

Central NSW Joint Organisation

Agenda

Central NSW Joint Organisation

Board Meeting

28 February 2019

Members

Cr G Hanger	Bathurst Regional Council	Cr J Medcalf	Lachlan Shire Council
Cr S Ferguson	Blayney Shire Council	Cr K Sajowitz	Oberon Council
Cr K Beatty	Cabonne Council	Cr R Kidd	Orange City Council
Cr B West	Cowra Council	Cr K Keith	Parkes Shire Council
Cr P Miller	Forbes Shire Council	Cr M Liebich	Weddin Shire Council

Attending

Mr D Sherley	Bathurst Regional Council	Cr D Somerville	CTW
Ms R Ryan	Blayney Shire Council	Mr G Rhodes	CTW
Ms H Nicholls (acting)	Cabonne Council		
Mr P Devery	Cowra Council	Ms C Weston	RDACW
Mr S Loane	Forbes Shire Council	Ms J Andrews	RDACW
Mr G Tory	Lachlan Shire Council	Mr A Albury	DPC
Mr G Wallace	Oberon Council		
Mr G Styles	Orange City Council	Ms K Purser	OLG
Mr K Boyd	Parkes Shire Council	Ms J Bennett	CNSWJO
Mr G Carroll	Weddin Shire Council	Ms M Macpherson	Centroc

It is advised that the next meeting of the Central NSW Joint Organisation meeting will be held Thursday 28 February at the **GATE a specialist co-located DPI facility, 1447 Forest Rd, Orange.**

Tea and coffee on arrival and all refreshments will be provided. Please contact Jenny Bennett on 0428 690 935 with any queries.

Agenda

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1. Minutes

1a. Confirmation of the Minutes of the Central NSW Joint Organisation meeting 22 November 2018 held in Oberon

Attendees, voting members in bold.

Cr G Hanger	Bathurst Regional Council	Cr K Sajowitz	Oberon Council
Mr D Sherley	Bathurst Regional Council	Mr G Wallace	Oberon Council
Cr S Ferguson	Blayney Shire Council	Cr R Kidd	Orange City Council
Ms R Ryan	Blayney Shire Council	Cr K Boyd	Parkes Shire Council
Cr A Durkin	Cabonne Council	Cr P Best	Weddin Shire Council
Mr S Harding	Cabonne Council	Mr L Gibson	Weddin Shire Council
Cr D Somerville	Central Tablelands Water	Ms C Weston	RDACW
Mr G Rhodes	Central Tablelands Water	Mr A Albury	DPC
Cr B West	Cowra Council	Ms K Purser	OLG
Mr P Devery	Cowra Council	Ms J Bennett	Centroc
Mr S Murru	Forbes Shire Council	Ms Meredith Macpherson	Centroc
Cr J Medcalf	Lachlan Shire Council		
Mr G Tory	Lachlan Shire Council		

Meeting opened 2.08pm, Chaired by Chair Cr John Medcalf

Apologies - Cr M Liebich, Cr K Keith, Cr K Beatty, Cr P Miller, Mr S Loane, Mr G Styles, Mr G Carroll, Ms J Andrews,

Resolved	Cr B West/Cr R Kidd
That the apologies for the Central NSW Joint Organisation Board meeting 22 November 2018 listed above be accepted.	

1. Minutes

1a. Confirmation of the Minutes of the Central NSW Joint Organisation meeting 23 August 2018 at Parliament House Canberra

Resolved	Cr S Ferguson/Cr G Hanger
That the Central NSW Joint Organisation Board confirm the Minutes of the meeting 23 August 2018 held in Parliament House Canberra.	

1b. Confirmation of the Minutes of the Central NSW Joint Organisation meeting 2 October 2018 at Bathurst Regional Council office via phone conference

Resolved	Cr R Kidd/Cr B West
That the Central NSW Joint Organisation Board confirm the Minutes of the meeting 2 October 2018 at Bathurst Regional Council office via phone conference.	

2. Business Arising from the Minutes – Matters in Progress

Resolved	Cr B West/Cr R Kidd
That the Central NSW Joint Organisation Board note the Matters in Progress, making deletions as suggested, and bring forward reports;	
<ol style="list-style-type: none"> 1. Payment of Expenses and the Provision of Facilities to Board Members Policy; and 2. Code of meeting practice. 	

Minutes and Matters in Progress

3. Report from Joint Organisation Chairs

Resolved	Cr B West/Cr R Kidd
That the Board note the report from the meetings of the Joint Organisation Chairs and	
<ol style="list-style-type: none"> 1. With regard to the priorities identified by the Chairs of the Joint Organisations, Central NSW Joint Organisation recommends that <ol style="list-style-type: none"> a. Effort be undertaken to identify those priorities that ought be progressed through Local Government NSW and provide this advice to the peak body (LGNSW) accordingly; b. Feedback be provided to the Chairs of Joint Organisations regarding Central NSW Joint Organisations once these have been finalised through the strategic process; c. This region supports the notion of a Forum of Joint Organisation Chairs for the short-term purpose of information sharing noting there may be further value once the various Joint Organisations in the State are fully operational; and 2. Endorse the Terms of Reference for the Forum of Joint Organisation Chairs. 	

4. Regional Priorities

Resolved	Cr K Sajowitz/Cr G Hanger
That the Joint Organisation Board note the report on regional priorities, adopt the interim Statement of Strategic Regional Priorities and with regard to the specifics of five priorities for advocacy leading into the State election focus on the following:	
<ol style="list-style-type: none"> 1. Support for a safe swift link between Central NSW and Sydney; 2. Raising the wall at Wyangala; 3. Fully funding of the Southern Lights Project; 4. Progressing the Blayney to Demondrille Line; and 5. Recognition of the role of this region in leading the State in the development of Special Activation Precincts in Parkes, Orange and Bathurst. 	

5. Working with Local Government NSW

Resolved	Cr R Kidd/Cr A Durkin
Note the report and to progress opportunities for collaboration once its new Executive Officer is in place.	

6. ALGA priorities support report

Resolved	Cr S Ferguson/Cr G Hanger
That the Centroc Board note the report on the Australian Local Government priorities and advocate in their support, in particular;	
<ol style="list-style-type: none"> 1. restore Federal Assistance Grants to at least 1% of Commonwealth Tax Revenues; 2. fund the development of the Local Government Higher Productivity Investment Plan starting at \$200m pa for five years; 3. increase R2R funding to \$800m and make the Bridges Renewal Program permanent; 4. invest in a Local Government Community Infrastructure Program of \$300m pa for four years, with a separate stream for regional and rural communities; 5. fund a targeted disaster mitigation program of \$200m pa for four years; 6. establish a Local Government Climate Change Partnership Fund of \$200m pa for four years; 7. invest in a Local Government Place-Based Preventative Health and Activity Program of \$100m over four years; 8. continue to provide at least \$5.5bn over the next 10 years for Indigenous well-being; 9. fund a Digital Local Government and Rural / Regional Telecommunications Program of \$100m over four years; 10. develop a national waste and resource recovery strategy underpinned by circular economy principles, the waste hierarchy, product stewardship and extended producer responsibility; 	

11. reinstate a nation governance model that addresses homelessness and housing affordability that includes local government; and
12. adjust the identified roads component of the Federal Assistance Grants to make the additional funding for South Australia permanent.

7. Joint Organisation Funding Framework report

Resolved	Cr K Sajowitz/Cr B West
<p>That the CNSWJO Board note the Joint Organisation Funding Framework Report and seek to codesign an approach to the funding of Joint Organisations with the State using the following considerations:</p> <ol style="list-style-type: none"> 1. The principle of subsidiarity; 2. Councils should control the JO; 3. Councils retain control over their assets; 4. Funding should not be “readministered” by the JO or be cost shifting, so for example the single invitation RMS contracts would not be administered by the JO; 5. The greater opportunity is working with the State to leverage Federal funding; 6. Funded activities should add value to member Councils; 7. JOs should not be a fourth tier of government; 8. JOs should not add more red tape; 9. This region seeks to work collaboratively with the State Government to codesign better processes in the interests of our communities; 10. State agencies be resourced and have delegation in the region to deliver collaborative programming with Joint Organisations; 11. Ongoing administrative funding for codesigned programming that has state and local shared value is welcome; and 12. Benefit Cost Ratio and other Treasury guidance ultimately leads to difficulties with accessing funding for regional Councils where the more remote the Council the greater the challenges. 	

8. Administration Update

Resolved	Cr A Durkin/Cr G Hanger
That the Board note the timeline for the implementation of the JO.	

9. Financial Report

Resolved	Cr B West/ Cr S Ferguson
That the Board note the Financial Report	

- Cr West requested the next meeting give consideration to membership of other entities.
- RDA Central West requested progression of the MOU.

Next meeting of the Joint Organisation is 28 February 2019

Meeting closed 2.36pm

Page 3 is the last page of the Central NSW Joint Organisation meeting 22 November 2018

2. Matter in Progress

Action	By	Update
<p>240518-8-Code of Conduct and Panel of Conduct Reviewers</p> <p>That the Central NSW Joint Organisation adopt:</p> <ol style="list-style-type: none"> 1. the Model Code of Conduct for Local Councils in NSW (the Model Code); 2. the Procedures for the Administration of the Model Code of Conduct for local Councils in NSW (the Procedures); 3. the panel of Conduct Reviewers as established by Centroc. 4. The PUBLIC INTEREST DISCLOSURES (PROTECTED DISCLOSURES) 	JB	<p>Noted.</p> <p>Public disclosure forms have been sent for Mayors and Deputy Mayors to return. Follow-up is being undertaken where a vast majority are on file.</p>
<p>230818-4-Central NSW Joint Organisation Draft Charter</p> <p>receive a report comparing fee structures using ordinary rate assessments and ABS population data.</p>	JB	Underway
<p>221118-2 - Business Arising from the Minutes – Matters in Progress</p> <p>bring forward reports;</p> <ol style="list-style-type: none"> 1. Payments for the Chair and members; and 2. Code of meeting practice. 	JB	<ol style="list-style-type: none"> 1. Report to JO Board on track 2. See report to this meeting. <p>Suggest deletion</p>
<p>221118-3-Report from Joint Organisation Chairs</p> <ol style="list-style-type: none"> 1. With regard to the priorities identified by the Chairs of the Joint Organisations, Central NSW Joint Organisation recommends that <ol style="list-style-type: none"> a. Effort be undertaken to identify those priorities that ought be progressed through Local Government NSW and provide this advice to the peak body (LGNSW) accordingly; b. Feedback be provided to the Chairs of Joint Organisations regarding Central NSW Joint Organisations once these have been finalised through the strategic process; c. This region supports the notion of a Forum of Joint Organisation Chairs for the short-term purpose of information sharing noting there may be further value once the various Joint Organisations in the State are fully operational; and 2. Endorse the Terms of Reference for the Forum of Joint Organisation Chairs. 	JB	<p>This advice has been provided to the Chairs of JOs Forum.</p> <p>Suggest deletion</p>
<p>221118-4-Regional Priorities</p> <p>adopt the interim Statement of Strategic Regional Priorities and with regard to the specifics of five</p>	JB	<p>Noted, advocacy is underway accordingly.</p> <p>Suggest deletion</p>

Minutes and Matters in Progress

<p>priorities for advocacy leading into the State election focus on the following:</p> <ol style="list-style-type: none"> 1. Support for a safe swift link between Central NSW and Sydney; 2. Raising the wall at Wyangala; 3. Fully funding of the Southern Lights Project; 4. Progressing the Blayney to Demondrille Line; and 5. Recognition of the role of this region in leading the State in the development of Special Activation Precincts in Parkes, Orange and Bathurst. 		
<p>221118-6-ALGA priorities support report advocate in their (ALGA)support, in particular;</p> <ol style="list-style-type: none"> 1. restore Federal Assistance Grants to at least 1% of Commonwealth Tax Revenues; 2. fund the development of the Local Government Higher Productivity Investment Plan starting at \$200m pa for five years; 3. increase R2R funding to \$800m and make the Bridges Renewal Program permanent; 4. invest in a Local Government Community Infrastructure Program of \$300m pa for four years, with a separate stream for regional and rural communities; 5. fund a targeted disaster mitigation program of \$200m pa for four years; 6. establish a Local Government Climate Change Partnership Fund of \$200m pa for four years; 7. invest in a Local Government Place-Based Preventative Health and Activity Program of \$100m over four years; 8. continue to provide at least \$5.5bn over the next 10 years for Indigenous well-being; 9. fund a Digital Local Government and Rural / Regional Telecommunications Program of \$100m over four years; 10. develop a national waste and resource recovery strategy underpinned by circular economy principles, the waste hierarchy, product stewardship and extended producer responsibility; 11. reinstate a nation governance model that addresses homelessness and housing affordability that includes local government; and 12. adjust the identified roads component of the Federal Assistance Grants to make the 	<p>JB</p>	<p>Noted</p> <p>Suggest deletion</p>

additional funding for South Australia permanent.		
<p>221118-7-Joint Organisation Funding Framework report</p> <p>seek to codesign an approach to the funding of Joint Organisations with the State using the following considerations:</p> <ol style="list-style-type: none"> 1. The principle of subsidiarity; 2. Councils should control the JO; 3. Councils retain control over their assets; 4. Funding should not be “readministered” by the JO or be cost shifting, so for example the single invitation RMS contracts would not be administered by the JO; 5. The greater opportunity is working with the State to leverage Federal funding; 6. Funded activities should add value to member Councils; 7. JOs should not be a fourth tier of government; 8. JOs should not add more red tape; 9. This region seeks to work collaboratively with the State Government to codesign better processes in the interests of our communities; 10. State agencies be resourced and have delegation in the region to deliver collaborative programming with Joint Organisations; 11. Ongoing administrative funding for codesigned programming that has state and local shared value is welcome; and 12. Benefit Cost Ratio and other Treasury guidance ultimately leads to difficulties with accessing funding for regional Councils where the more remote the Council the greater the challenges 	JB	<p>Advice has been provided to the JO Chair Forum and the JO Executive Officer’s group facilitated by DPC.</p> <p>Otherwise this is an ongoing policy position.</p> <p>Suggest deletion</p>
<p>221118-Matters raised form the floor</p> <ul style="list-style-type: none"> • Cr West requested the next meeting give consideration to membership of other entities. • RDA Central West requested progression of the MOU. 	JB	<p>Reports anticipated to the JO Board.</p> <p>Suggest deletion</p>

3. Correspondence**3a Incoming Correspondence**

No	Date/Who	Subject	Comments
1.	13 December 2018 Canberra and Illawarra Joint Organisation	Submission for ongoing funding for Joint Organisations	See incoming

3b Outgoing Correspondence

No	Date/Who	Subject	Comments
1.	6 February 2019 Office of Environment and Heritage	Grant application to unearth the Heritage in Central NSW	Please request

4. Drought Sub-Committee Report

Report by Jennifer Bennett and Meredith Macpherson 7 January 2019

Recommendation/s

<p>That the Board notes the Centroc Drought Sub-Committee Report and</p>

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| <ol style="list-style-type: none"> 1. adopt the Centroc Drought Issues Paper developed by Western Research Institute; 2. the Central NSW Joint Organisation Board receive advice on progressing the recommendations in the report; and 3. note that advice will be provided to the Joint Organisation Board from the Regional Leadership Executive regarding progress by the Drought Subcommittee. |
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Following resolution at the July Executive Meeting of 2019, the Centroc Drought sub-committee has been formed to progress support for drought affected regional communities.

It is also noteworthy that the Regional Leadership Executive has formed a sub-committee for drought. This Committee has had one meeting and advice will be provided to the Joint Organisation Board.

The sub-committee including the Chair, Deputy Chair, Cr M Liebich, Cr K Keith, Cr Kidd, Maurice Simpson and John Magill and others met in Parkes on 14 August and again on 11 September 2019. At the meeting on 14 August advice was received from John Magill (Parkes) and Cr Neil Westcott (Parkes Shire Council) regarding drought conditions on the ground and support being considered by Parkes Shire Council. The meeting discussed key messaging for advocacy with the following heads of consideration:

Key messaging for advocacy

- This is an emergency as of August 2018.
- This is a drought like no other – there is no precedent.
- When spring comes, and it warms up the problems will become exponential.
- The social media effect where farmers are unhappy to be seen as poor land managers.
- This drought is totally different because both the stock and grain producers are affected.
- How good farmers are at paying their rates but there is an opportunity to access hardship funding.
- Investing in rural communities now is sound and better than picking up the pieces later.
- The whole state is about to run out of stock feed.
- 33% of farm and related businesses would have failed without the EC support injected in communities in the last drought.
- Centroc is lobbying on your behalf to the decision makers.
- Biggest cattle sell off in NSW history over the next 5 years.
- Need to release Wyangala water now to support feed growth.
- In medium term need to raise the wall at Wyangala.
- Every cent spent on fodder is not being spent in the town.

It was agreed that as Local Government we have limited ability to pull big levers, but we can coordinate local effort and advocate on behalf of the region for well targeted assistance measures to meet local needs.

At the meeting on 11 September, Lachlan Valley Water's, Chair, Tom Green and Executive Officer Mary Ewing provided a presentation on the Lachlan River Operation, Lachlan Water Security Project, Government water sales and other drought options. A copy was circulated to attendees and is available on request.

Matters in Progress

Following is the Matters in Progress from the meeting on 11 September with updates as at 7 January 2019.

Action	By	Update
Pursue a regional approach under Natural Disaster Funding with Local Government as the honest broker (Chair to follow up with Bob Stewart)	JM	Advice was provided by Bob Stewart. See Meeting Agenda provided as an attachment. Cabonne, Oberon, Forbes, Parkes and Lachlan Councils have received \$1m Federal funding and are awaiting Federal guidelines. These have subsequently been provided. Notably Bathurst, Weddin and Cowra have not been funded. This is being considered in the WRI Drought Report.
Lobby State Government for: <ul style="list-style-type: none"> ○ Rates relief ○ Cost of water ○ Release of water from Wyangala ○ Cost of pumping - electricity 	Team	Work is progressing on the Wyangala approach and being linked to raising the wall at Wyangala. Please refer to the Water Advocacy Report. The Board resolved at its meeting in Canberra to ramp up advocacy regarding the drought and improving water security for the region. Following the meeting on 11 September correspondence signed by the Chairs of Centroc and Lachlan Valley Water was sent to Minister Blair and Joint Media Releases issued. Following a meeting request from Centroc a 20-minute meeting was offered by Minister Blair on 26 September. Centroc provided representation. This is being considered in the WRI Drought Report.
Increase the refund on freight from \$20-\$40K	JB	This is being considered in the WRI Drought Report.
Reduce the conditions for household support (82-page document)	JB	This is being considered in the WRI Drought Report.
Farmers should not need to attend a drought management seminar.	JB	This is being considered in the WRI Drought Report.

Reports

More case workers on the ground – it is up to a month to see a rural counsellor	JB	On 6 December the NSW Government announced that Jock Laurie, the state's Land and Water Commissioner, will lead the second phase of the Government's emergency drought response as the State's Drought Coordinator replacing Pip Job. The Co-ordinator is working at a higher strategic level and has referred us to James Cleaver Rural Resilience Officer for the Central West based in Dubbo responsible for local drought coordination. Ashley Albury of DPC advised at the recent Regional Leadership Executive meeting that a Drought Taskforce will be formed for this region.
In the bigger picture we need to see triggers that ensure we get a rapid case management response on the ground.	JB	Triggers for Critical Incident Response including for drought, are included in the Water Resource Plans developed by DPI Water and currently available for public consultation. At meeting on 11 Sept concern was raised around drought triggers and management being linked to the security on the Lachlan when 1.5% of the Lachlan Valley is irrigated. Keen to understand the triggers from Jock Laurie and seeking to invite James Cleaver to the next meeting. See WRI Drought Issues and Solutions Paper.
Farm Management Deposits need to be incentivised – to 150%?	JB	See the WRI Drought Report.
Climate Risk Management needs to be incentivised	JB	See the WRI Drought Report.
Delegation to see the Prime Minister	Select	Prime Minister, Scott Morrison visited the region on 7 October. Cr Scott Ferguson who was appointed representative for NSW by LGNSW on the PMs Drought Subcommittee met with the PM on 7 October. Further meetings of this committee are anticipated, and briefing advice is being provided to Cr Ferguson.
Develop an Issues Paper - needs to describe the scenario over the next 5 years	JB	The Western Research Institute (WRI) has been commissioned through the Chair as an extension to the JO strategic contract to develop a Drought Issues and Solutions Paper. A copy of this report is provided as an attachment.
Develop a Solutions paper	JB	As above – Parkes shared information from their community meetings on potential solutions. See WRI Report.

Reports

Develop a One pager Fact Sheet (Rural Press might donate the page – Beyond Blue?)	MM	This has been superseded by advice from the State Government that all assistance measures be promoted through the Drought Hub.
Proforma report for Councils on recommendations from Drought Subcommittee for member Councils to support	JB	Underway – informal feedback is being sought from members where most Councils are going down the stand pipes and hardship route at the moment. This is part of a larger conversation on drought readiness in the WRI Drought Report.
Following presentation by LVW at the 11 Sept meeting the group resolved to: 1. Support the release of water as per the advice from Lachlan Valley Water during drought times. This policy to include putting more water up for sale at prices that can support the growth of fodder given the Lachlan has capacity AND linking this to the production of fodder for use during drought. 2. Develop policy linking raising the dam to drought delivering on TBL efficiencies particularly whole of community support; and 3. Support efficiency and reliability measures of the river as a whole.	JB	1. Following the meeting on 11 September correspondence signed by the Chairs of Centroc and Lachlan Valley Water was sent to Minister Blair and Joint Media Releases issued. 2. Underway. See Water Advocacy Report. 3. Underway. See Water Advocacy Report.
Meetings be arranged under the auspices of the Chair with Barnaby Joyce, The Hon Michael McCormack, the Shadow Minister for Water, Chris Minns - to express the severity of the situation and a. The dire financial situation of both croppers and graziers b. The sustainability of Local Business c. The need to import fibre product from overseas; and d. The need to look to support farmers and businesses similar to the Millennium Drought.	JB	Correspondence sent. Briefings provided to other meetings including meetings between Cr Ken Keith and Michael McCormack and Cr Scott Ferguson and the PM. Other meeting dates are being pursued.

Please request copies of all agendas and minutes which have been provided to previous Executive meetings.

WRI Drought Paper

The Western Research Institute (WRI) has been commissioned through the Chair as an extension to the JO strategic contract to develop a Drought Issues and Solutions Paper. Please find a copy of the final report attached.

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Recommendations from the report are as follows and it commended a report be provided to the Board providing a response on resourcing and other implications:

Immediate actions

1. *Drought assistance programs need to be created that offer support to business as well as producers in regional areas. In September 2018, 33% of businesses in the Central West identified they were heavily impacted by the drought.*
2. *Drought assistance programs need to be better coordinated and easier for those needing assistance to access and understand. They don't need complicated length forms to fill in – they need assistance in both completing the paper work and the financial assistance that approval allows.*
3. *Coordination of drought assistance programs needs to be improved.*
 - a. *Local Government can offer office accommodation for an increased number of coordinators/ advisors from State and Federal governments to ensure on the ground drought assistance resources are available when regional communities need them.*
 - b. *It is not sufficient to direct people seeking assistance to online services. Telecommunications services remain insufficient in many rural areas and some skill levels to enable access to online resources are lacking. Offering face to face services also improves connectedness at a time when isolation can impact on the mental health of those needing help.*
 - c. *Determining the best outcomes and directing funding to those areas is needed. Local Government can assist by providing local information from an informed basis.*
 - d. *Consideration of reduced price of additional water releases in regulated areas with releases offered to primary producers and proceeds of sales going towards environmental improvement programs.*
4. *Building drought preparedness is required and a future drought management plan that deals with actions over the next 12-24 months plus longer term planning to build future drought preparedness and drought management action plans. It is time to complete the drought management processes that have been discussed since the Intergovernmental Agreement on a National Drought Program of 2013.*
5. *Improve management of media commentary, particularly social media, when drought conditions arise.*
 - a. *Regional communities need communication that continues to encourage visitation to drought impacted areas rather than negative, ill-informed commentary on lack of water and bad farming practices which only adds pressure in already highly stressful situations.*
 - b. *Local Government can work with the State and Federal Governments to get messaging consistent and on song so that regional communities are not further impacted by, for example, declining tourist visitation, with visitors frightened to come to the regions because of misleading media coverage.*
6. *Increase security in the Lachlan Valley and complete the feasibility modelling processes so an action plan can be implemented for Lachlan River management is essential.*
7. *Local Government to identify and work with NSW and Federal Governments to finalise the critical areas where drought assistance funding would be best placed. For example, funding flowing directly to councils to offset land related rates for farmland (and possibly business who deal primarily with the farming sector) would provide an equitable means of support across*

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communities in regional areas. There is an existing systematic approach to calculating rates which is based on valuations of land prepared by the NSW Government. It provides an equity basis to assist all farmers (and possibly business) to pay a critical account that has broad community impacts given councils' reliance on the preservation of their limited income streams.

- 8. The Central NSW Joint Organisation could lead a standardised Local Government approach to the provision of water from stand pipe to farmers. Presently a mixture of free, subsidised or no concessions for water is applied and this is confusing for advisors and for farmers to know how and at what cost and under what circumstances they can access water. This also needs to be considered with a view on the availability of water to all of the communities given water made available is often potable and drawn from the towns' water supplies and aligns with the longer-term recommendation below on long term water access management strategies.*
- 9. The importance of maintain social engagement and reducing isolation can be assisted with the engagement of Local Government working with other tiers of government to host events/fund community led events. Suggestions of social events that give farmers a reason to leave their farm and engage with others in similar circumstances were made during the consultation processes.*
- 10. There is an opportunity to maximise the impact of the allocation of funding such as the \$1M to additional councils in the expansion of the Drought Communities Program to improve outcomes of funding allocations. The Central NSW Joint Organisation is an entity that is underpinned by a set of strategic priorities that are set in consultation with its member councils. Where appropriate, consideration of how combining expenditure into regional wide initiatives, such as drought preparedness training, could be highly beneficial to our region and offer value for money from the better allocation of the funding to programs to issues with broad needs.*

Long term actions

- 11. Better drought preparedness is essential – the three tiers of government need to work together to develop tools and advisory services that build on best practice drought management techniques. Finalising drought preparedness processes and policy at a national level which is built on understanding triggers and how to act when they are pulled is critical. These responses should be place based and in some cases, farm based, to ensure the best allocation and actions are taken.*
- 12. Central NSW Joint Organisation is well placed to assist in the creation of an integrated strategic approach to drought impacts on water management processes, including the urban water systems, as the member councils have collaborated in this area for many years. With drought impacting on the management of all water sources, a consistent and collaborative approach is recommended with Local Government working with the State and Federal Governments on water management planning to specifically include water supply actions to be activated in drought situations. This is much more than standpipes offering free water. It extends to water infrastructure planning, water supply management and acknowledgement of the impacts drought has on urban water supplies.*
- 13. We need a better understanding of triggers that would signal when we need to instigate drought management actions and case by case/place- based management approaches to enable the minimisation of worsening conditions of untreated impacts. Local Government can work with State and Federal Governments to improve current approaches. Developing better means to monitor and interpret climate projections and developing actions that relate to climate trends would improve drought preparedness.*

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14. *Investigate and support sound farm management investment options that would provide drought relief such as the sale of additional water to farmers in river systems at prices that can support fodder growth and stock maintenance. Examples that offer investment outcomes include:*
 - a. *Awareness of the impact of when to de-stock should be raised along with land management impacts when water management provisions are considered.*
 - b. *Incentivise programs such as the Farm Management Deposit scheme by increasing return on investment outcomes and increasing the threshold for when Farm Management Deposits can be used from \$100,000 to \$150,000 in a single year's income.*
 - c. *Review extension of the Farm Management Deposit scheme (or create a similar scheme) to assist businesses that have a major part of their business serving the rural sector and are therefore impacted by drought. This would enable them to implement drought preparedness planning given the impacts drought has on their business.*
 - d. *Incentivise primary producers who improve drought preparedness by creating fodder banks, water reserves and management strategies, diversification of production systems and crop management and other approaches to incorporating drought preparedness into long term farm management planning.*
 - e. *Identify processes to manage breeding herds and stock levels that are responsive to drought conditions.*
 - f. *Review unemployment benefit for farm workers that would enable them to stay employed if otherwise they would be laid off due to climatic conditions. This is based on work would be available when conditions improve and may enable more workers to remain in regional areas.*
15. *Regional long-term water infrastructure upgrades/renewals and water management planning must include consideration of management during drought periods.*
16. *Central NSW Joint Organisation to assist in the standardisation (where possible) of Local Government's response to drought assistance processes. This may be suitable across other Joint Organisations regions also. Issues that could be considered include the following ideas raised in the consultation processes:*
 - a. *Standard approach to the supply of potable water rather than varying approaches from different councils makes it harder for drought coordinators to advise their clients. This issue could also be discussed with Local Government NSW to identify industry wide interest to standardise approaches.*
 - b. *Engagement with charities to see some funding raised go directly to Local Government to be used to pay outstanding farmland (and possibly businesses very reliant on the rural sector) rates.*
 - c. *Management of facilities (such as sale yards) to assist farmers via fee reduction/waiver and ensuring facilities maintenance is delivered so quality is maintained.*
 - d. *Consideration of bores in areas where road works are to be done to enable the works to be completed without having to cart water.*
 - e. *A strategic approach to support tourism during drought periods, primarily through consistent and positive messaging plus marketing campaigns highlighting while there is a drought, there can still be visitation. The message of how this helps a drought-stricken community is needed.*
 - f. *Explore the opportunity of the engagement with city areas who have responded so encouragingly to assisting the rural areas with funding raising activities. The aim would be to create ongoing relationships in addition to assessment of the impacts of the funding provided so lessons on the application of funding can be learnt and improved on for future droughts. This would also improve city understanding of rural issues.*

Reports

- g. Consideration of how drought funding could be channelled to local businesses as credit for farmers to spend in local stores. This provides businesses with income and farmers with donations – bolstering local economies and sustaining farmers.*
 - h. Review Roads to Recovery funding levels to assist in ensuring impact of drought or reduced rating income does not compromise and reduce road maintenance programming due to lack of funds and higher costs in keeping assets plans on schedule.*
- 17. Identify the level of trade local businesses derive from the rural sector they service. This will assist in developing a better understanding of the reliance non-rural businesses have on income from the rural sector and of thus the impacts the rural sector has at a local level. It will enable a better understanding of impacts and create data that could be an input into assessment of any drought assistance offered to business. This would be undertaken via primary data collection coupled with collaboration with key stakeholders such as the Department of Premier and Cabinet, NSW Business Chamber regional office and Regional Development Australia Central West.*
- 18. Local Government consider the impact of drought conditions and the impact on assets maintenance regimes and revise asset plans accordingly. In particular, roads maintenance needs can be heavily impacted by climatic conditions (in terms of the temperature, dryness and access to water for example) and should be reviewed to accommodate this issue.*
- 19. Review the status of including drought within the National Disaster Framework.*

NSW State Seasonal Update- December 2018

See below link to the Seasonal Update prepared by the NSW DPI Climate Unit for latest advice on the drought conditions.

<https://www.dpi.nsw.gov.au/climate-and-emergencies/droughthub/information-and-resources/seasonal-conditions/ssu/december-2018>

Attachment/s

1. WRI Centroc Drought Issues Paper

**5. Mandatory Code of Meeting Practice for the Central NSW Joint Organisation Report
Report by Jennifer Bennett 20 February 2019**

Recommendation/s
That the Board note progress on the Draft Code of Meeting Practice for the Central NSW Joint Organisation Report and await feedback from the Office of Local Government to inform a report to the next meeting.

Reason for this report

The Model Code of Meeting Practice for Local Councils in NSW (the Model Meeting Code) was prescribed on 14 December 2018. Please see advice below from the Office of Local Government regarding its adoption and application.

Background

Adoption

The Model Meeting Code comprises of mandatory and non-mandatory provisions. Councils must adopt a code of meeting practice that incorporates the mandatory provisions of the Model Meeting Code no later than 12 months after the next ordinary Council elections. Councils' adopted codes of meeting practice may also incorporate the non-mandatory provisions of the Model Meeting Code and other supplementary provisions as long as they are not inconsistent with the mandatory provisions.

Joint Organisations and County Councils must also adopt codes of meeting practice based on the Model Meeting Code.

In the Model Meeting Code, mandatory provisions are indicated in black font and the non-mandatory provisions are indicated in red font. The provisions that are specific to Joint Organisations are indicated in blue font.

Councils are required to consult with their communities prior to adopting a code of meeting practice.

Until a Council adopts a new code of meeting practice, its existing Code of Meeting Practice will remain in force up until six months from the date on which the new Model Meeting Code was prescribed (14 December 2018 – 14 June 2019). If a Council fails to adopt a new code of meeting practice within this period, any provisions of the Council's adopted meeting code that are inconsistent with the mandatory provisions of the Model Meeting Code prescribed under the Regulation will automatically cease to have any effect to the extent that they are inconsistent with the mandatory provisions of the Model Meeting Code.

In addition, irrespective of whether councils have adopted a code of meeting practice based on the Model Meeting Code, all Councils (but not Joint Organisations) will be required to webcast meetings of the council and committees of which all members are Councillors from 14 December 2019. The webcasting requirement may be met simply by posting an audio or video recording of the meeting on the council's website.

Application

The Model Meeting Code applies to all meetings of councils and committees of councils of which all the members are Councillors.

Council committees whose members include persons other than Councillors may adopt their own rules for meetings, unless the Council determines otherwise.

Legislative, Policy and Risk Considerations

The Mandatory Code of Meeting Practice is not an ideal fit with the functions of the Joint Organisation (JO). Examples include:

- The inclusion of references to the management of planning matters when JOs have no role under the Environmental Planning and Assessment Act.
- The confusion created around the word “Chairperson” as it is not a direct replacement for Mayor.
- Recognition of member Councils in raising matters through their Mayors rather than Mayors raising matters unilaterally.
- Direct engagement with the community where this is traditionally managed through peak regional bodies and local community members and groups are encouraged to engage with the member Council in the first instance.

Please find attached a suggested version of the Model Meeting Code that attempts to address these issues while not changing intent. This has been referred to the Office of Local Government for feedback.

Financial implications

Nil

Attachment/s

2. Draft Central NSW Councils Code of Meeting Practice

6. Remuneration for the Chair and or other Mayors in their capacity as Board members for the Central NSW JO

Report by Jennifer Bennett 20 February 2019

Recommendation/s

That the Board confirm the Charter for the Central NSW Joint Organisation
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Reason for this report

A report on remuneration of the Chair and members requested at the last Board meeting in November 2018, in Oberon. No recommendation is made regarding remuneration and members are encouraged to amend the recommendation based on discussion at the meeting informed by the advice below.

Legislative, Policy and Risk Considerations

It is a requirement that the Charter for the Joint Organisation be adopted. Members may recall from previous meetings that the Charter is where advice on remuneration for members would be provided.

At the August 2018 meeting the Charter was provided to members for resolve. No changes were recommended by members however there was some discussion regarding the remuneration of members.

The Office of Local Government has provided the following advice on remuneration:

Q: Can joint organisations pay fees to the Chair or members?

Further to FAQ response on 15 June 2018. Joint organisations can determine to pay a fee to the Chairperson or voting members. In considering this option, the joint organisation board should ensure that the payment of any fee is at a level appropriate to the role. Provision should be made in the joint organisation charter for the basis for payment and the conditions of payment and member councils should be consulted before the charter is adopted. The option of paying fees was canvassed through the joint organisation consultation process, with almost 30% of responses supporting the payment of fees and almost 60% opposed to the payment of fees to the Chairperson or members of the joint organisation. The Office will monitor the approach taken by joint organisations. The regulation of fees is an option that may be considered by the NSW Government should joint organisations determine fees payable to the Chairperson or voting members that are not commensurate with the responsibilities of the role.

Further clarification was sought in this regard given it seemed unusual to be putting a Clause of this type in a Charter:

The short answer is that the provisions of the Act relating to the payment of fees have been dis-applied meaning that JOs are neither permitted nor precluded from paying fees. However, section

252, with relates to the payment of expenses and facilities, has been reapplied through the regulation meaning that JOs must comply with that provision.

Clause 403 of the Regulation states that councils (and by extension JOs) must not include in an expenses and facilities policy adopted under section 252, a provision enabling the JO to pay to any voting representative (including the chairperson) an allowance in the nature of a general expense allowance. A provision in a JO's expenses and facilities policy that allowed the payment of a flat fee to the chairperson that was not in recompense for any expense incurred by the chairperson, would potentially be contrary to clause 403.

While JOs are not strictly required to make provision in their charters for the payment of a fee to the chairperson, I think that where JOs propose to pay a fee to their chairperson, provision should be made for this in the charter in the interests of transparency and accountability to their member councils and the communities they represent. JOs are required to consult with their member councils in preparing their charters and to publish them on their websites thereby ensuring this transparency and accountability.

Apparently, a quirk in the way the legislation has been progressed means in effect that to be transparent and accountable the Provision of Expenses and Facilities Policy may not be used for the payment of an allowance. Therefore the Charter is the only other suitable vehicle.

Should the Board wish to include the option to remunerate the Chair and/or provide member sitting fees, the Charter will need to be amended to include the basis of payment and the conditions of payment. It should then be resent to members for their feedback. In effect, the words will need to reflect the formula for payment for example "20 days at the RDA sitting fee rate of \$350 per day" or some other option where others are provided below.

The Policy for the payment of expenses and the provision of facilities to Board members would also require amendment. Advice is provided in that report accordingly.

Financial implications

Joint Organisations were surveyed at the time and advice on remuneration is as follows:

Hunter	No remuneration
Namoi	No remuneration
Canberra	\$10,000 pa for the Chair
Illawarra	No remuneration
Riverina and Murray	\$10,000 pa for the Chair
Orana	No provision has been made at this time though it has been a matter of discussion
Mid Coast	Sitting fees based on RDA sitting fees at \$350/day for all members

Other Joint Organisations have taken other approaches, for example Mid Coast Joint Organisation has used the Public Service Commission of NSW table and is basing their sitting fees on \$350 per day for the Chair.

Riverina and Murray JO resolved on 29 June 2018 that the remuneration for the Chairperson for the ensuing 2-year term be set at \$10,000 per annum.

Should the Board resolve to remunerate the Chair and or other delegates they will need to determine a figure and an approach then a revised Charter will need to go back to the membership for consultation.

Regarding the level of remuneration being commensurate with the role, Centroc staff estimate that the Chair would spend 10 days a year representing the Joint Organisation and the equivalent of 10 days in administration of the Joint Organisation above and beyond what other Mayors might do. This includes providing policy advice; review of correspondence, media and submissions.

Costing these duties at \$100 per hour would see annual remuneration at \$14,000 per annum. Adopting the \$350/day as set by the Public Service Commission would see remuneration at \$7000 per annum assuming the same 20 days.

At this time monies for remuneration are not included in the Joint Organisation budget. Should remuneration be resolved it is suggested it form part of the budget considerations for the next financial year.

Attachment/s

3. Central NSW Joint Organisation Charter

**7. Central NSW Joint Organisation engagement with neighbouring councils
Report by Jennifer Bennett 20 February 2019**

Recommendation/s
<p>That the Board note the Report on the Central NSW Joint Organisation engagement with other councils and</p> <ol style="list-style-type: none"> 1. focus all activity including operational support programming of the Joint Organisation on delivering value to member Councils; 2. engage with other Joint Organisation, Local Government NSW, Country Mayors, the Water Directorate and other peak local government entities as appropriate in the interest of members; 3. Midwestern and Dubbo Regional Councils be offered a non-voting membership at 50% of the fees structure for the Central NSW Joint Organisation Joint Organisation subject to them having full membership of the Orana Joint Organisation; and 4. Lithgow City Council be offered the same arrangement but encouraged to consider full membership of the Central NSW Organisation.

Reason for this report

This report was requested at the Board meeting November 2018 in Oberon. It seeks to finalise policy regarding membership or other arrangements with neighbouring Councils.

Legislative, Policy and Risk Considerations

Background

With the proclamations of Joint Organisations, Councils across NSW have opted in with a few exceptions, please request past reports in this regard. Having opted in, the ten member Councils of the Central NSW Joint Organisation enjoy full voting rights through their Mayors. Under Legislation, the Department of Premier and Cabinet must be a non-voting member. Mr Ashley Albury fulfils this role. This region has also resolved in its Charter to include Regional Development Australia Central West and Central Tablelands Water as non-voting members. The Board can change its Charter at any time subject to a transparent process with members and the community.

The view to date has been to complete the strategic process to better inform any structural changes. The strategic process is well under way and the Board has resolved at its November meeting to receive a report on membership given the interest by Dubbo and the direction the transition is moving in.

All Councils within the Central West and Orana Planning Boundary can join Joint Organisations where the two in this region are Central NSW and Orana. Neighbouring Councils in this Planning Boundary not members of a Joint Organisation are Lithgow City Council and Dubbo Regional Council. Centroc also had long standing membership arrangements with Upper Lachlan and the Councils of what is now Hilltops.

Hilltops and Upper Lachlan have joined as voting members of the Canberra Joint Organisation. Lithgow has joined Western Sydney Regional Organisation of Councils (WSROC). All three received correspondence attached advising of this region's intentions moving forward and seeking their

feedback on future engagement. A response was received from Lithgow, please find attached. While Lithgow expresses support for this region it has not participated in programming and has made no overtures regarding shared priority for example a safe swift link between Central NSW and Sydney. Centroc staff report significant resourcing pursuing Lithgow on their commitments to Centroc programming. Despite the commentary in the correspondence, there is no evidence at this time of any real interest by Lithgow in an active relationship with the Joint Organisation. This region could put in more effort and asking them to be members of the Joint Organisation is one option to progress this.

While not historically a member of Centroc, Dubbo Regional Council has expressed an interest in having closer ties with the Central NSW Joint Organisation. Please find correspondence attached. Dubbo has been part of the Bathurst, Orange and Dubbo alliance and is a significant neighbouring community.

Discussion

The following heads of consideration inform the recommendation above.

- The key point of difference between Joint Organisations and Regional Organisations of Councils is the potential of intergovernmental collaboration
- Planning and prioritisation
- Grant funding
- Operational support programming
- Advocacy
- Community of interest

For intergovernmental collaboration to succeed, boundary alignment needs to be optimal. Indeed this government has gone to some effort and has policy that all State agency boundaries should seek to align with the Planning Boundaries for NSW. All JOs fit into these boundaries and work with the State looks to the Regional Plan for the Central West and Orana as the first document of consequence for alignment. The Regional Leadership Executive is the key State structure that the JO works with and it serves communities in these Planning Boundaries. On this basis, this region should not contemplate offering any type of membership or other arrangement that anticipates intergovernmental collaboration with Upper Lachlan or Hilltops.

Planning and prioritisation are also mandated core functions of the Joint Organisation and this region has actively engaged the State with a view to member and regional priorities being recognised by the State, preferably in outputs with waratahs on them. The Central West and Orana Regional Plan and the Central West Food and Fibre Strategy are two examples of this approach. Negotiations are underway regarding freight and data to inform better transport planning. It should be noted that this region has solid reputation in prioritisation given the use the Central NSW Councils Infrastructure Matrix.

There are also wide ranging discussions across the State about improving the funding framework. Various competitive programs are already recognising Joint Organisation priority and allow regional applications, the successful bridge assessments program is a recent example. A more nuanced approach is being undertaken regarding training for water and sewer operators with good success, for example the recently announced fully funded fluoride training on site in region. If the current support for Joint Organisations continues, such opportunities are likely to increase.

This type of work requires a deep knowledge of Council operations, consistency and willing participation. This region has a significant number of regional groups of staff operating in sound governance arrangements with a strategic focus and well positioned to capitalise on regional funding opportunities. Arguably, the focus with regard to the funding framework is to do deep work on making the case within the JO boundary and leverage other entities where appropriate for example the Southern Lights project across 5 JOs. There will be opportunities wider collaboration in a variety of areas and this is an evolving space.

Operational support is provided to members in three ways with an emerging potential fourth. Firstly, procurement in this region is an incrementally tailored growing service showing good value for members. Secondly, work by the training service has also been sound where the opportunity for the JO is as described above and requires a deep knowledge of council operations. Thirdly, projects come forward from time to time such as the insurance review or the diesel tax rebate review that deliver good savings to members. Finally, the work being done on assets via the NAMA program could be an emerging function in supporting Councils in the asset space through a regional value proposition.

This region does offer operational support outside the Joint Organisation membership and considers this on a case by case basis where engagement in procurement is \$1000/contract and Mid Western and Hilltops have been interested and taken part in this approach with a small number of contracts. Lithgow has advised it will procure through WSROC. Neighbouring Councils attend various operational support groups to varying degrees based on existing relationships for example Mid Western attends WHS and Risk meetings. Where in the past the region has reached out well past its borders, over the years the approach has been to encourage neighbouring Joint Organisations or equivalents to provide similar services to Centroc and offer a more tailored value proposition to members. It is recommended that operational support of the Central NSW Joint Organisation focus on member Councils.

Regarding advocacy, there will be priorities shared over boundaries and indeed across regional and then all of NSW. Advocacy Plans in their current form include stakeholders and subsequent to the completion of the JO strategy these will be reviewed.

The members of the Central NSW Joint Organisation have community of interest to a greater extent with Lithgow, Dubbo and Midwestern based around proximity, similar economic drivers and demographics than with other LGAs in the Central West and Orana Planning Region.

Options

Offering non-voting membership to neighbouring Councils in some combination is an alternative option to rejecting membership overtures from neighbouring Councils. The Centroc policy has been to offer a non-executive voting membership to neighbouring Councils who are in another regional organisation of Councils at 85% of full membership. Hilltops and Upper Lachlan were members on this basis as they perceived value in the operational support program. Dubbo is the only neighbouring Council not in another regional organisation. Arguably, it is important to send a message that support for Joint Organisations is important.

Discussion to date in the region has been in support of a strong Orana Joint Organisation and this is reflected in past resolve and correspondence. On this basis and the advice provided above, the following options are suggested:

1. Midwestern and Dubbo Regional Councils be offered a non-voting membership at 50% of the fees structure for the Central NSW Joint Organisation Joint Organisation subject to them having full membership of the Orana Joint Organisation. Lithgow City Council be offered the same arrangement but encouraged to consider full membership of the Central NSW Organisation;
2. All Councils in the Central West and Orana Planning Region be offered a non-voting membership at 50% of the fees structure for the Central NSW Joint Organisation Joint Organisation subject to them having full membership of the Orana Joint Organisation. Lithgow City Council be offered the same arrangement but encouraged to consider full membership of the Central NSW Organisation ;
3. No non-voting memberships be offered to any Councils outside the existing membership as the focus of the Joint Organisation is to consolidate its relationship with State Agencies working on priorities identified in the Central NSW Joint Organisation Statement of Strategic Regional Priority; and
4. Some other option as determined by the Board.

Financial implications

Should the Board resolve to open membership to other Councils in some form and they choose to take up the option, this will increase fee income by that amount enabling either further activity to be undertaken or a reduction in fees to other members.

Attachment/s

4. 7 August 2018 correspondence to Lithgow, Hilltops and Upper Lachlan Shire Councils
5. 9 October 2018 correspondence from Lithgow City Council response to forward planning
6. 29 August 2018, correspondence from Dubbo Regional Council regarding membership
7. 6 November 2018, correspondence to Dubbo Regional Council regarding membership

8. Strategic update and Fees

This report will be provided with the attachments subsequent to the workshop being coordinated by the Steering Committee for the JO Strategy 22 February 2019.

9. Stronger Rural Health Strategy
Report by Jennifer Bennett 21 February 2019

Recommendation:

That the report regarding the Stronger Rural Health Strategy be noted and

- 1. Local Government NSW be approached to take carriage of regional health workforce challenges for NSW;**
- 2. this approach to include requesting a one day forum shining a light on challenges for regional communities regarding health workforce;**
- 3. this approach negotiate support from Central NSW and other Joint Organisations;**
- 4. through this approach a review of the publication Advice to the National Rural Health Commissioner on the Development of the National Rural Generalist Pathway be undertaken and the potential of leveraging the Beyond the Range website to support the attraction and retention of health workforce be proffered.**

Reason for this report

Forbes Shire Council has raised this matter. Health workforce remains an ongoing concern identified in the strategic work undertaken by the Central NSW Joint Organisation where the more remote the community the greater the impact. Councils, often those least able to resource the gap, are called on by community to offer solutions. This includes Councils across NSW and further afield. The Stronger Rural Health Strategy does not adequately address what is arguably a broken model and also has impacts which may worsen the situation.

Legislative, Policy and Risk Considerations

Background

Forbes Shire Council provided representation, along with 17 other Councils, to a meeting in Albury 21 October 2018 led by the Gwydir Health Alliance. From a subsequent report to Forbes Shire Council, the Joint Organisation Board is being asked to develop a report regarding the Federal Stronger Rural Health Strategy. Please find minutes from Forbes Shire Council and the background information from the meeting in Albury led by the Gwydir Health Alliance attached.

The recent strategic work undertaken by WRI shows that health workforce remains a significant priority for the region.

About the Stronger Rural Health Strategy

The following information is from the Federal Government website providing advice on the Stronger Rural Health Alliance. Live link with more detail are below.

The Stronger Rural Health Strategy aims to build a sustainable, high quality health workforce that is distributed across the country according to community need particularly in rural and remote communities. To meet the challenge of redistributing the workforce, the Strategy includes a range of incentives, targeted funding and bonding arrangements and will give

doctors more opportunities to train and practice in rural and remote Australia. It will also enable a stronger role for nurses and allied health professionals in the delivery of more multidisciplinary, team based models of primary health care.

- [Improved access to Australian Trained General Practitioners](#)
- [Improved Workforce Planning Tool](#)
- [Junior doctor training](#)
- [Strengthening the role of the nursing workforce](#)
- [Overseas trained doctors in areas of doctor shortage](#)
- [Reformed bonded medical programs](#)
- [Royal Flying Doctor Service](#)
- [Rural bulk billing incentives](#)
- [Streamlining General Practice Training](#)
- [Support for Aboriginal and Torres Strait Islander Health Professional Organisations](#)
- [The Murray-Darling Medical Schools Network](#)
- [Workforce Incentive Program](#)

The purpose of the new arrangement is to make it more financially appealing for doctors to both move to the country and to join training programs. However, the interim period as this outcome achieved will have some potential financial implications for some doctors. The Rural Doctors Network provide advice that the number of affected doctors will be few and will mainly affect those waiting to be accepted onto the program.

Notably, the issue around rural provider numbers has not been addressed. Work is being done by Paul Worley Commissioner for Rural Health in this space.

[http://www.health.gov.au/internet/main/publishing.nsf/Content/2922D6D8BBCE122FCA2581D30076D09A/\\$File/Advice-to-the-National-Rural-Health-Commissioner-on-the-Development-of-the-National-Rural-Generalist-Pathway.pdf](http://www.health.gov.au/internet/main/publishing.nsf/Content/2922D6D8BBCE122FCA2581D30076D09A/$File/Advice-to-the-National-Rural-Health-Commissioner-on-the-Development-of-the-National-Rural-Generalist-Pathway.pdf)

This document was published in December 2018 and has not been thoroughly reviewed by Joint Organisation staff at this time.

Arguably there is really not much change in the new offering and the greater issue will be that this will lead to a continuing problem in regional NSW. One good change is the data piece which would hopefully lead to evidence based change through the [Improved Workforce Planning Tool](#)

Arguably there is market failure in the provision of health particularly medical services especially for smaller and more remote communities. Therefore, there needs to be a radical change to the current model. While an improvement, changes suggested by the Federal Government in the Stronger Rural Health Strategy will not get there and there are interim impacts. For more detail on these please see the below.

Concerns expressed at the meeting in Albury 21 October 2019

Concerns were expressed at the meeting in Albury 21 October 2019 regarding the Stronger Rural Health Strategy that it would lead to:

- 20% reduction in GP remuneration for non-fellowed practitioners, these are typically from overseas

- Introduction of out of pocket fees for non-VR GPs, but bulk billing for VR GPs depending on practice response to the new arrangements
- Patients who aren't bulk billed to receive a MBS rebate 20% lower than current levels
- Reduced viability for rural / remote general practice
- Less GPs recruited compared to already low rates, meaning less access to GPs for rural/remote communities
- Worse health outcomes as a result of less access

Local Government NSW to coordinate advice to and from Joint Organisations regarding the issue of health workforce

All rural and remote communities in regional NSW and across Australia experience challenges with attracting and retaining health workforce including doctors. Given the upcoming elections at both the State and Federal level there is an opportunity to shine a light on the ongoing failure of the current system to deliver for our communities where the smaller and more remoted the community, the greater the challenge. A forum with associated media and advocacy bringing together the communities of regional NSW with key influencers, State and Federal agencies could be very useful and provide direction for ongoing advocacy from the peak Local Government organisation for NSW.

This issue has not changed for the past decade and where projects like Centroc's Beyond The Range make a small difference and buy this region an invitation to the broader conversation, arguably they are just tinkering around the edges of systemic failure.

Finally, this is an example of a potential project where Joint Organisations and Local Government NSW support each other in the interests of our communities.

Financial implications

Nil at this time

Attachment/s Nil

10. Draft JO and RDACW MOU**Report by Jennifer Bennett dated 21 February****Recommendation:****That the Board note report on the draft Memorandum of Understanding with Regional Development Australia and adopt it for signature.****Reason for this report**

Central NSW Councils as a Section 355 Committee of Forbes Shire Council has had a Memorandum of Understanding (MoU) with Regional Development Australia. This is the only one of its kind in the nation and has enabled stronger collaboration and reduced duplication.

With the transition to the Joint Organisation the relationship needs to be renewed. At the meeting of the Joint Organisation Board in Oberon November 2018, the Chair of Central West Regional Development Australia asked that a report be received to the next meeting of both entities renewing the MoU.

Legislative, Policy and Risk Considerations

The MoU between Central NSW Councils and Regional Development Australia has served this region well and is good evidence of the culture of effective collaboration in this region.

While not a binding document, it articulates the way they two organisations will work together and support each other.

Please find attached the draft MOU between the two Organisations.

Attachment/s

8. Draft Memorandum of Understanding between Central NSW Joint Organisation and Regional Development Australia (RDA) Central West

11. Copyright Agency licensing offer
Report by Jennifer Bennett 12 January 2019

Recommendation:

That the Board note the Copyright Agency licensing offer report and
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| <ol style="list-style-type: none">1. accept the CNSW Joint Organisation Copyright Agency Agreement;2. note Councils opting in to Copyright Agency licensing are the licensees;3. note that Copyright Agency has provided advice it will hold the pricing as per the below where all or a vast majority of members take part; and4. note that the Central NSW Joint Organisation will take part in the program. |
|---|

Reason for this report

This report recommends progression of the regional approach be adopted for Copy Right Agency licensing where members will enjoy a discount by being part of an aggregation.

Given the Joint Organisation is now a separate entity, it is recommended it also become a licensee as it would be useful to publish various media articles relating to advocacy and tourism.

Background

At the last two GMAC meetings reports have been provided regarding copyright and licensing through Copyright Agency. The second report included advice from LGNSW. Please request past reports. Some Councils are already licensees and they will enjoy a discount through this approach.

The advice from LGNSW suggests that Councils who inadvertently publish material, for example clippings demonstrating the value of tourism initiatives, are in breach of copyright. While the advice is more nuanced than that, at the heart of it that publishers have formed a membership based organisation called Copyright Agency to act on their behalf regarding copyright including seeking licensing and taking legal action.

To manage this Councils have four options:

- They can do nothing and run the risk of inadvertently breaching copyright and having action taken against them as occurred in Strathfield (see advice attached).
- They can seriously tighten up their processes to ensure that they do not breach copyright.
- They can seek to have permission either free of charge or some other licensing arrangement from publishers they are likely to reproduce.
- They can take out a license with Copyright Agency to manage the majority of publishers that Councils would be likely to reproduce.

The advice from LGNSW suggests that costs are exorbitant and include outside staff. Please find the advice on pricing from Copyright Agency below. Where members will have to form their own view, the pricing for Councils already buying Licenses by ■■■% and excludes outdoor staff.

Costs to Councils

Licensed entities under CNSWJO Agreement	Indoor FTEs	Rate per FTE (ex GST)	TOTAL (ex GST)	Standard Price (ex GST)	% Saving
Bathurst Regional Council	221	[REDACTED] discount off standard Licence Fee of [REDACTED] per FTE)	[REDACTED]	[REDACTED]	[REDACTED]
Blayney Shire Council	33		[REDACTED]	[REDACTED]	[REDACTED]
Cabonne Council	63.4		[REDACTED]	[REDACTED]	[REDACTED]
Central Tablelands County	7.5		[REDACTED]	[REDACTED]	[REDACTED]
Cowra Shire Council	66		[REDACTED]	[REDACTED]	[REDACTED]
Forbes Shire Council	54.87		[REDACTED]	[REDACTED]	[REDACTED]
Hilltops Council	106.75		[REDACTED]	[REDACTED]	[REDACTED]
Lachlan Shire Council	45.5		[REDACTED]	[REDACTED]	[REDACTED]
Oberon Council	27		[REDACTED]	[REDACTED]	[REDACTED]
Orange City Council	210		[REDACTED]	[REDACTED]	[REDACTED]
Parkes Shire Council	72		[REDACTED]	[REDACTED]	[REDACTED]
Upper Lachlan Shire Council	51		[REDACTED]	[REDACTED]	[REDACTED]
Weddin Shire Council	21		[REDACTED]	[REDACTED]	[REDACTED]
Central NSW JO	6		[REDACTED]	[REDACTED]	[REDACTED]
City of Lithgow Council	85		[REDACTED]	[REDACTED]	[REDACTED]
			[REDACTED]	[REDACTED]	[REDACTED]

Advice has been sought on whether the same pricing would hold if the program excluded non-Joint Organisation members and if only most members joined.

The advice is that prices hold.

On this basis, those Councils who have agreed to the process will be contacted and the aggregated approach will proceed subsequent to the Joint Organisation considering the proposal at its next meeting.

The CNSWJO would like to publish content relating to its PR campaign and given the total cost is [REDACTED] to have licensing, it will proceed to have this coverage.

Attachments to the Confidential Report

- 9. Confidential Report – Copyright Licence 16/07/2018
- 10. Confidential Report - Copyright Agency licensing offer 25/10/2018

**12. Memorandum of Understanding with Local Government Procurement
Report by Jennifer Bennett 12 January 2019**

Recommendation:

That the Board sign the Memorandum of Understanding with Local Government Procurement (LGP) and seek to codesign improvements to aggregated procurement with LGP in a best practice framework.

Local Government Procurement (LGP) has now concluded the FY17/18 Rebate Scheme having returned participants in excess of \$1.1m. They invite continued participation in the scheme for FY18/19.

To maximise the future opportunities, they are proposing a two-step process to renew the partnership arrangement. Please find the following advice from Mr Luke Kenny, CEO of LGP.

Firstly, we have prepared a proposed FY18/19 Rebate MOU for your consideration. Attached is a draft document which has been developed based on what was agreed for the FY17/18 MOU. Within the draft we have made only minor amendments to improve the operation of the MOU. We welcome you to now review the document and advise us of any queries. If you are happy to proceed, we can then begin the process to execute the agreements. To provide certainty for LGP and our stakeholders, ideally we would look to finalise this process as early as possible in 2019.

Secondly, with the successful establishment and maturing of LGP, we see new opportunities that can be implemented now to improve the rebate scheme and the outcomes it provides for the sector, including providing an option for a three year term. In this regard, we have established a project to consult with you and complete a process that will help inform a new MOU for FY19/20 and beyond.

Our consultation plan includes undertaking a Stakeholder Engagement Project. Due to commence in late January 2019, the objective of the engagement project is to invite various stakeholders supporting the LGP business to provide their feedback on our organisation and our services. We also plan to invite comment and discussion on a selection of LGP initiatives to help us identify areas for the future development of our business, which of course also represents an opportunity for the development of the rebate scheme.

Further to the information we collected from your feedback last year, and the external review of the scheme we undertook through our internal auditors, the stakeholder engagement project will be specifically seeking feedback and discussion on the LGP Rebate Scheme, and I hope you will be able to participate and provide your input.

Once we have the detailed feedback from the Engagement Project, we will then prepare updated MOU documents for consultation. One of the improvements we would like to make is to enable the MOU documents to be executed prior to the commencement of the period it is to apply. Therefore, our current project plan aims to complete the stakeholder engagement and MOU consultation prior to 30 June 2019.

We will contact you again in the near future with the further details of the Stakeholder Engagement Project and to invite your participation in the process. As per the above, we would appreciate your consideration and response to the draft MOU for FY18/19.

A review of the two MoUs shows the changes to be minor and around the modelling for the scheme.

Where the Board resolved to sign the MoU last year and LGP intends to improve the process in line with stakeholder consultation, total income from the MoU rebate for 17/18 was \$75,116.

Attachment/s

11. Memorandum of Understanding – FY2018/19 LGP Rebate Scheme
12. Spend by Councils through Local Government Procurement

**13. Australasian Local Government Performance Excellence Program
Report by Jennifer Bennett 12 January 2019**

<p>Recommendation:</p> <p>That the report regarding the Australasian Local Government Performance Excellence Program be noted and</p> <ol style="list-style-type: none"> 1. Local Government Professionals be advised that Councils will be making their individual determinations regarding procurement of this tool including enhancements; and 2. The Office of Local Government be asked for a time frame for its performance monitoring program.

At its meeting in October 2018 GMAC requested a report regarding correspondence from Local Government Professionals. Please find this correspondence attached.

The correspondence is commending to the General Managers and Executive Officer of Central NSW Councils that investment be made in enhancements to the Australasian Local Government Performance Excellence Program.

Consultation with OROC, REROC, Hunter Councils and Illawarra Joint Organisation (JO) has been undertaken to inform the following advice. Councils have been well informed regarding the Australasian Local Government Performance Excellence Program (the Program). For more detail on the current offering please consult the attachment.

Councils in this region have engaged with the Program as follows. Bathurst, Blayney, Cabonne, Oberon and Forbes participate in the program. Parkes and Lachlan have the additional windows option. Orange, Cowra and Weddin do not participate.

Feedback from Joint Organisations consulted is that:

- There is little support in the Joint Organisations for procuring enhancements to the Program.
- The exception is Illawarra JO members who use it for the comparing like sized Councils function. The JO has yet to find a purpose for its regional window additional feature.
- Given JOs are in their infancy and the Program is not a good fit with their core functions, procurement of the enhanced functions is not a priority at this time.
- Given the role of the JOs in intergovernmental collaboration and the prior commitment of the Office of Local Government to come up with a performance management tool, some JOs are interested in progressing benchmarking with the State Government.

It is therefore recommended that these decisions be left with individual Councils and advice on the status of the OLG performance management initiative be sought.

Attachment/s

13. 9 October 2018 Correspondence Australasian LG Performance Excellence Program opportunity and program enhancements for the Central NSW Joint Organisation

14. Local Government Focus Advertising Proposal
Report by Jennifer Bennett dated 21 February 2019

Recommendation:

That the Board note the proposal from Local Government Focus and

- 1. not engage at this time but consider promoting the regions collaboratively once the strategic and communications plans for the JO are completed; and**
- 2. provide feedback to any similar proposals that these be referred to the Communications' Plan to be developed.**

Reason for this report

Local Government Focus is an opportunity to showcase the great work being undertaken through the Joint Organisation. They report that Councils may find it easier to showcase their LGA using a regional approach. This could be a useful vector to showcase the work being done by the JO.

Legislative, Policy and Risk Considerations

It would be best to give consideration to these types of proposals through the Communications' Plan to be developed subsequent to the Strategic Plan's completion.

Financial implications

Nil at this time.

Attachment/s

14. Proposal by Local Government Focus

15. Administration Update
Report by Jennifer Bennett 19 February 2019

Recommendation:

That the Board note the timeline for the implementation of the JO.

Action	By	Update
<ul style="list-style-type: none"> Obtain relevant insurances and workers compensation coverage Hold the first meeting of the joint organisation board Adopt a code of conduct Appoint an interim executive officer Obtain an ABN and TFN Reserve a domain name Establish a phone number and email address 	First month	√
Return signed funding agreement to OLG	29 June 2018	√
<ul style="list-style-type: none"> Adopt a charter—and publish on website Adopt an expenses and facilities policy 	First three months	√
<ul style="list-style-type: none"> Prepare a communication and engagement plan Organise for any relevant regional organisation of councils grants and contracts to be transferred to the joint organisation 	First three months	This is not anticipated within this time frame
Adopt a statement of revenue policy for 2018/19, including budget	31 August 2018	√
Funding report, noting key milestones to be met	28 September 2018	Via email to Karen Purser 12 October
Adopt a statement of regional strategic priorities	30 December 2018	The OLG have been advised that this region is unlikely to meet this timeframe. An interim document has been circulated to members and is being used to inform discussion until the strategic process is complete. A consultant has been engaged and strategic work is progressing. Please find a separate report in this regard.
<ul style="list-style-type: none"> Adopt a logo and other key elements of visual identity Deliver a website featuring the adopted visual identity 	First six months	The seal design has been used in the interim. This is not anticipated within this time frame an interim web page is up.
Submit six-monthly progress and expenditure report to OLG on the Establishment Funds	28 February 2019	On track
Adopt statement of revenue policy for 2019/20, including Budget	30 July 2019	On track
Submit six-monthly progress and expenditure report to OLG on the Establishment Funds	31 August 2019	On track
Prepare an annual performance statement	30 November 2019	On track
Prepare audited financial reports for the period ending on the last day of the financial year after the year in which the joint organisation is established	31 October 2019	On track – the region is in discussion with the Auditor General's Office on who are Auditor is.

Attachment/s Nil

16. Financial Report
Report by Ann Thomas 18 February 2019

Recommendation:

That the Board note the Financial Report.

Central NSW Joint Organisation
Financial Position at 18 February 2019

	Budget 2018/2019	Actual 18/02/2019	Anticipated 30/06/2019
Income			
Establishment Funding - Office of Local Government	300,000	300,000	300,000
Interest		589	800
Vehicle Leaseback - Executive Officer		2,142	4,000
Total Income	\$300,000	\$302,731	\$304,800
Expenditure			
Executive Officer Costs	150,000	102,833	150,000
Executive Officer Recruitment		26,640	26,640
Accounting Setup fees	3,000	3,485	3,485
Bank Fees		50	110
Computer Software/Licences		328	500
Printing/Stationery/Postage		290	500
Website Hosting & Development		492	1,000
Total Expenses	\$153,000	\$134,119	\$182,235
Surplus		\$147,000	\$168,612

Attachment/s Nil