

AGENDA

NOTICE is hereby given that a meeting of the BOARD OF NAMOI JOINT ORGANISATION OF COUNCILS TRADING AS NAMOI UNLIMITED will be held on TUESDAY 2 JUNE 2020 commencing at 12.30pm in the Council Chambers, Walcha Council.

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BUSINESS PAPER

1. WELCOME, ACKNOWLEDGEMENT AND/OR PRAYER

Councillor Eric Noakes, Mayor of Walcha Council will welcome Members and Councillors 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	✓	
Darren Keegan	NSW Government	✓	
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		

2. APOLOGIES AND APPLICATIONS FOR LEAVE OF ABSENCE

Author	Executive Officer
Policy	Code of Meeting Practice
Legal	-
Financial	-
Strategic Link	-
Attachments	-
RECOMMENDATION TO THE BOARD:	THAT, applications for a leave of absence and apologies for the 2 June 2020 meeting are accepted.
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	-
BACKGROUND:	-
COMMENTARY:	<p>Applications for a leave of absence for this meeting, have been received from:</p> <ul style="list-style-type: none">• XXXX <p>Apologies for this meeting have been received from:</p> <ul style="list-style-type: none">• Paul Bennett

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	Code of Meeting Practice
Legal	-
Financial	-
Strategic Link	-
Attachments	ATTACHMENT A – Minutes of the previous Board Meeting
RECOMMENDATION TO THE BOARD:	THAT, the minutes of the Board meeting held Tuesday 3 March 2020 are endorsed.
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	-
BACKGROUND:	-
COMMENTARY:	-

MINUTES

Minutes of the meeting of the BOARD OF NAMOI JOINT ORGANISATION OF COUNCILS TRADING AS NAMOI UNLIMITED held on TUESDAY 3 MARCH 2020 in the Council Chambers, Walcha Council.

1. WELCOME, ACKNOWLEDGEMENT AND/OR PRAYER

Councillor Eric Noakes, Mayor of Walcha Council will welcome Members and Councillors to the meeting. Cr Chaffey acknowledged the traditional lands on which the meeting was held, and paid respects to Elders past, present and future.

MEMBERS		PRESENT	APOLOGY
Cr Jamie Chaffey	Gunnedah Shire Council	✓	
Cr John Coulton	Gwydir Shire Council	✓	
Cr Andrew Hope	Liverpool Plains Shire Council		✓
Cr Paul Moules		✓	
Cr Col Murray	Tamworth Regional Council		✓
Cr Eric Noakes	Walcha Council	✓	
Craig Jenkins	NSW Government		✓
Pam Welsh		✓	
NON-VOTING REPRESENTATIVES			
Eric Groth	Gunnedah Shire Council	✓	
Max Eastcott	Gwydir Shire Council		✓
Joanne Sangster	Liverpool Plains Shire Council		✓
Donna Ausling		✓	
Paul Bennett	Tamworth Regional Council		✓
Anne Modderno	Walcha Council	✓	
Rebel Thomson	Namoi Unlimited	✓	
BY INVITATION			
Jodie Healy	Office of Local Government		✓
Cr Bill Heazlett	Walcha Council	✓	

2. APOLOGIES AND APPLICATIONS FOR LEAVE OF ABSENCE

MOTION: THAT, applications for a leave of absence and apologies for the 3 March 2020 meeting are accepted.

AMENDED

MOVED: Walcha Council

SECONDED: Gwydir Shire Council

CARRIED

ADDITIONAL COMMENTARY: Applications for a leave of absence for this meeting, have been received from:

- Councillor Andrew Hope
- Councillor Col Murray
- Craig Jenkins

Apologies for the March Board meeting have been received from:

- Joanne Sangster
 - Paul Bennett
 - Max Eastcott
 - 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 meeting held Tuesday 4 February 2020 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 Roads of Strategic Importance – Toowoomba to Seymour Corridor

MOTION:	THAT,
	i. The priorities identified to enable and connect road infrastructure aligned to the Toowoomba to Seymour Corridor Road of Strategic Importance corridor are endorsed to the Commonwealth Government.
	ii. The Namoi Roads Network Strategy provided to the Commonwealth Department is acknowledged and the additional corridors are considered for funding.
	iii. Namoi Unlimited continues to advocate for funding of the Namoi Roads Network Strategy and the priorities in its entirety.

AMENDED

MOVED: Gwydir Shire Council

SECONDED: Liverpool Plains Shire Council

CARRIED

9.2 Roads of Strategic Importance – New England Highway Corridor

RECOMMENDATION TO THE BOARD:	That,
	i. The priorities identified to enable and connect road infrastructure aligned to the New England Highway Road of Strategic Importance corridor are endorsed to the Commonwealth Government.
	ii. The Namoi Roads Network Strategy provided to the Commonwealth Department is acknowledged and the additional corridors are considered for funding.
	iii. Namoi Unlimited continues to advocate for funding of the Namoi Roads Network Strategy and the priorities in its entirety.

ENDORSED

MOVED: Walcha Council

SECONDED: Gwydir Shire Council

CARRIED

10. ADVOCACY AND LEADERSHIP

10.1 Correspondence from the NSW Rural Fire Service

MOTION:	THAT, the correspondence is noted.
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ENDORSED

MOVED: Gwydir Shire Council

SECONDED: Walcha Council

CARRIED

10.2 Correspondence from the Minister for Agriculture

MOTION: THAT, the response from the Minister is noted and directions endorsed.

ENDORSED

MOVED: Walcha Council

SECONDED: Gwydir Shire Council

CARRIED

11. EXECUTIVE OFFICER REPORTS

11.1 Action List

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

ENDORSED

MOVED: Gwydir Shire Council

SECONDED: Liverpool Plains Shire Council

CARRIED

11.2 Calendar of Planned Activities

MOTION: That the calendar of activities is noted.

ENDORSED

MOVED: Liverpool Plains Shire

SECONDED: Walcha Council

CARRIED

11.3 Procurement Working Group

MOTION: THAT,

- i. The Board endorses the establishment of a Procurement Working Group for members.
- ii. At the first meeting of the working group a Sponsor/Chair is

elected.

AMENDED

MOVED: Gwydir Shire Council

SECONDED: Walcha Council

CARRIED

12. ADDITIONAL REPORTS PERTAINING TO THE PRINCIPAL FUNCTIONS

12.1 Adoption of the New Code of Conduct

MOTION: THAT, the report and compliance with the Code of Conduct for Local Government in NSW and Namoi Unlimited as a Joint Organisation is implemented.

AMENDED

MOVED: Liverpool Plains Shire Council

SECONDED: Walcha Council

CARRIED

13. REPORTS FROM DELEGATES

13.1 Roads of Strategic Importance (ROSI) – Narrabri Consultation

MOTION: THAT, the report is noted.

ENDORSED

MOVED: Gwydir Shire Council

SECONDED: Walcha Council

CARRIED

13.2 Future Meetings

MOTION: That the Board suspend standing orders into Committee of the Hole for a discussion about meeting dates and times.

ENDORSED

MOVED: Liverpool Plains Shire Council

SECONDED: Walcha Council

CARRIED

COMMENTARY:	Members discussed the frequency of meetings, agreeing that with the amount of businesses to be negotiated in the future, monthly meetings would remain scheduled, so as not to disrupt momentum on decision making and continuity.
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MOTION:	That the resume standing orders, moving out of Committee of the Hole.
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ENDORSED

MOVED: Walcha Council

SECONDED: Gwydir Shire Council

CARRIED

13.3 Acknowledgement and Condolence

MOTION:	That the Chair writes to the family of the late Austin Mack OAM, acknowledging his extraordinary contribution to Local Government and the region.
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ENDORSED

MOVED: Gwydir Shire Council

SECONDED: Liverpool Plains Shire Council

CARRIED

COMMENTARY:	<p>Gwydir Shire Council sought acknowledgment of the contribution to Local Government and Gwydir Shire Council by the late Austin Mack OAM.</p> <p>A strong advocate for Gwydir Shire and its previous amalgamated Councils and the broader region, his contribution to the Shires Association and career in pursuit of the best in Local Government is recognised.</p> <p>Mr Mack provided continued service, often in a voluntary capacity, for his community, Councillor Coulton commenting that Mr Mack was a strong mentor for himself and the community.</p> <p>Mr Mack will be sadly missed and a letter of condolence is to be sent to his family.</p>
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14. QUESTIONS WITH NOTICE

Nil.

15. CLOSED REPORTS

Nil.

16. CONCLUSION OF THE MEETING

The meeting closed at 2pm.

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 Engaged People and Skills – ATTACHMENT B

Author	Executive Officer/JOLT
Policy	-
Legal	-
Financial	\$10,000 approved budget
Strategic Link	Engaged People and Skills
Attachments	ATTACHMENT B
RECOMMENDATION TO THE BOARD:	That; <ol style="list-style-type: none"> I. the report is NOTED; and II. progress and the next steps are endorsed.
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	To provide the members with an update on the Strategic Regional Priority – Engaged People and Skills, specifically the Skills Pathway Project.
BACKGROUND:	<p>Strategic Priority 3: Engaged People seeking Skills for the Future says;</p> <p>People and their skills are fundamental to the growth of our economies, our communities and lifestyle.</p> <p>Local Government is one of the largest employers in the Namoi region and has an important role to play in the attraction of people to the region, and the development of skills to meet the future demands of the regions workforce.</p> <p>The members of Namoi Unlimited will identify, promote and engage in opportunities to address skill shortages within both Councils and across communities.</p> <p>Specific activity identified for this financial year includes:</p> <p>An audit of workforce development plans to identify and address collectively operational opportunities or strategic service opportunities to build scale and capacity of member Councils and the Joint Organisation:</p> <ul style="list-style-type: none"> ▪ 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.
COMMENTARY:	<p>Namoi Unlimited engaged a consultant to provide the Councils with advice and develop a Skills Pathway to Careers in Local Government. The Pathway document is provided in ATTACHMENT B.</p> <p>The consultant identified the following benefits to employment with Local</p>

Government:

- Work in an industry with a common vision and values for its employees and the community.
- Contribute to the development across a wide range of local community facilities and events.
- Experience a regional country lifestyle and be part of an engaging community.
- Contact with community groups, helping them shape their future within the community.
- Respond to local community issues and make a difference.
- Opportunities for career and professional development and growth.
- Provision of training opportunities to support employees in their roles at Council.
- Foster and support a learning environment where discussion is encouraged.
- Opportunities are created for employees to have their say around workplace practices and environments.
- Provision of support and guidance by a range of professionals on a daily basis.
- Access to local government forums, groups, associations and membership services.
- Stable salary conditions, attractive employment conditions, as outlined by the Local Government State Award.
- Offer of health and well being programs to support a work life balance.

The consultant identified the **direct** barriers to careers and employment within Local Government are;

- Salary and conditions of employment

At times Councils may not be able to match the salaries as offered by private enterprise.

Council's can however offer a wide range of benefits and programs that support a safe, healthy, supportive and flexible working environment.

Opportunities are available to individuals to develop both personally and professionally whilst progressing with their career in Local Government.

- Temporary/Contract Positions

There is a lack of understanding from potential candidates of the career opportunities within Council's and the diversity of skills that can be obtained whilst working with a Council.

Once the industry knowledge and skills are obtained this usually translates into other opportunities of employment in a similar or same field.

Next steps for the project:

1. Coordinate discussions with the Department of Education, School Principals and Career Advisors to understand what tools and resources would assist them to communicate the opportunities availability through Local Government.
2. Coordinate focus group discussions with the three identified target markets to understand what tools would attract them to a career in

Local Government.

3. Coordinate a meeting of HR representatives to review the pathways identified and the information provided by the Consultant.
 4. Coordinate discussions with Joblink Plus and any other training provider regarding the programs of assistance and mentoring that are applicable for the three identified key markets.
 5. Complete an application for funding from the NSW Investing in Women Funding Program.
 6. Coordinate discussions with LGNSW, negotiating access to the [Careers at Council](#) website for Councils, and being partner to a Commonwealth funding program.
-

SECTION OF COUNCIL	POSITIONS/AREAS	EXPERIENCE	KEY TRANSFERABLE SKILLS	SCHOOL-BASED TRAINING	VOCATIONAL TRAINING	TERTIARY EDUCATION OPTIONS
<i>PLANNING, COMPLIANCE AND ENVIRONMENT</i>	Building Inspector	Building, assessment management industry	Technology literacy, conflict resolution, customer service, interpersonal skills.	<i>Not Available</i>	<i>Not Available</i>	A1/A2/A3/A4 Accreditation Certifier - Professional Building Board
	Building Surveyor	<i>Building compliance industry</i>	Technology literacy, conflict resolution, report writing, leadership & management skills, interpersonal skills	<i>Not Available</i>	<i>Not Available</i>	Graduate Diploma of Building Surveying Advanced Diploma of Building Surveying
	Compliance Officers - rangers, environmental health	Security, law enforcement, Environmental Compliance experience from other fields	Technology literacy, conflict resolution, customer service, leadership & interpersonal skills.	<i>Not Available</i>	Cert III - Cert IV Local Government (Regulatory Services) Cert IV - Diploma Local Government (Health & Environment)	Degree fields such as Environmental Health, Environmental Science, Health Science, Public Health
	Town Planner	Assisted planning & environment related fields.	Technology literacy, time management, report writing, conflict resolution, interpersonal skills	<i>Not Available</i>	Cert IV Local Government (Planning)	Bachelor - Master of Urban and Regional Planning
<i>INFRASTRUCTURE DELIVERY</i>	Engineers – Civil, Design, Environmental, Water and Waste	Engineering/Water Authority/ Design/Construction technical related fields.	Industry knowledge, project management, budget control, report writing, technology literacy, time management, leadership & team management, conflict resolution, interpersonal skills,	Cert II - Local Government (Operational Works)	<i>Not Available</i>	Bachelor Degree - Engineering

SECTION OF COUNCIL	POSITIONS/AREAS	EXPERIENCE	KEY TRANSFERABLE SKILLS	SCHOOL-BASED TRAINING	VOCATIONAL TRAINING	TERITARY EDUCATION OPTIONS
	Water and Waste Operations	Plumbing, Electrician (Industrial)	Trade knowledge, interpersonal skills	<i>Not Available</i>	Cert II - Diploma Water Industry Operations Cert IV - Water Industry Treatment	<i>Not Available</i>
WORKS AND DEPOTS	Mechanic	Workshop foreman, spare parts interpreter	Trade knowledge & interpersonal skills	Cert III - Heavy Commercial Vehicle Mechanical Technology Cert III - Light Vehicle Mechanical Technology	Cert III - Light Vehicle Mechanical Technology Cert III - Heavy Commercial Vehicle Mechanical Technology	<i>Not Available</i>
CORPORATE AND GOVERNANCE	Internal Audit & Compliance	Investigation, Inspector, Corporate Risk, Auditing, Regulatory related areas.	Technology literacy, analytical & interpersonal skills.	<i>Not Available</i>	Cert IV - Compliance & Risk Management	Graduate Cert in Compliance & Risk Management Diploma of Quality Auditing
	Local Government ¹			Cert - Local Government (General)	Cert I to Graduate Cert - Local Government	Masters Business Administration, Bachelor Degree Post graduate qualifications
	Customer Service - administration, executive support	Office administration, public relations, marketing	Technology literacy, conflict resolution, customer service, interpersonal skills.	<i>Not Available</i>	Cert II - Cert IV Business/Business Management	<i>Not Available</i>
	Financial Services - debtors, creditors, payroll	Finance office administration	Technology literacy, conflict resolution, customer service, interpersonal skills.	<i>Not Available</i>	Cert II - Cert IV Financial Services, Cert III - Accounts Administration	Bachelor Degree in Accounting

¹ Local Government Training Package has 45 qualifications in its training package.

SECTION OF COUNCIL	POSITIONS/AREAS	EXPERIENCE	KEY TRANSFERABLE SKILLS	SCHOOL-BASED TRAINING	VOCATIONAL TRAINING	TERTIARY EDUCATION OPTIONS
	Human Resources (IR, L&D, Recruitment, Workers Comp)	Recruitment, Office management, Workers Compensation Insurance, Corporate Trainer, Mediation	Technology literacy, conflict resolution, project management, report writing, time management, relationship building, organisational, decision making, leadership & interpersonal skills.	<i>Not Available</i>	Cert IV - Adv Diploma Human Resource Management Cert IV - Diploma Leadership & Management, Grad Cert - Leadership Diversity	Bachelor Degree in Business Management, Human Resource Management, Social Science.
				<i>Not Available</i>	Cert IV - Training & Assessment, Diploma - Vocational Education & Training, Cert IV Personal Injury Management	Degree fields such as Education, Business Management, Human Resource Management, Social Science.
	Work Health & Safety/Risk Management	Field based risk management, factory/production WHS operations management	Technology literacy, conflict resolution, project management, report writing, time management & interpersonal skills.	<i>Not Available</i>	Cert IV Work Health & Safety, Diploma - Adv Diploma Integrated Risk Management	Bachelor Degree related fields in WHS
	ICT - Information Communications Technology	IT & Digital Media, Communications	Administration, customer service, event co-ordination, technology literacy, conflict resolution, leadership and interpersonal skills.	Cert II - Information Technology - Information, Digital Media and Technology Cert III - Information Technology - Information, Digital Media and Technology	Cert II - Diploma Information Technology	<i>Not Available</i>

SECTION OF COUNCIL	POSITIONS/AREAS	EXPERIENCE	KEY TRANSFERABLE SKILLS	SCHOOL-BASED TRAINING	VOCATIONAL TRAINING	TERITARY EDUCATION OPTIONS
COMMUNITY SERVICES	Events/Tourism/Communications, Events & Tourism Officers, Marketing or Communications Coordinators	Tourism, public relations, IT & Digital Media, Communications & Marketing industries	Administration, customer service, event co-ordination, technology literacy, conflict resolution, leadership and interpersonal skills.	Cert II - Tourism - Events Cert II - Tourism Cert III - Tourism Cert III - Live Production and Services Cert II - Information and Cultural Services	Cert II - Diploma in Information Technology, Tourism, Event Management, Media and Communications	Bachelor Degree Media, Communications Bachelor Media and Communications/Marketing
	Economic Development	Brand development, managing teams, building relationship networks, public relations/customer contact management, and community engagement.	Customer service, grant writing, leadership & management and interpersonal skills.	<i>Not Available</i>	<i>Not Available</i>	Degree in Business, Economics, Communications, Commerce, Community Engagement
	Early Childhood	Working in a home & community services related environment, disability support, intergenerational care programs	Empathy, patience, respect, interpersonal skills	Cert III - Early Childhood Education & Care Cert III - Education Support	Cert III - Education Support Cert III - Early Childhood Education & Care	Diploma Early Childhood Education & Care
	Aged Care		Empathy patience, respect, interpersonal skills.	Cert III - Individual Support	Cert III - Individual Support	<i>Not Available</i>

9.2 Financial Sustainability Plan – ATTACHMENT C

Author	Executive Officer/JOLT
Policy	-
Legal	-
Financial	Pursuit of Financial Sustainability
Strategic Link	Organisational Growth and Sustainability
Attachments	ATTACHMENT C
RECOMMENDATION TO THE BOARD:	That the Financial Sustainability Plan is endorsed and implementation commences.
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	To seek the endorsement of the Financial Sustainability Plan to commence implementation.
BACKGROUND:	Financial sustainability is a priority for the members of Namoi Unlimited.
COMMENTARY:	<p>The Executive Officer and JOLT have developed a three year plan to achieve financial sustainability.</p> <p>A fourth Strategic Regional Priority is also proposed for the 2020-2021 Annual Business Plan. Activity in this new Strategic Regional Priority includes; the shared service and organisational agenda, VendorPanel and the Financial Sustainability of the organisation.</p>

EXECUTIVE SUMMARY

Joint Organisation's of Councils in NSW were proclaimed in May 2019 and are entities that enable Councils to work together on; strategic regional priorities, inter-governmental relations, advocacy and leadership.

This plan prepares member Councils for the shift to financial sustainability for Namoi Unlimited. Joint Organisations across NSW have adopted a definition of financial sustainability that says; ***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.***

Namoi Unlimited also believes that this definition needs to reflect that financial sustainability needs to be measurable. Active and measurable performance will drive 'value' for member Councils, performance and value will drive financial sustainability, organisational pride and sustainability.

Importantly Namoi Unlimited recognises that with its focus on building value for members reflects the opportunity that collaborating and spending public funds together – will deliver greater benefit by working regionally.

The definition also recognises that in order for a Joint Organisation to be sustainable it needs time, time to review income and expenses, establish new income streams and importantly fulfil its value commitments to its members.

This is a three year plan, aligning it to the development of the second Strategic Regional Priorities and plans to achieve them in 2021-2022. Annually the Joint Organisation recognises its goals and objectives in its Annual Business Plan. This document defines the identified tools available to the Joint Organisation to expand or retract in order to achieve financial sustainability.

The members of Namoi Unlimited have been prudent managers of their funds, and each year has been able to invest and partner in projects.

Principles

The same principles that guide the operation of a Council, guide the operation of a Joint Organisation. A Joint Organisation will;

- Provide the best possible value for residents and ratepayers,
- Work cooperatively with other Councils and Governments to achieve the desired outcomes for the members and their local communities,
- Ensure that decision-making is transparent, and
- Decision-makers are accountable to their local communities.

Values

The values of Namoi Unlimited are that:

- Member Councils will actively work together, to collaborate, to lead and empower each other, recognising that by working together Local Government will be stronger.
- Member Councils will engage actively, honestly and ethically.
- Member Councils will be flexible, transparent and accountable to the communities they represent.

Objectives

1. To facilitate a safe and trusted environment open to investigating and developing opportunities for service enhancements and efficiencies for member Councils.
2. To continue to provide value for member Councils.
3. To strive for financial stability and sustainability.
4. Collaborate to identify opportunities for operational enhancements and efficiencies that may develop into viable and sustainable business opportunities that benefit of member Councils.

This Plan

The key strategies in this plan are to;

1. Guide and develop business units that;
 - Enhance the value for member Councils to work collaboratively;
 - Create efficient and effective ways of working collaboratively; and
 - Create a revenue stream for the Joint Organisation and its members.
2. Create an agenda that investigates analyses and manages income and expenditure in projects and annual budgets. Any investigation and analysis at a minimum the business case is to include;
 - Executive summary and recommendation
 - Introduction
 - Statement of the opportunity
 - Analysis including a SWOT
 - Presentation of possible options
 - Deliberation of possible options by JOLT
 - Deliberation on the return to Member Councils or the Joint Organisation by way of a Service/consultancy fee or Percentage of savings realised
 - Details of the preferred option
 - Development of a recommendation from JOLT to the Board
 - Conclusion and decision can be on a monthly basis at JOLT meetings

A specific guide and process to the development of a Shared Service has been created recognising the complexity of developing and delivering on such an arrangement.
3. Any proposal is to be presented and considered by JOLT. If activities are regarded by JOLT as operational considerations, decisions will be recommended at the JOLT level.
4. If the activities are considered to be strategic or advocacy, proposals will be referred to the Board for their consideration.

BACKGROUND

Income and Expenditure Review

In 2019-2020 the budget was described under 'Administration' and 'Projects' acknowledging that there are annually fixed income and costs to maintain the organisation, and there is variable income and expenditure of projects. Where the Executive Officer or other staff undertake roles within projects; these amounts have been offset under the Salary.

A budget template is provided in Table 1.

The budget of annual activity is developed by JOLT and recommended to the Board prior to the commencement of a new financial year. This is also published annually in the Statement of Revenues and the Annual Business Plan.

TABLE 1

		BUDGET	BUDGET
INCOME		ADMINISTRATION	PROJECTS
Fees	Membership		
	Water Alliance		
Grants	Contaminated Lands Grant		
	Increasing Resilience to Climate Change		
	Office of Local Government \$150,000 capacity building		
Other			

Administration	Bank Interest	Based on 2018-2019
TOTAL INCOME		
Expenses		
Administration & Governance	Bank Fees	
	Business Name Registrations	2 years x 2 names
	Audit	\$150 x 10
Meetings	Board Meetings	meetings
	JOLT	\$75 x 11 meetings
	Roads and Transport	\$75 x 8 meetings
	Procurement	\$75 x 11 meetings
Printing & Stationary		
Travel and Accommodation	Chair's Expenses Travel & Accommodation	
	EO Expenses Travel & Accommodation	
Strategic Regional Projects	Namoi Water Alliance	
	Water for the Future	
Water for the Future	Recommendations	
Enabled Infrastructure	Increasing Resilience to Climate Change	
	RMCC Pilot	
	Vendor Panel Membership	
Skills and People	Skills Pathways and Promotion	
	Graduate Program	
	Contaminated Lands	
Advocacy & Leadership	Canberra	
	Sydney	
Employees and Costs	Executive Officer	
Telephone		\$35 per month
Motor Vehicle	Lease	
	Fuel	\$80 per week
	Engagement and Communications	
TOTAL EXPENDITURE		

INCOME GENERATING BUSINESS UNITS

This part of the plan identifies

1. Procurement and Purchasing

DEFINITION(s)

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

2019-2020 PRIORITIES:

Establishment of a Procurement Working Group

The objectives of the Procurement Working Group are to:

- identify activities to collaborate and cooperate on procurement and purchasing.
- identify efficiencies through purchasing of consultancies, goods and services.
- support the introduction and adoption of purchasing and procurement systems, policies and procedures.
- identify opportunities for resource sharing, funding, best practice, management, audit, risk and compliance.
- coordinate and complete staff training, performance, mentoring and development.

Implementation of VendorPanel for member Councils and the Joint Organisation

This system enhancement will:

- Assist Councils to identify activities to collaborate and cooperate on procurement and purchasing by providing a system with accessible data and analytics
- To support the introduction and adoption of purchasing and procurement systems across the Councils.
- Coordinate and complete staff training, performance, mentoring and development.
- Facilitate local contact for businesses to associate themselves with local and regional procurement through VendorPanel
- Assist with community engagement and promotion campaign
- Develop a program of support and training for doing business with Councils

Attracting Local and Regional businesses to member Councils

Development of the initial engagement and project communications campaign to attract local and regional suppliers into VendorPanel. Development of tools for ongoing promotion and marketing of Council purchasing.

2020-2021 PRIORITIES:

JOLT

- Analysis of external contractors to Councils

Namoi Unlimited will coordinate a data retrieval and coordination project in the implementation phase to establish this as a platform for local and regional procurement and campaigns.

- Creation of a regional business model for the VendorPanel resource sharing project. Application and use of the system locally and regionally. VendorPanel can manage 40-60% of decentralised spend below tender threshold. The system can also address four challenges for member Councils; scale, transparency, discovery and process.

Potential benefits and opportunities identified are; Source-to-Contract, supplier management and compliance, real-time reporting, sourcing analytics, mobile application, intelligent supplier discovery, panels and pre-qualified suppliers, procurement collaboration, public tenders, local and regional suppliers,

economic development and social procurement.

FUTURE INVESTIGATIONS:

- Development of a mature procurement model
- Application of best practice. Identification and management of business risk.

2. Aggregated Purchasing and Procurement

DEFINITION(s)

‘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.

2020-2021 PRIORITIES:

Procurement Working Group	Review of reports and analysis from VendorPanel, identification of priorities and opportunities for aggregated purchasing and procurement. Review the regional suite of documents and procedures for aggregated purchasing and procurement.
Roads and Transport Working Group	Assess aggregated purchasing and procurement opportunities for an estimated \$16million across five Councils for bitumen, road pavement, maintenance, patching and sealing.
Namoi Water Alliance	Assess aggregated purchasing and procurement opportunities for an estimated \$6million across four Councils for water and sewer, consulting, works and assessments. Aggregated procurement of the Regional Town Water Strategy and IWCM works. Regional campaign for water conservation and restrictions.
Waste and Recycling	Assess aggregated purchasing and procurement opportunities for an estimated \$5.7million in waste and recycling services.
HR	Assess aggregated purchasing and procurement opportunities for an estimated \$4.2million in labour hire and traffic control.
JOLT	Business Case proposals and considerations at monthly meetings

FUTURE INVESTIGATIONS:

JOLT	Business Case proposals and considerations at monthly meetings
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3. Rebates

DEFINITION(s)

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

2019-2020 PRIORITIES:

Rebates	Member contributions considered as source funding for membership of Namoi Unlimited.
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2020-2021 PRIORITIES:

Business Model for VendorPanel	Assessment of the application of rebates or incentives alongside the development of the future business model for VendorPanel.
4. Training	
DEFINITION(s)	<i>‘Training’ is the action of teaching a person a particular skill or type of behaviour.</i>
2019-2020 PRIORITIES:	
Career Pathways for Local Government	Identification of training and recruitment processes for identified target markets; young people, Indigenous and women.
2020-2021 PRIORITIES:	
Campaign activity	‘Your Career is Local’ attraction campaign and resources for Councils.
Local Government Training and Capacity Building	Annual Councils training plans, the collective training schedule for Councillors and staff, coordination of activities in the Namoi region. Opportunity exists for the Joint Organisation to negotiate the delivery of courses traditionally held in metropolitan areas to be held in the region and contribution to regional communities. This represents a saving for Councils in travel and accommodation costs. Member Councils agree to make a contribution of \$100 per participant per course where these training plans and priorities can be aggregated and coordinated across the region.
2021 Local Government Elections	‘Your community is local’ attraction of candidates into Local Government.
Namoi Water Alliance	Collaborate to identify a regional training project: <ul style="list-style-type: none"> Identify the composition of the existing workforce, turnover and attrition that is occurring, resource sharing occurring. Analyse to identify future changes and expectations to the size and structure of workforce in water and waste. Collate the training needs of employers and regulators. Identify qualifications and/or part qualifications to be obtained. Develop they strategy, plan and priorities to undertake and provide the training requirements. Consider a training and assessment partnership model.

5. In-kind Contributions, Collaborations and Partnerships

5.1 In-kind Contributions

DEFINITION(s)	<p><i>An ‘in-kind’ contribution is a non-monetary contribution of goods or services offered free.</i></p> <p><i>An ‘in-kind’ contribution is a non-monetary contribution of goods or services at less than the actual charge.</i></p> <p><i>An ‘in-kind’ contribution is the payment for any goods or services on behalf of the members.</i></p>
2019-2020 PRIORITIES:	
Value Report	Acknowledgement and consolidation of financial values in future reports, by the Joint Organisation and by member Councils.

Delegations and transfers	<p>Tabling, valuing and acknowledging Member Council in-kind contributions</p> <ul style="list-style-type: none"> ▪ Tamworth Regional Council – office, ICT, finance functions, HR and payroll
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5.2 Members Contributions

DEFINITION(s)	<i>A 'Members Contribution' is the fee to be paid by one organisation to be part of a group or to undertake specific activities for outcomes.</i>
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2019-2020 PRIORITIES:

Member Contributions	Membership contributions for 2020-2021 retained at 2019-2020 fee with an increase that reflects the 2.6% IPART rate peg percentage.
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2020-2021 PRIORITIES:

Member Contributions	Member Councils agree to contribute sufficient funds to cover the fixed costs relative to the annual administration budget approved by the members.
Future investigations	Identification of opportunities to achieve financial sustainability and profitability of the Joint Organisation.

5.3 Project Participation Membership

DEFINITION(s)	<i>A 'project participation membership' is a fee to be paid by one organisation to be part of a project, to be availed of access to information or participate in specific activities with the organisation.</i>
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2019-2020 PRIORITIES:

- Identify businesses and organisations to work with Namoi Unlimited on a project basis making a contribution to the activity being undertaken by the Joint Organisation

6. Fee for Service

6.1 Outsourcing staff assets

DEFINITION(s)	<i>'Outsourcing staff assets' is the option for members to source the service of a Joint Organisation staff asset to undertake a contract.</i>
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2019-2020 PRIORITIES:

- Identify and establish the process, parameters and approvals.

7. Grants and Funding

DEFINITION(s)	<i>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.</i>
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2020-2021 PRIORITIES:

- Establish the schedule of fees for services as described in grant or program funding applications.

8. Shared Services²³

DEFINITION(s)

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

‘Outsourcing’ is obtaining goods or a service by a contract from a supplier outside the Councils and the Joint Organisation.

‘Centralisation’ is the concentration of control of an activity under a single authority or is the action or process of bringing activities together in one place.

‘Council services’ are defined as waste collection, water supply services and libraries. Areas that could be considered are; planning, road maintenance, waste management, street lighting, aged care, environmental services and food regulation.

‘Council functions’ are defined as back-office services like procurement, human resources (HR), information technology (IT).

2019-2020 PRIORITIES:

Establish

Establishment of a draft investigations assessment and proposal.

Pilot two proposals;

- Audit and Internal Risk Management Framework
- RMCC additional contractual requirements

Assess the proposed process and refine.

Strategy

Identify areas of priority.

Pursuit

Priorities planned and pursued.

BUSINESS EXPENSE CONTROLS

Recognising where revenues can be potentially achieved in the income generating business units of this plan, this plan also outlines to controls available to JOLT and the Board to manage and achieve sustainability.

1. Cost

Annually the Board agrees and sets a fixed cost “administration” budget. The administration budget will be fixed to the guaranteed income of the organisation.

The budget can be varied by a Board resolution at any meeting, and the Board has the capacity to call an extraordinary meeting should it be necessary.

The General Managers group JOLT will review the budget to actual expenditure at least every quarter and refer those reports to the Board for review.

Financial controls on the Executive Officer are set and can be varied by the General Managers group and the Board.

2. In-kind Contributions

Members may seek to or be asked to undertake in-kind costs within the capacity of their organisation associated with the Joint Organisation.

² www.audit.nsw.gov.au/our-work/reports/shared-services-in-local-government

³ This information is limited in this document as this document will be available to the public. Providing specifics will unfairly advantage businesses and may cause unnecessary conflict between the members.

Process for consideration

To ensure there is adequate consideration and engagement over the development of this plan and associated actions, the following process describes how actions will be developed, implementation delivers progress, members provide endorsement and the plan is implemented and evaluated.

Element of the Plan	Actions Required	Timeframe
Draft Plan is endorsed	<ul style="list-style-type: none"> EO develops the plan JOLT consults on the first draft Board provides advice on the first draft Amendments made to the draft JOLT consults on the final draft Board considers final draft Plan is endorsed 	Jun 2020
Plan is implemented	<ul style="list-style-type: none"> The EO and JOLT prioritise the elements of the plan Monthly meetings of JOLT Directions endorsed by the Board, as required 	Jul 2020
Investigation and Analysis	<ul style="list-style-type: none"> Roads and Transport Working Group to consider procurement issues and opportunities Namoi Water Alliance for water and waste procurement issues and opportunities HR Working Group around labour hire and traffic control The Procurement Working Group suggested in 2017-2018 these opportunities for aggregated procurement and or purchasing Finance Managers provide a list of external service providers 	From Jul 2020
Decisions	<p>Operational activities and actions are endorsed by the General Managers.</p> <p>Strategic activities and actions endorsed by the Board.</p>	Monthly
Review and evaluation	Every six months, reports are provided to the Board on the progress to sustainability.	<p>Jan 2021</p> <p>Jul 2021</p>

10. ADVOCACY AND LEADERSHIP

10.1 Briefings to Ministers from the Board – ATTACHMENT D

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

11. EXECUTIVE OFFICER REPORTS

11.1 Action List – ATTACHMENT E

Author	Executive Officer/JOLT
Policy	-
Legal	-
Financial	-
Strategic Link	-
Attachments	ATTACHMENT E
RECOMMENDATION TO THE BOARD:	That the calendar of activities is noted.
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	To provide members with the opportunity to have visibility over the calendar of activities that the Executive Officer represents members.
BACKGROUND:	Providing to members an outline of activities planned by the Joint Organisation.
COMMENTARY:	-

ATTACHMENT E - 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.	Dates are to be rescheduled because of social distancing and COVID.	
03/12/2019 BOARD	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.	(The EO is to review this item, and make a recommendation to the July Board meeting.)	
		Endorsed register of advocacy positions is distributed to member Councils, seeking their feedback on the positions in the document.	Gunnedah Shire Council to confirm if this item has been presented to Councillors. An advocacy plan to be presented to the July Board meeting.	
		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.	OLG to provide links to Annual Performance Statements for NSW Joint Organisations.	
		Invite Commissioner Shane Fitsimmons, Resilience NSW to the next Board meeting.	Invitation sent for a future Board meeting.	
18/05/2020 JOLT	Engaged People and Skills	Regional Workforce Strategy	Proposed for consideration Q3 2020-2021 financial year.	
JOLT		Infrastructure Strategy	Proposal discussed as part of the Board meeting workshop.	
		Bio-diversity Project Officer business case		
18/05/2020 JOLT	Organisational Growth and Governance	Proposal to develop a shared service under the proposed new framework for Internal Audit and Risk.	Preliminary assessment is completed, the draft proposal is referred to member Councils for feedback and commitment.	

11.2 Calendar of Planned Activities – ATTACHMENT F

Author	Executive Officer/JOLT
Policy	-
Legal	-
Financial	-
Strategic Link	Organisational Growth and Governance
Attachments	ATTACHMENT F
RECOMMENDATION TO THE BOARD:	That the calendar of activities is noted.
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	To provide members with the opportunity to have visibility over the calendar of activities that the Executive Officer represents members.
BACKGROUND:	Providing to members an outline of activities planned by the Joint Organisation.
COMMENTARY:	-

ATTACHMENT F – Joint Organisation Planned Activity

May	27	New England North West Drought Task Group Meeting	VC
	28	NSW Joint Organisation Network Meeting for Chairs	VC
	29	NSW Joint Organisation Network Meeting for Executive Officers	VC
Jun	1	Namoi Water Alliance and Namoi Regional Water Strategy – Technical Meeting	VC
	2	Board Meeting	Walcha
	3	Namoi Water Alliance, DPIE Water Utilities and Namoi Regional Water Strategy – scope of works meeting for the Regional Town Water Strategy	VC
	12	NSW Joint Organisation Network Meeting for Executive Officers	VC
	15	New England North West Regional Leadership Executive – Statement of Priorities meeting	VC
	22	JOLT Meeting	Tamworth
	26	NSW Joint Organisation Network Meeting for Executive Officers	VC
Jul	1	Namoi Water Alliance Meeting	Quirindi
	7	Board Meeting	Bingara

12. ADDITIONAL REPORTS PERTAINING TO THE PRINCIPAL FUNCTIONS

12.1 2019-2020 Member Value Report – ATTACHMENT G

Author	Executive Officer/JOLT
Policy	-
Legal	-
Financial	-
Strategic Link	Demonstrated Value of Membership of Namoi Unlimited
Attachments	ATTACHMENT G
RECOMMENDATION TO THE BOARD:	<p>THAT;</p> <ol style="list-style-type: none"> I. the report is endorsed; and II. the draft report for the 2019-2020 financial year is presented to member Councils for feedback.
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	To provide members with a draft value report for the 2019-2020 financial year.
BACKGROUND:	The Value Report is collated to provide members with documentary evidence of the value of membership to Namoi Unlimited.
COMMENTARY:	<p>In this report three measures of value have been developed;</p> <ul style="list-style-type: none"> ▪ The financial investment by the members and other stakeholders, ▪ Demonstrated evidence of advancing the strategic regional priorities identified, and ▪ Transactional assessment of project activity.

FOREWORD

The conversation about the value of membership to Namoi Unlimited is underpinned by the requirement that Local Government must demonstrate that any activities - are the best and most efficient use of rate-payers funds. This report is intended to illustrate the activities of Namoi Unlimited and guide member Councils in discussing and assessing the value obtained from their investment.

The principal functions of Joint Organisations of Councils in NSW are to:

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

Our vision is to be a productive, smart and liveable region. A region recognised for its strong leadership, innovation, and excellence in regional collaboration.

In this report, three measures have been identified to illustrate value.

1. The financial investment by the members and other stakeholders

In this financial year, the five member Councils invested \$179,740. The Executive Officer has attracted a further \$575,000 in funding from NSW Government.

2. Demonstrated evidence of advancing the strategic regional priorities identified

Part 2 of this report identifies the activities and actions against the Strategic Regional Priorities in the Annual Business Plan providing the member Councils with a way to make an objective assessment of progress and our activities.

3. Transactional assessment of project activity

This is a simple assessment as to whether we have been able to achieve the outputs or tasks identified in the 2019-2020 Annual Business Plan, or not.

Change is a constant dynamic in our world; however it is likely we may not see such a period of structural adjustment and change again in our lifetimes. It should be acknowledged that this financial year will go down in history as one of the most difficult, particularly for those of us that live in regional Australia.

The worst drought in the history of Australia continues across the Namoi region of Councils, noting that all five Local Government Areas are still in drought affected, with a small pocket in the Gwydir Shire Council still in intense drought and two parts of the southern ends of the Tamworth Regional Council and Liverpool Plains Shire Council in drought. Despite some rains and predictions of above average rainfall for the rest of 2020, our water storages have not yet fully recovered.

The summer of 2019-2020 will be remembered for the extreme bushfires that raced across the nation, impacting Walcha Council, Tamworth Regional Council and Gwydir Shire Council areas.

Wild weather and flooding also impacted the Liverpool Plains Shire Council.

Then in March 2020 our communities were impacted by the global pandemic of COVID-19.

We should be extremely proud that as a group of leaders we have been able to support each other through this very difficult time. We remain a strong and committed group, and an organisation navigating our way through the challenges that are ahead of us.

Our organisations are changing and shifting to the virtual world of working together both as Councils and as a Joint Organisation. Our communities are changing. Unemployment is expected to rise significantly. Businesses have been the social and economic impact of drought and now must adapt to social distancing and health requirements of this pandemic.

However, I also see opportunities.

Regional Australia has become an attractive place to work, to live and to raise a family.

There is a growing demand for home grown products and services and the 'buy from the bush' campaign has created a positive brand for regions.

Australian businesses are innovating and adapting to respond to COVID-19 with equipment for our health service, products and sanitisers.

More than ever, we need to be innovative and flexible in our local and regional leadership, committed to tackling the difficult challenges.

I acknowledge and thank the members and their Councils for their investment in the activities of Namoi Unlimited. Our work is acknowledged as innovative and collaborative.

There is a strong commitment from members to pursue our strategic regional priorities, stewardship of these priorities rests with the Executive Officer, and the work of steering committees and working groups. Specifically I acknowledge the efforts of:

- Tamworth Regional Council and Gunnedah Shire Council in their carriage of the Water for the Future priority;
- Walcha Council and Gwydir Shire Council in the Enabled and Connected Infrastructure priority; and
- Liverpool Plains Shire Council in people and skills, building scale, capacity and capability of the region and its human resources.

We should recognise that we are two years into the new Joint Organisation arrangements under the *NSW Local Government Act*, and whilst we have worked together during the pilot, and as a ROC for probably a decade, this agenda is relatively new. We could not have undertaken our ambitious agenda without the commitment and guidance of the Board, our General Managers and our Executive Officer. We recognise that as a cohesive collaboration of Local Government Authorities, we are stronger and more resourceful, and it has been a pleasure to serve as your Chair.



Cr Jamie Chaffey
Chairperson, Namoi Unlimited (Mayor, Gunnedah Shire Council)

INTRODUCTION

Our Purpose

The NSW Government established Joint Organisations of Councils in 2017 by amendment to the *NSW Local Government Act*. Namoi Joint Organisation of Councils trading as Namoi Unlimited was proclaimed in May 2018. The role of Namoi Unlimited is to engage and collaborate with the NSW Government, working together to build stronger councils and communities.

Our Vision

Is to be a; *productive, smart and liveable region. A region recognised for its strong leadership, innovation, and excellence in regional collaboration.*

Our Principal functions

The core function of Joint Organisations of Councils is collaboration - collaboration between Councils, the NSW Government and the Australian Government. Joint Organisations are enabled to establish collaborative arrangements with key agencies and organisations with similar functions, values and activities. The principal functions of Namoi Unlimited are to:

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

Our Values and Guiding Principles

The values of Namoi Unlimited are:

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

Qualification

This report is designed to provide the member Councils of Namoi Unlimited, their Councillors, staff and stakeholders with a report that demonstrates the value of working together for a period of time. 'Value' is defined as illustrating the financial value, importance and usefulness.

This report consolidates the activity for the 2019-2020 financial year, and will form part of the Annual Performance Report and audit statements provided to the Minister for Local Government and the NSW Government at the end of 2020.

This document is intended to be a public document.

STRATEGIC REGIONAL PRIORITIES

Namoi Unlimited has three identified Strategic Regional Priorities;

- **Water for the Future**

Agriculture, agricultural products, commodities and services underpin the economies of the Namoi region. The dynamics of global markets, climate change and changing consumer demand, mean our core industry must evolve and adapt. The availability, security and access to water underpin every facet of agriculture. Water is also critical to the other two priorities identified. Our action will be targeted towards growth and development and water is the critical enabler for industry, business, communities, lifestyle, tourism and the environment.

- **Enabled and Connected Infrastructure**

The provision of goods and services, connecting people and business, and addressing the perception of remoteness and isolation in regional areas are all dependent on having fully functional and connected infrastructure. Roads, rail, air infrastructure, energy and telecommunications infrastructure are critical for the future growth and the development of the region.

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

- **Engaged People seeking Skills for the Future**

People and their skills are fundamental to the growth of our economies, our communities and lifestyle. Local Government is one of the largest employers in the Namoi region and has an important role to play in the attraction of people to the region, and the development of skills to meet future workforce demands.

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

1. FINANCIAL INVESTMENT BY THE MEMBERS AND STAKEHOLDERS

1.1 Revenues

The revenue streams for 2019-2020 include the annual membership contribution of each Council, and grants and funding contributions to projects by stakeholders. The table below illustrates the investment of member Councils and that Namoi Unlimited attracted \$575,000 in funding from the NSW Government this financial year.

Revenue	Amount	Percentage
Member Contributions		
▪ Membership Fees	\$152,700	20.23%
▪ Namoi Water Alliance	\$27,040	3.58%
TOTAL	\$179,740	100%
Projects		
▪ Increasing Resilience to Climate Change	\$285,000	37.77%
▪ Contaminated Lands Capacity Building	\$140,000	18.54%
▪ Office of Local Government	\$150,000	19.88%
TOTAL	\$575,000	100%

1.2 Benchmarks

The second measure of financial investment by members is to benchmark revenue and expenditure against other Joint Organisations. These benchmarks are part of a report prepared by the Ministers Advisory Committee for Joint Organisations. The benchmarks for revenue and expenses⁴ are provided in the table below.

Grants and program contributions achieved by Namoi Unlimited significantly exceeds the NSW benchmark.

Membership contributions for Namoi Unlimited for the 2019-2020 financial year were \$30,540 per member. Membership fees on the previous year increased by CPI in accordance with the Revenue Policy. Member contributions exceed the NSW benchmark by 3.24%.

REVENUE	Namoi Unlimited	NSW Joint Organisations
Grants & Program Contributions	67.3%	52.98%
Members Contributions	21.01%	17.77%
Investment/Other Income/Seed Funding	11.63%	17.38%
Procurement and Rebates	0.00%	4.02%
Contract Administration Management Fees	0.00%	7.26%
Interest	0.06%	0.59%
	100%	100%

⁴ Revenue and expenses percentages are based on the 2019-2020 actual figures, however these figures may be amended after the 2019-2020 Annual Audit is completed.

The majority of revenue for 2019-2020 was against project expenses, project expenses are on par with the NSW benchmark.

The investment in salary and wages is 25%, which is above the NSW benchmark, however when combined with administrative expenses of NSW Joint Organisations the percentage for salaries and wages is significantly lower. This partly reflects compensation to the Executive Officer to undertake administrative responsibilities for the organisation.

The value of the media and communications resource exceeds the benchmark for NSW; however communications, the website and our social media following has been greatly enhanced by having this contracted resource available to the Joint Organisation and its members.

EXPENSES	Namoi Unlimited	NSW Joint Organisations
Project Expenses & Consultancies	70.00%	69.76%
Salary, Wages, Recruitment & Training	25.00%	22.94%
Administration & Depreciation	2.00%	7.19%
Chairpersons Fees	0.00%	0.07%
Media & Communications	3.00%	0.04%
	100%	100%

1.3 Future Financial Sustainability

The financial sustainability has been a priority for the Board, and at the end of 2019-2020 our pathway to financial sustainability has been detailed in a three year Financial Sustainability Plan.

Financial Sustainability will be defined by our ability as members to invest in the strategic regional plans and priorities identified, and to achieve them, making a difference for our communities over time.

2. DEMONSTRATED EVIDENCE OF ADVANCING THE STRATEGIC REGIONAL PRIORITIES IDENTIFIED

This section of this report describes progress toward the identified outcomes of each strategic priority identified in the Strategic Regional Plan 2018-2021 and the actions included in the Annual Business Plan.

2.1 STRATEGIC REGIONAL PRIORITY: Water for the Future Strategy⁵

Identified Outcomes	Activity
Targeted and strategic advice to hone the pursuit of opportunities for regional growth.	<p>The Namoi Water for the Future Strategy has aligned water resources, with land availability, growth opportunities and has been accepted as a critical piece of research for the NSW Government's regional water strategies.</p> <p>Namoi Unlimited worked with the NSW Department of Planning, Industry and Environment (DPIE) to develop the Namoi Economic and Spatial Supply Chain Assessment Report.</p> <p><i>The main economic enabler of the region is the strong private sector investor interest in the expansion of meat processing and intensive agriculture.</i></p>

⁵ Text in italics in this section of the report is credited to MacroPlan Dimasi (2019), Namoi Economic and Spatial Supply Chain Assessment Report

Identified Outcomes	Activity
<p>Identification and pursuit of endowments and drivers for growth in the Business Case for a Special Activation Precinct Regional Economic Development Strategies (REDS).</p>	<p><i>This is linked to the Namoi region's strong natural endowments which have underpinned the region's historical strength in agriculture.</i></p> <p>The Namoi Economic and Spatial Supply Chain Assessment Report as well as the New England North West Intensive Agriculture Gap Analysis identify the drivers and impediments for economic development.</p> <p><i>Economic enablers for the Namoi region could include that the region is strategically located in a high value fertile agricultural region with good access to regional and national freight routes (both road and rail), good access to ports and airports and its hinterland is rich in the complementary agricultural activities that can be easily leveraged to turbo-charge the Namoi economy.</i></p> <p>Although the NSW Government invested in the development of the Namoi Economic and Spatial Supply Chain Assessment Report, a Special Activation Precinct proposal was not presented to the NSW Cabinet by DPIE.</p> <p>The outcome of that report was that; <i>if the identified expansion plans are realised, the beef, lamb, poultry and grain industries will be a significant economic enabler for the Namoi region.</i></p> <p><i>The proposed expansion of these industries could generate directly, indirectly and via induced spending at local businesses around 2,700 jobs (expanding the workforce by 7%, equivalent to 1.4% per annum over a 5-year horizon).</i></p> <p>Namoi Unlimited is pursuing five identified goals from this Report;</p> <ul style="list-style-type: none"> ▪ GOAL 1 - Strategic economic planning and development ▪ GOAL 2 - Improved coordination of land use and planning ▪ GOAL 3 - Roads and transport networks ▪ GOAL 4 - Climate Change Adaptation ▪ GOAL 5 - Marketing and promotion to attract investment <p>This project is being pursued through Regions NSW, DPIE and other agencies. A project brief has been presented to the Australian Government also.</p> <p>Training for Council staff into the development of business cases for projects with NSW Treasury was postponed due to COVID.</p>
<p>Building stronger and more resilient communities.</p>	<p>In response to drought; Namoi Unlimited coordinated training and employment activities across all five member Council areas.</p> <p>The objectives of these events were to;</p> <ul style="list-style-type: none"> ▪ To coordinate 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. ▪ 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

Identified Outcomes	Activity
	<p>training locally.</p> <p>The program of events were extremely successful with the identified outcomes being;</p> <ul style="list-style-type: none"> ▪ Five events coordinated across each of the Local Government Areas in Nundle, Walcha, Gunnedah, Bingara and Quirindi. ▪ Opened additional links for Councils into existing program support and agencies providing the support. ▪ Although the threat of bushfires across the region impacted attendance, over 100 people attended these events to obtain support, access training in their own communities and talk to people about job opportunities. ▪ 56 people undertook training over the five days, which is significant. There was a genuine link made between compliance training and work opportunities. ▪ 32 people enquired or have enquired about employment across the region. ▪ 19 course enquiries have been made to the training providers post the event; this is additional potential people for training.
<p>Increase the scale and capacity of Member Councils.</p> <p>Pursuit of best practice planning and operations across local water operations.</p> <p>Pursuit of best practice planning and operations across local water operations and road maintenance.</p>	<p>Increasing scale and capacity is targeted to Local Water Utilities and operations in the Namoi Water Alliance, activity highlights included;</p> <ul style="list-style-type: none"> ▪ Completion of competency training program for water operators; ▪ Renewal of the tender and consultancy services for members; ▪ Completion of a Gap Analysis to identify requirements for Councils to undertake and complete Integrated Water Cycle Management (IWCM) plans; ▪ Commencement of a new collaboration with DPIE – Water on the Namoi Regional Water Strategy; and ▪ Confirmed eligibility for funding under the Regional Town Water Strategy for member Councils. ▪ Smart Water Mark membership for the next three years. ▪ Pursuit of changes to the application of Section 60 of the Local Government Act Approval for water or sewage treatment works and applications for Tamworth Regional Council and Walcha Council. <p>Namoi Unlimited was successful in a funding application to the <i>NSW Increasing Resilience to Climate Change Program</i> and received \$285,000 to investigate the use of recycled water in Australia and on gravel roads, conduct a community survey about the expectations of use into the future and conduct a pilot with two of the member Councils in the use of recycled water on gravel roads.</p> <p>Research demonstrates that there are opportunities in NSW to increase the use of recycled water where it is safe to do so.</p>
<p>Increase in the opportunities for learning, apprenticeships,</p>	<p>There is a skill shortage in water operations emerging, both in staff and trainers.</p>

Identified Outcomes	Activity
traineeships and careers with Local Government.	<p>Members have engaged to collaborate on upskilling staff to a competency level of Certificate III.</p> <p>Prior to COVID, the group was expected to engage with their training provider to discuss (1) ongoing training requirements, (2) how Councils can assist with assessment, and (3) a train the trainer proposal.</p> <p>Members have also agreed to rotate meetings across the five Council areas, and include tours of facilities creating learning and collaboration opportunities.</p>
Develop opportunities for strong, connected, high speed and accessible telecommunications to support local government.	<p>Namoi Unlimited attended consultations on the NSW Government's digital connectivity strategy this year, reinforcing the findings of the national review into telecommunications.</p> <p>Namoi Unlimited requested that regions collaborate to develop a Regional Digital and Connectivity Strategy that identifies works and priorities for the long-term.</p>
A targeted and accelerated approach to growing trade and investment attraction in the region.	The pursuit of the Namoi Trade and Investment Strategy slowed in 2019-2020 due to the ongoing impact of the worst drought in Australia's history, depleting livestock numbers, the availability of feed and fodder, as well as water in the region.
Identification and facilitation of key new market opportunities for regional producers.	Funding for access to new markets for regional producers and the development of a network for business is being pursued through applications currently under assessment with the Australian Government.
Development of, and support for a network of trade, investment and export businesses in the region.	Namoi Unlimited continued to distribute information to its regional producer's network in relations to training, networking and funding programs.
Contribute to and be recognised for, developing better ways for Government to engage and invest in regional Australia.	<p>Namoi Unlimited remains a respected member of the NSW network of Joint Organisations, and is one of four Joint Organisation representatives on the Ministers Advisory Group for Financial Sustainability of Joint Organisations.</p> <p>Namoi Unlimited is in a collaborative process with DPIE – Water in the development of the 30 year for water and infrastructure in the Namoi.</p>
Creditable and evidence based regional advocacy and information that informs Government policy.	<p>The register of positions of advocacy was finalised and distributed to member Councils. Positions of Advocacy promoted by Namoi Unlimited are provided in Appendix A.</p> <p>Member Councils have been asked to endorse the positions to further strengthen advocacy.</p>
Coordinate and facilitate access opportunities for member Councils to advocate for economic growth, business development, and business cases for water and other	<p>In October 2019, member Councils undertook an advocacy event to Canberra with business and agricultural representatives from the Namoi region.</p> <p>Meetings were held with The Hon Mark Coulton MP Minister for Regional Services, Decentralisation and Local Government and the Assistant Trade and Investment Minister, Senior Adviser to the Office of</p>

Identified Outcomes	Activity
infrastructure development.	<p>the Deputy Prime Minister, the Treasurer, The Hon Josh Frydenberg MP, The Hon Barnaby Joyce MP, with Commonwealth Environmental Office representatives from the Department of Agriculture, Regional Australia Institute and Senior Advisers with Water and Drought Department of Agriculture.</p> <p>In addition to the advocacy to the Commonwealth Government over the impact of drought on the region, advocacy on behalf of members in the Water for the Future strategic priority occurred, specifically;</p> <p>Advocacy across Water for the Future included;</p> <ul style="list-style-type: none"> ▪ Regions NSW – Resources for Regions Program Review ▪ Committee on Investment, Industry and Regional Development ▪ NSW Legislative Assembly has tasked the Committee on Investment, Industry and Regional Development to inquire into and report on, the impacts of drought on regional NSW ▪ Drought – its impact and solutions for State, Commonwealth and Local Governments ▪ Water for the Future ▪ Special Activation Precinct for the Namoi region ▪ Business and Drought ▪ Section 60 of the Local Government Act ▪ Socio-economic Analysis of the Murray Darling Basin ▪ Northern Basin Commissioner – Murray Darling Basin <p>A planned advocacy trip to the NSW Parliament in May 2020, had to be postponed due to COVID.</p>

2.2 STRATEGIC REGIONAL PRIORITY: ENABLED AND CONNECTED INFRASTRUCTURE

Identified Outcomes	Activity
Identified process to highlight, substantiate and promote enabling infrastructure for the region.	<p>Namoi Unlimited developed a process to address proposed additions to the Namoi Roads Network Strategy. This adds to the development of new initiatives for the Strategy.</p> <p>\$134.2million of the identified priorities have been funded with the support of the Namoi Roads Network Strategy.</p>
Develop relationships, efficiencies and opportunities to work together.	<p>Relationships with Transport for NSW (RMS) remain the key stakeholder in roads and freight. As members of the Roads and Transport Working Group the RMS provides a strategic and collaborative view to the regional priorities.</p>
Improved information and service delivery.	<p>Additional relationships have been created with the safety and quality team in connection with the collaborative approach to Roads Maintenance Contracts with Councils (RMCC).</p> <p>The National Heavy Vehicle Regulator also participates in Steering Committee meetings as required.</p>
Develop the rationale and the forum for collaborating across regions on	<p>Collaborative approaches to the New England Joint Organisation were made to assist with the development of their Roads Strategy.</p> <p>Consultation on their plan and linkages into the Namoi has not yet</p>

Identified Outcomes	Activity
infrastructure.	commenced.
Participate and facilitate opportunities to pursue the connectivity of infrastructure within the Namoi region, within NSW and across the Eastern seaboard.	<p>MacroPlan Dimasi (2019) identified specific Transport, Freight, Road Network and Public Transport priorities;</p> <ul style="list-style-type: none"> ▪ A number of road networks including bridge strengthening issues were identified to meet high mass limit specifications to support the use of high productivity vehicles. ▪ Funding is required to build road network capacity – bridges, road strengthening and overpasses for key transport networks. ▪ Lack of public transport to meat processors in Tamworth. Almost all personnel drive by car. ▪ Whitehaven Mines offers 16 public transport bus services a day and this works well for their employees, but other industries find it hard to compete for the higher wages and better conditions offered at the Mine. ▪ Inland Rail could be a great benefit for reducing high transport costs for the region. ▪ Access to intermodal terminal facilities would help reduce freight costs and offer opportunities for more local downstream processing. ▪ Heavy vehicle regulation an issue as American made machinery is often too big to comply with NSW road network requirements.
Contribute to and be recognised for, developing better ways for Government to engage and invest.	<p>Namoi Unlimited commenced a second pilot with Transport for NSW (RMS) around the new contract and additional clauses identified in that contract. Areas identified for potential collaboration include;</p> <ul style="list-style-type: none"> ▪ Clause 3.7 Industrial Relations Management ▪ Clause 3.8 Interfaces, communication and stakeholder engagement ▪ Clause 6 Subcontracting ▪ Clause 10.8 Prequalification for Sub-Contractors ▪ Clause 12.2 Compliance and Notifications of Compliance 12.3 ▪ Clause 12.3 NSW Code and NSW Guidelines ▪ Clause 12.4 Aboriginal participation in construction ▪ Clause 12.5 Heavy Vehicle Law – Chain of Responsibility Provisions ▪ Clause 12.6 Skills Development and Training ▪ Clause 12.8 Environmental Management ▪ Clause 12.10 Quality Management and Records ▪ Clause 12.14 Building Code 2016 when specified ▪ Clause 12.15 Australian Government WH&S Accreditation ▪ Clause 17.5 Benchmarking across zones ▪ Clause 21.2 Safety and protection of persons and property ▪ Clause 21.3 Clean up work areas and premises ▪ Clause 25.2 Public and Ministerial inquiries
Coordinate and facilitate access opportunities for member Councils to advocate for enabled and connected Infrastructure priorities.	<p>Namoi Unlimited coordinated the consultations and identification of priorities under the Commonwealth Roads of Strategic Importance (ROSI) program.</p> <p>The Joint Organisation has prioritised and submitted proposals into the New England Corridor and the Toowoomba to Seymour Corridor.</p> <p>The identified priorities submitted were;</p> <ul style="list-style-type: none"> ▪ County Boundary Road, Gwydir Shire Council

Identified Outcomes	Activity
	<ul style="list-style-type: none"> ▪ IB Bore Road, Gwydir Shire Council ▪ New England Highway Upgrades on the southern side of Tamworth, Tamworth Regional Council ▪ Intersection of the New England Highway at Willow Tree to Quirindi, Liverpool Plains Shire Council ▪ Chimney Sweep Bridge, Walcha Council ▪ Surveyors Creek Bridge, Walcha Council
Creditable and evidence based regional advocacy and information that informs Government policy.	<p>NSW Road Classification Review Committee and their Terms of Reference.</p> <p>Roads of Strategic Importance (ROSI) future priorities and linkages.</p>

2.3 STRATEGIC REGIONAL PRIORITY: ENGAGED PEOPLE AND SKILLS

Identified Outcomes	Activity
Capitalise on strategic and operational opportunities to increase services within Councils.	With the completion of an audit of skill shortages across Councils last financial year, this years focus was on identifying and creating a pathway for careers into Local Government for three specific target markets.
Promote employment opportunities within Local Government.	<ul style="list-style-type: none"> ▪ Youth <p>Namoi Unlimited recognises that approximately 70% of the regions young people will not go to university after school. This presents a unique opportunity to attract young people aged 15-19 years into careers in the Local Government sector.</p>
Increase in the opportunities for learning, apprenticeships, traineeships and careers with Local Government.	<ul style="list-style-type: none"> ▪ First Nations people <p>As a significant regional employer a focus on the employment of First Nations people from across the region is a significant opportunity.</p> <ul style="list-style-type: none"> ▪ Women 35 years + <p>The final target market is women aged 35 and over, supporting women to re-enter the workforce, and retrain to develop a career in Local Government.</p> <p>The overarching criterion across these target markets is to promote and support people living in the Namoi region.</p> <p>A campaign to actively promote careers in Local Government has been interrupted because of COVID-19.</p>
Nurture skills and talent in Local Government sharing experience and expertise.	<p>Working groups and steering committees are focused on sharing experience and expertise, these groups are particularly active;</p> <ul style="list-style-type: none"> ▪ Namoi Water Alliance ▪ Namoi Roads and Transport Steering Committee ▪ Contaminated Lands – planning and compliance ▪ Procurement, economic development and marketing teams for the implementation of VendorPanel
Build stronger communities and build service delivery.	The most significant investment in building stronger communities is the purchase of the extension software for VendorPanel. VendorPanel helps private and public organisations simplify procurement processes, reduce risk, maximise value.
Increase the scale and capacity of Member Councils.	VendorPanel has functionality that simplifies procurement and provides

Identified Outcomes	Activity
	<p>the Councils with;</p> <ul style="list-style-type: none"> ▪ Preferred Supplier List Management – simplifies the management of Preferred Supplier Lists to increase spend under contract and drive competition and transparency. ▪ Supplier Insurance & Accreditation Integration - VendorPanel integrates with global pre-qualification platform Avetta making it easy for buyers to review Supplier status before including them in bids or awarding work. ▪ Sourcing - simplifies the way Staff source from Supplier lists and the Marketplace, and get total control of your sourcing. ▪ Social Procurement - integrates Social Procurement/Local and Regional Economic Development into our supply chain to make a positive impact, drive economic development and support objectives. ▪ Public Tenders - streamlines management of your public tenders, with simple integrated evaluation tools, powerful reporting and one-click reporting. ▪ Contract Management Integration – where Buyers can pass details of successful suppliers and responses to a CM application, including VendorPanel Contracts, to create a draft contract. ▪ Integrated Reporting & Analytics - drives strategic value with data driven insights and total visibility of sourcing via informative and easy to read dashboards. <p>Namoi Unlimited facilitated the development of policy, procedures and registers for Councils to address contaminated lands.</p> <p>Namoi Unlimited has developed a framework for the investigation of Shared Services across the region.</p> <p>Representation on the New England North West Regional Leadership Executive and sub groups;</p> <ul style="list-style-type: none"> ▪ New England North West Drought Taskgroup ▪ Northern NSW Renewables Working Group ▪ New England North West Regional Economic Development Sub-Committee ▪ New England North West Regional Plan 2036 <p>The development of shared services in general is extremely complex. The framework provides Councils with the detail about how investigations are to be undertaken, the development and analysis of a business case, as well as the development of any shared service.</p>
Creditable and evidence based regional advocacy and information that informs Government policy.	<p>Advocacy on the application of Section 44 Rural Fires Act, attracting an extension on the submission of expenses for Councils.</p> <p>Additional areas of advocacy were;</p> <ul style="list-style-type: none"> ▪ Community and Council led recovery after drought, fire, flood and COVID ▪ SENATE ENQUIRY SUBMISSION Jobs for the Future in Regional Areas ▪ NSW Network of Joint Organisations ▪ Capacity and support for Small Business in Regional NSW ▪ Socio-economic Analysis of the Murray Darling Basin

3. TRANSACTIONAL ASSESSMENT OF PROJECT ACTIVITY

ALIGNMENT TO THE STRATEGIC REGIONAL PRIORITIES	ALIGNMENT TO KEY FUNCTIONS	ACTIVITY AND DESCRIPTION	CASH VALUE TO COUNCILS (includes annual budget expenditure and grant funding)	IN-KIND VALUE TO COUNCILS (includes annual budget expenditure and grant funding)	STAFF INVESTMENT (Based on \$200 per hour x five for the Executive Officer.)		STATUS	
					Executive Officer	Member Councils Contribution		Completed or Ongoing
								Pending
								Not proceeding
Water for the Future Enabled and Connected Infrastructure Engaged People seeking Skills for the Future	Inter-governmental Collaboration	Establishment grant for the Joint Organisation of Councils from the NSW Government through the Office of Local Government.	\$150,000	-	\$2,400	-		
		New England North West Regional Leadership Executive	-	-	\$12,000	-		
		New England North West Regional Economic Development Sub-Committee	-	-	\$6,000	-		
		New England North West Regional Plan 2036 – monitoring committee and project liaison for the Joint Organisation, completed projects include:						
		<ul style="list-style-type: none"> Prepare a Regional Intensive Agribusiness Strategy to foster ongoing investment, specify guidelines for intensive agriculture and food processing and map suitable future precincts for these uses. Map important agricultural land and develop guidelines to support the implementation of the important agricultural land mapping through local plans. Deliver an annual New England North West Housing and Land Monitor Prepare guidelines for local housing strategies that will provide guidance on planning for local affordable housing needs. 	-	-	\$8,000	-		
	Advocacy and Leadership	Increasing resilience to Climate Change to manage the impact of reduced water availability on gravel roads and the potential use of waste water.	\$285,000		\$30,000	\$5,000		
		NSW Joint Organisation Executive Officer and Chairs Networks, Ministerial Advisory Group meeting	-		\$25,600	\$12,600		
		LGNSW Sustaining Regions Forum and Drought Response Forum	-	-	\$3,200	-		
		Canberra Advocacy event – representation to Ministers and advisors for education, Local Government and regional development, energy, trade and investment, drought and Local Members of Parliament and discussions with the Regional Australia Institute.	\$10,000	-	\$10,000	-		
		Community consultations representations Farm Household Assistance Review, New England North West Drought Taskforce	-	-	\$4,800	-		
Water for the Future	Planning and Prioritisation Inter-governmental Collaboration Advocacy and Leadership	Namoi Economic and Spatial Supply Chain Report ⁶	-	\$175,000	\$12,800	-		
		Namoi Water Alliance	\$27,040		\$30,000	\$8,000		
		Trade and Investment Strategy	-	-	\$5,000	-		
		Small and Medium Enterprises Export Hub application to develop and support the network of exporters in the Namoi region.	-	-	\$8,000	-		
	Planning and Prioritisation	Representation of Member Councils with Safe and Secure Water to facilitate opportunities with government and partners for investment into the provision of water, infrastructure and skills.	\$165,000	-	\$16,000	-		
		Application for Regional Town Water Strategy funding ⁷ and negotiations on IWCMS for Councils.						
	Inter-governmental Collaboration	New England North West Drought Task group – distribution of factsheets, program information and contacts.	-	-	\$15,000	-		
		Namoi ROSCOs and Critical Water Panel Representation	-	--	\$8,000	-		
		Namoi Water Sharing Plans review	-	-	\$2,000			
	Advocacy and Leadership	Annual membership of the Smart Water Mark	-	-	-	\$11,000		

⁶ This is an estimated as the report was paid for by the NSW Department of Planning, Industry and Environment.

⁷ This is an estimated of the quote for works. Quote is estimated at \$220,000, Councils are eligible for 75% of funding from the NSW Government.

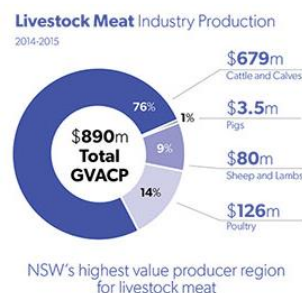
ALIGNMENT TO THE STRATEGIC REGIONAL PRIORITIES	ALIGNMENT TO KEY FUNCTIONS	ACTIVITY AND DESCRIPTION	CASH VALUE TO COUNCILS (includes annual budget expenditures)	IN-KIND VALUE TO COUNCILS (includes annual budget expenditures)	STAFF INVESTMENT (Based on \$200 per hour x five for the Executive Officer.)		STATUS
		Murray Darling Basin Socio-economic Analysis of the impacts of the Basin Plan			\$2,000		
Enabled and Connected Infrastructure	Advocacy and Leadership	NSW Digital Connectivity Strategy	-	-	\$500	-	
	Planning and Prioritisation	Namoi Roads Network Strategy	\$134,200,000				
	Inter-governmental Collaboration	RMCC new contract analysis, project planning and prioritisation, preparation			\$30,000	\$8,000	
Engaged People seeking Skills for the Future	Inter-governmental Collaboration	Gunnedah Shire Council will represent the region on the Department of Planning Council Stakeholders Panel.	-	-	-	\$6,400	
		Contaminated Lands Officer for 3 years, this year the project delivered a policy, procedure and register template for Councils.	\$420,000	-	\$30,000	\$8,000	
		Finding Your Feet Event Series	\$10,000	-	\$24,000	-	
TOTAL				\$175,000	\$285,300	\$59,000	

APPENDIX 1: ENDORSED POSITIONS OF ADVOCACY

<p>1. Water for the Future</p> <p>Water is the critical enabler for industry, business, communities, lifestyle, tourism and the environment.</p> <p>Communities across the Namoi Joint Organisation of Councils deserve secure access to quality water resources.</p> <p>The availability and security of water enables Local Government and communities to plan for future social, environmental and economic growth with confidence.</p> <p>The climate of NSW is variable and drought is an inevitable feature in our landscape, therefore it should be considered in the same light as other business risks.</p> <p>Planning for the long-term is the most effective way that community and farmers can prepare for drought and other downturns.</p>	<p>A1.1 Government funding for Council owned water and sewer operations and projects that can demonstrate investment will provide improvements to:</p> <ul style="list-style-type: none"> ▪ public health ▪ water security ▪ economic, environmental outcomes and or social benefits. <p>A1.2 Governments will provide funding, programs and financial assistance to Councils to provide access to water that will;</p> <ul style="list-style-type: none"> ▪ undertake regional strategic planning for the provision of water; ▪ provide entitlement to meet the current and future demands of growth from development; and ▪ maintain access to substantial storage capacity for emergency situations including drought. <p>A1.3 Governments support and implement policy, processes and systems that provide an equitable sharing of surface and groundwater resources and that water entitlements and allocations are secure and tradeable.</p>	<ul style="list-style-type: none"> ▪ Surface and groundwater policy and management for NSW. ▪ NSW water resources planning, policy and regulation including negotiations with the Commonwealth. ▪ Basin specific planning, policy and management for the Great Artesian Basin and the Murray Darling Basin. ▪ Catchment planning, policy and management for the Macleay, Gwydir, Border Rivers, Namoi and Peel catchments.
<p>2. Agriculture, Agribusiness and Innovation</p> <p>Agriculture, agricultural products, commodities and services underpin the economies of the Namoi region.</p>	<p>A2.1 Governments provide programs and funding for Local Government that can stimulate the economy for business and support businesses to maintain employment and where prolonged impact of drought on regional and local employment and the economy can be demonstrated, small business can access similar assistance to that offered to primary producers.</p>	<p>COAG Agreement and Natural Disasters policy and application</p> <p>Drought policy and incentives</p> <p>Employment and incentives policy, jobs and action plans for employment in regional Australia</p>

3. Intensive Agriculture Strategy

In the New England North West of NSW agricultural production accounts for 17.5 per cent of the State's gross agricultural value, the second highest regional contribution in NSW. The strength of the sector will rely on favourable climate and soils, access to national and international markets, strong broadacre cropping and grazing sectors and emerging intensive agriculture and food processing sectors.



Intensive agricultural enterprises create jobs in the agricultural supply chain and open opportunities for agribusiness and innovation, service, research and education.

A3.1 Government funding and resourcing to develop the Namoi region as a regional meat production area and food processing precinct.

A3.2 Government support for an environment that provides consistency across the region for planning for and operations of, meat and livestock enterprises.

A3.3 Government support for an environment that markets the Namoi region as a food and fibre hub for NSW and the world.

A3.4 Government funding and resourcing to assist producers to accelerate production of food and fibre into world markets.

A3.5 Government legislation and policy for the "Right to Farm" in NSW.

- NSW Right to Farm Policy that reinforces rights and responsibilities establishes baseline and ongoing monitoring and evaluation of land use conflicts, land use planning, reviews of relevant environmental planning instruments to minimise conflicts, additional Government intervention be required.
- Transport and logistics planning, prioritisation and funding.
- Ownership and operations of abattoirs and saleyards.
- Investment including domestic and foreign investment.
- Export marketing, markets, support and resourcing.
- Government environmental policy relative to farming, agriculture and intensive agriculture planning and practice.
- Potentially reshape and consistency from a planning approach and perspective
- Food production, security and the protection of natural resources which sustain food production.
- Planning and approvals for mixed purpose operations, increasing renewables and use and operations on prime agricultural land

4. Foreign Ownership of Prime Agricultural

A4.1 Governments supports business and industry to grow and prosper in the Namoi region, creating

Australian Government policies on foreign investment, bilateral international treaties

<p>Land</p> <p>Council members of Namoi Unlimited represent some of Australia's premier agricultural enterprises and lands.</p> <p>Foreign economies had a total of \$3.3 trillion invested in Australia at the end of 2017. The United States and United Kingdom are the biggest investors in Australia, followed by Belgium, Japan and Hong Kong (SAR of China). China is our ninth largest foreign investor, with 2.0 per cent of the total.</p> <p>Namoi Unlimited acknowledges community concern in relation to acquisition of prime agricultural land by foreign owned entities. Namoi Unlimited will monitor media and examine decisions of the foreign Investment Review Board in relation to the purchase of prime agricultural land.</p>	<p>employment and opportunities for the Local Government Areas it represents.</p> <p>A4.2 Governments supports the role of the Foreign Investment Review Board as a non statutory body established to advise the Treasurer and the Government on Australia's Foreign Investment Policy. Specifically that, proposed direct interests in an agribusiness generally require approval where the value of the investment is more than \$58 million, with an exemption applying to investors from Australia's trade agreement partners and a \$0 threshold applying to Foreign Government investors.</p> <p>A4.3 Government funds the continued publication of reports on Foreign Ownership of Agricultural Land by the Australian Taxation Office.</p>	<p>and free trade agreements.</p>
<p>5. Trade and Investment</p> <p>The <i>Regional Australia Institute</i> told Namoi Unlimited in 2015, that if it wanted to grow the economy it needed to support; agriculture, agricultural innovation, provide opportunity for investment on the right terms and accelerate exports.</p> <p>Namoi Unlimited will engage and develop relationships in overseas markets in pursuit of new trade and investment opportunities to grow the region.</p> <p>Regions like the Namoi need specific and expert assistance to monitor dynamics of global markets, climate change and changing consumer demand, to</p>	<p>A5.1 Governments increase the capacity and capability of, and funding for, Councils to grow the economy and create jobs across regional NSW by:</p> <ul style="list-style-type: none"> ▪ Resourcing Councils to providing place based response and dedicated support to businesses to export their products and services. ▪ Resourcing Councils to work with the NSW Government to attracting international investment. ▪ Increased resources for international offices, engagement, communications and marketing of regional NSW. 	<p>Australian Government policy, investment and programs for AusTrade.</p> <p>NSW Government policy, investment and programs for the Department of Industry and Trade and the Department of Primary Industries.</p>

assist industry to evolve and adapt.		
<p>6. Mining and Resource Development and Extractive Industries</p> <p>The New England North West geology is diverse and there is the potential for mineral and energy exploration and production.</p> <p>Namoi Unlimited believes communities need to be advised and informed of the potential risks to water, land and community resources as a result of mining and resource development in the Namoi region.</p> <p>The Gunnedah coal basin contains the State's third largest coal reserves and coal seam gas potential. Coal deposits also surround the Local Government Areas of Liverpool Plains Shire, Gunnedah Shire and have the potential to impact the economy of Tamworth Regional Council and to a lesser extent the rest of the Namoi region.</p> <p>The New England North West also contains deposits of gemstones, industrial minerals and extractive materials, with many small-scale mines in operation.</p>	<p>A6.1 Governments recognises the importance of protecting important farmlands such as the Liverpool Plains.</p> <p>A6.2 Governments continue to reduce exploration licenses in areas where development of mining or resource development encroaches on agricultural enterprises.</p> <p>A6.3 Governments approach mining development sensitively to minimise negative impacts on the environment, agricultural land, neighbouring businesses and the community.</p> <p>A6.4 Governments will work with Local Government to respond to the lifecycle of mining with the intent of providing public resources and services and infrastructure that reflects growth.</p> <p>A6.5 Government deliver greater protection to agricultural land from the impacts of mining and coal seam gas (CSG) activity, such as:</p> <ul style="list-style-type: none"> ▪ coal seam gas exclusion zones; ▪ safeguarding biophysical strategic agricultural land ; ▪ application and scrutiny of the Gateway process for State significant mining and coal seam gas proposals; ▪ acknowledging Critical Industry Clusters including the equine industry in the Namoi region; ▪ implement a Mining and Petroleum Gateway Panel to scientifically assess mining and coal seam gas impacts on strategic agricultural 	<p>NSW Government planning and land use legislation and policy, including the Council of Australian Governments (COAG) Standing Council on Energy and Resources Multiple Land Use Framework.</p> <p>NSW Government mining and extraction legislation and policy including; NSW Mineral Exploration and Development Assessment and Approvals Process for Major Mining and Petroleum (including coal seam gas) Projects.</p>

	<p>land and its associated water resources;</p> <ul style="list-style-type: none"> ▪ introduce regulations governing exploration activity, overseen by a Land and Water Commissioner; ▪ introduce an Aquifer Interference Policy; and ▪ introduce independent, robust and transparent Agricultural Impact Statement for all mining and resource development projects in the Namoi region. <p>A6.6 Governments extend, support and fund bioregional assessments to provide transparent and scientific information on potential impacts of gas and coal mining developments on water and the environment.</p>	
<p>7. Connected and Enabled Freight and Transport Infrastructure</p> <p>The network of roads plays an important role in the freight challenge for NSW. The movement of freight across accessible and efficient road networks is critical for business and communities.</p> <p>increasing rail freight movements due to mining and resource development, rail level crossings are frequently closed.</p> <p>Investment and upgrading of rail infrastructure for passengers and freight capacity to enhance road capacity and reduce haulage costs.</p>	<p>A7.1 Government recognise and fund strategic network approaches to identifying and addressing transport and freight impediments.</p> <p>A7.2 Governments negotiate and fund the Namoi Roads Network Strategy staging an investment of \$300 million in roads to unlock the regions road transport network.</p> <p>A7.3 The Government requires ARTC to action and address;</p> <ul style="list-style-type: none"> ▪ the number of closed periods for crossings and the length of time crossings are closed; ▪ advise Councils of proposed closures of crossings; ▪ take any action to mitigate the cumulative impacts of increased rail transport on 	<p>Strategic rail infrastructure policy, programs and investments, the Investment Infrastructure Program, the Black Spot Program, Bridges Renewal Program, Heavy Vehicle Safety and Productivity Program, Roads to Recovery</p> <p>Roads and Maritime NSW programs for funding</p> <p>Transport for NSW Freight and Ports Strategy</p> <p>Heavy Vehicles and freight policy, frameworks and logistics</p> <p>Roads to Recovery Statement of Expectations</p>

	<p>communities;</p> <ul style="list-style-type: none"> ▪ collaborate with Governments to plan solutions for infrastructure upgrades; ▪ Upgrading of rail haulage network through Liverpool Plains Shire Council and the Gunnedah Shire Council. <p>A7.4 Governments plan and invest in increased capability and capacity for passenger and freight on rail on the North West Rail Line Network including;</p> <ul style="list-style-type: none"> ○ Newcastle to Narrabri, ○ Werris Creek to Tamworth ○ Newcastle to Armidale ○ Barraba Spur Line ○ Inland Rail ○ Tamworth Intermodal ○ Werris Creek Over rail bridge ○ Quirindi Over rail bridge <p>A7.5 Governments further subsidise passenger rail travel pricing.</p> <p>A7.6 Commonwealth Government funding for Roads to Recovery increase in real terms road funding direct financial assistance to Local Government.</p> <p>A7.7 Governments commit to working with Local Government and to provide funding for;</p> <ul style="list-style-type: none"> ▪ Commercial air services into Gunnedah; ▪ Development of the Tamworth International Air freight capability and capacity; ▪ Slots for regional services into Sydney Airport; ▪ Providing ongoing information to Local 	
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	Government about the introduction of a second airport at Badgery's Creek and the future of Kingsford Smith Airport.	
<p>8. Energy Infrastructure</p> <p>Namoi Councils support the view that renewable energy is essential to Australia's future economic growth and prosperity and a strategic driver in providing for future jobs and assisting with the lowering of greenhouse gas emissions posed by climate change.</p> <p>The development of renewable energy sources and enterprises in the region should not be to the detriment of base load security or the introduction of new technologies.</p> <p>Organisations like Namoi Unlimited can work with all levels of government to plan and prepare for infrastructure and energy needed into the future.</p>	<p>A8.1 Governments provide financial assistance by way of subsidies and incentives to industry to develop and harness the energy technologies such as Bio Energy, Geothermal Energy, Solar Energy, Wind Energy, Pumped Hydro and HELE to support economic development and reduce energy prices.</p> <p>A8.2 Governments support and incentivise the development of the New England North West region as a Hub for Renewable energy in NSW.</p> <p>A8.3 Governments support the investigation of energy projects to support innovation between the agricultural and energy sectors.</p> <p>A8.4 Governments engage early and consistently to inform the community of potential and approved developments.</p>	<p>NSW Electricity Supply Act 1995</p> <p>Australian Energy Market Commission</p>
<p>9. Federal Government Local Government Assistance Grants (FAGs)</p> <p>Namoi Unlimited supports the Australian Local Government Association's (ALGA) position on grants.</p> <p>Local government (councils) is the third tier of government in the Australian system of government. Councils are primarily responsible for providing a wide range of critical local area services including planning, libraries and waste management and for infrastructure provision (e.g. roads and footpaths, parks, sporting grounds and swimming pools) required by the local community.</p>	<p>A9.1 Secure annual Commonwealth funding for local government equal to at least 1% of Commonwealth Taxation Revenue.</p> <p>A9.2 Oppose revenue constraints such as rate capping and cost shifting.</p> <p>A9.3 Encourage councils to acknowledge Financial Assistance Grants as a Commonwealth untied grant to local government.</p> <p>A9.4 Strengthen local government's credentials as a trusted partner for tied Commonwealth grants.</p> <p>A9.5 Secure annual Commonwealth funding for joint organisations of Councils.</p>	<p>ALGA Federal Budget 2019-20 Submission</p>

<p>Local government nationally employs about 187,000 Australians (around 10 per cent of the total public sector). It also owns and manages non-financial assets with an estimated written down value of \$408 billion (2015-16), raises around 3.6 per cent of Australia's total taxation revenue per annum and has an annual operational expenditure of around \$35 billion (2015-16), just under 6 per cent of total public sector spending.</p> <p>Nationally, local government derives nearly 90 per cent of its revenue from its own sources (including rates and services charges), compared to around 50 per cent for state governments. Grants from other levels of government make up only 10 per cent of local government's total revenue, however these grants are particularly important in areas with a low rate base, and/or high growth rate, and rapidly expanding service and infrastructure needs.</p> <p>Local government's expenditure is directed towards the provision of local services across the nation. These services include: housing and community amenities, transport and communications, recreation and culture and general public services. These services are critical to the productivity, wellbeing and liveability of local communities and cumulatively of the nation.</p>		
<p>10. Engaged People Seeking Skills for the Future</p> <p>People and their skills are fundamental to the growth of our economies, our communities and lifestyle.</p> <p>Local Government is one of the largest employers in the Namoi region and has an important role to</p>	<p>A10.1 Regional Trade Training Centre located in Gunnedah Shire Council including funding to establish and operate a trades training Centre in the heart of the Gunnedah Basin which is estimated to contain recoverable coal reserves of 1.48 billion tonnes - about 13% of NSW total coal reserves.</p> <p>A10.2 TAFE NSW is funded and strategically positioned to meet the workforce needs of Local</p>	

<p>play in the attraction of people to the region, and the development of skills.</p> <p>Competition for skills across the region occurs across a number of sectors, for example mining and resource development offers above market rewards and conditions which inhibits the ability of Local Government to compete for skills.</p> <p>There is a perception that there are ‘no jobs or limited jobs’ in regional areas.</p> <p>As a group of Councils, members can collaborate to increase capacity and capability in skills areas that maybe difficult to full as individual Councils.</p>	<p>Government, industry and the regional community.</p> <p>A10.3 Establishment of a University in the Tamworth Region including funding for the establishment of a university in Tamworth Regional Council that services the Namoi region and beyond. Commonwealth placements to fund the ongoing operations of a university in the region.</p>	
<p>11. Emergency Assistance</p> <p>Across Australia local government plays an important role building resilient and sustainable communities, particularly when it comes to dealing with natural hazards and other threats.</p> <p>Local governments are increasingly playing crucial roles in preparing communities through various mitigation interventions, assisting in response and playing a key leadership role in rebuilding and recovery efforts.</p> <p>Namoi Unlimited supports the ALGA policy work focuses on ensuring local government is recognised and supported in helping to build greater levels of resilience in Australia’s diverse communities and geographic regions.</p> <p>The size, severity, timing, location and impacts of disasters are difficult to predict and our changing climate increases the uncertainty about future risks. Scientific modelling suggests that climate change will likely result in an increased frequency and</p>	<p>A11.1 To do this ALGA is actively engaging with other levels of government on the continuation of appropriate Commonwealth funding to support councils and communities to mitigate and recover from natural disasters.</p> <p>Emergency Management</p> <p>Investment in the mitigation of risk, the promotion of community safety and warning systems, engaging partners and communities, protecting built and natural environments and community resilience.</p> <p>Support and funding for a whole-of-government, multi-agency and all hazards approach.</p> <p>Natural Disaster Resilience</p> <p>The Commonwealth Government invests a total of \$26.1 million each year in the National Partnership Agreement on Natural Disaster Resilience to fund priority disaster resilience initiatives. These funds are matched by state and territory governments.</p> <p>Changes to the Natural Disaster Recovery (NDR)</p>	<p>Emergency Management Australia</p> <p>National Strategy for Disaster Resilience Knowledge Hub</p> <p>Productivity Commission – Natural Disaster Funding Arrangements (2014)</p> <p>Department of Agriculture and Fisheries</p>

<p>severity of extreme weather events. Rising sea levels are increasing the likelihood of coastal erosion and severe inundation.</p> <p>Disaster resilience is a shared responsibility for individuals, households, businesses and communities, as well as for governments.</p> <p>In 2018, following floods, cyclones and fires which greatly impacted communities across Australia, the Commonwealth Government established a National Resilience Taskforce within the Home Affairs Department to lead nation-wide reforms to reduce the impact and financial burden of disasters on our communities and economy. The Taskforce's first priority is to develop a five-year national disaster mitigation framework to reduce the impact of disasters.</p> <p>Local governments contribute to Australia's biosecurity in both metropolitan and rural/regional areas. The movement of animals and other livestock through our cities and towns via ports, roads and rail, as well as by foot across diverse rural landscapes, can expose our domestic agricultural and grazing industries and natural environment to risk from invasive pests, disease and noxious weeds.</p>	<p>Program to allow councils:</p> <ul style="list-style-type: none"> ○ greater flexibility and the self-determination of how NDR funding is spent; ○ funding to be spent on the replacement of infrastructure to the same standard of that damaged or destroyed; ○ a disaster management program and pool of funds to fund renewal or replacement of vital public. <p>Biosecurity</p> <p>ALGA provides support to state and territory local government associations on national-scale biosecurity issues through representation on peak working groups including the National Biosecurity Committee and on Federal Government initiatives that work across the tiers of government to help maintain and protect Australia's biosecurity.</p> <p>The role and investment in this function at a Local Government level is increased.</p>	
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APPENDIX 2: Drought

IMMEDIATE DROUGHT RESPONSE

1. Provide an additional round of funding for Councils in the Namoi region of up to \$2million under the Drought Communities Programme funding to be spent on local infrastructure projects that provide local employment and local contractor spend.
2. Provide funding to pre-schools to fund and provide social and mental health resources for children living in drought declared communities.
3. Enact an amendment to the existing eligibility criteria for Drought Loans through the Regional Investment Corporation that will extend eligibility for loans to small business in drought declared areas, that:
 - At least 75% labour is provided to the farm business.
 - At least 50% income earned from the farm business (under non-drought circumstances).
4. Provide funding direct to Local Government Authorities to waive Land Rates on primary production land in drought impacted areas.
5. Direct program administrators to prioritise funding for incentives and businesses to support, establish and retain business and employment in drought impacted areas.
6. Investigate whether capital repayments of debt by primary producers could be fully tax deductible. This would assist primary producers reduce debt in good times so that they can draw on the equity in lean times. It would reduce interest repayments meanwhile providing a cashflow benefit. This option would have a similar effect to the Farm Management Deposit Scheme.
7. Investigate whether GST should be added to the interest repayments made by primary producers. EG, if a primary producer makes an interest repayment of \$200,000.00, the sales required to fund that is \$220,000.00. If the repayment had GST added to it, then the primary producer would be able to balance out purchases to NIL GST cost, for improved cashflow.
8. Place a \$1million off-farm asset limit under the Farm Management Deposit Scheme to ensure that the primary producers who access the Scheme need the benefit it offers and use the deposited funds in lean times. At 30 September 2019, the total holdings in the Scheme were \$5.75 billion (cf. agriculture.gov.au).
9. Provide a 100% rebate on farm Water Infrastructure up to the value of \$100,000.00 to build water reserves for future droughts.
10. Reform to the Farm Household Allowance including (and as recommended by the review committee):
 - Decoupling the FHA from the Social Security Act 1991 with the aim of simplifying and tailoring the application process and eligibility settings to farm businesses.
 - Prioritisation of a meaningful mutual obligation process, whereby farmers work with the Rural Financial Counselling Service (RFCS) to engage in a viability assessment enabling them to either plan through the current financial hardship and prepare for future business shocks, or exit the industry with dignity.
 - Revise the eligibility for the Rural Financial Counselling Service (RFCS) role to include business support. Enhance the role of the RFCS under the FHA program to focus on

business coaching of recipients, with the addition of a role for a financial advisor. To minimise duplication, this should utilise existing processes undertaken by the RFCS.

WATER

11. Water infrastructure is critical for the region's economy. A number of reports at a State and Commonwealth level have indicated there are issues in the coordination and collaboration, management and priority of programs, policy and initiatives.

Water is the number one concern for Namoi Unlimited, its Councils, business and communities.

A psychologist commented to our delegate Jock Nivison that the most pronounced increase in clientele for her - is citizens with enormous anxiety over water security. This is being enhanced by the never ending media around "day ZERO" where towns will run out of water.

When basic human needs such as water, shelter and safety are threatened or removed then people have trouble processing anything beyond that and it is debilitating for these people.

From a business point of view, there is unanimous consensus that any town without long term water security will decline.

Namoi Unlimited, the member Councils and the delegation have water security priorities to:

- Guarantee town and business use
- Harness the potential to grow productivity and employment

Water policy and programs require a cross-government, priority focus and consolidated approach. We need National leadership and cooperation on water.

12. Increasing the Emergency Water Grant to 50% and extending the repayment period. In the 2014 drought this created a substantial injection of capital into the community and provided water security for this current drought. Animal welfare issues are more acute when water security is weakened.

RECOVERY AND RESILIENCE

Research and Collaboration

13. Development of Inter-governmental and Inter-agency Committee to create and implement an early warning system for drought, be responsible for the analysis of data on crop and pasture conditions, fodder and grain stores, percentage change in livestock numbers and rainfall departure from 'normal' precipitation.

Priority for research should be the 123 Local Government Areas deemed eligible for drought communities funding.

Recording the intensity, duration and spatial coverage of drought will assist future drought measures.

Create a rigid framework around drought with clear defined levels of assistance that automatically kick in at certain levels of severity.

This will provide farmers with surety, greater capacity for budgeting and decision-making.

14. Consolidate research and review of economic development programs in regional NSW/Australia.

Funding and support for local and regional Chambers of Commerce to employ high level business development resources or contract resources that are aligned and complementary to the economic development functions of Local Government to implement a level of business support and referral.

Consolidate the learnings and research on attracting, supporting and retaining business and employment to regionals. Fund appropriate organisations to assess these learnings and resource projects and activities for businesses.

Domestic and global consumers are demanding the products that Australian producers are providing and able to provide. Research primary production commodity prices for beef, dairy and others, to understand why prices at the farm gate are not keeping up with inflation. Funding and resourcing needs to be provided at a regional level rather than an industry level, to understand transport and other barriers.

This would potentially develop solutions to address the erosion of incomes on farms and generate more available funds to build resilience in farming operations.

Future Programs and Assistance

15. Consider tax reform around drought, work with the NSW Government to remove Payroll Tax in rural and remote areas, incentivise business development and employment in these areas. Work toward a resolution of Payroll Tax with the NSW Government, whereby it is eventually removed entirely and replaced entirely by a tax on production rather than fixed costs.

Fund a regional tax relief and incentives trial and pilot program across the New England North West region to support the growth of business, employment.

16. Programs and Grants for innovation in drought management, available to individuals and business for projects that have the potential to benefit the whole industry.

Establish infrastructure programs and incentives for businesses predominately servicing agriculture, similar to those that have been or are in place for Primary Producers.

17. Greater incentives for critical professions such as doctors, nurses, teachers to work in rural areas, and stay in rural areas.

18. Fund and enable training providers to specialise and enhance financial literacy in the agricultural sector. There are short courses like “the business edge course” that are important for farmers to build skills around strategic decision making - however, they can be expensive. There is potential to build the capability of unskilled labourers to become well informed, strategic managers.

19. Diversify the criteria for the Farm Management Deposit Scheme that can produce an income stream to dividends and interest growth in times of drought. Change the eligibility to enable company structures to access the scheme but maintain the asset tests.

20. Consider a superannuation type scheme around drought with compulsory payments (similar to the stock levy) to create an income stream and economic stimuli in drought.

21. Build resilience in agricultural communities and families by continuing and increase efforts to decentralise government departments and services. Such activities attract people to communities, ensure incomes are diversified and build capacity in agricultural reliant towns.
22. Develop clearly defined legislation around how banks will deal with farm debt, especially in times of drought; there should be a mechanism to protect good farmers from unjustified foreclosure.

12.2 Revenue Policy – ATTACHMENT H

Author	Executive Officer/JOLT
Policy	Revenue Policy
Legal	NSW Local Government Act
Financial	2020-2021 Annual Budget
Strategic Link	-
Attachments	ATTACHMENT H
RECOMMENDATION TO THE BOARD:	THAT, the 2020-2021 Revenue Policy is approved.
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	To update the Revenue Policy document for Namoi Unlimited.
BACKGROUND:	This document constitutes the Namoi Joint Organisation of Councils Revenue Policy and is prepared in accordance with section 405 of the Local Government Act 1993 (“the Act”).
COMMENTARY:	The Revenue Policy is to be amended to reflect the directions of the Board to amend membership fees for the 2020-2021 financial year, with the IPART Rate Peg adjustment.

REVENUE POLICY 2020-2021

Introduction

This document constitutes the Namoi Joint Organisation of Councils Revenue Policy and is prepared in accordance with section 405 of the Local Government Act 1993 (“the Act”).

The Revenue Policy includes the following statements for the year 2020-2021 financial year:

- an estimate of the Namoi Joint Organisation of Councils income and expenditure;
- each membership and non-voting membership fee;
- types of fees to be charged by the Namoi Joint Organisation of Councils and the amounts of each such fee;
- amounts of external borrowings, the sources from where these are to be borrowed, and the means by which these are to be secured; and
- any other such matters as may be prescribed by the regulations.

The statements in the Revenue Policy with respect to membership and non-voting membership fee include, as required, the following particulars:

- the base amount of the membership and non-voting membership fee;
- the ad valorem amount (the amount in the dollar) membership and non-voting membership fee;
- in the case of project participant fees the estimated amount and principle behind the application of this fee; and
- any expectations agreed by the membership regarding the fees.

Factors influencing Namoi Joint Organisation of Councils revenue and pricing policy

The following factors will influence the Namoi Joint Organisation of Councils revenue and pricing policy.

Community service obligations

A community service obligation arises where a council provides a function or service that has general community benefits beyond those received by direct users.

Councils mainly exist to provide services that are considered to have community importance but are not viable or practical to be provided on a commercial basis.

Councils review their level of Community Service Obligations as they relate to fees and charges.

Where such a community service obligation may exist across the membership of the Councils, the Councils may consider the community service obligation as a group.

Cost recovery

Namoi Joint Organisation of Councils applies the principle of full cost recovery to determine the total cost of services.

The user-pays principle

The User-Pays Principle involves pricing the provision of goods, projects, services and facilities that require the user or the consumer to pay the actual cost of the service provided.

The Namoi Joint Organisation of Councils may apply this pricing policy for the provision of project works and activities to businesses or members of the community.

Corporate overheads

Namoi Joint Organisation of Councils corporate overheads are for governance, employment, administration functions and compliance required to deliver on the Strategic Regional Plan and the annual Business Plan.

Competitive neutrality

Competitive Neutrality is one of the principles of National Competition Policy applied throughout Australia at all levels of Government, including Local Government. Competitive neutrality is based on the concept of a “level playing field” for competitors in a market, be they public or private sector competitors. All Government business organisations should operate without net competitive advantages over businesses as a result of their public ownership.

Where Namoi Joint Organisation of Councils competes in the market place with other private businesses, Namoi Joint Organisation of Councils will do so on the basis that it does not utilise its public position to gain an unfair advantage over private businesses that may be in competition with Namoi Joint Organisation of Councils or the Councils.

Goods and services tax

The Federal Government’s Goods and Services Tax (GST) must be applied to non-exempt fees and charges. The current rate of the GST is 10% and is included in the price paid by the recipient of the service. The GST indicators (GST exempt or not) in the list of fees and charges are subject to change at any time from changes that occur in the GST Act and/or regulations.

Ordinary Membership policy

Each member council is to contribute a monetary payment or equivalent contribution based on the following methodology:

- fixed administration and membership contribution or fee, and any
- variable project and service or delivery fees.

Member councils will be consulted about proposed contributions by:

- Conduct of annual planning, and
- An annual written proposal based on the activity determined in the business planning process.

A member will cease to be a member non-payment of fees.

Ordinary Membership fees are to increase by 1.8% from 2018/19, which represents the maximum permissible amount as determined by the Independent Pricing and Regulatory Tribunal (IPART) for the year 2016/17.

Fees for service

Approved fees for service

Section 608 of the Local Government Act 1993 provides that the Namoi Joint Organisation of Councils may charge and recover an approved fee for any service it provides, other than a service provided, or proposed to be provided on an annual basis for which it is authorised or required to make an annual charge under Section 496 or 501 of the Act.

Section 609 of the Act provides that when determining the approved fee, the Namoi Joint Organisation of Councils must take into account the following factors:

- the cost of the Council providing the service;
- the price suggested for that service by any relevant industry body or in any schedule of charges published, from time to time, by the Division of Local Government;
- the importance of the service to the community; and
- any factors specified in the regulations under the Act.

Credit card surcharge

Namoi Joint Organisation of Councils imposes a Credit Card Surcharge on all payments made via credit card in accordance with Reform of Credit Card Schemes in Australia (iv) and Final Reforms and Regulation Impact Statement August 2002.

Private works

Namoi Joint Organisation of Councils may carry out any kind of work that may lawfully be carried out. Private work will be carried out on the basis of a charge representing full cost recovery of the work carried out plus a margin for profit. The profit margin is dependent on and subject to market forces applying at the time.

2020-2021 Income Statement

INCOME	Ex GST	Inc GST	Total Ex GST	Total Inc GST
Membership Fees	\$31,334.00	\$34,467.40	\$156,670.00	\$172,337.00
Namoi Water Alliance	\$5,408.00	\$5,948.80	\$27,040.00	\$29,744.00
Grants				
Contaminated Lands			\$140,000.00	\$140,000.00
Fee for Service - VendorPanel ⁸			\$50,000.00	\$55,000.00
TOTAL INCOME			\$373,710.00	\$397,081

⁸ This fee for Services is an estimate of the Councils commitment to VendorPanel. The Annual Licence Fee for Councils is Gwydir Shire \$7,500, Gunnedah \$10,000, Liverpool Plains \$7,500, Tamworth Regional Council \$20,000, Walcha Council \$5,000.

12.3 Annual Business Plan – ATTACHMENT I

Author	Executive Officer/JOLT
Policy	-
Legal	-
Financial	Annual Business Plan
Strategic Link	-
Attachments	ATTACHMENT I
RECOMMENDATION TO THE BOARD:	THAT, the Annual Business Plan is endorsed and implemented.
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	To provide the Board with the opportunity to review the Annual Business Plan.
BACKGROUND:	The Board is provided with the opportunity to review the proposed Annual Business Plan.
COMMENTARY:	<p>The Annual Business Plan provides an outline of the proposed activity for the 2020-2021 financial year, including the governance arrangements and estimated budget.</p> <p>The budget proposes to utilise retained earnings, and JOLT will undertake to manage expenditure around catering and travel.</p> <p>Expenditure of media and communications will be considered on a project by project basis rather than an annual engagement of a contractor.</p>

EXECUTIVE SUMMARY

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

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

The six future factors identified in this report were:

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

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

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

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

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

OUR STRATEGIC REGIONAL PRIORITIES

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

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

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

1. Water for the Future

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

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

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

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

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

2. Enabled and Connected Infrastructure

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

Roads, rail, air infrastructure, energy and telecommunications infrastructure are critical for the future growth and the development of the region.

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

3. Engaged People seeking Skills for the Future

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

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

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

OUR ORGANISATION

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

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

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

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

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

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

Our Purpose

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

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

Our Vision

A productive, smart and liveable region.

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

Our Principal functions

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

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

The principal functions of Namoi Unlimited will be to:

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

Our Values and Guiding Principles

The values of Namoi Unlimited are:

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

STAKEHOLDERS AND PARTNERS

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

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

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

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

Partners and Relationships

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

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

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

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

HOW TO USE THIS PLAN

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

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

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

BUSINESS ACTIVITY PLAN

(2020 - 2021)

STRATEGIC PRIORITY 1: Water for the Future		Output <i>What we will do?</i>	Outcomes <i>What we will achieve by doing the doing?</i>	Budget	Est of Executive Officer resourcing
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> , <i>MacroPlan Dimasi Spatial Supply Chain Report</i> and the <i>Shaping the Future of the Namoi Study</i> .	Targeted and strategic advice to hone the pursuit of opportunities for regional growth.	-
	1.2	Audit, analyse, identify and prioritise opportunities and partnerships for agriculture, agricultural products, commodities, supply and value chains, as well as services.	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.	Contribute to and be recognised for, developing better ways for Government to engage and invest in regional Australia.	
	1.3	Identify the potential impacts of change on agriculture.	Align desires for demand, growth and investment to opportunities, investment potential, community expectations and Government positions identified in work collated for a growth and activation proposals for investment based on demand and regional growth.	Position Councils with the evidence to build investment in infrastructure including water utilities.	
	1.4	Identify and facilitate opportunities to address change, by diversifying, opening and establishing and new markets for producers.		Identification and pursuit of endowments and drivers for growth.	
Inter-governmental Collaboration			Development of, and funding for the <i>Trade and Investment Strategy</i> ;	Building stronger and more resilient communities.	25%
			<ul style="list-style-type: none"> Maintenance of the relationships made in China; Establish and support a Working Group 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; and Branding and marketing of the region as a destination for trade and investment. Development of pilot program and funding to address specific and regional opportunities. 	A targeted and accelerated approach to grow exports and investment attraction in the region.	
	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.	Identification and facilitation of supply chain, value add and new market opportunities for regional producers.	
	1.6	Communicate the value of water across the region.	Work with the Department of Planning, Investment and Environment to identify opportunities for the planning and preparation of the Namoi Water Strategy, Regional Town Water Strategies and Integrated Water Cycle Management.	Development of, and support for a network of trade, investment and export businesses in the region.	
	1.7	Identify opportunities for collaboration and best practice across water operations.	Build a Business Case to provide Councils with a repository and skills to provide evidence and research to build business cases for investment.		
Positions of Advocacy and Leadership			Consider the next phase of the opportunities and challenges in using waste water in road maintenance.	Pursuit of best practice planning and operations across local water operations.	-
		The investment in, security of, and access to water is an enabler (not a risk) for local and regional development and growth. Water needs to be a secure foundation and the enabler for business and communities to innovate and regional economies to thrive.	Undertake activities of advocacy and leadership identified in the Leadership and Advocacy Register, specifically items: <ol style="list-style-type: none"> Water for the Future Agriculture, Agribusiness and Innovation Intensive Agriculture Strategy Foreign Ownership of Prime Agricultural Land Trade and Investment 	Creditable and evidence based regional advocacy and information that informs Government policy. Coordinate and facilitate access opportunities for member Councils to advocate for economic growth, business development, and business cases for water and other infrastructure development.	-

STRATEGIC PRIORITY 2: Enabling and Connected Infrastructure			Output <i>What we will do?</i>	Outcomes <i>What we will achieve by doing the doing?</i>	Budget	Est of Executive Officer resourcing
Planning and Prioritisation	2.1	Audit, analyse, identify and prioritise the inhibitors to industry, growth, and or safety, to identify and address infrastructure connectivity on the network of roads to rail, air, energy and telecommunications.	Facilitate and engage to establish, identify and prioritise the infrastructure inhibitors to industry and growth, and or safety. Work with Councils and the <i>Regional Economic Development Strategies (REDS)</i> to substantiate and support priorities for infrastructure investment. 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.	Identified process to highlight, substantiate and promote enabling infrastructure for the region. Prepare for the next iteration of the Namoi Roads Network Strategy. Develop relationships, efficiencies and opportunities to work together. Improved information and service delivery.	-	
	2.2	Identify opportunities for infrastructure investment at points that enable 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.			
	2.3	Support Councils to develop applications and proposals for infrastructure investment.				
Collaboration and Inter-governmental Collaboration			Establish a Steering Committee of Councils with access to industry representation to: <ul style="list-style-type: none">▪ Exchange information, collaborate and to substantiate the evidence for investing in road infrastructure.▪ Identify opportunities for infrastructure investment at points that enable productivity, safety and access to new, emerging and significant markets.▪ Respond to and participate in pilot programs to identify inhibitors and enablers across the network of roads, rail, air, energy and telecommunications infrastructure, and policy such as the RMCC pilot program with the RMS.	Develop the rationale and the forum for collaborating across regions on infrastructure. Participate and facilitate opportunities to pursue the connectivity of infrastructure within the Namoi region, within NSW and across the Eastern seaboard. Contribute to and be recognised for, developing better ways for Government to engage and invest.	\$30,000	15%
	2.4	Collaborate on the pursuit of regional infrastructure priorities.	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.			
	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	Develop the evidence based position for industries expected use of containerised freight from the region.			
Positions of Advocacy and Leadership		Improved access for freight and commodities into markets via roads, connections to rail, Inland Rail and international air freight capability for producers. Investment in energy infrastructure and support for public transport services. Communities, people and skills can be advanced by strong, high speed and accessible telecommunications to support business and lifestyle.	Undertake activities of advocacy and leadership identified in the Leadership and Advocacy Register, specifically items: <ul style="list-style-type: none">6. Mining and Resource Development and Extractive Industries7. Connected and Enabled Freight and Transport Infrastructure8. Energy Infrastructure	Coordinate and facilitate access opportunities for member Councils to advocate for enabled and connected Infrastructure priorities. Creditable and evidence based regional advocacy and information that informs Government policy.	-	

STRATEGIC PRIORITY 3: Engaged People seeking Skills for the Future

		Output <i>What we will do?</i>	Outcomes <i>What we will achieve by doing the doing?</i>	Budget	Est of Executive Officer resourcing
Planning and Prioritisation		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.			
	3.1 Identify and address, operational and service opportunities to build scale and capacity of Councils and Namoi Unlimited.	<ul style="list-style-type: none">Establish a working group to engage with Councils to understand what the workforce needs are across Local Government to identify collective trends, issues and opportunities.		-	
	3.2 Collaborate to address skill shortages, support talent and specialist skills sharing across Councils.	<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.	Capitalise on strategic and operational opportunities to increase services within Councils. Nurture skills and talent in Local Government sharing experience and expertise.		
Collaboration and Inter-governmental Collaboration		Conduct analysis to understand the future skills and other impacts, potential constraints and innovation driven by water.	Promote employment opportunities within Local Government.		
		Audit to understand the telecommunications capacity and capability of Councils to develop an evidence case for investment and better connectivity.	Build stronger communities and build service delivery.		
	3.3 Identify opportunities to grow education, research and business development programs and institutions.	Participate in networks, programs and activities to address attraction and retention of skills into the region.	Increase the scale and capacity of Member Councils.	\$30,000	
	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.	Increase in the opportunities for learning, apprenticeships, traineeships and careers with Local Government.		10%
		With funding from the Environmental Protection Authority coordinate a building capacity and capability project for the management of Contaminated Lands and UPSS.		\$140,000	
Strong Leadership and Advocacy	Local Government is a substantial regional employer, committed to building skills and expertise across the region.	Undertake activities of advocacy and leadership identified in the Leadership and Advocacy Register, specifically items:			
	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.	<ul style="list-style-type: none">9. Federal Government Local Government Assistance Grants (FAGs)10. Engaged People Seeking Skills for the Future11. Emergency Assistance	Develop opportunities for strong, connected, high speed and accessible telecommunications to support local government. Creditable and evidence based regional advocacy and information that informs Government policy.	-	

STRATEGIC PRIORITY 4: Organisational Growth and Sustainability		Output <i>What we will do?</i>	Outcomes <i>What we will achieve by doing the doing?</i>	Budget	Est of Executive Officer resourcing
Planning and Prioritisation	4.1 Identify and address, operational and service opportunities.	Implement and action areas and priorities of the Namoi Financial Sustainability Plan, including the development of collaborative responses for procurement and purchasing.		-	17%
		Identify and analyse collaborative and shared operational priorities.			
Collaboration and Inter-governmental Collaboration	4.2 Collaborate to address local and regional issues and opportunities.	Participate in networks, programs and activities.	Build scale and capacity of member Councils.		
		Identify barriers and enablers to networks, programs and activities.	Build an organisation that will be financial sustainable over the long-term.	\$30,000	3%
		Identify opportunities for co-design and partnership programs.	An organisation that is able to generate sufficient funds and deliver on the Strategic Regional Priorities agreed with its members and stakeholders.		
		Contribution to the NSW Joint Organisation Network	Strong and commitment membership.	-	
Strong Leadership and Advocacy	4.3 Good governance and decision making that supports good decision making.	Monthly meetings of the membership, supported by monthly meetings of General Managers and effective working groups.		-	30%
		Coordination of the advocacy events.			

COMMUNICATIONS AND ENGAGEMENT PLAN

Our Purpose

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

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

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

The principal functions of Namoi Unlimited will be to:

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

Audiences and Messaging

1. Members

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

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

2. State Agencies

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

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

3. Communities

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

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

4. Special Interest and Advocacy Groups

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

Communications and Engagement Tools

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

Communications Goals and Objectives

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

2020 - 2021 BUDGET

INCOME	Ex GST	Inc GST	Total Ex GST	Total Inc GST
Membership Fees	\$31,334.00	\$34,467.40	\$156,670.00	\$172,337.00
Namoi Water Alliance	\$5,408.00	\$5,948.80	\$27,040.00	\$29,744.00
Grants				
Contaminated Lands			\$140,000.00	\$140,000.00
Fee for Service - VendorPanel ⁹			\$50,000.00	\$55,000.00
TOTAL INCOME			\$373,710.00	\$397,081
EXPENSES			Total Ex GST	Total Inc GST
Administration and Governance			\$10,900.00	\$11,990.00
Employees and Costs			\$210,420.00	\$211,420.00
Travel and Accommodation			\$8,000.00	\$8,800.00
Advocacy and Leadership			\$10,000.00	\$11,000.00
Investment in Strategic Priorities			\$322,040.00	\$354,944.00
TOTAL EXPENSES			\$561,360.00	\$598,154.00
SURPLUS/(DEFICIT)			(\$187,650.00)	
RETAINED EARNINGS			Total Ex GST	Total Inc GST
Cash at Bank			\$97,650.00	N/A
Grants received in Advance			\$90,000.00	N/A
2020-2021 ESTIMATE FOR THE END OF YEAR			0.00	N/A

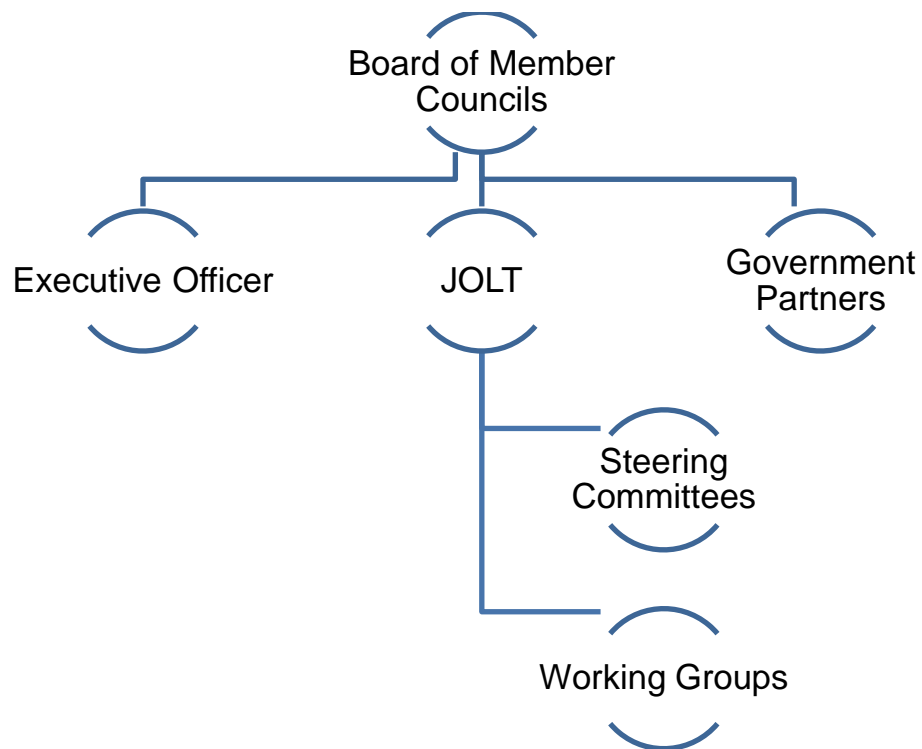
⁹ This fee for Services is an estimate of the Councils commitment to VendorPanel. The Annual Licence Fee for Councils is Gwydir Shire \$7,500, Gunnedah \$10,000, Liverpool Plains \$7,500, Tamworth Regional Council \$20,000, Walcha Council \$5,000.

STAKEHOLDERS

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

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

GOVERNANCE FRAMEWORK



Roles & Responsibilities

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

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

REFERENCES

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

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

Namoi Economic and Spatial Supply Chain Assessment Report says there could be a major economic enabler for the Namoi in facilitating proposed expansion of protein specifically, beef, lamb and chicken. If these expansion plans are realised, these industries will be a significant economic enabler for the Namoi region.

12.4 Financial Report March 2020 – ATTACHMENT J

Author	Executive Officer/JOLT
Policy	Reporting Financial Statements each Quarter
Legal	-
Financial	YTD (March 2020) Report
Strategic Link	-
Attachments	ATTACHMENT J
RECOMMENDATION TO THE BOARD:	THAT, the report is NOTED.
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	To provide the Board with a financial report to March 2020.
BACKGROUND:	-
COMMENTARY:	-

ATTACHMENT J - Financial Report March 2020

Income and Expenses as at 31 March 2020

	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	30,540	0	30,540	30,540	0	100%	Aligned Per Agreed Contribution
Gwydir Shire Council	30,000	30,540	0	30,540	30,540	0	100%	Aligned Per Agreed Contribution
Liverpool Plains Shire Council	30,000	30,540	0	30,540	30,540	0	100%	Aligned Per Agreed Contribution
Tamworth Regional Council	30,000	30,540	0	30,540	30,540	0	100%	Aligned Per Agreed Contribution
Walcha Council	30,000	30,540	0	30,540	30,540	0	100%	Aligned Per Agreed Contribution
Namoi Water Alliance contributions								
Gunnedah Shire Council	5,408	5,407	0	5,407	5,407	0	100%	
Gwydir Shire Council	5,408	5,407	0	5,407	5,407	0	100%	
Liverpool Plains Shire Council	5,408	5,407	0	5,407	5,407	0	100%	
Tamworth Regional Council	5,408	5,407	0	5,407	5,407	0	100%	
Walcha Council	5,408	5,407	0	5,407	5,407	0	100%	
	177,040	179,735	0	179,735	179,735	0	100%	
Grants provided for operating purposes								
Contaminated Lands (unspent grant from 2018/19)	140,000	0	0	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	150,000	0	100%	
China Council Grant	0	0	(827)	(827)	(827)	0	100%	Return unexpended grant
	575,000	435,000	(827)	434,173	377,173	(57,000)	87%	
Investment Interest	1,100	1,100	0	1,100	574	(526)	52%	
Other Income	99,450	0	0	0	0	0	0%	Remove Budget-Represents Prior Year Surplus
Total Income from continuing operations	852,590	615,835	(827)	615,008	557,482	(57,526)	91%	
Employee benefits and on-costs								
Executive Officer - Travel Expenses	4,000	4,000	0	4,000	3,075	(925)	77%	
Executive Officer	170,000	200,000	0	200,000	153,511	(46,489)	77%	Align Budget to Employment Contract
Charge to grants	0	(30,000)	0	(30,000)	0	30,000	0%	Executive Officer Wage Charged to Grants
Motor Vehicle Lease	12,500	12,500	0	12,500	9,786	(2,714)	78%	
	186,500	186,500	0	186,500	166,372	(20,128)	89%	
Administrative expenses								
Administration & Governance								
Bank Fees	300	300	0	300	202	(98)	67%	
Audit	6,000	6,000	0	6,000	0	(6,000)	0%	
Board Meetings	1,500	1,500	0	1,500	701	(799)	47%	
JOLT	825	825	0	825	161	(664)	20%	
Roads	600	600	0	600	0	(600)	0%	
Procurement	825	825	0	825	0	(825)	0%	
Printing and Stationery	250	250	0	250	389	139	156%	
Engagement and Communications	22,000	22,000	0	22,000	8,195	(13,805)	37%	
Telephone	420	420	0	420	191	(229)	45%	
Administration Fees (ATO)	0	0	0	0	37	37	0%	
Travel								
Chair - Travel Expenses	4,000	4,000	0	4,000	3,208	(792)	80%	
Projects								
Namoi Water Alliance	27,040	27,040	0	27,040	27,447	407	102%	
Contaminated Lands	140,000	140,000	0	140,000	24,247	(115,753)	17%	
Advocacy	8,000	8,000	0	8,000	8,939	939	112%	
Water for the Future Recommendations*	40,000	30,000	0	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	60,000	0	60,000	0	(60,000)	0%	Approved Adjustment to Grant Program
Skills Pathways and Promotion	15,000	15,000	0	15,000	1,120	(13,880)	7%	
Graduate Program*	30,000	30,000	0	30,000	0	(30,000)	0%	
Finding Your Feet Events - 1 & 2	0	0	20,000	20,000	6,771	(13,229)	34%	Approved budget line per JOLT/Board
Trade and Investment Strategy	0	0	0	0	316	316	0%	
	661,760	661,760	20,000	681,760	110,154	(571,606)	16%	
Total Expenses from continuing operations	848,260	848,260	20,000	868,260	276,526	(591,734)	32%	
Net Operating result from continuing operations	4,330	(232,425)	(20,827)	(253,252)	280,956	534,208		
Cash Funding								
Unrestricted Cash	4,330	(92,425)	(20,000)	(112,425)				
Reserves	0	0	0	0				
Unexpended Grants	0	(140,000)	(827)	(140,827)				
	4,330	(232,425)	(20,827)	(253,252)				

* Denotes - OLG Capacity Building Grant Funded Projects

12.5 Correspondence – ATTACHMENT K

Author	Executive Officer/JOLT
Policy	-
Legal	-
Financial	YTD (March 2020) Report
Strategic Link	Organisational Growth and Sustainability
Attachments	ATTACHMENT K
RECOMMENDATION TO THE BOARD:	THAT, correspondence from; I. The Hon Barnaby Joyce, to the Australia-China Agricultural Cooperation Funding Program, II. The Hon Barnaby Joyce, Namoi Economic and Spatial Supply Chain Project (2 letters), III. The Hon Barnaby Joyce, New England ROSI Corridor Submission, and IV. The Hon Karen Andrews, Namoi Economic and Spatial Supply Chain Project, is NOTED.
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	To provide the Board with copies of correspondence regarding various matters received by Namoi Unlimited.
BACKGROUND:	-
COMMENTARY:	-



Hon **Barnaby Joyce** MP
FEDERAL MEMBER FOR NEW ENGLAND

13 February 2020

Ms Rebel Thompson
Executive Officer
Namoi Unlimited
PO Box 555
TAMWORTH NSW 2340

Via e-mail: r.thomson@namoiunlimited.nsw.gov.au

Dear Ms Thompson

Thank you for your e-mail message of 12 February 2020, with which you attached a copy of an application lodged by Namoi Unlimited for \$50,000 under the Australia-China Agricultural Cooperation Agreement (ACACA) to deliver important outcomes for businesses and potential exporters through training, workshops, networking and a business exchange to China.

I have noted your comments, together with the contents of Namoi Unlimited's application, and appreciate you contacting me.

I have written to the Minister for Agriculture, Drought and Emergency Management, the Hon David Littleproud MP, expressing my full support for this application which would deliver many ongoing benefits for businesses in the local government regions encompassed by Namoi Unlimited and I certainly commend your organisation upon its commitment to supporting the continued growth of export opportunities with China.

Thank you once again for the opportunity to support Namoi Unlimited's application and I will be in touch with you when I have received a reply to my representations.

Yours sincerely

The Hon Barnaby Joyce MP
Federal Member for New England

bj.lt.tam

Principal Office - Tamworth
All Mail: PO Box 983, Tamworth NSW 2340
Suite 17, Ground Floor, 454-456 Peel Street, Tamworth NSW 2340
ph 02 6761 3080 fax 02 6761 3380

Authorised by Barnaby Joyce MP, The Nationals, Tamworth, NSW

barnaby.joyce.mp@aph.gov.au www.barnabyjoyce.com.au www.facebook.com/BarnabyJoyceMP

Tenterfield Office
255 Rouse Street, Tenterfield NSW 2372
ph 02 6736 1000 fax 02 6736 1433





Hon **Barnaby Joyce** MP
FEDERAL MEMBER FOR NEW ENGLAND

30 March 2020

Cr Jamie Chaffey
Chairperson
Namoi Unlimited
Mayor
Gunnedah Shire Council
PO Box 555
TAMWORTH NSW 2340

Via e-mail: r.thomson@namoiunlimited.nsw.gov.au

Dear Cr Chaffey

Thank you for your letter of 26 March 2020, on behalf of the members of Namoi Unlimited, with which you attached a copy of the Namoi Economic and Spatial Supply Chain Assessment Report dated June 2019 prepared by MacroPlan Dimasi for the NSW Department of Premier and Cabinet and provided me with an overview of a possible recovery project for the Namoi region.

I have noted the contents of your correspondence together with the Report and certainly commend Namoi Unlimited upon its ongoing work to pursue important development opportunities in our region and particularly the organisation's focus on this possible recovery project in the wake of the COVID-19 crisis.

I would be pleased to discuss this matter with you and the members of Namoi Unlimited by way of a teleconference and would be grateful if you could contact my office on 6761 3080 to arrange a mutually convenient date and time for this to occur.

I look forward to the opportunity of discussing this matter and will be pleased to make appropriate representations following our discussions.

Thank you once again for writing – stay safe and all the very best to you and all at Namoi Unlimited during these challenging times.

Yours sincerely

The Hon Barnaby Joyce MP
Federal Member for New England

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Hon **Barnaby Joyce** MP
FEDERAL MEMBER FOR NEW ENGLAND

24 April 2020

Ms Rebel Thomson
Executive Officer
Namoi Unlimited
PO Box 555
TAMWORTH NSW 2340

Via e-mail: r.thomson@namoiunlimited.nsw.gov.au

Dear Rebel

Thank you for your e-mail message of 22 April 2020, further to recent discussions and correspondence, regarding the proposed Namoi Economic and Spatial Supply Chain project and with which you forwarded a draft project brief outlining how Namoi Unlimited sees the project unfolding in the short to medium term.

I appreciate receiving this additional information and have again written to Deputy Premier Barilaro, Deputy Prime Minister McCormack and Ministers Coulton, Andrews and Littleproud asking if the additional information you have provided could be considered in conjunction with my recent representations on behalf of Namoi Unlimited.

Thank you once again for keeping me up to date with this proposal and I will be in touch with you as soon as replies are received to my representations.

In the meantime, if I can be of further assistance, please do not hesitate to contact me.

Yours sincerely

The Hon Barnaby Joyce MP
Federal Member for New England

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Authorised by Barnaby Joyce MP, The Nationals, Tamworth, NSW



Hon **Barnaby Joyce** MP
FEDERAL MEMBER FOR NEW ENGLAND

24 April 2020

Ms Rebel Thomson
Executive Officer
Namoi Unlimited
PO Box 555
TAMWORTH NSW 2340

Via e-mail: r.thomson@namoiunlimited.nsw.gov.au

Dear Rebel

Thank you for your e-mail message of 22 April 2020 with which you attached copies of Namoi Unlimited's submissions to the Department of Infrastructure, Transport, Regional Development and Communications for the Roads of Strategic Importance (ROSI) process for the New England Highway between Tenterfield and Newcastle and the Toowoomba to Seymour corridors.

I have been pleased to write to the Deputy Prime Minister and Minister for Infrastructure, Transport and Regional Development, the Hon Michael McCormack MP, expressing my full support for these submissions and certainly commend Namoi Unlimited for putting forward the various projects aimed at increasing productivity and safety at a number key locations.

Thank you once again for writing and I will be in touch with you as soon as I have received a reply to my representations.

As always, if I can further assist at any time, please do not hesitate to contact me.

Yours sincerely

The Hon Barnaby Joyce MP
Federal Member for New England

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Principal Office - Tamworth

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The Hon Karen Andrews MP

Minister for Industry, Science and Technology

The Hon Barnaby Joyce MP
Member for New England
Parliament House
CANBERRA ACT 2600

MC20-013419

RECEIVED
19 MAY 2020

BY:.....

Dear Mr Joyce *Barnaby*

Thank you for your correspondence of 17 and 24 April 2020 about the Namoi economic and spatial supply chain project.

Business and community resilience is of the utmost importance to the Government, and we have already announced strong and broad assistance measures. The Government is acting decisively in the national interest to support businesses and address the significant economic consequences of COVID-19.

The issues you have raised fall under the portfolio responsibilities of the Hon Mark Coulton MP, Minister for Regional Health, Regional Communications and Local Government. As such, your correspondence has been forwarded to Minister Coulton for his consideration.

Thank you for writing on this matter.

Yours sincerely

Karen Andrews

12 / 5 / 2020

13. REPORTS FROM DELEGATES

13.1 NSW Joint Organisations – Ministers Advisory Group - ATTACHMENT L

Author	Chairperson
Policy	-
Legal	-
Financial	Financial Sustainability of Joint Organisations
Strategic Link	Organisational Growth and Sustainability
Attachments	ATTACHMENT L
RECOMMENDATION TO THE BOARD:	THAT, the correspondence from the Minister for Local Government is NOTED.
AMENDED/ENDORSED	
MOVED:	
SECONDED:	
REJECTED/CARRIED	
PURPOSE:	To provide the Board with an update on the activities of the NSW Joint Organisation Ministerial Advisory Group on Financial Sustainability.
BACKGROUND:	<p>Namoi Unlimited is one of four Joint Organisations included in the Ministers Advisory Group on Financial Sustainability.</p> <p>A briefing paper on future financial sustainability of Joint Organisations was presented to the Board meeting in March 2020.</p>
COMMENTARY:	<p>The response from the Minister is provided in Attachment L.</p> <p>The Chair expressed his frustrations at the last meeting, that the task of financial sustainability rests with Joint Organisations.</p> <p>With some support received from the Ministers office, the lack of engagement from OLG on the priority was evident, and was a source of frustration of the group.</p> <p>Members expect OLG to be invested in the task of developing Joint Organisations and the network.</p>



The Hon. Shelley Hancock MP
Minister for Local Government

Ref: A691386

Ms Rebel Thomson
Executive Officer, Namoi Unlimited
437 Peel Street
TAMWORTH NSW 2340

By email: r.thomson@namoiunlimited.nsw.gov.au

Dear Ms Thomson

Thank you for your correspondence of 14 February 2020 on behalf of the Joint Organisation Advisory Committee (the Committee) outlining progress to date in recommending measures to secure the financial sustainability of Joint Organisations (JOs).

Firstly, I would like to acknowledge the considerable progress the Committee has made in understanding the potential issues, barriers and opportunities to securing the future financial sustainability of JOs. The paper reflects a robust understanding of the key areas in which future thought and work may be required.

In working towards a model for ongoing financial sustainability, the Committee has outlined an ambitious program of next steps and I am delighted to say that I am able to endorse many of them, including:

That the Committee consult JOs on potential revenue streams and investigate required governance and business structures – Appropriate governance and business structures are critical to the ongoing success of JOs. Some JOs have explored these issues in depth and are well placed to support the continuation of this work, which commenced during the initial development of the JO model in consultation with the local government sector.

That the Committee reviews expense streams of JOs – Expenses will differ between JOs based on their scale of operations and functions. For example, some JOs gain income through opening membership to associate members. Others have business units which, while incurring expenses, generate ongoing income for the JO. Notwithstanding my support for this step, the review would need a clear strategic objective to maximise the benefits.

That the Committee works with the Office of Local Government (OLG) to identify duplication in compliance and reporting requirements – Some of the concerns expressed by JOs around reporting and compliance reflect a period of adjustment to new governance requirements associated with being a local government entity. OLG will continue to provide support and advice to ease this transition and to identify possible areas where duplication and red tape may be reduced.

That the Committee seeks, collates and analyses procurement models – It is logical for JOs to seek to deliver better procurement value for their member councils as a means of improving their financial sustainability. I note that a number of JOs will be undertaking joint procurement initiatives as projects under the Joint Organisation Capacity Building Fund, so I encourage the Committee to draw from the findings of these projects when undertaking this task.

That the Committee consults on the potential for cross regional and boundary collaboration – There is considerable potential for JOs to support cross regional and boundary

collaboration, particularly in relation to environmental management and similar issues where shared issues cross regional boundaries. The Committee notes that JOs may be able to assist in rebuilding and recovery work arising from recent drought, floods and bushfires and I encourage this collaborative approach.

That the Committee provides advice on the role of a State Agency Group including its role, function and membership – JOs have access to State agencies through their participation in the Regional Leadership Executives, and Regional NSW Directors are the State Government's representative on the board of each JO. JOs are encouraged to collaborate with agencies at the regional level to ensure that their strategic priorities are aligned with and considered when planning for the region. However, if JOs are experiencing barriers in their engagement with State agencies, OLG could play a role in negotiating with agencies to better engage with JOs. Accordingly, I would encourage the Committee to identify any road blocks or barriers experienced by JOs in their engagement with State agencies and report these to OLG for possible resolution through existing inter-governmental channels.

That the Committee draft a toolkit for financial sustainability – I commend the idea of a toolkit which seeks to share the collective experience and know-how of the JOs and look forward to seeing a draft.

That the Committee request that OLG identifies areas where JOs could a) contribute to sector capacity, capability and development, and b) reduce OLG's workloads in regulation and compliance – OLG will continue to provide advice from a State Government perspective, and support JOs through the provision by Government of \$150,000 to JOs for capacity, capability and development programs.

The final steps are best pursued by JOs themselves. These include:

That the Committee request that OLG advises the Committee about government functions and projects JOs can undertake to assist the government in their pursuit of strategic regional priorities and inter-governmental relations – This is a core function of JOs and it is important for JOs themselves to liaise directly with State agencies in relation to identifying, developing and implementing projects that address joint strategic regional priorities. This helps to ensure robust, co-design of the chosen projects and supports building good inter-governmental relationships regionally. However, again I would encourage the Committee to identify any road blocks or barriers experienced by JOs in their engagement with State agencies and report these to OLG for possible resolution through existing inter-governmental channels.

That the Committee request that OLG seeks advice from compliance and regulatory agencies for potential roles for JOs – It is a key role for JOs to liaise directly with State agencies in relation to the functions and services they can offer to support State agencies responsible for undertaking compliance and regulation functions. I note that the Government response to IPART's review of regulation and compliance burden on local government, when formulated and released, will be a relevant input to these discussions.

That the Committee request that the Minister considers the development of a strategy for JOs on potential partnerships with the Australian Government through the NSW Government – It may be that some JOs wish to consider entering into certain partnerships with the Australian Government. I believe that resources should continue to focus on supporting JOs to build relationships with State agencies as JOs continue to mature in the first few years of establishment.

I am very supportive of the direction the Committee has taken. The Committee has set out an ambitious roadmap and I look forward to continuing to work with and support the Committee as it works towards a model to secure the financial sustainability for JOs.

Yours sincerely



The Hon. Shelley Hancock MP
Minister for Local Government

28 APR 2020

cc: Canberra Region JO, Central NSW JO, Far North West JO, Hunter JO, Illawarra
Shoalhaven JO, Mid North Coast JO, New England JO, Northern Rivers JO, Orana JO,
Riverina and Murray JO, Riverina JO, The Far West JO.

14. QUESTIONS WITH NOTICE

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

15. CLOSED REPORTS

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

16. CONCLUSION OF THE MEETING