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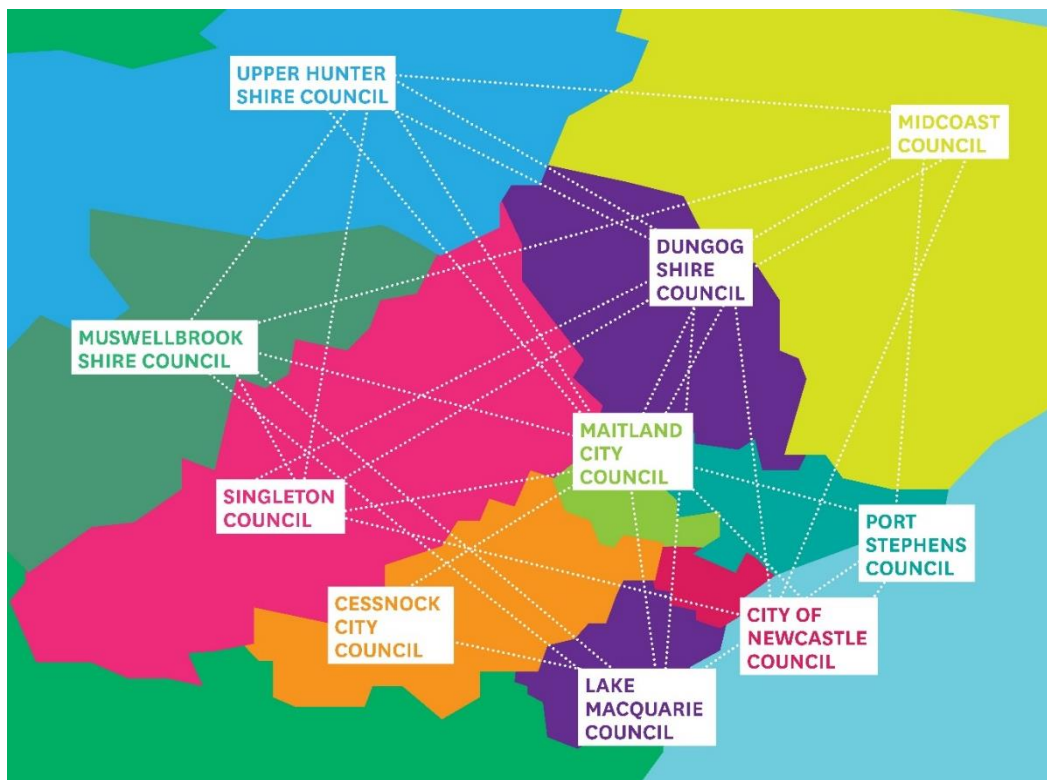
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FOLLOW OUR PROGRESS



Hunter Joint Organisation Board Meeting Papers

10:30am, Thursday 13 August 2020



Videoconference

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1. Welcome and Apologies

1.1 Acknowledgement of Country

The Hunter Joint Organisation acknowledges the country and history of the traditional custodians of the lands upon which we meet today. We pay our respects to the Elders past, present and emerging, of our region, and of Australia.

2. Minutes of Previous Meeting

2.1 Minutes of Meeting 11 June 2020

Hunter Joint Organisation Board Meeting Minutes

10:30 – 2:00pm, Thursday 11 June 2020

Upper Hunter Shire Council Chambers, Scone (via Videoconference)

Voting Directors Present

Cr Bob Pynsent,	Cessnock City Council
Cr John Connors,	Dungog Shire Council
Cr Sue Moore,	Singleton Shire Council
Cr Maurice Collison,	Upper Hunter Shire Council
Cr Nuatali Nelmes,	Newcastle City Council
Cr Kay Fraser,	Lake Macquarie City Council
Cr David West,	MidCoast Council
Cr Ryan Palmer,	Port Stephens Council
Cr Martin Rush,	Muswellbrook Shire Council
Cr Loretta Baker,	Maitland City Council

Non-Voting Members Present

Steve McDonald,	General Manager, Upper Hunter Shire Council
Stephen Glen,	General Manager, Dungog Shire Council
Jeremy Bath,	CEO, Newcastle City Council
David Evans,	General Manager, Maitland City Council
Fiona Plesman,	General Manager, Muswellbrook Shire Council
Lotta Jackson	General Manager, Cessnock City Council
Adrian Panuccio,	General Manager, MidCoast Council
Wayne Wallis,	General Manager, Port Stephens Council
Jason Linnane,	General Manager, Singleton Council
Morven Cameron,	CEO, Lake Macquarie City Council
Alison McGaffin	Director, Hunter & Central Coast, Regional NSW (DPIE)

Staff in attendance

Joe James, CEO, Hunter Joint Organisation

Graham Dean, Manager Finance & Administration, Strategic Services Australia

Steve Wilson, Director, Environment Division, Strategic Services Australia

Louisa Bulley, Executive Officer (Secretariat)

Apologies

Leesa Swan, Office of Local Government

The meeting opened at 10:30am.

Item 1 Welcomes and Apologies

1.1 Acknowledgment of Country

The Chair welcomed the members to the meeting.

Resolved:

- ***That the apologies be noted.***

Moved: David West

Seconded: Sue Moore

Carried.

Item 2 Minutes of Previous Meeting

The minutes of the meeting of 28 May 2020 were noted, with the amendment that the heading for the Minutes in the Agenda Papers includes the incorrect date of '13 February 2020' at Item 2.1.

Item 3 Confirmation of Minutes & Business Arising from Minutes

Resolved:

- ***That the minutes of the previous meetings of 28 May 2020, be adopted***

Moved: David West

Seconded: Kay Fraser

Carried.

The Chair noted that Item 6.1 – CEO Performance Review should be moved to the end of the meeting, to enable any observers to leave the meeting at this point.

Resolved:

- ***That Item 6.1 – CEO Performance Review be moved to the end of the agenda items, to enable any observers to leave the meeting for this Confidential Item.***

Moved: David West

Seconded: Kay Fraser

Carried.

3.1 Business Arising: Action Register

The Action Register was taken as read.

Cr Fraser asked for an update on Action Item HJO-19-03, and if the 'Plan of Advocacy' referenced in this action requires inclusion in the budget for the 2020-21 Financial Year.

The CEO noted that this item will have no impact on the 2020-21 budget, as it will be addressed as part of the planned projects for the Hunter JO Team.

Resolved:

- ***That the Action Register be noted.***

Moved: Sue Moore

Seconded: David West

Carried.

[Alison McGaffin joined the meeting at 10:36am]

Item 4 Presentations

The following presentations were given to the Board, accompanying reports provided in the papers;

- 4.1 Disaster Resilience Update (Steve Wilson, Skye Moore, David Butt – OEM)
- 4.2 Overview of launch of Hunter Circular Website

[Maurice Collison joined the meeting at 10:44am]

Item 5 Correspondence

The correspondence was taken as read.

Resolved:

- ***That the correspondence be received and noted.***

Moved: David West

Seconded: Sue Moore

Carried.

[Adrian Panuccio joined the meeting at 11:00am]

Item 6 Reports

6.2 CEO Report

The report was taken as read.

Cr Fraser asked when the next meeting of the Circular Economy Working Group is to be held. Steve Wilson noted that this will be planned for early July.

Cr Fraser asked that an update on the next meeting of the Regional Leadership Executive be provided to the Hunter JO Board at its next meeting.

Alison McGaffin noted that while a meeting of the RLE was held in late May, this meeting was largely COVID-19 specific. Alison noted that the next meeting of the RLE will be held on 26 June 2020, and will focus on the new Statement of Intent for the group.

Resolved:

- ***That the update report be received and noted.***
- ***That an update on the RLE Statement of Intent be provided to the Hunter JO Board at its August meeting***
- ***That a substantive update on the proposed Memorandum of Understanding with the Committee for the Hunter be provided to the Hunter JO Board at its August meeting***

Moved: Sue Moore

Seconded: John Connors

Carried.

6.3 Financial Reports YTD April2020

The report was taken as read.

The CEO noted that the revenue recorded in this report will need alteration, as the revenue recorded from the JO Capacity Building Grant will be acquitted as a project over the 2020-21 Financial Year, rather than being recorded as revenue in the current financial year.

The Board discussed the reallocation of funds noted in the report, from the forecast budget for 2019-20 for recruitment of a policy officer. The CEO noted that for financial reporting to the SSA Board, reviews against forecast budgets will now be a standing item, with explanation of any reallocation of funds within the budget envelope. The Board confirmed that budget reviews should be incorporated into future financial reports to the Hunter JO.

Resolved:

- ***That the Profit and Loss Statement for period ending April 2020 be received and noted***
- ***That the Profit & Loss Statement included in the agenda papers for 11 June 2020 be amended to rectify the reporting error, and the papers be updated on the Hunter JO website.***
- ***That reviews against the forecasted budget for 2020-21 financial year be included in future financial reporting to the board alongside the Profit & Loss Statements***

Moved: David West

Seconded: Sue Moore

Carried.

6.4 Hunter Economic Transition Foundation Update

Cr Rush noted that he was happy to move the motion as per the recommendation. Cr Moore seconded this motion.

The Board discussed the report, noting that while General managers had received a copy of the draft start-up strategy and budget, the Hunter JO Board had not received this prior to the meeting.

Steve McDonald spoke on behalf of Cr Collison and Upper Hunter Shire Council and noted that the Upper Hunter, Singleton and Muswellbrook Councils have agreed to contribute \$250,000 collectively to the seed funding for this project.

Cr Moore also spoke to the report, noting that local government will be an important leader for the region through this project.

The Board noted that while each council has voiced support for the foundation, and for local government leadership, the Mayors would like to see a copy of the draft start-up strategy and budget as this project progresses.

Cr Nelmes proposed an amended motion, changing the first recommendation as follows;

- ***That the Board be briefed on the startup strategy for the Hunter 2050 Foundation***

Cr Rush responded that if the CEO agrees to undertake such a briefing, would the Board take the motion as put.

Cr Fraser proposed an amended motion as follows;

- ***That the startup strategy and associated budget be prepared and put to the next Hunter JO Board Meeting***
- ***That the CEO seek start-up funding from industry and state and federal governments***
- ***That a paper be presented to the next Hunter JO meeting identifying any funding shortfalls (after funding commitment from other levels of government can be confirmed) to show how these shortfalls would be funded.***

Cr West seconded the motion.

The Chair asked that the original mover speak in response.

Cr Rush noted that industry funding has already been sought and, in some cases, secured for the project, which would remove the need for part of the amendment.

Cr Palmer spoke to the project as being an important initiative, and marked his council's support for the progress made so far, and noted that further briefings out-of-session may conclude the need for prolonged discussion within the meeting.

David Evans spoke to the original motion and the proposed amendment, and showed support for the original motion, while asking that the startup strategy and budget be circulated to all members, and additional briefings be provided out of session.

Cr Nelmes raised a point of order, asking if the Hunter JO Code of Meeting Practice allows non-voting members to speak other than in response to a question through the Chair.

The Chair noted that his interpretation of the Code allows general discussion between both voting and non-voting members of the Hunter JO, although confirmed that non-voting members do not take part in voting on motions.

The Chair put forward the amendment. The Amendment was lost.

Cr Moore asked through the Chair that, with Cr Rush's agreement, the original motion may be put, while also asking the CEO to provide the start-up strategy and budget out-of-session to address any concerns from the Board.

Cr Rush asked that the CEO provide the startup strategy and budget to the Board following the meeting, leaving the original motion as is.

Cr Rush gave right to reply, noting the importance of this project, and that while some councils may not be able to put forward additional funding at this time, additional funding is completely voluntary. Cr Rush noted that the Hunter currently accounts for 13% of globally-traded thermal coal, which will move to zero in order to meet Australia's Paris Obligations. Cr Rush thanked the Board for their support for the project, and the important initiative being taken by the Hunter JO on this issue.

Resolved:

- ***That the Board NOTE:***
 - ***the startup strategy for the Hunter 2050 Foundation***
 - ***the proposed HJO investment of 10% (\$1.5m over three years) of the seed funding required for the startup phase of the Hunter 2050 Foundation and that the CEO is liaising directly with each member to confirm contributions, and***
 - ***a verbal briefing on progress in securing industry and government contributions to the seed funding of the organisation.***

Moved: Martin Rush

Seconded: Sue Moore

Carried.

6.5 Hunter JO Chairperson Elections

The CEO acted as Returning Officer. The Returning Officer noted that one nomination has been received for Bob Pynsent as Chairperson of the Hunter Joint Organisation for the period of June 2020-June 2022, or until the seat is vacant. Cr Pynsent has been nominated by Nuatali Nelmes of City of Newcastle and Sue Moore of Singleton Council. This nomination was received via email to the CEO on Tuesday 9th June. Cr Pynsent accepted the nomination.

The Returning Officer called for any further nominations. The Returning Officer called for any other nominations a second time, and then a third and final time.

No other nominations being received, the Returning Officer declared Cr Bob Pynsent as the Chairperson.

Cr Pynsent thanked the Board for the support and for continuing to move forward in collaboration that has been so successful for the Hunter JO.

Resolved:

- ***That this GMAC meeting of 28 May 2020 be taken as notice from the Returning Officer to the General Managers that the election will take place at the Hunter JO Board Meeting of 11 June 2020***
- ***That any nominations be provided in writing using the form to the CEO ahead of or at the Hunter JO Board Meeting of 11 June 2020***

- ***That Bob Pynsent act as Chairperson for the Hunter JO for the period of June 2020-June 2022, or until the seat is vacant***

Moved: Nuatali Nelmes

Seconded: Sue Moore

Carried.

6.6 Hunter JO Draft Budget 2020-21

The report was taken as read.

Cr Fraser asked if there would be any carry-forward from the previous financial year. The CEO confirmed that there is no carry-forward forecast from the 2019-20 financial year.

Resolved:

- ***That the Hunter JO Draft Budget for the 2020-21 financial year be endorsed and approved.***

Moved: Sue Moore

Seconded: John Connors

Carried.

6.7 Hunter JO Draft Program 2020-21

The report was taken as read.

Resolved:

- ***That the indicative Hunter JO Program for the 2020-21 financial year be endorsed and approved***
- ***That a Service Level Agreement be drafted between SSA and the Hunter Joint Organisation showing the exchange of finances between the two entities (as per Action Register)***

Moved: David West

Seconded: Kay Fraser

Carried.

[Maurice Collison left the meeting at 12:10pm]

6.8 Regional Policy & Programs Update

The report was taken as read.

Resolved:

- ***That the report be received and noted.***

Moved: Sue Moore

Seconded: John Connors

Carried.

6.9 Disaster Resilience Update

The report was taken as read.

Resolved:

- ***That the Hunter JO Board note the scope and focus of past and continuing regional disaster resilience initiatives delivered by the Hunter Joint Organisation***
- ***That the Hunter JO Board endorse the process proposed for engaging and consulting with Councils to inform the design and evaluation of the recently commenced Regional Disaster Preparedness Officer Program***

Moved: David West

Seconded: Sue Moore

Carried.

6.10 Cities Power Partnership Update

The report was taken as read.

Resolved:

- **THAT the Hunter JO Board work with member Councils and the Cities Power Partnership (CPP), initially via a regional workshop process to:**
 - **Facilitate additional Hunter JO member Councils joining the Cities Power Partnership**
 - **Identify common pledges through which to focus regional collaborative efforts by Councils, the Hunter JO and CPP.**

Moved: Sue Moore

Seconded: David West

Carried.

6.11 RMS Ministerial Briefing

The report was taken as read, with a brief verbal update provided by the CEO.

David Evans raised the suggestion that the documentation that had been provided to Minister Toole in this briefing may also be provided to Ministers Stokes and Constance, in line with the work they are doing in relation to development and acceleration of development in the region.

Cr Pynsent moved that this be added to the motion.

Resolved:

- **That the report be received and noted.**
- **That the documentation provided to Minister Toole as part of the RMS Ministerial Briefing be forwarded to ministers Toole and Constance**

Moved: Sue Moore

Seconded: John Connors

Carried.

6.12 Hunter JO Weeds Sunset Committee Update

The Chair spoke to the report to provide additional background regarding the proposed Statement of Expectations.

Resolved:

- **That the report be received and noted.**

Moved: Sue Moore

Seconded: Bob Pynsent

Carried.

6.13 Code of Conduct Panel Review

The report was taken as read.

Resolved:

- **That the report be received and noted.**

Moved: John Connors

Seconded: Sue Moore

Carried.

6.14 HJO / SSA Procurement Policy

Resolved:

- *That the Hunter JO Board endorse the outlined Procurement Processes for inclusion in the SSA & HJO Procurement Policy*
- *That the Hunter JO Board endorse the Financial Delegations for inclusion in the SSA & HJO Procurement Policy*

Moved: John Connors

Seconded: Sue Moore

Carried.

7. Matters Raised by Voting & Non-Voting Members

The Chair asked that the Board recognise the contribution Mr Cr Wayne Bedggood to the Hunter JO and to Upper Hunter Shire Council during his time as a Councillor and as Mayor, and that correspondence be sent to Mr Bedggood noting this contribution.

The Chair also encouraged Board Members to reach out to Mr Bedggood to provide their support and thanks individually.

Resolved:

- *That correspondence be sent to Mr Wayne Bedggood acknowledging his contribution to the Hunter JO and to Upper Hunter Shire Council during his time as Mayor.*

Moved: Bob Pynsent

Seconded: Sue Moore

Carried.

Item 8 General Business

Cr Nelmes asked that she be able to provide additional feedback on Item 6.7 – Hunter JO Draft program 2020-21, as she experienced technical difficulties during this item and was unable to speak to the report. The Chair asked that the CEO contact Cr Nelmes directly to answer any enquiries on this item.

[The Board entered a closed session for discussion of Item 6.1 – CEO Performance Review]

Meeting closed 12:50 pm

3. Confirmation of Minutes & Business Arising from Minutes

Recommendation:

- That the minutes of the previous meetings of 11 June 2020 be adopted

3.1 Business Arising: Action Register

I.D	Action	Meeting	Status	Notes
HJO-19-13	That a discussion of Audit, Risk and Improvement Committees be added to the agenda for the HJO for discussion at a later date	12 Sep 19	Ongoing	This item has been placed on the HJO Board Forward Planner for discussion in October 2020
HJO-20-02	That a sunset committee be formed, with Singleton Council, Upper Hunter Shire Council, Muswellbrook Shire Council, and any other Committee that provides a nomination by 5pm Friday 22nd November, to investigate and respond to the request previously made from the Upper Hunter County Council made to the Hunter Joint Organisation.	14 Nov 19	Ongoing	The sunset committee will be holding a second meeting in August 2020.
HJO-20-010	That a formal Service Level Agreement between SSA & HJO be developed, incorporating the related parties agreement provided to both the SSA & HJO Boards in 2019, as a recommendation from the 2019 audit processes of both entities. This policy will include a Related Parties Disclosure Arrangement.	AGM 2019	Underway	The draft Service Level Agreement was brought to the SSA Board Meeting of 30 July 2020. This Agreement is discussed under Item 7.3 with a draft to be circulated ahead of the Board Meeting for endorsement by the Board, and signature by the Chairs of SSA and the Hunter JO.
HJO-20-016	<ul style="list-style-type: none"> • That the Hunter Joint Organisation Board endorse the Statement of Expectations as a standard framework to be used for meetings of the Board • That the Statement of Expectations be used as part of an Induction Pack for new members of the Hunter JO Board • That each member of the Board, both voting and non-voting, sign a copy of the Statement of Expectations once it has been adopted. 	9 Apr 20	Underway	The Statement of Expectations, as endorsed by the Board at its meeting of 9 April 2020, is to be signed by all members as part of the agenda for the 13 August 2020 meeting. The Statement of Expectations is included at Item 6.9.
HJO-20-020	That an update on the RLE Statement of Intent be provided to	11 Jun 20	Complete	An update on the last RLE meeting has been included part of the CEO Report, with the

	the Hunter JO Board at its August meeting			Statement of Intent still in draft with Regional NSW
HJO-20-021	That a substantive update on the proposed Memorandum of Understanding with the Committee for the Hunter be provided to the Hunter JO Board at its August meeting	11 Jun 20	Complete	An update on a Memorandum of Understanding has been provided at Item 7.2
HJO-20-023	That reviews against the forecasted budget for 2020-21 financial year be included in future financial reporting to the board alongside the Profit & Loss Statements	11 Jun 20	Underway	A draft template for this reporting was provided to the GMAC meeting of 30 July 2020, and will be used for future financial reporting to the Hunter JO Board from its October 2020 meeting onwards. This has been included at Item 6.3
HJO-20-025	That the documentation provided to Minister Toole as part of the RMS Ministerial Briefing be forwarded to Ministers Stokes and Constance	11 Jun 20	Complete	CEO to provide a verbal update in August board meeting.

4. Presentations

4.1 Let's Talk ... Disaster Resilience: Communicating Disasters

Siobhan Isherwood - Environmental Projects Coordinator, Policy & Programs Division will be providing an update report on the regional Disaster Communications Program. A report on this program has been included at Item 6.6.

5. Correspondence

Report Author: Louisa Bulley, Executive Assistant to the CEO

Responsible Officer: Joe James, CEO

Executive Summary:

This report provides an update on correspondence sent and received in relation to GMAC and the Hunter Joint Organisation Board.

Correspondence Received:

- Attachment 1: Letter of Support for Hunter 2050 Foundation from Malabar Coal
- Attachment 2: Correspondence to HJO & SSA from JLT Group

Correspondence Sent:

- Attachment 3: Correspondence to Wayne Bedggood re Resignation as Mayor of UHSC
- Attachment 4: Correspondence to Hon John Barilaro re: Hunter 2050 Foundation Establishment
- Attachment 5: Correspondence to Ms Jodi McKay re Hunter 2050 Foundation Establishment
- Attachment 6: Correspondence to Hon Shelley Hancock re Coastal Council Representation

RECOMMENDATION:

- **THAT the correspondence be received and noted.**

6. Reports

6.1 CEO Performance Review (Confidential Item)

Report Author: Louisa Bulley, Executive Officer

Responsible Officer: Joe James, CEO

The papers for this item will be provided separately to the Board Reports as a confidential paper.

Report:

At the Hunter JO Board Meeting of 11 June 2020, the consideration of the CEO's Performance Review was deferred, pending response to questions that were taken on notice when raised by directors in relation to the CEO's employment arrangements and the annual performance review.

Since this meeting the performance review panel of Bob Pynsent, David Evans and Steve McDonald, have completed a review of the CEO's employment contract and has provided a summary that has been included in a separate confidential paper along with the CEO Performance Review documents.

RECOMMENDATIONS:

- **THAT the CEO Performance Review 2019-20 report be received and noted.**
- **That the Hunter JO Board provide an indicative recommendation for the CEO Performance Review Panel for 2020-21, to include an additional Mayor as part of the panel**
- **That the Hunter JO Board schedule the next CEO Performance Review for April 2021.**

Report Author: Joe James, CEO

Responsible Officer: Joe James, CEO

Report:

Joint Organisation Standing Committees and Working Groups	
Hunter Joint Organisation Leadership Team Meetings	A monthly meeting of the Hunter JO Chair, the CEO, and the Chair of GMAC has now become a standing item.
Greater Newcastle Metropolitan Plan Steering Committee	<p>The Memorandum of Understanding between State and Local Government for the GNMP was signed on Thursday 18th June 2020. This MoU was formalised through a 'Virtual Signing' organised by the Hunter JO, with participation of the five Lower Hunter Mayors and the Hon. Rob Stokes, Minister for Planning and Public Spaces.</p> <p>A copy of the signed MoU has been included at Attachment 7. A media release marking the signing of the MoU was also prepared and circulated, and is included at Attachment 8.</p>
Circular Economy Working Group	A meeting of the Circular Economy Working Group took place on Wednesday 15 July 2020. The minutes from this meeting have been included at Attachment 9.
Strategic Projects / Programs – (will now be reported on as part of the Regional Policy & Programs Division Report)	
Hunter 2050 Foundation (previously the Hunter Economic Transition project)	<p>An update is provided at Item 6.8</p> <p>It should also be noted that the Hunter JO has been invited to present to Minister Kean on Hunter BioCircular concept and the Hunter 2050 Foundation on 3 August 2020.</p>
Standing Collaborations and Stakeholder Engagement	
Review of Hunter JO Standing Collaboration & Committees	<p>Since the last meeting of the Hunter JO a desktop review has been completed of the standing committees and collaborations that the Hunter JO contributes to. The intention of this review is to align attendance at these committees/collaborations to the new organisational structure of the Hunter JO and the Regional Policy & Programs Division, as well as reviewing the role and/or appropriateness of the Hunter JO in each of these meetings.</p> <p>A summary document has been included at Attachment 10 for the information of Hunter JO, which will help to provide a framework for future reporting of Standing Collaboration and Stakeholder Engagement from the Hunter JO and RPPM Division.</p>
Upper Hunter Economic Diversification Working Group	The launch of the Upper Hunter Region Website was held following on from the June Hunter JO Board Meeting on 11 June 2020. This launch brought together the four Mayors of the Upper Hunter, along with Michael Johnsen MP, Member

	<p>for Upper Hunter and Parliamentary Secretary for Agriculture. The launch event was held at Hunter Belle Cheese in Muswellbrook. A media release marking the launch was also prepared and circulated, and has been included at Attachment 11.</p> <p>The website was a key action in the Upper Hunter Economic Diversification Action Plan, developed in partnership between Regional NSW and the Hunter JO, to provide a central location for resources for investors, local business and community for the Upper Hunter.</p> <p>The Hunter JO is now managing the website and associated Facebook, in collaboration with the Upper Hunter Economic Diversification Working Group, the four Upper Hunter Councils, and Regional NSW.</p> <p><u>Upper Hunter Futures Project</u></p> <p>This is a new initiative by the regional NSW team and supported and by the member councils in the upper hunter region and the JO. The JO has been invited to participate on the project control group.</p> <p>The output of the project will be a series of economic development scenarios and consideration of the social/community outcomes in each of the scenarios.</p> <p>Of particular importance to whole of region outcomes are the considerations regarding future industry as they relate to the:</p> <ul style="list-style-type: none"> • Significant percentage of upper hunter region workforce that is drawn from the lower Hunter • Relevance and significance of future Upper 'Hunter industries to the business cases of strategic enabling infrastructure, being the airport and the proposed container port and the freight rail network connections to the inland rail project.
Hunter RLE	<p>The Regional Leadership Executive met on Tuesday 26 May 2020. The minutes of this meeting, along with the Statement of Outcomes have been included at Attachment 12. A copy of the newly drafted RLE Statement of Intent will be sent as a separate attachment ahead of the Hunter JO Board Meeting, as it is being finalised on Friday 7th August 2020.</p>
Hunter Business Attraction Committee	<p>The investment attraction committee established by regional NSW continues to evolve.</p> <p>There has been recent discussion about the long-term structure and governance of the committee.</p> <p>Attached is a 'Plan on a Page' strawman concept provided by Regional NSW to provoke discussion at the last committee (Attachment 13).</p>

	<p>The committee is considering the establishment of a regional or sub regional investment portal and investment brand.</p>
JO NSW Network	<p>There has been significant activity across the JO network since the last board meeting.</p> <p>The focus continues to be on making a case for state support for financial sustainability of joint organisations and to develop a series of network value propositions for engagement between state and local government.</p> <p>The principal focus of these value propositions is the opportunity for the state to work with JO's around co-design of policy outcomes in portfolio areas where the majority of JO's have an interest. Of particular focus at this point in time are circular economy, the establishment of Resilience NSW and the water portfolio.</p> <p>At the Chairs Network meeting on 6 August, the Chairs of the JO's unanimously endorsed: (1) key messages regarding the funding of JO's; and (2) using an upcoming inquiry into grant funding as an opportunity to lodge a joint submission on sustainable funding for regions and use that submission as collateral for communication with key State Minister's and local members</p>
Advocacy / Collaboration / Stakeholder engagement since last board meeting	
Cruise Industry Working Group	<p>It is planned for the Cruise Coordinator to return to work from Maternity Leave in mid-August.</p>
Committee for the Hunter	<p>An update on coordination with the Committee for the Hunter has been included at Item 7.2</p>
Inland Rail Briefing	<p>The CEO and EO had a briefing with Matt Coetzee from Sense Strategy Consulting, as well as Brett T Smith and Simon Massey from City of Newcastle regarding opportunities for projects relating to Inland Rail. Matt is the Business Case Assurance Reviewer for the Inland Rail Interface Improvement Program, which is a Federal program supporting delivery of the Inland Rail Project, and has been involved in development of business cases for the Special Activation Precinct Program for Parkes, Wagga and Snowy regions.</p> <p>The discussion was around opportunities to integrate the Hunter as a connection point for Inland Rail, as part of the Inland Rail Interface Improvement Program. This Program has inviting and considering business cases for different connection points for the Inland Rail, presenting an opportunity for the Hunter to become a connection point.</p> <p>The CEO has also talked with the Hunter Region Director of ARTC and confirmed interest in engaging further with the HJO on the strategic opportunity that Inland Rail presents for the region,</p>

	An additional briefing is planned between the Hunter JO, Matt Coetzee and ARTC to develop a briefing for the Hunter JO Board.
External Comms Update	The monthly Hunter JO Newsletter has been receiving positive feedback from both member councils and external stakeholders. The Hunter JO Website has also seen increased traffic since its launch in late May, with updates being provided on key projects through the newsletter, website, and the Hunter JO social media channels.

RECOMMENDATIONS:

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

Report Author: Graham Dean, Manager - Finance & Administration

Responsible Officer: Joe James, CEO

Executive Summary: The purpose of this report is to provide financial results for the year to date (30 June 2020) for the Hunter Joint Organisation.

A full copy of the P&Ls for June 2020 is included at Attachment 14.

It should also be noted that the General Managers Advisory Committee has approved a new reporting template for future Profit & Loss Statements at its meeting of 30 July 2020, which will help to show progress against forecasted budgets for the Hunter JO. This template will be used in future reporting to the Hunter JO Board, in response to Action Item HJO-20-023, with a copy of the template included at Attachment 15 using Regional Procurement as an example.

Recommendation:

- **That the Profit and Loss Statement for period ending 30 June 2020 be received and noted.**

Hunter Joint Organisation												
Profit & Loss Summary												
1 July 19 to 30 June 20												
					June	June			YTD	YTD		Approved
					Actual	Budget	Variance		Actual	Budget	Variance	Budget
												2019/20
Administration												
	Revenue				8,519	8,337	182		267,969	264,867	3,102	264,867
	Expenditure				(67,961)	(45,400)	(22,561)		(569,012)	(658,005)	88,993	(658,005)
	Total Admin				(59,442)	(37,063)	(22,379)		(301,043)	(393,138)	92,095	(393,138)
Projects												
	Revenue				154,525	-	154,525		1,488,079	1,385,949	102,130	1,385,949
	Expenditure				(186,650)	-	(186,650)		(1,570,459)	(1,385,949)	(184,510)	(1,385,949)
	Total Projects				(32,125)	-	(32,125)		(82,380)	-	(82,380)	-
Surplus / (Deficit)					(91,567)	(37,063)	(54,504)		(383,423)	(393,138)	9,715	(393,138)

Report Author: Steve Wilson, Director – Policy and Programs Division

Responsible Officer: Steve Wilson, Director – Policy and Programs Division

In February 2020 the Hunter JO Board resolved to support a “mid-range” funding model (commencing 1 July 2020) to support the establishment and operation of the Regional Policy and Programs Division. Central to the operational model that was established, is a strategic, evidence based and programmatic approach to collaboratively identifying and responding to areas of shared Council interest and opportunities through delivery of a range of programs and projects.

In progressing this model Divisional staff have prepared detailed project briefs for a suite of initial projects determined to be of regional priority through their:

- Inclusion in the HJO Strategic Plan (Aspire Act Achieve)
- Identified as a priority project at the February 2020 HJO Board meeting
- Identification through ongoing Hunter JO activities and Working Groups

Summary versions of these initial project briefs are provided as Annexures for the following projects:

1. Circular Economy Project – Organics – Hunter BioCircular
2. Regional Infrastructure Priorities List
3. Regional Population Scenario Planning
4. Regional Events Strategy and Coordination
5. Smart Region Project

The purpose of providing these briefs to the Board is to:

- Facilitate input and consensus on project design focus and proposed delivery method
- Facilitate discussion and consensus more broadly on where the focus and resources allocated to Hunter JO programs should be directed

It is proposed that future updates on the status of delivery of the above projects (and of new projects for which briefs are provided to the Board moving forward) will be included in the “Regional Policy and Programs Update” section of the Board Papers.

Recommendation:

- **That the Hunter JO Board provide any feedback on the included project briefs**
- **That the scope of the projects being delivered be noted and endorsed.**

Annexure A – Circular Economy Project – Organics – Hunter Biocircular

Project Manager: Tim Askew

Date: 16 July 2020

Project Name	Hunter BioCircular
Project Summary (max 100 words)	Hunter BioCircular is one component of the more broadly focused Hunter JO Circular Economy Program. The project is focusing specifically on rethinking the way organics are processed, by using circular economy principles to extract the maximum value from the materials at every stage of the process. Hunter Biocircular is a long term economic, social and environmental solution to processing our own organic waste locally which will help transition our regional economy, delivering new local jobs, greenhouse gas reductions and improvements to our soils.
Alignment to AAA (and/or other key regional strategies)	Alignment to AAA: 3. Work together to find an effective recycling solution for the region. 3.9. Explore and act on smart ways to transform local and global disruptions, such as the disruption of recycling services, into economic opportunities for the Hunter Other key regional strategies: NSW Government – Hunter Regional Plan and Greater Newcastle Metropolitan Plan 2036 NSW Government – NSW Waste Strategy (Issues Paper Cleaning Up Our Act: The Future for Waste and Resource Recovery in NSW) 2020 NSW Government – Net Zero Plan Stage 1: 2020–2030: target of net zero emissions from organic waste by 2030 Upper Hunter Economic Diversification Action Plan 2018
Project Objectives	<ol style="list-style-type: none"> 1. Development of precinct/s with a circular economy approach to organics waste processing 2. Coordinated approach to the collection of organic waste across the HJO and Central Coast region 3. Coordinated approach to the development of output materials post processing 4. Coordinated approach to the development of an associated innovation and education hub
Key Projects Outputs / Deliverables	<ol style="list-style-type: none"> 1. <i>A site assessment document to assess suitability of each potential Hunter Biocircular precinct, including an economic analysis</i> 2. <i>An MOU styled document to gain agreement and mandate from stakeholders (including participating Councils)</i> 3. <i>An EOI document outlining the coordinated approach for collections, outputs and innovation to assess the best companies/consortiums to deliver Hunter BioCircular</i>
Project Methodology / Process	<ol style="list-style-type: none"> 1. <i>Complete preliminary assessment of potential sites</i> 2. <i>Engage with site owners and MOU stakeholders to complete preliminary scoping</i> 3. <i>Develop MOU with member Councils and partner organisations</i> 4. <i>Develop the EOI with assessment and evaluation process</i> 5. <i>Engage with relevant policy owners and regulatory authorities to develop approval pathways for the project</i>
Key Project Partners	<ul style="list-style-type: none"> • <i>Hunter JO Circular Economy Working Group</i> • <i>Council waste representatives and economic development leads</i> • <i>GMAC</i> • <i>Regional Leadership Executive – Economic Development</i> • <i>State Government – Regional NSW, NSW DPIE (EPA and Circular Economy divisions)</i>

Annexure B – Regional Infrastructure Priority List

Prepared by: Steve Wilson – Director Policy and Programs

Date: 16 July 2020

Project Name	Regional Infrastructure Priority List
Project Summary (max 100 words)	To prepare an agreed list of priority infrastructure projects for the region, at both regional and subregional (MidCoast, Upper Hunter and Lower Hunter) scales. Priority projects will include council and government led projects and private sector proposals. Information to inform the priority list will be collated and managed within a regional infrastructure priorities database to be maintained and annually updated by the Hunter JO in collaboration with Councils and agency partners.
Alignment to AAA	Action: Use the in-depth evidence base to prepare Hunter JO agreed priority list of infrastructure.
Project Objectives	Prepare an agreed list of regional and subregional infrastructure priorities to: <ol style="list-style-type: none"> 1. Build and advocate a stronger case for investment in infrastructure priorities across the region 2. Identify the potential for shared interests and collaboration between Councils and other stakeholders in delivering local and regional scale infrastructure initiatives. 3. Identify a longer-term infrastructure investment pipeline, to provide transparency and confidence for potential investors, professional services and contractors to build their presence in the Hunter.
Key Projects Outputs / Deliverables	<ol style="list-style-type: none"> 1. Centralised regional database identifying priority infrastructure projects at local, sub regional and regional levels. 2. Agreed methodology for undertaking objective, evidence based analysis and prioritisation of infrastructure projects at regional and subregional scales 3. Overall regional and subregional (Upper Hunter, Mid Coast and Lower Hunter) infrastructure priority lists prepared on an annual basis 4. Priority lists (regional and subregional) identified for specific infrastructure themes: <i>road safety and congestion; public transport or multi-modal transport (e.g. light rail / bus), airports & ports; freight logistics and supply chain; pedestrian and cycling networks and safety; major precincts (e.g. health, education, catalytic, commercial); town centre upgrades, public domain and amenity improvements; social and affordable housing; circular economy; smart city / region infrastructure; digital and telecommunications; community infrastructure and facilities; community sports; tourism infrastructure; arts and culture; water security; green infrastructure (e.g. blue green web); clean energy and storage; and emergency management and disaster preparedness</i> 5. Regional templates and position papers to provide support and consistency in advocacy efforts undertaken by the Hunter JO, member councils and partner organisations.
Project Methodology / Process	<ol style="list-style-type: none"> 1. Establish a regional infrastructure working / advisory group to inform project delivery 2. Design and construct regional infrastructure database 3. Collate and integrate within database infrastructure priorities provided by Councils and partner organisations 4. Develop and apply an agreed methodology for undertaking objective, evidence based analysis and prioritisation of infrastructure projects at regional and subregional scales
Key Project Partners	Member Councils, Committee for the Hunter, Department of Regional NSW, Transport for NSW, Destination Sydney Surrounds North / Destination NSW, NSW Department of Planning, Industry and Environment (DPIE)

Annexure C - Regional Population Scenario Planning

Author: Chelsey Zuiderwyk

Date: 21 July 2020

Project Name	Regional Population Scenario Planning – Stage 1
Project Summary (max 100 words)	The Hunter JO Board has identified as a priority the preparation of population scenarios as a platform for informing an agreed long-term vision for regional population growth, and to influence strategic regional planning processes, delivery programs and regional migration strategies by all levels of government for the Hunter Region.
Alignment to AAA (and/or other key regional strategies)	This project has the capacity to deliver on all six of the Strategic Planning Action Areas and demonstrate all three statutory functions established by the Local Government Act for the Hunter JO.
Project Objectives	<ol style="list-style-type: none">1. Establish a shared regional vision by member Councils for the region's future population growth, at both regional and sub regional levels2. The agreed regional vision established by Councils directly influences State and Commonwealth Government planning, delivery programs and decision-making processes for the region.3. Provide an agreed population vision as a foundation to support advocacy by the Hunter JO for the establishment of a Regional – City Deal.
Key Projects Outputs / Deliverables	<ul style="list-style-type: none">• Report providing collation and comprehensive analysis of existing data and literature on projected population patterns and growth for the region• Discussion Paper presenting a range of population scenarios for the region and exploring the social, economic and environmental impacts and opportunities arising from each scenario
Project Methodology / Process	<ul style="list-style-type: none">• Collate and review existing data, literature and analysis to inform focus and scope of population scenario modelling to be delivered, and to identify gaps/ constraints in existing information, knowledge and data• Design and undertake high level stakeholder consultation (ie key regional agencies and stakeholders) to confirm agreed focus, objectives and design process for development of population scenarios• Prepare Discussion paper on regional population scenarios
Key Project Partners	Member Councils, Department of Regional NSW, Committee for the Hunter, Hunter Research Foundation, Regional Australia Institute, Hunter Central Coast Development Corp, Department of Planning, Industry and Environment, Transport NSW.

Annexure D – Regional Events Strategy & Coordination

Author: Joe James

Date: 20 July 2020

Project Name	Regional Events Strategy
Project Summary (max 100 words)	The Hunter JO Board has identified as a priority the development of a coordinated and outcomes driven event strategy for the Hunter region focused on improving and maximising the economic, social and cultural outcomes for the Hunter and its residents. Events spanning sports, tourism and the arts and recreation industries are essential to regional economic development, as well as the livability of the region. These industries are also critical in the post Covid-19 recovery for the region to boost economic activity, innovation, community wellness and connectivity.
Alignment to AAA (and/or other key regional strategies)	A Regional Events Strategy aligns with the following Action Areas in the Strategic Plan: 1. Our Communities stay inclusive, proud and safe and celebrate diversity 3. Our economy is multifaceted, resilient and is Australia's leading regional economy
Project Objectives	Strategic Objective: Strengthen the region's collective voice and the capacity of Councils to collaboratively pitch for major events for the region. Initial Controllable Outcome: To explore, develop and implement a coordinated approach to local government's support, delivery and attraction of events within the region, where it is in the shared interests of the LGA's.
Key Projects Outputs / Deliverables	Development of a regional events task group to agree which identifies: <ul style="list-style-type: none"> regional cultural, social, and infrastructure development priorities to support event attraction resources required to manage events / destination management at a regional scale the opportunity and systems for a common / centralised event approval process existing tourism and event assets region wide that collectively increase the region's capacity to attract events A shared model of practice and resource sharing to support council officers improve connectivity, resourcing, processes and work collaboratively to attract both local and Hunter wide events. A region wide events calendar to support local and regional event marketing activities Uses the above outputs to consider the development of a Regional Events Strategy
Project Methodology / Process	Establish Regional Events Strategy Working Group, comprised of member council representatives and invite key project partners as appropriate. Review and synthesise previous work undertaken by Hunter JO and the HCCDC (through its Hunter Identity and Positioning Report) and the Committee for the Hunter's proposed regional events program, to identify potential gaps and priorities to be addressed within the Regional Events Strategy Identify common objectives of member councils and key stakeholder organisations for regional event attraction and management, based on key recommendations of the Next Steps for a Hunter Events Strategy Draft MI Report. Prepare Regional Events Strategy, including the shared model of practice and regional events calendar
Key Project Partners	Member Councils, State Agencies, Destinations Sydney Surrounds North, Regional Development Australia Hunter, Hunter Central Coast Development Corporation, Committee for the Hunter, Department of Premier and Cabinet, Hunter Research Foundation, Screen Hunter.

Annexure E – Smart Region Project

Author: Tim Askew

Date: 16 July 2020

Project Name	Smart Region
Project Summary (max 100 words)	The Smart Region program will be an overarching collation of smart region activities and projects across the region placed within an annual review document produced to market the progress of our region. Initially the program will review the existing state of smart city thinking and activity across the region to get a baseline of progress. This program will then outline the priorities of the region in the smart region context and develop a suite of priority actions and templates for regional use.
Alignment to AAA (and/or other key regional strategies)	<p>3 leading regional economy</p> <p>3.5. Collaborate to ensure Newcastle and the Hunter realise our potential as a smart region and innovation ecosystem, driving jobs and investment whilst ensuring technology improves liveability and sustainability for our region.</p> <ul style="list-style-type: none"> • Hunter region plan – Goal 1 • GNMP – outcomes 1 and 4
Project Objectives	<ul style="list-style-type: none"> • To gain an understanding of each Councils progress toward a smart city, and identify the gaps and opportunities for regional collaboration. • Review and develop potential templates and tools to assist Councils progress toward a smart region • Understand the priority actions of Councils in the smart region context and develop a targeted list of those actions (actions solving known problems not every issue) • To ensure that the move to a smart region is communicated to our stakeholders and provides an opportunity to promote the region more broadly to attract new business, tourists and talent.
Key Projects Outputs / Deliverables	<ul style="list-style-type: none"> • To develop a review document outlining the status of each LGA and develop an annual update (inclusive of other s/holders work in the region) • Develop a simple standard pathway / template for each Council to use (if they do not have a strategy and actions plan already) • To develop a targeted action plan for the smart region program • Work with stakeholders to develop attraction strategy documentation
Project Methodology / Process	<ul style="list-style-type: none"> • Stakeholder workshops with all LGAs and collate smart city documentation. • Engage consultant to develop a simple standard pathway / template for each Council to use (if they do not have a strategy and actions plan already) • Engage consultant to develop a targeted action plan for the smart region • Engage stakeholders to develop attraction strategy elements
Key Project Partners	<ul style="list-style-type: none"> • Council smart city representatives and / or economic development leads • Regional Leadership Executive – Ec Dev • State Government – Regional NSW • RDA Hunter

Report Author: Steve Wilson, Director – Policy and Programs Division

Responsible Officer: Steve Wilson, Director – Policy and Programs Division

HUNTER JOINT ORGANISATION STATUTORY FUNCTIONS

Intergovernmental Collaboration

Key networks, meetings, workshops and forums in which the Division has recently participated to facilitate and support intergovernmental collaboration include:

DATE(S)	DESCRIPTION	CONVENOR
5 th August 2020	Hunter Environmental Institute Webinar – Disaster Resilience (including two presentations by Hunter JO)	Hunter Environmental Institute
30 July 2020	Hunter Central Coast Regional Illegal Dumping (RID) Management Committee	Hunter Central Coast RID Squad
23 July 2020	Regional UPSS Working Group	Hunter JO
23 July 2020	Regional Coastal Councils Working Group	DPIE and Hunter JO
16 July 2020	Hunter Region Landcare Network – Council Staff meeting	Hunter Region Landcare Network
15 July 2020	Circular Economy Working Group	Hunter JO
10 July 2020	Economic Development Workshop	Hunter JO
8 July 2020	Consultation on funding models to inform the 20 Year Waste Strategy	LGNSW
2 July 2020	Circular Economy Facilitators Group	Hunter JO
2-5 July 2020	Emergency Media and Public Affairs (EMPA) 2020 Conference	EMPA
1 July 2020	Regional Workshop #2 - Hunter Blue Green Grid	NSW Department of Planning, Industry and Environment (DPIE)
26 June 2020	Resources NSW Steering Committee Meeting	Newcastle Institute for Energy and Resources (NIER)
25 June 2020	Building a Circular Economy in the Hunter (including presentation by Hunter JO)	Committee for the Hunter
24 th June 2020	Metropolitan Regional Waste Coordinators Meeting	NSW Environment Protection Authority
23 June 2020	NSW Regional Disaster Preparedness Program - evaluation workshop	Resilience NSW
19 June 2020	Meeting with Minister for Energy and Environment Matt Kean	Hunter Business Chamber
18 June 2020	Regional UPSS Working Group	Hunter JO

DATE(S)	DESCRIPTION	CONVENOR
18 June 2020	Hunter Central Coast Enabling Regional Adaptation Project Steering Committee	DPIE
17 June 2020	Regional Waste Strategy Group	Hunter JO
16 June 2020	Hunter Drought Taskforce	Regional NSW
10 June 2020	Regional Contaminated Land Program Advisory Group	Hunter JO
3 June 2020	Regional Workshop #1 - Hunter Blue Green Grid	DPIE
29 May 2020	Hunter Circular Facilitators Group	DPIE

Regional Leadership and Advocacy

Ministerial Briefing

A meeting is scheduled with Matthew Kean, NSW Minister for Energy and Environment on 3rd August 2020. The purpose of the meeting is to provide the minister with a briefing on the Hunter 2050 Foundation and Circular Economy program being delivered by the Hunter JO.

Regional Submissions

SUBMISSION FOCUS	CLOSING DATE	STATUS
Inquiry into the integrity, efficacy and value for money of NSW Government grant programs	23 August 2020	In progress

PROGRAM DELIVERY HIGHLIGHTS

Action Area 1. Our communities stay inclusive, proud and safe and celebrate diversity

AAA ACTION	PROGRAM ACTIVITY
1.4. Continue to work together to deliver the programs to increase community resilience and preparedness for natural disasters through the Hunter and Central Coast Regional Environmental Management Strategy	<p><u>Disaster Communications Project</u></p> <p>This project has now been completed, producing a range of resources to support Councils with internal and external communication processes before, during and after a disaster event. Key outputs include:</p> <ul style="list-style-type: none">• Local Disaster Communication Planning Framework• Disaster Communication Team (DCT) Toolkit comprising:<ul style="list-style-type: none">• A Work and Information Flowchart• Disaster Communication Team - Rapid Reference Tool, a mobile-optimised guide to each DCT role (for placing on phone or tablet devices)• Communication Team List to keep team names and contacts up to date• A Context Report (CONREP) Template to share important contextual information with the DCT team• Messaging Strategy Template• Key Messaging Tool message fragments to facilitate corporate sign off prior to a disaster event and to help deal with difficult and sensitive communication challenges.• Delivery of two disaster communication workshops for Council staff• A short video showcasing disaster communication experts sharing advice on the importance of Councils being prepared for their role in disaster communications. <p>A presentation and briefing paper on the project and its outputs accompany this report (which is included in a later item).</p>
	<p><u>Regional Disaster Preparedness Program</u></p> <p>As reported to the April 2020 Hunter JO Board meeting, the Regional Disaster Preparedness Program is a 2-year initiative funded by the NSW Government which will be managed jointly through Resilience NSW and the Hunter Joint Organisation. The aim of the Program is to initiate and implement projects that create improved local government and community resilience in preparation for, response to and recovery from emergencies.</p> <p>To progress the initiative, considerable consultation has been undertaken to understand key emergency management issues to be targeted. This consultation has informed the proposed program actions and outcomes that are detailed in the accompanying briefing paper.</p>

Action Area 2. Our enviable environment is protected for future generations and our resources are used efficiently

AAA ACTION	PROGRAM ACTIVITY
2.1 Continue to deliver the Hunter and Central Coast Regional Environmental Management Strategy	<p><u>Contaminated Land Helpdesk</u></p> <p>Councils have increasingly been accessing the Helpdesk Service provided through the Regional Contaminated Land Capacity Building Program. This provides the opportunity for Council staff to seek technical advice from the Regional Program Manager, Peter Brennan, on issues involving contaminated land management (land use planning, UPSS and public land management).</p> <p>During the current reporting period the following Councils have utilised the helpdesk service:</p> <ul style="list-style-type: none"> • Maitland City Council • MidCoast Council • Central Coast Council • Upper Hunter Shire Council • Lake Macquarie City Council • Cessnock City Council • Muswellbrook Shire Council • Dungog Shire Council
	<p><u>Standard Conditions of Development Consent – Service Stations</u></p> <p>Standard conditions of development consent to assist Councils ensure new service station developments and modifications to existing service stations conform with the UPSS Regulation are in the final stages of development. It is expected they will be signed off by the Regional UPSS Working Group at its meeting on 23 July 2020. The standard conditions will be relevant to all HJO member Councils and Central Coast Council.</p>

Action Area 3. Our economy is multifaceted, resilient and is Australia's leading smart regional economy

AAA ACTION	PROGRAM ACTIVITY
3.9. Explore and act on smart ways to transform local and global disruptions, such as the disruption of recycling services, into economic opportunities for the Hunter	<p><u>Circular Economy Working Group</u></p> <p>The Circular Economy Working Group met on 15 July 2020. Key focus areas of discussion included:</p> <ul style="list-style-type: none"> • Hunter & Central Coast Circular Economy Ecosystem database and website • 2020/21 priority projects including: <ul style="list-style-type: none"> • CE Procurement Project • HCC Eco-system stage 2 – engagement and trading platform

AAA ACTION	PROGRAM ACTIVITY
	<ul style="list-style-type: none"> • CE Education & Training opportunities • Proposal to establish a Hunter Central Coast Circular Economy Hub within the Hunter JO
	<p><u>Hunter Biocircular</u></p> <p>At its April 2020 meeting the Hunter JO Board endorsed the development of an MOU. This will now be progressed through targeted engagement with Councils and other stakeholders, with a view to gaining agreement and a mandate to continue through to an EOI stage (or alternatively funded feasibility assessment) for the project. Please refer Project Briefs in Item 7.5 for further information.</p>

Full Activity Report – Regional Policy and Programs Division

Refer Attachment 16 “Activity Report: Regional Policy and Programs Division” for information on the full range of programs being delivered by the Division.

COMMUNICATIONS

- Regional “Small Acts Big Change” television commercials (May – June 2020)
- Regional Community Recycling Centre campaign (radio advertising, newspapers and social media)

Recommendation:

- **That the report be received and noted.**

Report Author: Siobhan Isherwood, Environmental Projects Coord. – Policy & Programs Division

Responsible Officer: Steve Wilson, Director – Policy and Programs Division

Purpose:

The purpose of this paper is to provide:

- Information on the importance of local councils in communicating disaster information, and of key opportunities and challenges associated with performing this role
- An overview of the outputs of the recently completed Disaster Communication project “Let’s Talk ... Disaster Resilience” delivered by the Hunter JO in collaboration with member Councils and partner agencies

Link to Hunter Joint Organisation Strategic Plan 2018-21 (Aspire.Act.Achieve).

Action Area	Our communities stay inclusive, proud and safe and celebrate diversity
Action	Continue to work together to deliver the programs to increase community resilience and preparedness for natural disasters through the Hunter and Central Coast Regional Environmental Management Strategy.

Background

An Australia-wide report ([Ryan and Matheson 2010](#)) found that almost 20% of recommendations made in emergency incident and emergency exercise debriefing sessions and reports, spanning 2003 to 2008, related to *improving communication with the community*. Community members look to their Council as an important source of support and information, before, during and after disaster events. During these times effective disaster communication requires that messages be both understood and trusted and that Council be prepared for the deluge of communication that will be required during and after the disaster event.

Through previous Hunter JO projects Council staff have confirmed the need for resources and knowledge support in the area of disaster communications, focusing on both internal and external processes in the periods before, during and after a disaster. This work has also confirmed the opportunities for Councils of being well prepared and the challenges impacting their ability to perform this role.

Opportunities

- Increased staff knowledge and preparedness to communicate about disasters, reducing the lag time between a disaster event and effective communications occurring
- Increased ability to head-off community outrage and manage outrage when it occurs
- Building of stronger connections with communities through shared experiences and open and transparent communication
- Stronger regional communication connections that can result in improved inter-council support and resource sharing
- Empowered communications staff
- Improved internal communication to ensure staff feel valued and informed during difficult events

Challenges

- Developing an approvals process for communications that is robust and efficient during disaster events
- Establishing / obtaining pre-approval of some messaging to reduce the lag between a disaster event and effective communication commencing
- Identifying and addressing the gaps between disaster communication needs and existing skill sets
- Embedding stronger ties between the communication team and wider range of council teams that will be involved in disaster preparedness, response and recovery.
- Building inter-council connections given different processes, equipment, technology and resourcing.

“Let’s Talk ... Disaster Resilience”

In recognition of the above, the “Let’s Talk ... Disaster Resilience” project (the project) was designed by the Hunter JO and funded by the NSW Government through its Community Resilience Innovation Program (CRIP) to:

- Identify a baseline of knowledge and capacity regarding disaster communication within Councils across the region
- Address identified knowledge and resource gaps
- Develop a framework for councils to plan and prepare for disaster communication
- Build connections and collaboration within and between councils to increase confidence and capacity to deliver disaster communications across the region.

A wide range of stakeholders and project partners participated in delivery of the project including:

- Staff from 11 Councils (10 member councils and Central Coast Council) across a wide range of fields including communications, community development and engagement, corporate risk, emergency management and planning
- Resilience NSW (formerly OEM)
- ABC Newcastle (the emergency broadcaster)
- Rural Fire Service
- University of Newcastle.

The project has recently been completed, with key outputs including:

1. A “Local Disaster Communication Planning Framework” to assist Council staff build and prepare a Disaster Communication Team and prepare to communicate in ways that are most likely to be understood and trusted by the community (refer to Attachment 17).
2. A “Disaster Communication Team (DCT) Toolkit to be completed now (i.e. during times when a disaster is not present), and exercised prior to a disaster event so that the DCT is well prepared for its implementation when a disaster occurs. The DCT Toolkit includes:
 - A Work and Information Flowchart
 - Disaster Communication Team - Rapid Reference Tool, a mobile-optimised guide to each DCT role (for placing on phone or tablet devices)
 - Communication Team List to keep team names and contacts up to date

- A Context Report (CONREP) Template to share important contextual information with the DCT team
 - Messaging Strategy Template to help construct messages which can achieve communication objectives
 - Key Messaging Tool message fragments to facilitate corporate sign off prior to a disaster event and to help deal with difficult and sensitive communication challenges.
3. Two disaster communication workshops delivered involving staff from a range of fields across all Hunter JO member Councils, Central Coast Council and partner agencies. The workshops:
- Invited input from participants on needs to be addressed by the project
 - Tested participant knowledge through scenario based exercises
 - Piloted the application of resources developed under the project.
4. Preparation of a [short video](#) showcasing disaster communication experts sharing advice for Councils on the importance of being prepared for their role in disaster communications. The video provides a resource that can be used on an ongoing basis by Councils to support Councillor and staff briefings, training and induction processes.

However, a plan that isn't exercised (or used) isn't a plan!

Completion of the project has provided a range of resources to build capacity and collaboration within and between Councils around disaster communications. Ensuring these resources provide long term value will require further work by Councils to exercise, work with, develop and embed the framework and toolkit within their corporate systems and processes.

Financial / Resource Implications

The project was funded to the value of \$167,200 by the Office of Emergency Management (now Resilience NSW) through the Community Resilience Innovation Program. Contributions from member councils to project delivery have included attendance at meetings and workshops and provision of expert input.

Recommendation:

- **That the report be received and noted.**

Report Author: Skye Moore & David Butt (Resilience NSW)

Responsible Officer: Steve Wilson, Director – Policy and Programs Division

Purpose: To provide the Board with an overview of the proposed program actions and outcomes identified for the Regional Disaster Preparedness Program.

Link to Hunter Joint Organisation Strategic Plan 2018-21 (Aspire.Act.Achieve).

Action Area	Our communities stay inclusive, proud and safe and celebrate diversity
Action	Continue to work together to deliver the programs to increase community resilience and preparedness for natural disasters through the Hunter and Central Coast Regional Environmental Management Strategy.

As reported at the April 2020 Hunter JO Board meeting, the Regional Disaster Preparedness Program is a 2-year initiative funded by the NSW Government which will be managed jointly through Resilience NSW and the Hunter Joint Organisation.

The aim of the Program is to initiate and implement projects that create improved local government and community resilience in preparation for, response to and recovery from emergencies. This Program is one of 3 pilots being delivered within Joint Organisations across NSW that will be formally evaluated with a view to implementing the initiative more broadly and permanently. Each pilot has a Regional Disaster Preparedness Officer (RDPO) and project funding, to assist in developing and implementing project activities.

To progress this initiative, considerable consultation has been undertaken across State and Local Government bodies in each of the pilot regions to understand key emergency management issues to be targeted. This consultation has informed the proposed program actions and outcomes that are included in Attachment 18, which are proposed for delivery in the Hunter and Central Coast. These are mapped against the following objectives:

1. Increased council capability to respond to and recover from disaster events
2. Development of Regional and Local Recovery Plans
3. Improved collaboration and cohesiveness between local councils and agencies
4. Identification of priority investments to mitigate risks to critical infrastructure
5. Increased capability of communities to prepare and recover from disaster events
6. State Government considers recommendations that result from the Regional Disaster Preparedness Program final report.

It should be noted that individual Councils can opt in or out of any of the proposed actions included in the program should they choose.

Financial / Resource Implications

The RDPO is fully funded by Resilience NSW, along with additional project funding for each deliverable over a two-year period. There will be a resource implication for council staff that are involved with each of the projects. This will be fully explored with and articulated to each council prior to the activity commencing.

Recommendation:

- **That the report be received and noted.**

Report Author: Louisa Bulley, Executive Officer

Responsible Officer: Joe James, CEO

Note: a copy of this paper was provided to the Hunter JO Board ahead of the Hunter 2050 Foundation Briefing on Wednesday 22 July 2020.

Since the last meeting of the Hunter JO Board in June 2020 the Hunter 2050 Foundation project has continued to progress. As noted in the correspondence for the June meeting, official correspondence was sent from the Hunter JO to the Minister for Local Government Shelley Hancock on 4 June 2020, applying to establish the Hunter 2050 Foundation under section 358 of the *Local Government Act 1993*. This application is still under consideration by the Minister's office, who have been in contact with the CEO.

Following on from the submission, Talkforce Media have been engaged by the CEO to progress the Communications Strategy for the Foundation. Talkforce Media have developed a Communication Package to guide stakeholder and media engagement for establishment of the Foundation. An official media release announcing the intention to establish the Hunter 2050 Foundation was planned for 2-3 August 2020. Talkforce Media provided a media briefing to Cr Bob Pynsent and Cr Sue Moore as the Chair of the Hunter JO and of the Economic Transition Standing Committee respectively. The initial media release was deferred (discussed below). This Communication Package has been circulated out of session to Hunter JO members.

Stakeholder engagement on this project has also continued since the last meeting of the Hunter JO Board, with a meeting with the Deputy Premier of NSW held on 14 July 2020, arranged through Michael Johnsen MP's office. This meeting with Hon. John Barilaro was attended by Michael Johnsen MP, Cr Bob Pynsent, Cr Sue Moore, Joe James and Jack Archer. The Deputy Premier provided strong and positive feedback on the concept of the Foundation, noting his encouragement for Joint Organisations to deliver this kind of initiative. The Minister also asked that the Hunter JO work with his office both to refine a funding request for State Government, and to engage with the Federal Government to also contribute to the Foundation.

A tactical decision was made to hold on the release regarding the 'intent to establish' in order to focus efforts on partnering with the Deputy Premier's office on the launch of the Foundation.

A copy of the correspondence sent to the Deputy Premier's Office has been included at in the Correspondence section.

An additional briefing to the Hunter JO Board was provided by the CEO on 22 July 2020, as requested at the Hunter JO Board Meeting in June 2020.

Recommendation:

- **That the report be received and noted.**

Report Author: Louisa Bulley, Executive Officer

Responsible Officer: Joe James, CEO

As discussed at the Hunter JO Board Meeting of 9 April 2020, the Hunter JO Leadership Team has developed a Statement of Intent for Hunter JO Board Members. The draft Statement of Intent was endorsed by the Hunter JO Board at its meeting in April, and it is now proposed to have all members of the Board sign a copy of this document at the August meeting.

While the Hunter JO's Code of Meeting Practice does provide principles for how the Board conducts business within its meetings, this more personalised set of expectations can be used as a framework for how the Hunter JO and all of its members and employees conduct business and interpersonal relationships.

A copy of the Statement of Expectations, as endorsed by the Board, has been included below as Annexure F.

Recommendation:

- **That the Statement of Expectations be provided to the Hunter JO Board at its August Meeting to be signed by all members, both voting and non-voting**
- **That the Statement of Expectations be published on the Hunter JO website alongside the Code of Conduct**



Hunter Joint Organisation Board - Statement of Expectations

Purpose

This set of expectations has been put together by the Hunter Joint Organisation's Leadership Team to provide a framework for how we relate to one another within meetings of the Hunter JO Board, and as peers.

Background

These expectations have been based around the functions of Joint Organisations under the NSW *Local Government Act 1993*, and on the principles set out in the Hunter Joint Organisation's Code of Meeting Practice. While the principles set out in the Code of Meeting Practice create a framework for how the Board makes decisions, they are also effective in setting expectations for how we conduct business as a Board.

These expectations have also come from the discussions that the Board has had as part of their recent Strategic Planning Process. During this process, discussion was encouraged within a framework of what was open, positive and inclusive being 'above the line', and any closed or negative discussion being classed as 'below the line'. By providing this Statement of Expectations to the Board, and including them as part of an induction pack for new Board Members, a clear framework can be set for how we conduct ourselves as a Board Members, and in any business we conduct with one another as a Joint Organisation.

Expectations

Collaboration:

We will work together, keeping our common goal in mind of delivering the best for our region. While we won't always agree with one other, we will attempt to understand each other as best we can, and will assume each other's good intent.

Leadership:

As leaders in our region, communities and in our local councils we will be open and accountable in how we conduct ourselves with one another.

Inclusivity:

We will be inclusive in how we conduct our business, welcoming other points of view and opportunities for open discussion. We will make each other feel welcome and respect the diverse needs and interests of each of our members and the communities that they represent.

Respect:

We will treat each other as valued peers with kindness, courtesy and politeness

Name:	Position:
Council:	Signed:

7. Items for the Hunter JO Board - For Decision

7.1 Hunter JO Regional Code of Conduct Panel

Report Author: Louisa Bulley, Executive Officer

Responsible Officer: Joe James, CEO

At the Hunter JO Board Meeting of 9 April 2020 the Board noted that a review of the Regional Code of Conduct Panel was underway, following some enquiries from member councils.

In the course of the review, it was established that the panel was no longer actively engaged, as panel members had not been re-appointed by the Board after becoming a Joint Organisation. The panel members had been appointed originally for a two-year period in August 2017, with the option for them to be re-appointed by the Board for an additional two years.

The Hunter JO has therefore conducted an Expression of Interest process to appoint a new Regional Code of Conduct Reviewer Panel.

The Expression of Interest was advertised in mid-May 2020, and closed on 19 June 2020, with 24 applications received. All applications were then reviewed under contract by Local Government Legal to assess candidates against legislative requirements.

A summary of the review completed by Local Government Legal, along with Correspondence has been included at Attachment 20. This summary provides an indication of the short-list for the Panel, and flags any potential conflicts of interest. The indicative shortlist, based on the recommendations from Local Government Legal, has been included below as Annexure G.

A draft business paper has also been provided for those member councils who would like to adopt the Hunter JO Code of Conduct Reviewer Panel for their own council at Annexure H.

It is recommended that the panel be endorsed by the Hunter JO Board at its August 2020 Meeting, determining the terms and timeframe of their appointment. It is also recommended that a draft council resolution be provided to the Hunter JO Board to mirror the Board's resolution, allowing member councils to adopt the same terms and timeframe for their use of the Regional Panel.

Recommendation:

- **That the Hunter JO Board review the shortlist provided from Local Government Legal and flag any potential conflicts of interest with the CEO within the Hunter JO Board Meeting**
- **That the Hunter JO Board endorse and adopt the proposed shortlist for the Hunter JO Regional Code of Conduct Reviewer Panel for a four-year period from August 2020 to August 2024**
- **That member councils endorse and adopt the Hunter JO Regional Code of Conduct Reviewer Panel for a four-year period from August 2020 to August 2024**
- **That all successful applicants be asked to provide evidence of Certificate of Currency for Professional Indemnity, Public Liability and Workers Compensation (if applicable) Insurances as a requirement to be on the Panel**
- **That all applicants be alerted of the outcome of their applications following the Hunter JO Board Meeting of 13 August 2020**

Annexure G – Proposed Hunter JO Code of Conduct Reviewer Panel

	Conflicts of Interest
SINC Solutions Pty Ltd	
Pinnacle Integrity	
David Pavey Pty Ltd t/as Pavey Consulting Services	
Kristie Maree Walker t/as On Track Investigations	
O'Connell Workplace Relations Pty Ltd	
Mediate Today Pty Ltd	
Locale Consulting Pty Ltd	
Lambourne Partners	Conflict of Interest declared by applicant with Newcastle City Council
HWL Ebsworth Lawyers	
The Centium Group (trading as Centium)	
William Robert Monks	
Williams Love & Nicol Pty Ltd as trustee for the WLTB Unit Trust t/as Bradley Allen Love Lawyers	
Phil O'Brien t/as Australian Workplace Training & Investigation	

REGIONAL CODE OF CONDUCT REVIEWER PANEL

AUTHOR:

DIVISION / GROUP:

PURPOSE:

The purpose of this report is to seek Council's endorsement of the Code of Conduct Regional Panel, in accordance with Part 3 of the Code of Conduct (DATE).

RECOMMENDATION IS THAT COUNCIL:

1. That Council endorses the Regional Code of Conduct Reviewer Panel as appointed by the Hunter Joint Organisation for a period of four years up until August 2024.

BACKGROUND

The Local Government Act 1993 requires that all NSW Councils adopt a new Code of Conduct and that it incorporate the provisions of the current Model Code of Conduct which came into effect on 14 December 2018.

Part 3 of the Administrative Framework requires every Council to establish a Panel of Conduct Reviewers. Councils may enter into an arrangement with one or more other Councils or group of councils to share a Panel of Conduct Reviewers. A Conduct Reviewer may be engaged by a participating Council as required from time to time to inquire into alleged breaches of the Code of Conduct by its Mayor, Councillors or General Manager.

Accordingly, the Member Councils of the Hunter Joint Organisation agreed to invite Expressions of Interest for appointment to a Hunter JO Regional Code of Conduct Review Panel, that could then also be adopted for use by its Member Councils.

The Hunter Joint Organisation conducted an expression of interest for the panel, closing 19 June 2020.

The Expression of Interest conducted included the following minimum requirements;

***Minimum Requirements:** To be eligible to be a member of the Regional Code of Conduct Review Panel, a person must as a minimum, meet the following requirements: -*

- (a) an understanding of local government; and*
- (b) knowledge of investigative processes including but not limited to procedural fairness requirements and the requirements of the Public Interest Disclosures Act 1994 (NSW), and:*
- (c) knowledge and experience of one or more of the following*
 - (i) investigations, or*
 - (ii) law, or*
 - (iii) public administration, or*
 - (iv) public sector ethics, or*
 - (v) alternative dispute resolution, and*
- (d) meet the eligibility requirements for membership of a panel of conduct reviewers*

*In accordance with (d) above, a person is **not eligible** to be a member of the panel of conduct reviewers if he/she are: -*

- (a) a councillor, or*
- (b) a nominee for election as a councillor, or*

- (c) *an administrator, or*
- (d) *an employee of a council, or*
- (e) *a member of the Commonwealth Parliament or any State Parliament or Territory Assembly, or*
- (f) *a nominee for election as a member of the Commonwealth Parliament or any State Parliament or Territory Assembly, or*
- (g) *a person who has a conviction for an indictable offence that is not an expired conviction.*

A person is not precluded from being a member of the Hunter JO Regional Code of Conduct Review Panel because they are a member of another council's panel of conduct reviewers. An incorporated or other entity may be appointed to the Hunter JO Regional Code of Conduct Review Panel if the Hunter JO is satisfied that all the persons who will be undertaking the functions of a conduct reviewer on behalf of the entity meet the selection and eligibility criteria set out in the EOI.

Following review of the Expressions of Interest, the Hunter JO then endorsed and adopted the Regional Code of Conduct Reviewer Panel at its meeting of 13 August 2020 for a period of four years commencing 13 August 2020, through to August 2024.

It should be noted that there is no remuneration involved in being appointed to the Regional Panel. Remuneration will only result after appointment by an individual Council to a Conduct Review Committee or on assignment as an individual conduct reviewer.

PROPOSAL

That Council endorses the Hunter JO Regional Code of Conduct Panel list of service providers identified by the Hunter JO.

CONSULTATION

Expressions of interest were called in accordance with the Hunter JO Procedures for the Administration of the Code of Conduct. The Hunter JO endorsed the Panel at its meeting held on 13 August 2020.

IMPLICATIONS

Policy Implications:

It is a requirement of the Code and the Procedures that Council must, by resolution, establish a panel of conduct reviewers. Access to the Hunter JO Regional Code of Conduct Panel satisfies this requirement.

Environmental Implications:

There are no environmental implications

Social Implications:

There are no social implications.

Infrastructure Asset Implications:

There are no asset implications.

Financial Implications:

The financial implications will be contingent upon the need for conduct reviewers from the panel to be engaged by [Name of] Council. If the services of a conduct reviewer from the Panel are required, funding will be identified through Council's budget review processes.

Risk and Insurance Implications:

Council's endorsement of the Panel will mitigate the risk it will not be able to meet its obligations under the Code and the Procedures.

OPTIONS

1. Council endorses the Regional Code of Conduct Panel established and endorsed by Hunter Councils following the outcome of an extensively advertised expression of interest. This is the preferred option.
2. Council does not endorse the Regional Code of Conduct Panel. This is not the preferred option as it would place Council at risk of breaching of the requirements of the Model Code and the Procedures. Council would then be required to independently seek expressions of interest for a separate [Council Name] Code of Conduct Panel.

ATTACHMENTS

- **[Council Name] Procedures for Administration of the Code of Conduct**
- **Regional Code of Conduct Panel 2020** – *As this attachment deals with personnel matters concerning particular individuals (other than councillors) (Section 10A(2)(a) of the Local Government Act 1993). Council closes the meeting, in accordance with Clause 1.9(1.9.2.1) of Council's Code of Meeting Practice.*

Report Author: Louisa Bulley, Executive Officer

Responsible Officer: Joe James, CEO

The CEO, Director of Regional Policy & programs, and Executive Officer met with Alice Johnson (CEO) and Richard Anicich (Chair) of the Committee for the Hunter on Tuesday 21 July to further discuss the collaboration between the two organisations. As part of the Hunter JO Leadership Team Meeting of 15 July, the Chair of the Hunter JO had provided some guidance on what may be included in a Memorandum of Understanding between the two organisations moving forward. These principles were then discussed with the Chair and CEO of the Committee for the Hunter, to further develop what an agreement may look like.

Below is a draft copy of the principles discussed, though it should be noted that these are still under discussion between the two parties.

Principles of the MoU:

While the Hunter Joint Organisation and the Committee for the Hunter each have their own strategic priorities, this agreement will focus on how the two organisation can collaborate on;

- i. Influencing policy in the interest of our communities and of the Hunter region*
- ii. Attracting and enabling investment into the region*
- iii. Building and leveraging capability regionally to provide the best outcomes for the Hunter*

Delivering on Collaboration through the MoU

This agreement will enable flexible and strategic collaboration between the Hunter Joint Organisation and the Committee for the Hunter, however some principles have been agreed upon for how the organisations may engage with one another. The below agreed principles are a symbol of trust and understanding between the two organisations, and will help to enable joint advocacy and joint action through information-sharing;

- i. Both parties to share Board Agendas and Minutes, with an invitation to the Chair and CEO to attend where relevant to support collaboration.*
- ii. Both parties are invited to present to the Board of the other party on a bi-annual basis on progress of their strategic priorities and projects*
- iii. To enable one voice for the Hunter, and alignment of messaging, formal advocacy positions, submissions, and media releases will be shared between the two parties wherever possible and appropriate before external publication*
- iv. Both parties will look for opportunities to collaborate on set projects and joint submissions where appropriate*

It is proposed that a formal Memorandum of Understanding be developed between the parties, agreed upon, and signed off by the Chair of both organisations in the coming weeks to enable smooth collaboration.

Recommendation:

- **That the Draft Principles be considered by the Hunter JO Board to become part of a formal Memorandum of Understanding for endorsement and approval by the Hunter JO Chairperson**
- **That the Hunter JO endorse drafting of a media release with the Committee for the Hunter announcing the MoU, if needed.**

Report Author: Louisa Bulley, Executive Officer

Responsible Officer: Joe James, CEO

Following on from the audit process for both Strategic Services Australia and the Hunter Joint Organisation for the 2019-20 financial year, it was recommended that a Service Level Agreement be developed between the two organisations and their related entities.

As a result of this recommendation a summary of cost sharing arrangements between the organisations was provided to the SSA and Hunter JO Boards in their October and November 2019 meetings respectively, documenting services and charges received by each entity from one another within the group.

A Service Level Agreement has now been developed to further formalise the relationship between the entities, to be signed off by both the SSA and Hunter JO Board at their July and August meetings respectively. A copy of this Service Level Agreement will be sent out to the Board ahead of its meeting on Thursday 13 August 2020 for review, as it is currently being finalised.

Recommendation:

- **That the Draft SSA & HJO Service Level Agreement be endorsed and approved by the Hunter JO Board, and signed by the Chairperson**

Report Author: Louisa Bulley, Executive Officer

Responsible Officer: Joe James, CEO

As discussed at the Hunter JO Board Meeting of 11 June 2020, a new Procurement Policy has been developed for the SSA and Hunter JO entities as an action from the 2019-20 audit recommendations. A copy of the final draft has been included at below as Annexure I, to be endorsed by both the SSA and Hunter JO Boards at their July and August meetings respectively.

Recommendation:

- **That the Draft SSA & HJO Procurement Policy be endorsed by the Hunter JO Board and signed by the Chairperson of the Hunter JO, and the Chairperson of Strategic Services Australia.**

Annexure I - Procurement Policy

Policy Name:	Procurement Policy
File Number:	HJO-P-FIN-002 (DRAFT)
Policy Owner:	CEO, Hunter Joint Organisation
Date Approved:	TBA
Policy Review Date:	August 2022 (to be reviewed every two years)
Objective:	The purpose of this policy is to outline the Hunter Joint Organisation's approach to procurement and purchasing.

*Note: This policy applies to all workers of the Hunter Joint Organisation and its related entities Strategic Services Australia Limited and Hunter Councils Legal Services Limited. For the purpose of this policy, these entities will be collectively referred to as the Hunter Joint Organisation.

Scope:

The Hunter Joint Organisation acknowledges that maintaining open, fair, transparent and consistent practices are essential to its operations. In line with cost effective and efficient practices in purchasing and procurement, this policy provides clear guidance on the use of funds within the organisation, including delegation for financial approvals.

This policy applies to anyone who undertakes or is involved in procurement or purchasing activities within the organisation.

Principles:

In line with the *Tendering Guidelines for NSW Local Government*, when purchasing on behalf of the Hunter Joint Organisation and its related entities, the following principles will be considered;

- That staff are open, transparent and accountable in their dealings
- That staff ensure their dealings promote fairness and competition
- That best value is obtained, with goods and services procured representing the best return and performance for the money spent

Procurement Requirements:

All staff are responsible for initiating the appropriate procurement process based on approximate value of the contract, or goods and services required, as per the below table. All amounts referred to in the below table are inclusive of GST within the 'purchase value'. One quotation will be accepted from each supplier as part of formal quoting; suppliers will not be given an opportunity to re-quote for the supply of goods and services unless the scope of work changes. Total purchase value, as referenced in the Procurement Requirements and Financial Delegations below, will include any accumulation of costs for individual procurements of similar goods and services over a 12 month period.

Procurement Requirements:

Purchase Value (incl. GST)	Process	Quotation Type
\$1 - \$50	Petty Cash	Not Applicable
\$51 - \$2,499	Purchase Order / Credit Card	Not Applicable
\$2,500 - \$4,999	Purchase Order	Not Applicable
\$5,000 - \$49,999	2 x Formal Quotes with specification	Written quotation

\$50,000 - \$99,999	3 x Formal Quotes with specification	Written quotation
\$100,000 - \$249,999	3 x Formal Quotes with specification (selected / open)	Selected - Written quotation Open – written quotation, as specified in the documentation
\$250,000 and above	Formal tender Process	Formal tender process (as per <i>Local Government Act 1993</i>)

Financial Delegation:

For financial approvals, the following delegations will apply;

Purchase Value (incl. GST)	Budgeted/Unbudgeted	Approval Required
\$0 - \$10,000	Already approved in divisional budget	Divisional Manager Approval (CEO approval already received through budget review process)
\$10,000+	Already approved in divisional budget	CEO will still be given sign-off of contract and expenditure. Expenditure is not to be split in order to avoid this provision
\$0 - \$750	Unbudgeted	Divisional Manager Approval
\$750 - \$20,000	Unbudgeted	CEO approval required
\$20,000+	Unbudgeted	Board approval required (by the appropriate Board)

All unbudgeted spending will be reported to the appropriate Board as part of regular Profit & Loss financial reporting, noting the approvals in the above table.

Responsible Officer	Joe James, Chief Executive Officer
Contact Officer	Graham Dean, Manager - Finance & Admin
Legislative Compliance	<ul style="list-style-type: none"> <i>Local Government Act 1993</i> <i>Tendering Guidelines for NSW Local Government</i>
Related Policies & Procedures	<ul style="list-style-type: none"> Delegations of Authority (2009) Procurement Policy (2004)
Supporting Documents	<ul style="list-style-type: none"> Corporate Card Policy Procurement Procedure
Superseded Documents	<ul style="list-style-type: none">

8. Matters Raised by Voting & Non-Voting Representatives

8.1 NSW Generations Fund Policy Proposal – Muswellbrook Shire Council

Report Author: Muswellbrook Shire Council

Responsible Officer: Martin Rush – Mayor, Muswellbrook Shire Council

This report is prepared by the Muswellbrook Shire Council and gives notice of a motion to endorse a policy initiative to amend the NSW Generations Fund Act 2018 to allow local government agencies the opportunity to invest in the NSW Generations Fund for expenditure in future periods.

Recommendation:

- **That the Hunter JO;**
 - 1. Endorses the proposal to amend the NSW Generations Fund Act 2018 to allow local government agencies the opportunity to invest in the NSW Generations Fund.**
 - 2. Send a delegation to meet with the Executive of Local Government NSW to further progress the policy initiative within the State Government.**

REPORT

The NSW Generations Fund is divided into two funds, the Debt Retirement and Community Services and Facilities funds. This Policy proposes a third fund, the Local Community Fund essentially serving as a policy tool available to local councils in NSW to advance intergenerational equity by investing in the NSW Generations Fund for expenditure in future periods. Muswellbrook Shire Council is advancing this proposal, as transition is underway from a thermal coal mining industry base to a more diversified and sustainable industry base. Muswellbrook Shire Council has established a \$70M Future Fund. Council intends to make the Future Fund available to assist it with the important work of ensuring that some of the benefits accruing to the present generation from thermal coal mining and power generation are provided to future generations in circumstances where future generations bear some of the costs associated with disturbed agricultural land, permanent road closures and climate change amongst other things. Council is restricted as a result of the Investment Order to using its land, property and development power to invest in property for a commercial return. The NSW Generations Fund has available to it a skills-based board and the powers to invest in a much broader range of financial products. There are many varied reasons why a particular council may wish to use the Fund to advance intergenerational equity in its local community.

The operative amendment to the Act is the addition of s15C(2)(a) which permits a council to spend its share of the pooled Fund from time to time. The pooling of the Funds means that all other contributions to the Fund (interest, investment repayments, State Government payments into the Fund and other contributions) together with administration costs are distributed proportionally relative to a council's contribution.

It is anticipated that there may be a marginal budget impact on the cost of administering the NSW Generations Fund which is proposed to be recovered by the addition of s15C(2)(b). It has a neutral impact on the Operating Result of the State Budget.

It is recommended that the Joint Organisation endorse the policy position and organise a delegation of the HJO to meet with the Executive of Local Government NSW to advocate for the adoption by the State Government through direct contact with the Minister for Local Government.

- Attachment 21: Suggested amendments to the NSW Generations Fund Act;
- Attachment 22: Suggested amendments to the Investment Order.

9. General Business
