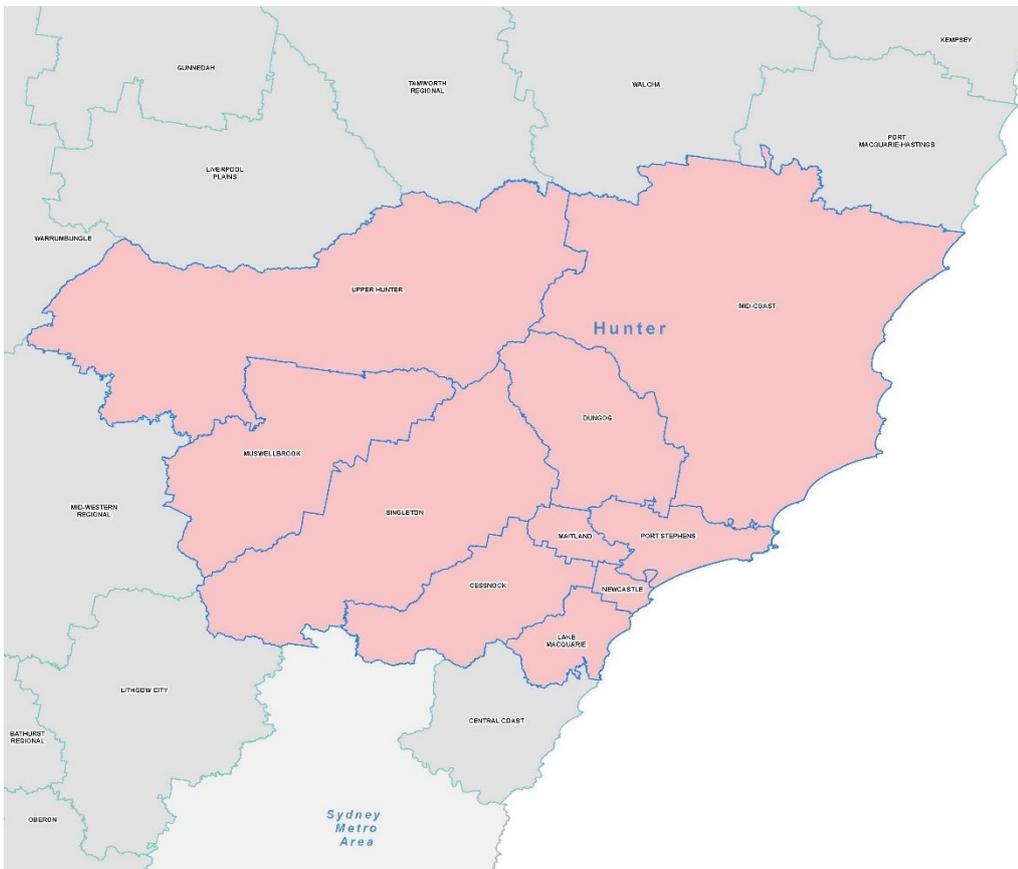


# Hunter

## Joint Organisation

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### Joint Organisation Board Meeting Agenda

**10.00 am**

Thursday 9 May 2019

The Board Room  
4 Sandringham Ave, Thornton

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## Hunter Joint Organisation Board Meeting Agenda – 9 May 2019

Meeting to commence at 10:30am	
1	Welcome & Apologies
2	Minutes of Board Meeting 14 March 2019
3	Confirmation of Minutes & Business Arising from Minutes
4	Declarations of Interest
5	Presentations: <ul style="list-style-type: none"> <li>• Compass Housing, Professor David Adamson – Knowledge Manager: Corporate, Compass Housing Services</li> <li>• Marine Estate Management Strategy, Nicola Johnstone – Program Leader: Marine Strategy Implementation, DPI Fisheries</li> </ul>
6	Correspondence <ul style="list-style-type: none"> <li>• Appendix A: Correspondence Re: Parliamentary Secretary for the Hunter</li> <li>• Appendix B: Correspondence Re: Greater Newcastle Metropolitan Plan Projects</li> </ul>
7	Reports
7.1	CEO Report
7.2	Financial Reports YTD 31 March 2019
7.3	Draft Joint Organisation Budget 2019/20 <ul style="list-style-type: none"> <li>• Appendix C: Hunter JO Draft Budget 2019/20</li> </ul>
8	Updated Joint Organisation Code of Conduct Documents <ul style="list-style-type: none"> <li>• Appendix D: Code of Conduct 2019</li> <li>• Appendix E: Code of Meeting Practice 2019</li> <li>• Appendix F: Procedures for the Administration of the Code of Conduct 2019</li> </ul>
9	Matters Raised by Voting & Non-Voting Representatives <ul style="list-style-type: none"> <li>• 9.1 Hunter Economic Transition - Report</li> <li>• Delegation to Premier re Parliamentary Secretary – Chair (Verbal)</li> <li>• ALGA National General Assembly 2019 – Joe James (Verbal)               <ul style="list-style-type: none"> <li>○ Media opportunities</li> <li>○ Political briefings</li> <li>○ Regional get-together</li> <li>○ JO Presentation</li> </ul> </li> </ul>
10	General Business
11	Close
Lunch will be served at 12:30pm	

## 1. Welcome and Apologies

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*The following apologies were acknowledged:-*

**Moved :**

**Seconded:**

## 2. Minutes of ordinary meeting held 14 March 2019

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### 1. Welcome & Apologies

#### **Voting Directors Present**

Cr Bob Pynsent,	Cessnock City Council
Cr Tracy Norman,	Dungog Shire Council
Cr Kay Fraser,	Lake Macquarie City Council
Cr David West,	MidCoast Council
Cr Sue Moore,	Singleton Shire Council
Cr Ryan Palmer,	Port Stephens Council
Cr Wayne Bedggood,	Upper Hunter Shire Council
Cr Loretta Baker,	Maitland City Council
Cr Nuatali Nelmes,	Newcastle City Council

#### **Non-Voting Directors Present**

Coralie Nichols,	General Manager, Dungog Shire Council
Morven Cameron,	CEO, Lake Macquarie City Council
Adrian Panuccio,	General Manager, MidCoast Council
Fiona Plesman,	General Manager, Muswellbrook Shire Council
Jason Linnane,	General Manager, Singleton Council
Wayne Wallis,	General Manager, Port Stephens Council
Steve McDonald,	General Manager, Upper Hunter Shire Council
Stephen Glen,	General Manager, Cessnock City Council
Steven Wills,	Regional Director, Dep't of Premier & Cabinet

#### **Apologies**

Jeremy Bath,	CEO, Newcastle City Council
David Evans,	General Manager, Maitland City Council
Cr Martin Rush,	Muswellbrook Shire Council

#### **Staff in attendance**

Joe James, CEO, Hunter Joint Organisation  
Graham Dean, Manager Finance & Administration, Strategic Services Australia  
Annette Hubber, Manager, Screen Hunter, Strategic Services Australia  
Steve Wilson, Director (acting), Environment Division, Strategic Services Australia

#### **Observer**

**RECOMMENDATION:**

**THAT the apologies be accepted.**

**Moved: Cr David West**

**Seconded: Cr Sue Moore**

**Carried.**

2. **Declarations of Interest**

*No declarations of interest were declared.*

3. **Minutes of Previous Meeting**

3.1 **Minutes of ordinary meeting held on 13 December 2018**

**RECOMMENDATION:**

**THAT the minutes as presented be adopted as a true and correct representation of the meeting.**

**Moved: Cr David West**

**Seconded: Cr Sue Moore**

**Carried.**

3.2 **Minutes of extraordinary meeting held on 22 February 2019**

**RECOMMENDATION:**

**THAT the minutes as presented be adopted as a true and correct representation of the meeting.**

**Moved: Cr David West**

**Seconded: Cr Sue Moore**

**Carried.**

4. **Business arising from previous meetings**

*Mr Steven Glen confirmed that EOIs had been sought from three HR consultants seeking to formulate the CEO's KPIs and performance agreement in compliance with the CEO's contract of employment, albeit a couple of weeks behind the promised timeframe.*

5. **Profit and Loss Statement for the YTD to 28 February 2019**

*Mr Joe James gave a brief overview of the financial report and variances.*

**RECOMMENDATION:**

**THAT the profit and loss statement be received and noted.**

**Moved: Cr David West**

**Seconded: Cr Loretta Baker**

**Carried.**

6. **Meeting Schedule**

*The meeting schedule for 2019 was presented for information.*

## 7. Intergovernmental Partnership – Project Update

### **RECOMMENDATION:**

**THAT the update report be received and noted.**

**Moved: Cr Tracy Norman**

**Seconded: Cr Sue Moore**

**Carried.**

## 8. Joint Organisation Network Developments – Update

*The meeting was joined during this item by:- Crs Nelmes & Bedggood and Mr McDonald*

### **RECOMMENDATION:**

**THAT the update report be received and noted.**

**Moved: Cr David West**

**Seconded: Cr Sue Moore**

**Carried.**

## 9. CEO Update

*The meeting was provided with a presentation on:*

- *Summary of CEO's first 7 weeks,*
- *Aligning JO statutory functions, the current corporate structure, governance, strategic planning and performance reporting,*
- *Plan for the next two months,*
- *Agenda for the May board meeting.*

*The meeting expressed its desire for regular (quarterly) reporting of SSA and LGL operations and financials. The meeting also expressed a desire for divisional business plans showing longer term aspirations, rather than simply that for the ensuing financial year. Eg 5/10 year plan.*

### **RECOMMENDATION:**

**THAT the presentation from the CEO be received and noted.**

**Moved: Cr Kay Fraser**

**Seconded: Cr Nuatali Nelmes**

**Carried.**

## 10. General Business

*There was no General Business..*

**Meeting closed 12.00pm**

## 7.1 CEO Report

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Moving forward, and subject to feedback from the Board, the CEO Report will be structured to provide progress updates, since the last meeting, and milestones, before the next meeting, arranged as follows:

1. Standing Committees and Working Groups;
2. Strategic Programs / Projects;
3. Stakeholder engagement (including regular periodic forums with NSW Government agencies)

The following report is a brief update on activity since the last board meeting.

### **Standing Committees and Working Groups**

The Joint Organisation currently has the following Standing Committees / Working Groups:

- *The Greater Newcastle Metropolitan Plan (GNMP) Standing Committee*

The Standing Committee is meeting monthly. Key action items involving JO personnel include:

- Pursuing a revised collaboration agreement between the State and Local Government to ensure appropriate governance for implementation of the GNMP
- Working with Hunter and Central Coast Development Corporation to establish industry groups to support implementation of the GNMP.

In discussion with respect to port and freight matters, an action item was recorded for the CEO to work the DPC and TfNSW on a briefing, for the whole of the JO Board, in relation to the status of the Inland Rail project.

It should also be noted that the convening of representatives from member councils to discuss a 'Smart Region' Plan / Policy is an action item of the Standing Committee who recognised the benefit of engaging all member councils.

- *The Circular Economy Working Group*

The working group will meet immediately following the board meeting. The meeting will be an opportunity to get an update on current workstreams (focused on assisting the ongoing local development of the circular economy in a resource recovery context) and discuss the ongoing structure of the group as well as timing of future meetings.

### **Strategic Programs / Projects**

- *Intergovernmental Partnership Project*

Since the last board meeting, a delegation of Board Members and the CEO has met with Greg Piper, MP and provided him with a briefing on the Intergovernmental Partnership.

Our consultant, Michael Comminos presented at event of the Hunter Chapter of the Property Council. The JO Chair (Mayor Pynsent) and Chair of the JO's GNMP Standing Committee (Lord Mayor Nelmes) sat on the event panel with Michael for a facilitated discussion with event attendees.

On Monday 13 May, the CEO will meet with Richard Wood, head of the City Deals unit in Canberra, together Michael Comminos and potentially other State and Member Council representatives. The purpose of the session will be to brief Richard on the readiness of the Hunter for a regional deal with a particular focus on the Airport / Williamstown SAP and Economic Transition Programs for the Hunter.

- *Regional Event Strategy*

Progress on this project will require the allocation of a resource capable of meeting with senior government and industry stakeholders to explore options to put to the board. The CEO has not had capacity to properly attend to this matter since commencing in late January.

**Stakeholder engagement (including regional governance arrangements with NSW Government agencies) and strategic communications**

For this report it will simply be noted that the JO continues to participate in regional governance, led by the NSW State Government, including:

- The Regional Leadership Executive
- The Planning and Environment RLE Sub-Committee
- The Economic Development RLE Sub-Committee
- Upper Hunter Economic Diversification Working Group

It should also be noted that aside from CEO attendance at various regional forums, the Environment Division continues to provide ongoing regional representation in a number of different inter-regional and intergovernmental forums. The Environment Division also facilitates the Directors Forum for directors of member councils charged with management of environment and planning matters. On 13 May this forum will be used by the Department of Planning to discuss piloting a new consultation approach for State Significant Development in a regional context.

***PREVIOUS REPORTS:***

Not applicable.

***FINANCIAL IMPLICATIONS:***

Not applicable.

***POLICY IMPLICATIONS:***

Not applicable.

***STATUTORY IMPLICATIONS:***

There are no statutory implications arising from these matters.

***RECOMMENDATION:***

**THAT the report from the CEO be received and noted.**

**Moved:**

**Seconded:**

## 7.2 Financial Reports YTD 31 March 2019

**Report Author:** Graham Dean, Manager Finance & Admin.

**Responsible Officer:** Joe James, CEO

The Profit & Loss summary of the Hunter Joint Organisation / Hunter Councils Incorporated for the year-to-date 31 March 2019 is included below. A detailed report is distributed under separate cover as Attachment A.

By way of summary, the year-to-date surplus is being generated by lower than forecast activity within the Joint Organisation. This trend is reflected in salaried roles commencing later than budgeted and unspent (unallocated) project spend.

Profit & Loss Summary 1 July 18 to 31 March 19				YTD Actual	YTD Budget	Variance	Approved Budget 2018/19
<b>Revenue</b>							
Hunter Joint Organisation				908,791	908,747	44	1,045,000
Projects (Environ Div'n, Screen Hunter & DPC)				1,463,068	1,527,419	(64,351)	1,603,692
Sandringham Avenue (1006)				84,886	84,762	124	113,007
				2,456,745	2,520,928	(64,183)	2,761,699
<b>Expenditure</b>							
Hunter Joint Organisation				553,980	743,203	(189,223)	1,038,180
Projects (Environ Div'n, Screen Hunter & DPC)				1,362,268	1,527,419	(165,151)	1,603,692
Sandringham Avenue (1006)				73,831	77,801	(3,970)	101,618
				1,990,079	2,348,423	(358,344)	2,743,491
<b>Surplus / (Deficit)</b>				<b>466,666</b>	<b>172,505</b>	294,161	<b>18,209</b>

### **PREVIOUS REPORTS:**

This is a bimonthly report on this matter to the Board this financial year.

### **FINANCIAL IMPLICATIONS:**

As noted in the report.

### **POLICY IMPLICATIONS:**

As noted in the report.

### **STATUTORY IMPLICATIONS:**

There are no statutory implications arising from these matters.

### **RECOMMENDATION:**

**THAT the Profit and Loss Statement for period ending 31 March 2019 be received and noted.**

**Moved:**

**Seconded:**

**Report Author:** Joe James, CEO

**Responsible Officer:** Joe James, CEO

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### **REPORT:**

A series of potential budget scenarios have been prepared for discussion by the Board and are set out in Table 1 below.

The 'base case' scenario is Scenario 1, which is set out in a detailed budget at Appendix C.

### **Key budget observations**

- **State government funding** - At this point no further government funding has been confirmed (compared to \$300,000 last year). The implication is that this year the JO is currently being funded solely from member subscriptions and from funds out of the SSA/HCL business units.
- **SSA/HCL funding and the potential for a 'group' structural deficit** – the SSA/HCL budget forecasts a surplus for FY2019/20 financial year of approximately \$100,000. Any funding of the JO above this amount will require depletion of cash reserves. While plans are being developed to improve the available surplus of SSA/HCL in future years, this is likely to be both incremental and a multi-year process. Unless alternative funding sources are identified, a structural deficit presents itself even when no external expenditure is incurred.
- **Main drivers of JO budget:** The two primary drivers of the JO budget are:
  - (1) provision of core capability (salaries); and
  - (2) the extent the work program requires external capability or capacity (ie not JO or member personnel).
- **Common scenario assumptions** – the key assumptions in Scenario 1 are common assumptions across all scenarios:
  - (1) **Core capability:**
    - CEO (0.5 FTE)
    - Executive Assistant (0.5 FTE)
    - Policy officer / project manager (1.0 FTE)
    - Communications / stakeholder manager (0.5 FTE)
  - (2) **Increased subscription fees for members:** if the contribution from the SSA/HCL business divisions is only from available surplus, the base case scenario (including core capability) will need to be funded from increased membership subscriptions compared to FY2018/19. While direct comparison is difficult, it should be noted that member subscriptions have not materially increased since FY 2006/07. *Note that draft budget at Appendix C currently assumes subscription fees will be allocated evenly between members but this assumption should be discussed by the Board.*

- **The draft 2019/20 work program needs to be aligned to budget/resource envelop of the Boards preferred Scenario** – the draft work program derived from the 2019 Strategy Day in February (see Attachment B) shows that the JO potentially has a wide array of projects that have been prioritised for the 2019/20 financial year. While each nominated project aligns to the *Strategic Plan 2018-21 and Annual Priorities*, the work plan needs to be aligned to the available resourcing (depending on the budget scenario preferred).
- **Opportunity exists to better utilise member capability and capacity** – the JO operating model currently assumes that governance and delivery of all projects utilises internal core capability/capacity or external capability/capacity. There is potential for some of the JO projects to be governed and delivered through increased utilisation of member capability/capacity.

Table 1: Funding Scenarios

	<b>Scenario 1</b>	<b>Scenario 2A</b>	<b>Scenario 2B</b>	<b>Scenario 3A</b>	<b>Scenario 3B</b>
<b>Scenario Summary</b>	Member fees increased to cover core capability.  No allowance for external project spend.	Member fees increased to cover core costs but partial offset by return of procurement rebate.  No allowance for external project spend.	Member fees increased to cover core costs.  Procurement rebate used to provide some external project spend of \$140k.	Member fees increased to cover core costs <u>and</u> allowance for external project spend of \$400k.	Member fees increased to cover core costs.  Allowance for external project spend of \$400k is funded from business divisions cash reserves (group deficit).
<b>Total member subscriptions</b>  (*\$200,000 in FY18/19)	\$548,000	\$408,000	\$548,000	\$948,000	\$548,000
<b>Business divisions (SSA/HCL) contribution</b>	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
<b>Procurement bonus rebated</b>	Nil	\$140,000	\$140,000	Nil	Nil
<b>JO projects resource allowance (external spend)</b>	Nil	Nil	\$140,000	\$400,000	\$400,000
<b>Balanced budget or deficit budget?</b>	Balanced	Balanced	Balanced	Balanced	Deficit (approx -\$400k)

### Scenario #1: Funding – Increased Member Subscriptions (Average of \$54K) & SSA Surplus

In order to balance the JO budget for the 2019/20 financial year, member subscriptions would be increased to, on average \$54,000 per member council, to cover the 'base case' funding requirement over and above the provision of the surplus of \$100,000 from the SSA/HCL budget

This scenario would see the Hunter JO prioritise projects that do not require a high level of 'cash' funding, and that instead utilise JO staff and potentially explore increased use of member councils' capacity and capability.

### Scenario #2A and #2B: Funding – Procurement Bonuses, Increased Member Subscriptions & SSA Surplus

A further option for an increase in funds would be to divert each member councils' procurement bonus from the Regional Procurement Initiative back into the Hunter JO's budget. In Scenario #2A, taking the funds from the procurement bonuses into the equation, member subscriptions would still need to be increased to around \$40,800 from each member council, along with the \$100,000 from the SSA surplus, in order to deliver a balanced budget.

Similar to the above, this budget allows for the Hunter JO to deliver projects that do not require a high level of 'cash' funding, as the procurement funds decrease member subscription funding rather than increasing funds for projects.

An alternative is Scenario #2B which builds on Scenario #1 by the funds from each member council's procurement bonuses in order to provide a larger project budget for the Hunter JO.

Both iterations of this scenario, however, may not be sustainable and are potentially inequitable, as the bonuses between member councils would not be equal, and would not remain consistent year to year.

### Scenario #3A: Funding – Increased Member Subscriptions (Average of \$94K) & SSA Surplus

This scenario has assumed an indicative project allocation of \$400,000 (consistent with the project funding envelope from 2018/19 which allowed for the work on both the Intergovernmental Partnership and Events Strategy).

By increasing member subscription fees to around \$94,800 per council, along with the funds from the SSA Surplus, the Hunter JO would provide a project allocation of around \$400,000 to spend on its prioritised projects and initiatives.

This scenario would allow the Hunter JO to work on a range of projects, without relying solely on the capacity and capability of the JO core personnel.

### Scenario #3B: Funding – Increased Member Subscriptions (\$54K) & Additional SSA Funds

This scenario would see an increase in member subscription fees to the \$54,000 figure used in Scenario #1, but would also seek additional funding from the SSA/HCL of \$500,000. While this would provide the Hunter JO with a budget of around \$400,000 to fund new projects and initiatives, it would subsequently leave the SSA business divisions operating with an operating deficit of around \$400,000.

## **Other scenarios / models**

Other scenarios and models worth noting include:

- The State providing core funding (through various projects or otherwise) as part of grant funding as it becomes available. Not that the forecast update from the State on potential models is yet to be scheduled.
  - Out-of-budget funding - key projects and initiatives are implemented by application to the board and, on a case by case basis, approved subject to the members making funding available. This can provide a pathway to plan projects beyond the funding that is currently available, and would rely on a phased approach to projects and initiatives being approved on a case-by-case basis. This is governance intensive and does not allow work to be planned and resourced with the same certainty. It does, however, allow projects to progress.
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### ***PREVIOUS REPORTS:***

Not applicable.

### ***FINANCIAL IMPLICATIONS:***

As noted in the report.

### ***POLICY IMPLICATIONS:***

As noted in the report.

### ***STATUTORY IMPLICATIONS:***

The decisions by the board in relation to funding, including its implications for the work plan, will be reflected in the required statutory reporting requirements for joint organisations.

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### ***RECOMMENDATION:***

**Noting that the forecast budget surplus from the SSA/HCL business divisions is available as funding for the JO, THAT the Board:**

- **approve the budget for Scenario 1 (attached at Appendix C).**
- **support, in principle, exploration of increased involvement and collaboration of the capability and capacity of member councils' personnel in the governance and delivery of the JO workplan for 2018/2019.**
- **discuss and determine:**
  - o **an appropriate allocation for external resourcing to support projects;**
  - o **assuming an allocation greater than zero, whether this allocation will be funded by additional member subscriptions (balanced budget) or a request of further funding out of SSA/HCL cash reserves (a 'group' deficit budget)?**
- **direct that the CEO, in consultation with the GMAC, prepare options for allocation of member subscription fees, to be considered by the Board out of session.**
- **direct that the CEO, in consultation with the GMAC, update the 2019/20 work plan to reflect the decisions of the board in this Recommendation and to circulate to the Board out of session.**

**Moved:**

**Seconded:**

## 8. Updated Joint Organisation Code of Conduct Documents

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**Report Author:** Joe James, CEO

**Responsible Officer:** Joe James, CEO

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### **REPORT:**

In December 2018, the Office of Local Government provided a *Model Code of Conduct*, *Model Code of Meeting Practice* and a document of *Procedures for the Administration of the Model Code of Conduct* in order for Councils, and Joint Organisations, to comply with changes prescribed under the *Local Government (General) Regulation 2005*.

The changes provided within these model documents were quite extensive, and the Joint Organisation's Code of Conduct and Code of Meeting Practice have been updated to comply. The following documents are attached for the Board's review:

- Appendix D: Proposed Hunter Joint Organisation Code of Conduct
- Appendix E: Proposed Hunter Joint Organisation Code of Meeting Practice
- Appendix F: Proposed Hunter Joint Organisation Procedures for the Administration of the Code of Conduct

These documents must be adopted by all councils and joint organisation by 14 June 2019. In keeping with these changes, the Office of Local Government has recommended that councils and joint organisations review their existing panels of 'conduct reviewers', particularly if this has not been done within the past four years.

As the Hunter Joint Organisation manages the panel of 'conduct reviewers' for each of its member councils, it is recommended that this review be completed once the Code of Conduct documents have been adopted.

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### **PREVIOUS REPORTS:**

A draft Hunter Joint Organisation Code of Conduct was tabled at December 2018 meeting of the Board, to enable changes to be made in line with the Model Code of Conduct circulated from the Office of Local Government.

### **FINANCIAL IMPLICATIONS:**

As noted in the report.

### **POLICY IMPLICATIONS:**

As noted in the report.

### **STATUTORY IMPLICATIONS:**

As noted in the report.

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### **RECOMMENDATION:**

**THAT the proposed Code of Conduct, the Code of Meeting Practice, and Procedures for the Administration of the Code of Conduct be endorsed and accepted.**

**THAT the Hunter Joint Organisation complete a review of the panel of 'conduct reviewers' and provide a report back to the next meeting of the board.**

**Moved:**  
**Seconded:**

## 9.1 Hunter Economic Transition

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**Report Author:** Joe James, CEO

**Responsible Officer:** Joe James, CEO

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### ***DISCUSSION PAPER***

#### **Establishing an Australian Foundation for Economic Transition in the Hunter**

This paper is designed to inform members of the Hunter Joint Organisation of the growing support across industry, government and the research sector for the establishment of a transitions focused entity here in the Hunter.

This initiative is motivated by the wide held acknowledgement that there continues to be transition throughout sectors of the Australian economy and society. Each of the NSW State Government, the Hunter Joint Organisation and a number of Joint Organisation member councils are already directly involved in transition initiatives and sit collectively on the Upper Hunter Economic Diversification Committee, chaired by DPC.

Industrial structural adjustment is not new. Fundamental and irreversible change in a society's economy, culture, institutions, and practices is continual. In the past, responses to widespread industrial change have been reactionary and costly. Many transitions have taken place or are currently in progress but do not necessarily lead to more resilient societies or sustainable economies. The stakeholders advocating for the establishment of a transitions foundation aim to engage directly as leaders in the transition process addressing the challenges and significant market opportunities in times of change, and to undertake transitions which result in more resilient societies and sustainable economies.

Global trends such as automation, renewable energy and the bio-based economy, driverless vehicles, food system transformation and the circular economy will have significant impact on policy over the coming decades.

This initiative aims to provide the collaborative framework to found an organisation and establish an academy which can achieve more sustainable practices for achieving industrial transitions. This proposed organisation will be a cross-sectoral multi-industry alliance.

Over the past twelve months we have seen advocacy for the establishment of an Australian Transitions Academy (a training and skills development centre) from the University of Newcastle's Professor Richard Bush and Dr Michael Askew. The partnership between these academics and the Dutch Research Institute for Transitions (DRIFT) has developed to deliver the DRIFT model of training and short courses into Australia. These discussions have broadened over the past few months to include the establishment of a stronger mechanism to deliver the training outcomes of the academy alongside the economic diversification and transition strategies of the State Government, regional Councils and major industries.

This model proposes, additionally, the establishment of a not-for-profit entity with linked platforms working towards a shared objective. Major industries including the Port of Newcastle and AGL have indicated strong in principle support for the initiative.

Board

Management

Policy / Development / Investment Attraction / Consultancy

Communications / Advocacy and Engagement

<b>Energy</b> - HETA - Liddell Transition - New Energy - Enabling Infrastructure	<b>Upper Hunter Transition;</b> Innovation, Economic Diversification and Resilience	<b>Labour Force transition</b> - Skills (TAFE)	<b>Food / Agribusiness</b>	<b>Waste</b>	<b>Transport / Infrastructure / Defence</b>	<b>Emerging Export Markets</b> - bio fuels
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**Australian Transitions Academy**  
Education / Training / Research / Policy

*Note: the structure above is designed as a starting point to initiate discussion only.*

*Universities including UTS, ANU, Melbourne, UQ and UWA are moving quickly into the transitions space. Energy, food and circular system transitions have escalated across Europe and North America, and we are seeing the beginnings of major structural transformations in the Asia-Pacific. As such, sustainability transitions is one of the fastest-evolving areas of research, consultancy and education/ training for universities, government agencies, industry and community organisations.*

– Professor Richard Bush and Dr Michael Askew

A specialist transition training centre in Australia is long overdue and will provide a much needed research and training institute to inform the necessary policy responses by government, at all levels, to emerging issues. What we know about transition is that, if it is poorly managed, it can lead to entrenched disadvantage. Well managed transitions, by early and effective intervention, can unlock opportunity, deepen skills and increase value in the economy.

There is increasing support for an initiative like this including the recently announced policy from the ALP for the establishment of a 'Just Transitions Authority' and the call from the NSW based Independents for a similar NSW based agency.

If there is a change of government, The Just Transitions Authority is proposed to:

Plan and coordinate the structural adjustment response to future (power) station closures. A JTA would be a statutory authority within the Climate Change and Energy portfolio, which would work with energy stakeholders (companies, workers and unions), local communities, state governments and other Commonwealth departments to:

- Develop and implement transition plans for affected regions, including economic diversification;
- Develop and oversee pooled redundancy schemes; and
- Develop and administer labour adjustment packages

The proposed Australian Foundation for Economic Transition will support an Australian Transition Academy for research, training and policy and be based in the Hunter region. A draft MOU is currently in preparation between industry partners to play a lead role in the establishment of the Foundation.

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**PREVIOUS REPORTS:**

Nil

**FINANCIAL IMPLICATIONS:**

As noted in the report.

**POLICY IMPLICATIONS:**

As noted in the report.

**STATUTORY IMPLICATIONS:**

As noted in the report.

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**RECOMMENDATION:**

**THAT the Hunter Joint Organisation note the update on the establishment of an Australian Foundation for Economic Transition and an Australian Transitions Academy.**

**THAT the Hunter Joint Organisation invite Professor Richard Bush and AGL to provide a briefing to the Hunter JO on progress.**

**Moved:**

**Seconded:**