipt of a matter that is (d) considered commercial information of a confidential nature that would, if disclosed: under (i) may prejudice the commercial position of the person who supplied it.

16. CONCLUSION OF THE MEETING