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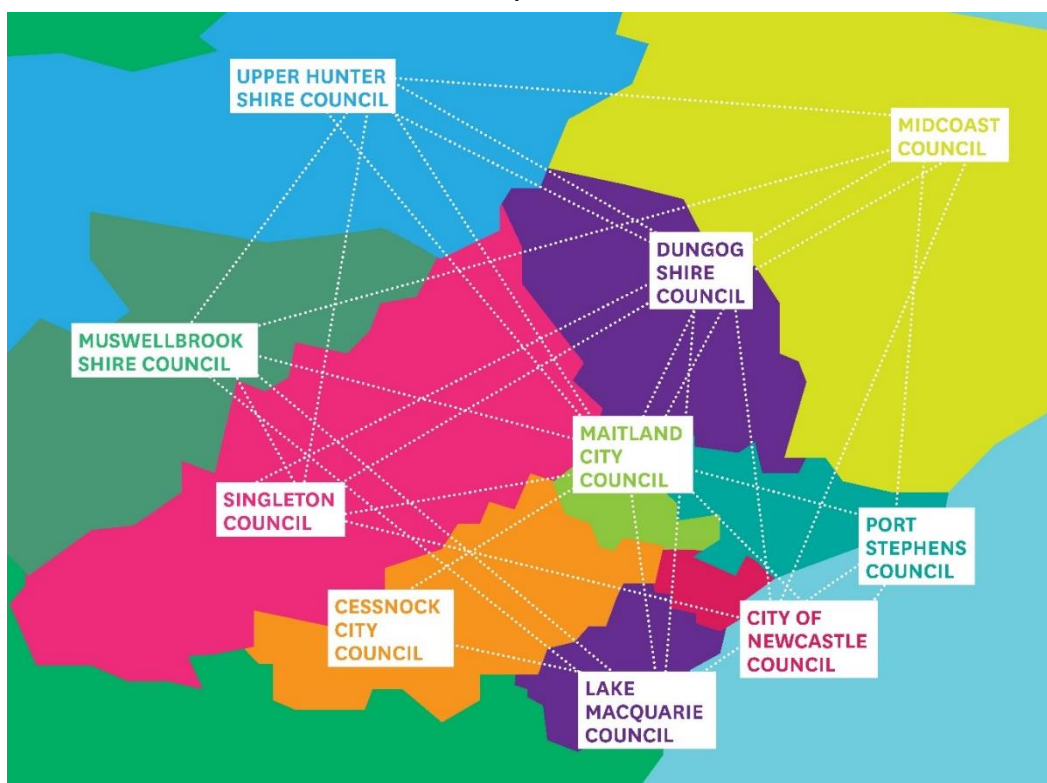
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FOLLOW OUR PROGRESS



Hunter Joint Organisation Board Meeting Papers

10:30am, Thursday 10 December 2020



Videoconference Details

Please join my meeting from your computer, tablet or smartphone.

https://www.gotomeet.me/HunterJO/hunter-jo-board-meeting_dec20

You can also dial in using your phone.

Australia: [+61 2 9087 3604](tel:+61290873604)

Access Code: 225-752-101

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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.

1.2 Conflicts of Interest

The Chair asks for any potential Conflicts of Interest to be declared from members of the Board.

2. Minutes of Previous Meeting

2.1 Minutes of Meeting 8 October 2020

Hunter Joint Organisation Board Meeting Minutes
10:30 – 2:00pm, Thursday 8 October 2020
HJO Boardroom, 4 Sandringham Ave Thornton NSW (via Videoconference)

Voting Directors Present

| | |
|---------------------|-----------------------------|
| Cr Bob Pynsent, | Cessnock City Council |
| Cr John Connors, | Dungog Shire Council |
| Cr Kay Fraser, | Lake Macquarie City Council |
| Cr Loretta Baker, | Maitland City Council |
| Cr Sue Moore, | Singleton Shire Council |
| Cr Ryan Palmer, | Port Stephens Council |
| Cr Maurice Collison | Upper Hunter Shire Council |

Non-Voting Members Present

| | |
|------------------|-------------------------------------------------------|
| Lotta Jackson | General Manager, Cessnock City Council |
| Gareth Curtis, | General Manager, Dungog Shire Council |
| Morven Cameron, | CEO, Lake Macquarie City Council |
| David Evans, | General Manager, Maitland City Council |
| Adrian Panuccio, | General Manager, MidCoast Council |
| Wayne Wallis, | General Manager, Port Stephens Council |
| Glenn Inglis, | General Manager, Upper Hunter Shire Council |
| Alison McGaffin | Director, Hunter & Central Coast, Regional NSW (DPIE) |

Apologies

| | |
|--------------------|----------------------------|
| Cr Nuatali Nelmes, | Newcastle City Council |
| Cr David West, | MidCoast Council |
| Cr Martin Rush, | Muswellbrook Shire Council |

Jeremy Bath, CEO, Newcastle City Council
Jason Linnane, General Manager, Singleton Council
Fiona Plesman, General Manager, Muswellbrook Shire Council

Staff in attendance

Joe James, CEO, Hunter Joint Organisation
Graham Dean, Manager Finance & Administration, Hunter JO
Steve Wilson, Director, Regional Policy and Program Division, Hunter JO
Melinda Curtis, Regional Policy and Program Manager, Hunter JO
Tim Askew, Regional Policy and Program Manager, Hunter JO
Louisa Bulley, Executive Officer, Hunter JO (Secretariat)
Chelsey Zuiderwyk, Coordinator Executive Support and Projects, Hunter JO
Gretchen Sason, Customer Engagement Manager, Strategic Services Australia

Observers

Leesa Swan, A/ Council Engagement Manager, Office of Local Government

The meeting opened at 10:31am.

Item 1 Welcomes and Apologies

1.1 Acknowledgment of Country

The Chair welcomed the members to the meeting, and noted the apologies.

Resolved:

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

Moved: Sue Moore

Seconded: Kay Fraser

Carried.

1.2 Conflicts of Interest

The Chair called for any conflicts of interest to be registered by members of the Board. No conflicts were noted.

1.3 Disclosures of Interest 2019-20

The Chair received Pecuniary Interest Disclosures from all voting members of the Board and for the CEO within the meeting.

Recommendation:

- ***That the Pecuniary Interest Declarations for the Hunter JO Board members for the 2019-20 financial year be tabled.***

Moved: Sue Moore

Seconded: Kay Fraser

Carried.

Item 2 Minutes of Previous Meeting

The minutes of the meeting of 13 August 2020 were noted.

Item 3 Confirmation of Minutes & Business Arising from Minutes

Resolved:

- ***That the minutes of the previous meetings of 13 August 2020, be adopted***

Moved: Sue Moore

Seconded: Kay Fraser

Carried.

3.1 Business Arising: Action Register

The Action Register was taken as read. Cr Fraser noted that page numbers had not been included on the papers for the meeting and requested that these be included for the next set of board papers as an ongoing action.

- ***That the Action Register be noted.***
- ***That page numbers be included in all board papers as an ongoing action.***

Moved: Sue Moore

Seconded: Kay Fraser

Carried.

Item 4 Presentations

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

- 4.1 Regional NSW Presentation – RLE Update (Alison McGaffin)
- 4.2 RMS Advocacy Update (Joe James)

Item 5 Correspondence

The correspondence was taken as read.

Resolved:

- ***That the update report be received and noted.***
- ***That the Attachment noted in the Correspondence from Regional NSW regarding Reallocation of unspent GLE funding be circulated to the Board following the meeting.***

Moved: Sue Moore

Seconded: Loretta Baker

Carried.

Item 6 Reports

6.1 CEO Report

The report was taken as read.

Resolved:

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

Moved: Loretta Baker

Seconded: Kay Fraser

Carried.

6.2 HJO August 2020 YTD Profit & Loss Statement

The report was taken as read.

Resolved:

- ***That the Profit and Loss Statement for period ending 31 August 2020 be received and noted.***

Moved: Sue Moore

Seconded: Ryan Palmer

Carried.

6.3 Regional Policy and Programs Update

The report was taken as read.

Resolved:

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

Moved: Sue Moore

Seconded: Loretta Baker

Carried.

6.4 Hunter JO Membership – Muswellbrook Withdrawal

The report was taken as read. It was discussed that the expectation is that Muswellbrook will provide its financial contribution for this year and Muswellbrook's participation in programs and the Hunter 2050 Foundation remains an open question. It was also noted that the SSA constitution will be reviewed in relation to Muswellbrook's participation if Muswellbrook is not part of the Hunter JO.

Resolved:

- ***That the Hunter JO Board note the correspondence from Muswellbrook Shire Council, dated 3 September 2020, noting its intent to withdraw from the membership of the Hunter JO.***
- ***That the CEO provide an update to the Board on next steps at the December 2020 Meeting***

Moved: Ryan Palmer

Seconded: Sue Moore

Carried.

6.5 Hunter 2050 Foundation Update

The report was taken as read.

Resolved:

- ***That the Hunter JO Board note current status of correspondence with the Minister for Local Government and the Office of Local Government***
- ***That an update be provided to the Board on next steps at the December 2020 Meeting***

Moved: Ryan Palmer

Seconded: Sue Moore

Carried.

6.6 NSW Bushfire Inquiry Report – Summary of Recommendations

The report was taken as read. Discussion noted that there were a large number of recommendations that directly impacted local government. It was requested that these recommendations be further explored to look at the direct impacts to council's operations and processes.

Resolved:

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

Moved: Sue Moore

Seconded: Loretta Baker

Carried.

7. Items for the Hunter JO Board – For Decision

7.1 Committee for the Hunter MoU

The Report was taken as read.

Resolved:

- ***That the Hunter JO Board endorse signing of the attached draft Memorandum of Understanding by the Chair of the Hunter JO.***

Moved: Sue Moore

Seconded: Kay Fraser

Carried.

7.2 Hunter JO AGM & Annual Performance Report 2019-20

The Report was taken as read.

Resolved:

- ***That the Hunter JO Annual General Meeting be planned for Thursday 26 November 2020 to allow sufficient time for preparation of financial statements for 2019-20***
- ***That the Annual Performance Report 2019-20 be provided to the Board at the Annual General Meeting for endorsement, to then be provided to the Office of Local Government and published on the Hunter JO Website.***

Moved: Sue Moore

Seconded: Kay Fraser

Carried.

7.3 Integrated Planning and Reporting (IP&R) and HJO Strategic Plan timelines

The report was taken as read. The Board discussed a further opportunity to develop common templates across member councils to use in Community Consultation, to enable ease of collation of priorities and reporting in the Hunter JO's Strategy Plan.

Resolved:

- ***That the Hunter JO Board Endorse the approach outlined for the development of the Hunter Joint Organisation Strategic Plan 2022-2026 and the interception points with Council's IP&R timeline.***

Moved: Kay Fraser

Seconded: Loretta Baker

Carried.

7.4 Circular Economy Procurement MoU

Cr Fraser spoke to the report, as Chair of the Hunter JO Circular Economy Sub-Committee. The report was taken as read.

Resolved:

- ***That the Hunter JO Board recommend the signing of a memorandum of understanding (MoU) by the General Managers of their councils, as a statement of intent to prioritise the procurement of recycled content products and circular economy services across Hunter JO Member Councils, and with Central Coast Council.***

Moved: Kay Fraser

Seconded: John Connors

Carried.

Item 8 Matters Raised by Members

8.1 Hunter JO Support for MRI Licence

The report was taken as read.

Resolved:

- ***That a letter of support for a Full Medicare licence for a Magnetic Resonance Imaging (MRI) system to be installed in the new Maitland Hospital be endorsed by the Hunter JO Board, to be signed by the Chair out of session.***

Moved: Kay Fraser

Seconded: John Connors

Carried.

Item 9 General Business

9.1 Board Forward Planner & Governance Calendar

The report was taken as read.

Resolved:

- ***That the proposed forward planner is noted and endorsed by the Hunter JO Board.***

Moved: Ryan Palmer

Seconded: Sue Moore

Carried.

9.2 Proposed 2021 Meeting Schedule

The report was taken as read.

Resolved:

- ***That the proposed meeting schedule is noted and endorsed by the Hunter JO Board.***

Moved: Ryan Palmer

Seconded: Kay Fraser

Carried.

Meeting closed 11:56 am

3. Confirmation of Minutes & Business Arising from Minutes

Recommendation:

- That the minutes of the previous meetings of 8 October 2020 be adopted

3.1 Business Arising: Action Register

| I.D | Action | Meeting Date | Status | Due | 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 | 29 Aug 2019 | Ongoing | Jan 2021 | <p><u>26.11.20 Update</u></p> <p>The Governance Team at OLG have provided initial guidance that councils can share ARICs and Joint Organisations can establish and operate ARICs on behalf of their member councils.</p> <p>They also advised that the final framework will be different to what was proposed in the discussion paper, but the changes will not impact the ability of councils to share ARICS including through JOs.</p> <p>The Governance Team will be providing more detail on the model to use for this shared ARIC</p> |
| HJO-20-36 | <p><u>CEO Performance Review</u></p> <ul style="list-style-type: none"> • 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. | 13 Aug 2020 | Complete | | <p><u>26.11.20 Update</u></p> <p>EO has followed up with GMAC chair to progress in asking for nominations from the Hunter JO Board for an additional Mayor to be represented on the panel.</p> |
| HJO-20-37 | <p><u>General Business</u></p> <p>That page numbers be included in all board papers as an ongoing action.</p> | 8 Oct 2020 | Complete | | |
| HJO-20-38 | <p><u>Correspondence</u></p> <p>That the Attachment noted in the Correspondence from Regional NSW regarding Reallocation of unspent GLE funding be circulated to the Board following the meeting.</p> | 8 Oct 2020 | Complete | | Missing Attachment for Correspondence was circulated following Hunter JO Board Meeting on 1 Dec 2020. |

| I.D | Action | Meeting Date | Status | Due | Notes |
|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|----------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| HJO-20-39 | <u>Muswellbrook Withdrawal</u> That the CEO provide an update to the Board on next steps at the December 2020 Meeting | 8 Oct 2020 | Complete | | Update provided at Item 6.5 |
| HJO-20-40 | <u>Hunter 2050 Foundation</u> That an update be provided to the Board on next steps at the December 2020 Meeting | 8 Oct 2020 | Complete | | Update provided at Item 6.6 |
| HJO-20-41 | <u>Committee for the Hunter MoU</u> That the Hunter JO Board endorse signing of the attached draft Memorandum of Understanding by the Chair of the Hunter JO. | 8 Oct 2020 | Complete | | The Memorandum of Understanding between the Hunter JO and the Committee for the Hunter was signed on 21 October 2020. |
| HJO-20-42 | <u>Hunter JO Annual General Meeting</u> That the Hunter JO Annual General Meeting be planned for Thursday 26 November 2020 to allow sufficient time for preparation of financial statements for 2019-20 | 8 Oct 2020 | Complete | | The Hunter JO Annual General Meeting was held on 26 November 2020. |
| HJO-20-43 | <u>Hunter JO Annual Performance Statement</u> That the Annual Performance Report 2019-20 be provided to the Board at the Annual General Meeting for endorsement, to then be provided to the Office of Local Government and published on the Hunter JO Website. | 8 Oct 2020 | Complete | | The Hunter JO Annual Performance Statement was endorsed by the Board at its Annual General Meeting on 26 November 2020. It has now been provided to the Office of Local Government, and will be published on the Hunter JO website and circulated to member councils. |
| HJO-20-44 | <u>Circular Economy MoU</u> That the Hunter JO Board recommend the signing of a memorandum of understanding (MoU) by the General Managers of their councils, as a statement of intent to prioritise the procurement of recycled content products and circular economy services across Hunter JO Member Councils, and with Central Coast Council. | 8 Oct 2020 | Underway | Feb 2021 | A verbal update will be provided at the Hunter JO Board Meeting on 10 December 2020 by Tim Askew, Policy & Program Manager. |
| HJO-20-45 | <u>MRI Letter of Support</u> That a letter of support for a Full Medicare licence for a Magnetic Resonance Imaging (MRI) system to be installed in | 8 Oct 2020 | Complete | | A copy of this correspondence has been included under Item 5. |

| I.D | Action | Meeting Date | Status | Due | Notes |
|-----|---------------------------------------------------------------------------------------------------------|--------------|--------|-----|-------|
| | the new Maitland Hospital be endorsed by the Hunter JO Board, to be signed by the Chair out of session. | | | | |

4. Presentations

Nil presentations planned

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: Correspondence from DPIE re Coastal Floodplain Drainage Project
- Attachment 2: Correspondence from Port Stephens Council re Regional Approach to Rezoning
- Attachment 3: Correspondence from Transport NSW re Bank Guarantees
- Attachment 4: Correspondence received re Invitation to give evidence to NSW Parliamentary Inquiry
- Attachment 5: Correspondence received from Minister for Local Government re Hunter 2050 Foundation
- Attachment 6: Correspondence from NSW EPA re Extension of *Waste Less, Recycle More* 2021-22 funding
- Attachment 7: Correspondence from Muswellbrook Shire Council re Hunter JO Membership

Correspondence Sent:

- Attachment 8: Correspondence and Submission to iPART
- Attachment 9: Correspondence to Upper Hunter County Council re Business Case Request for Weed Management
- Attachment 10: Correspondence to Maitland Health Committee re Letter of Support for MRI Licence

RECOMMENDATION:

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



Our ref:DOC20/93564

Mr Bob Pynsent
Chair
Hunter Joint Organisation
PO Box 3137
Thornton NSW 2322.

26 October, 2020

Dear Mr Pynsent,

Coastal floodplain drainage project

The NSW Department of Planning Industry and Environment's (DPIE's) Water Group is leading a project reviewing the regulatory framework for coastal floodplain agricultural drainage works and activities - the coastal floodplain drainage project. This project is established under the Marine Estate Management Strategy (2018-2028) (MEMS).

Request to meet

Representatives from DPIE-Water and other NSW Government agencies/divisions would like to meet with council staff from Newcastle, Maitland and Port Stephens Councils to gain a better understanding of issues relating to the regulatory framework for agricultural works and activities on coastal floodplains. A meeting with Port Stephens Council has already been arranged for 28 October.

Reason for meeting

The aim of the meetings is to gain an understanding of issues the council faces, and possible opportunities to achieve a better regulatory framework.

The MEMS recognises that coastal agricultural floodplain drainage works and activities can have downstream impacts, particularly in estuaries. The MEMS also identified issues associated with the regulatory regime for these works and activities. The coastal floodplain drainage project aims to improve the overall regulatory framework for coastal agricultural drainage works and activities, by reducing:

- the impact of these works and activities on downstream water quality, aquatic ecosystems, communities and industries
- the complexity, time and costs associated with planning and approval processes.

More information on this project is at <https://www.marine.nsw.gov.au/strategy-implementation/water-quality-and-litter/coastal-drainage-management>

The project is being driven by an interagency working group with representatives from six NSW Government divisions/agencies - Water, Planning and Assessment, Crown Lands, Natural Resources Access Regulator, and Environment, Energy and Science divisions of DPIE and the Department of Primary Industries Fisheries in Regional NSW.

Working group members have researched the issues but now want to build on and improve their understanding by engaging with local councils.

Given the COVID-19 restrictions, we would like to meet with council staff via video conference for around 1-2 hours. We can arrange to set up the meeting and take notes.



I would be very grateful if you could provide contacts to help firm up attendees, meeting dates and other logistics.

If you would like to discuss the project or the proposed meeting, please contact me directly on 02 6650 3148 or via email: jan.gill@dpi.e.nsw.gov.au.

Yours sincerely,

Jan Gill
Principal Policy Officer
Policy Planning & Sciences Division
DPIE - Water

Jan Gill
Principal Policy Officer
Water Group, Department of Planning, Industry and Environment

jan.gill@dpi.e.nsw.gov.au

02 66503148



Mr. Steve Wilson
Director, Policy and Programs
Hunter Joint Organisation
PO Box 3137
Thornton NSW 2322
Email: steve@huntercouncils.com.au

Dear Steve,

Re: Collaborative 'Hunter approach' to rezonings.

Port Stephens Council, following discussions with other Hunter council strategic planning teams, are seeking assistance from the Hunter Joint Organisation to develop a collaborative 'Hunter approach' to land rezonings, with Hunter Councils and the NSW Department of Planning, Industry & Environment (DPIE).

We would like to investigate a common approach to rezonings in the Hunter region to achieve the following objectives:

1. Streamline, simplify and standardise processes for Hunter councils and proponents.
2. Target key barriers to deliver in the planning proposal process.
3. Ensure Hunter councils and DPIE (and the community) see a return on the investment in regional and local strategic planning and the adoption of local strategic planning statements.

1. Streamline, simplify and standardise processes

There may be opportunities to investigate process improvements for rezonings that can offer time savings and also consistency for proponents operating between local government areas. This may align with the objectives of the Hunter 2050 Foundation to accelerate investment and redevelopment in the Hunter if the approach is tailored to attract and support business investment in the Hunter.

We are keen to explore opportunities with State agencies to standardise certain pre and post Gateway requirements, referrals and responses to specific issues. There could also be standardised lodgement forms and requirements, notifications and templates.

PORT STEPHENS COUNCIL

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To address timeframes, one option could be to prepare a Memorandum of Agreement between Hunter councils and State agencies to commit to the following timeframes:

- Advice on rezonings within 21 days
- Gateway determinations within 3 months
- Decisions on site compatibility certificates within 3 months
- Gazettal of changes to Local Environmental Plans within 2 months.

A standardised approach could make the process more efficient and will give proponents and business more certainty about timeframes and the likely information requirements during assessment.

2. Target key barriers to delivery

Hunter Councils have identified some key barriers to an efficient process for rezonings that could be workshopped with State agencies. In Port Stephens, some of the opportunities identified to overcome key barriers include:

- Take a risk-based approach to assessments where planning proposals are consistent with strategic plans and tailor conditions and requirements to only address key assessment issues.
- Consult with councils before issuing Gateway determinations with conditions or issuing advice.
- Initiate State-led intervention to resolve outstanding agency issues.
- Identify cadastre or other State nominated mapping updates during the exhibition of a planning proposal and prior to preparation for gazettal.
- Initiate State-led housekeeping amendments to local environmental plan maps where those map amendments are not related to the content of local council planning proposals.
- Offer more flexibility for councils to consider development proposals near zone boundaries in coastal areas where they are consistent with strategic plans.
- Establish a shared online platform for State agencies, councils and Parliamentary Counsel to facilitate better communication and accountability.

3. Return on investment in strategic planning

Councils (and the State government) have recently invested significant resources in the preparation of strategic plans in the Hunter, including local strategic planning statements and housing strategies. This investment has included significant community consultation, time and funds expended on delivering the strategic plans required by the Environmental Planning and Assessment Act 1979 and Greater Newcastle Metropolitan Plan. Given the significant investment in strategic planning, councils are now keen to see savings at other stages of the planning process and measurable benefits to undertaking this work.

The former Chief Planner of the NSW Department of Planning & Environment, Gary White in a previous role prepared a presentation setting out the potential benefits of strategic planning, including through the more efficient management of risk during assessments (Features of a competent planning system, Gary White, Government Planner Department of State Development, Infrastructure and Planning, April 2012)(**Attachment 1**).

Under the current planning system, there are currently minimal, if any, changes to the subsequent planning processes that follow the adoption of a strategic plan, including rezonings. Under the current planning system, low risk rezonings and development applications that are consistent with strategic plans remain subject to the same processes and time frames as high risk assessments that are inconsistent with adopted strategies.

There is also an opportunity to investigate leveraging strategic planning to accelerate assessments to assist the recovery response to COVID-19. The State government has recently adopted an acceleration program to respond to the economic impacts of COVID-19, however the essential criteria for selection does not refer to consistency with strategic plans.

There is currently an opportunity for Hunter councils to adopt local accelerated assessment programs linked to the NSW Public Spaces Legacy Program and an opportunity to identify projects suitable for fast tracked assessment, which could include projects that can demonstrate consistency with strategic plans.

However, to accelerate rezonings, whether as part of the NSW Public Spaces Legacy Program or to otherwise capitalise on the significant investment in local strategic planning in the Hunter, councils will require the cooperation and collaboration of the State agencies that influence time frames and assessment processes and requirements.

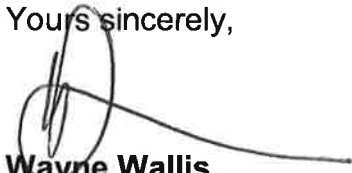
We are seeking your assistance in hosting collaborative workshops with Hunter councils, DPIE, and other relevant State agencies to explore an innovative and common approach to rezonings in the Hunter that achieves the above objectives.

Port Stephens Council would be happy to host any part of the program that requires a physical venue, acknowledging that COVID-19 restrictions may limit the program to a combination of online meetings and small scale in-person workshops.

We understand that DPIE is currently undertaking a review of the rezoning process, including to improve opportunities for better collaboration and better public information. A Hunter program of reform could be run in parallel with the State review, targeting the key issues identified above.

Should you wish to discuss any of the above in further detail, please contact Liz Lamb, Strategic Planning Coordinator on telephone 4988 0293 or by email Elizabeth.lamb@portstephens.nsw.gov.au.

Yours sincerely,



Wayne Wallis
GENERAL MANAGER

29 September 2020

Telephone enquiries
(02) 4980 0246

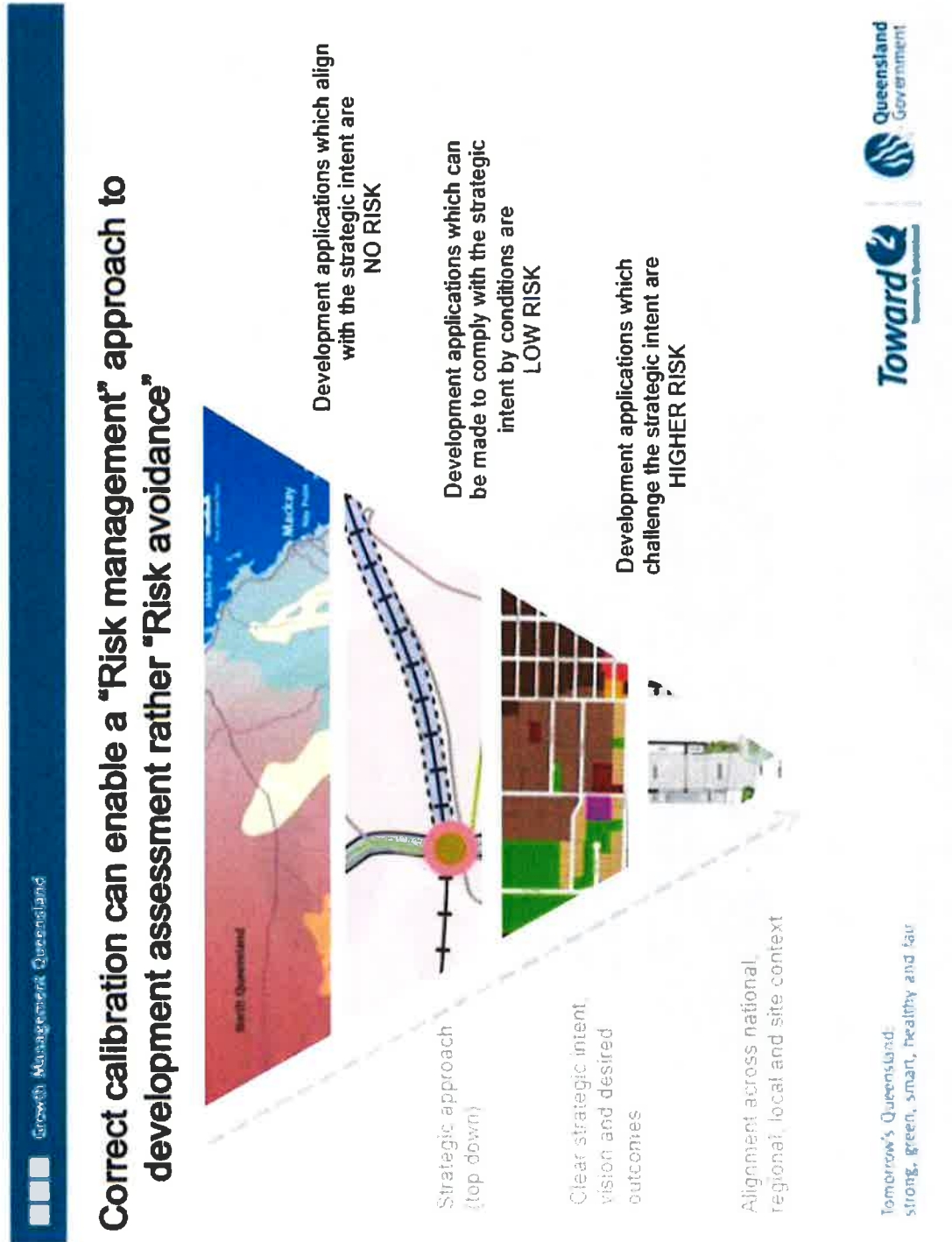
Cc:

Daniel Simpkins, Director, Hunter & Central Coast, NSW Department of Planning, Industry
By email: Daniel.Simpkins@planning.nsw.gov.au

Amanda Harvey, Executive Director, Local Strategies and Plan Making
By email: Amanda.Harvey@planinng.nsw.gov.au

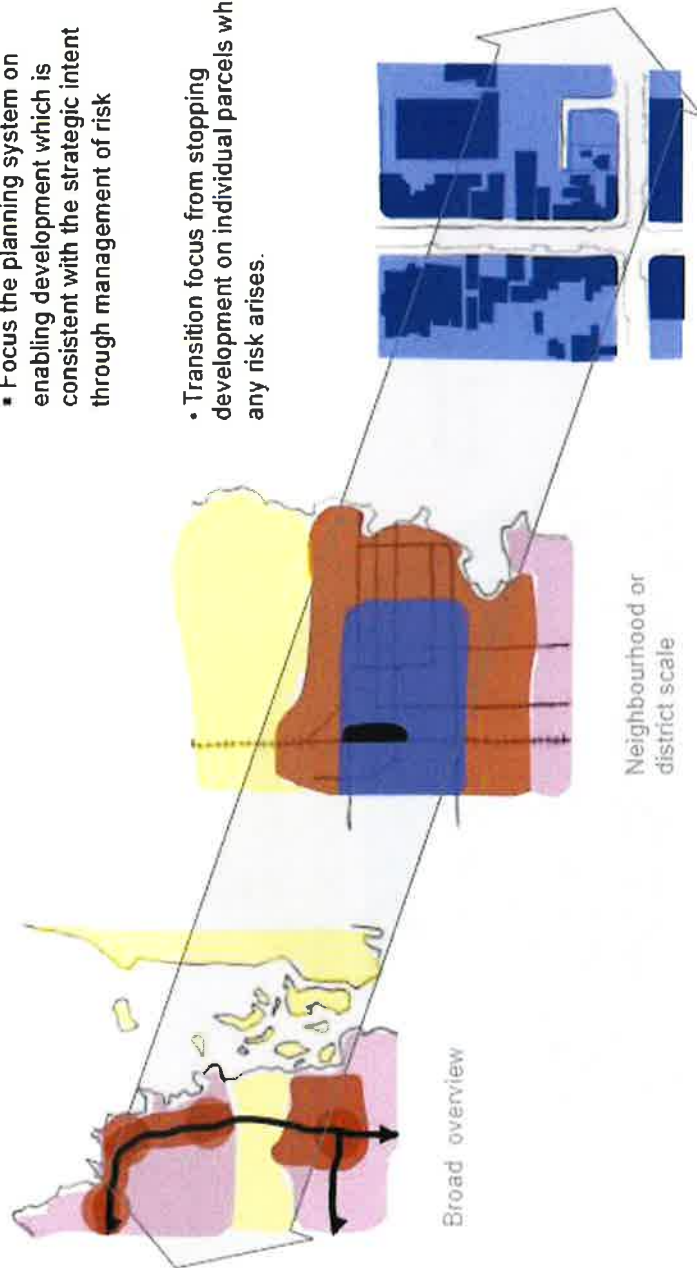
Mark McClean, Deputy Director, Regional Development, Hunter & Central Coast
By email: mark.mcclean@dpc.nsw.gov.au





Risk management approach to development assessment

- Focus the planning system on enabling development which is consistent with the strategic intent through management of risk
- Transition focus from stopping development on individual parcels when any risk arises.



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 **Queensland**
Government



From: [Bob Pynsent](#)
To: [Joe James](#)
Subject: Fwd: Bank Guarantee
Date: Friday, 30 October 2020 3:49:48 PM
Attachments: [image001.png](#)
[image002.png](#)

FYI

Sent from my iPad

Begin forwarded message:

From: Damien Pfeiffer <Damien.Pfeiffer@transport.nsw.gov.au>
Date: 30 October 2020 at 3:41:45 pm AEDT
To: "Steve Mann (smann@udiansw.com.au)" <smann@udiansw.com.au>, "ahugo@propertycouncil.com.au" <ahugo@propertycouncil.com.au>, "nnelmes@ncc.nsw.gov.au" <nnelmes@ncc.nsw.gov.au>, Bob Pynsent <Bob.Pynsent@cessnock.nsw.gov.au>
Cc: Anthony Hayes <Anthony.Hayes@transport.nsw.gov.au>
Subject: Bank Guarantee

Dear Mr Mann, Ms Hugo, Cr Pynsent and Cr Nelmes

I am pleased to respond to recent correspondence and discussions regarding opportunities to improve land use and development processes throughout regional New South Wales, and specifically within the Hunter region.

As you are aware, staff from Transport for NSW (TfNSW) and the Department of Planning, Industry and Environment (DPIE) have been working collaboratively with representatives from your respective organisations. This collaboration has recently delivered:

- <!--[if !supportLists]-->• <!--[endif]-->a TfNSW internal review into the issues raised in your correspondence
- <!--[if !supportLists]-->• <!--[endif]-->establishment of a reference group consisting of representatives from industry, local government, and State agencies
- <!--[if !supportLists]-->• <!--[endif]-->several meetings with the Minister for Transport, Ministerial staff and Senior Executives from across TfNSW, and
- <!--[if !supportLists]-->• <!--[endif]-->the creation of my new Director-level role within TfNSW's Regional and Outer Metropolitan team to focus on land use and development opportunities.

I am delighted to advise that, in addition to the above, this collaboration has now delivered improvements to the security deposit requirements for Works Authorisation Deeds (WADs) in Regional and Outer Metropolitan NSW.

Effective immediately, the requirement for security deposits in Regional and Outer Metropolitan NSW will be reduced to 50 per cent of the estimated construction costs at signing and a retention of 25 per cent during the defects liability stage. TfNSW will now commence a review and renegotiation of each security deposit in line with the new direction.

This reduction is just one small step forward in our renewed focus on improving customer services to deliver integrated transport solutions. We thank you for your engagement to date and look forward to collaborating further with you and your colleagues for the benefit of both the Hunter region and the State.

Should you have any further questions, please contact me directly via Damien.Pfeiffer@transport.nsw.gov.au or mobile 0400978105.

Regards

Damien Pfeiffer

Anthony Hayes

A/Director Land Use

Executive

Director Community and Place

Regional NSW and Outer Metropolitan

Regional NSW and Outer Metropolitan

Transport for NSW

Transport for NSW

M 0400 978 105 | E Damien.Pfeiffer@transport.nsw.gov.au

M:

0419 772 885 E: Anthony.Hayes@transport.nsw.gov.au



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From: [Public Accountability](#)
To: [Joe James](#)
Subject: Inquiry into integrity, efficacy and value for money of NSW Government grant programs — Witness confirmation
Date: Wednesday, 4 November 2020 9:27:05 AM
Attachments: [image001.png](#)
[Terms of Reference - Integrity of NSW Government grant programs.pdf](#)
[Factsheet - Being a witness.pdf](#)
[Factsheet - Procedural Fairness.pdf](#)
[Factsheet - Upper House Committees.pdf](#)

Dear Joe

Thanks for your time on the phone just now and for agreeing to give evidence to the Public Accountability Committee regarding the inquiry into integrity, efficacy and value for money of NSW Government grant programs. Could you please provide phone numbers and email addresses for all witnesses who will be attending on behalf of Hunter Joint Organisation.

Please pass on the following details:

I confirm the following details for the hearing:

Date: Friday 27 November

Appearance time: 3.00 pm – 3.50 pm

Location: Virtual appearance via Webex; in-person at Parliament House, Macquarie St, Sydney.

Appearing alongside: Central NSW Joint Organisation, Canberra Region Joint Organisation

At the beginning of your evidence your organisation will be given the option of making a short (2-3 minutes) opening statement, which should be succinct and relevant to the inquiry. The Chair and members of the committee will then ask you questions.

Please note that your evidence will be heard in public and will be streamed live on the NSW Parliament's webpage.

We offer all our witnesses a briefing to go over procedures on the day. This is usually a phone call that takes approximately 15-20 minutes. As Cr Pynsent will be appearing via Webex, we recommend his briefing be done over Webex so that we can test out the tech at the same time. Please let me know an appropriate time to brief him in the next few weeks and I will send a Webex invite. Please also let me know an appropriate time to brief you and Steve.

In the meantime, if you have any questions about your appearance before the committee, please let me know.

Kind regards,

Monica Loftus

Principal Council Officer | Upper House Committees | Legislative Council
Parliament of New South Wales

T (02) 9230 2620

E monica.loftus@parliament.nsw.gov.au

Parliament House, Macquarie Street Sydney NSW, 2000 Australia

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From: Public Accountability <Public.Accountability@parliament.nsw.gov.au>
Sent: Monday, 26 October 2020 2:02 PM
To: ceo@hunterjo.com.au
Cc: Public Accountability <Public.Accountability@parliament.nsw.gov.au>
Subject: Inquiry into integrity, efficacy and value for money of NSW Government grant programs — Witness invitation

Dear Joe

The Public Accountability Committee would like to invite representatives from Hunter Joint Organisation to give evidence at a hearing for the inquiry into integrity, efficacy and value for money of NSW Government grant programs. Please see proposed details below:

Date: Friday 27 November
Appearance time: 3.00 pm – 3.50 pm
Location: Virtual appearance via Webex
Appearing alongside: Central NSW Joint Organisation; Canberra Region Joint Organisation.

As this hearing will focus on councils from around NSW, you are invited to appear via videoconference using Webex. Please let us know if you would prefer to attend in person, otherwise we will send out Webex login details and will arrange to go through a tech run prior to your appearance.

The terms of reference for the inquiry, a list of committee members and information guides are attached. Further information about the inquiry, including the full hearing schedule (when finalised) can be found on the committee's [website](#).

Could you please advise by **10.00 am Monday 2 November** if you wish to attend, including the names, position titles and contact details of the representative(s) from your organisation who will be appearing before the committee. We suggest a maximum of two representatives attend from your organisation.

If you have any questions please contact me on the details below.

Kind regards,

Monica Loftus

Principal Council Officer | Upper House Committees | Legislative Council
Parliament of New South Wales

T (02) 9230 2620

E monica.loftus@parliament.nsw.gov.au

Parliament House, Macquarie Street Sydney NSW, 2000 Australia

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The Hon. Shelley Hancock MP
Minister for Local Government

Ref: A730456

Clrs Bob Pynsent and Sue Moore
Hunter Joint Organisation of Councils
PO Box 3137
THORNTON NSW 2322

By email: ceo@hunterjo.com.au

Dear Clrs Pynsent and Moore

Thank you for your undated letter which I received by email on 25 September 2020 about my decision to decline to grant consent, under section 358 of the *Local Government Act 1993* (the Act), for the Hunter Joint Organisation of Councils (JO) to form a company limited by guarantee to be called The Hunter 2050 Foundation Limited.

After receiving your letter, I arranged a meeting between representatives of the Joint Organisation and Mr Tim Hurst, Deputy Secretary, Local Government, Planning and Policy, to discuss this matter. I understand that the meeting was very productive.

I encourage the Joint Organisation to continue working with the Office of Local Government to achieve the Joint Organisation's goals.

I can assure you that the Government is committed to ensuring the ongoing success of all joint organisations. This is reflected in the considerable support, both financial and otherwise, it has provided in helping to establish joint organisations and to strengthen their strategic capability and delivery of regional priorities.

I trust that this information is of assistance.

Yours sincerely

The Hon. Shelley Hancock MP
Minister for Local Government

17 NOV 2020



DOC20/937078

Letter distributed to all NSW Local Government General Managers and Regional Waste Groups (17 November 2020)

RE: Extension of *Waste Less, Recycle More* 2021-22

I am pleased to inform you that the NSW Government has announced funding to extend *Waste Less, Recycle More* for the 2021-22 financial year, ahead of the implementation of the 20-Year Waste Strategy. This is part of a broader \$240 million commitment by the NSW Government to waste management programs over four years for initiatives that accelerate the State's transition to a circular economy, the 20-year waste strategy and the Plastics Plan.

Waste Less, Recycle More will continue to transform waste management in NSW, increase education around better waste management practices across all sectors of the community and accelerate the transition to a circular economy. This funding will ensure that over 100 jobs across NSW including regional areas, are maintained.

The NSW Environment Protection Authority (the EPA) will allocate \$26 million in funding and support for Local Government for the 2021-22 financial year to transition programs from the NSW Government's *Waste Less, Recycle More* initiative to the 20-Year Waste Strategy for NSW.

The EPA will provide \$9.75 million in non-contestable grant funding directly to councils and regional groups of councils in the waste levy paying area of NSW. The funding will support local government to continue delivery of projects and grants already underway and to work with the NSW Government to implement the 20-Year Waste Strategy. Local councils and regional waste groups will need to ensure they have met their existing Better Waste and Recycling Fund requirements to access this funding in 2021-22.

The EPA will continue to support local government with \$13 million in funding for the operation of Community Recycling Centres and Household Chemical CleanOut events in 2021-22. The EPA will also continue to support the 14 regional waste groups across NSW with funding of \$3.125 million for 2021-22. The EPA highly values the work of the regional waste groups and sees the groups as key delivery partners for the 20-Year Waste Strategy.

Additional funding will be available to support local government and their communities through a package of contestable grant programs. This includes grants for resource recovery infrastructure, litter prevention, business recycling and organics.

The 20-Year Waste Strategy is setting out the long-term direction for sustainable, reliable and affordable waste management in NSW. During 2021-22 we will work with you on the transition to the 20-Year Waste Strategy.

Phone 131 555
Phone +61 2 9995 5555
(from outside NSW)

TTY 133 677
ABN 43 692 285 758

Locked Bag 5022
Parramatta
NSW 2124 Australia

4 Parramatta Square
12 Darcy St, Parramatta
NSW 2150 Australia

info@epa.nsw.gov.au
www.epa.nsw.gov.au

This announcement provides funding certainty to ensure that local government can continue to deliver effective waste and resource recovery programs for their communities. The NSW Government's partnerships with local government will remain an essential part of waste operations into the future.

For more information please contact Ms Lou-Anne Lind, Secretariat, Local Government Advisory Group, at lgagsecretariat@epa.nsw.gov.au

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Tracy Mackey'.

TRACY MACKEY
Chief Executive Officer

17.11.20



Enquiries
Please ask for
Direct

Fiona Plesman
(02) 6549 3710

1st December 2020

Joe James
CEO, Hunter Joint Organisation
59 Bonville Avenue (PO Box 3137)
THORNTON NSW 2322

Dear Joe,

**RE: MUSWELLBROOK SHIRE COUNCIL MEMBERSHIP OF THE
HUNTER JOINT ORGANISATION**

Thank you for the meeting of 17/09/2020 and the subsequent information on options for withdrawal from the Hunter Joint Organisation. I understand the matter of Muswellbrook Shire Council's (MSC) proposed withdrawal from the HJO will be included via a report to the December meeting of the HJO Board.

In my discussions with MSC Councillors it is Council's view that Muswellbrook Shire's withdrawal from the HJO is not complex and that the next step to give effect to the Muswellbrook Shire Council resolution is a joint letter to the Office of Local Government, in approximately July 2021, seeking a proclamation removing Council as a member of the Hunter Joint Organisation pursuant to section 400ZC of the Local Government Act, 1993.

Muswellbrook Shire Council wishes to continue to exercise its rights and entitlements as a member of Strategic Services Australia Limited.

In the interim, Council has resolved not to participate as a member of the HJO as per the content of the letter sent on 03/09/2020.

Yours faithfully

Fiona Plesman
General Manager

19 October 2020

Independent Pricing and Regulatory Tribunal
PO Box K35
Haymarket Post Shop, Sydney NSW 1240

To Whom it May Concern,

Re. Review of domestic waste management charges

The Hunter Joint Organisation (HJO) welcomes the opportunity to provide a submission in response to IPART's Local Council Domestic Waste Management Charges Discussion Paper. The HJO has worked with ten Councils in the Hunter and Central Coast regions and many other government and non-government bodies for more than a decade on waste and resource recovery matters. We look forward to continuing to build capacity and drive innovation in partnership with the EPA.

The Hunter Joint Organisation

The HJO is one of 13 Joint Organisations across NSW established under the NSW Local Government Act to facilitate regional and rural councils working together for better regional outcomes. The Hunter JO works collaboratively with the 10 Councils of the Hunter Region (Mid Coast, Port Stephens, Newcastle, Lake Macquarie, Cessnock, Maitland, Singleton, Dungog, Muswellbrook & Upper Hunter), and with Central Coast Council. The functions of the JO include:

- Leadership & Advocacy
- Strategic Priorities and Plans
- Intergovernmental Collaboration
- Shared Services
- Capacity Building

Specifically, the HJO plays several roles in leading and coordinating the regional Waste and Resource Recovery Strategy, including:

- Leading change, through evidence-based research, information, programs and advocacy,
- Facilitate collaborative and cost-effective research, planning and management initiatives to enhance the local and regional environment
- Build the capacity of Councils to continue to design, deliver and embed innovation and sustainability into their business operations and strategic plans.

Response to Discussion Paper

In responding to IPART's Local Council Domestic Waste Management Charges (DWMC Discussion Paper, the HJO notes the intent to assess consistency and value for money of DWSC. However, the HJO notes that a number of factors have not been considered when identifying the discrepancy between the DWMC and the rate peg. In order to accurately and fairly consider the changes to the DWMC, these factors must be considered.

- Increases in the waste levy charges. This increased 14.2% from 2014-15 to 2017-18 and 18.8% to 2018, substantially outstripping the rate peg and inflation.
- Policy pressure from the NSW Government to continue investing in resource recovery infrastructure and services to meet increasingly ambitious domestic waste landfill diversion and recycling targets.
- Regulatory changes such as Council / MRF Refund Sharing Agreements under the Container Deposit Scheme and the MWOO land application ban.
- COAG's decision to ban the export of waste to international markets, requiring changed contractual arrangements and identification of alternative markets.

In addition to these existing factors, the 20-year waste strategy the *Recycling and Waste Reduction Bill* and Covid-19 will also be a critical consideration for the DWMC 2022-23 and beyond, as they will also influence future waste education, infrastructure and program costs and changes that will strongly influence DWMC.

Further, the HJO and our member Councils are very concerned by the conflation in the discussion paper of the term 'efficient cost' with 'lowest price'. We are particularly concerned that prioritisation of lowest cost contracting will lead to both a race to the bottom in price and a narrowing of the market, as smaller players are squeezed out. The best tool Councils have at their disposal to ensure high quality, innovative and low-cost tendering processes is more market competition. Pushing adoption of lowest cost outcomes is not necessarily in Councils' long-term interests if the result of lowest cost tender decisions today results in a diminished pool of service providers tomorrow. While this is of concern for metro Councils, markets can be even more restricted for regional Councils.

The HJO welcomes the opportunity to continue discussions with IPART and our member Councils towards continual improvement of DWMC transparency and consistency. We would support a deeper analysis of underlying drivers of DWMC in the context of the 20-year waste strategy undertaken with relevant local and State Government representatives.

We would also support the collaborative development of Waste Management Guidelines that list and describe standardised core waste management and resource recovery services. This would increase bargaining power for councils, improve transparency, and allow for better standardisation where possible and appropriate.

To discuss this submission further, please do not hesitate to contact Tim Askew, Regional Program Manager on 0436 420 623 or tima@hunterjo.com.au.

Regards,



Joe James
CEO, Hunter Joint Organisation

Response to list of questions in the discussion paper

1. Is it a concern that DWM charges appear to be rising faster than the rate peg? Are there particular cost-drivers that may be contributing to this?

No. Council DWMC reflect a range of complex factors including but not limited to the rate peg. Factors that contribute to DWMC that are out of Councils' control include:

- The NSW S88 landfill waste levy which increased 14.2% from 2014-15 to 2017-18 and 18.8% to 2018, more than the rate peg or inflation.
- Policy pressure from the NSW Government to continue investing in resource recovery infrastructure and services to meet increasingly ambitious domestic waste landfill diversion and recycling targets.
- Uncertainty of end markets for dry recyclables and recycled organics and the increasing shift towards a circular economy.
- Regulatory changes such as Council / MRF Refund Sharing Agreements under the Container Deposit Scheme and MWOO land application.
- Increases to contract prices due to:
 - Rise and fall in commodity prices. Commodity prices impact Councils contracts differently depending on, for example, contract clauses, timing and length.
 - Reduced access to international markets leading to higher prices for recycled materials once Australia announced a ban on the export of waste.
 - Enforcement of previously lax contamination clauses in contracts in response to tightening contamination regimes in overseas markets.
 - Changes in packaging with increases in soft plastics and composite materials that are contaminants at the MRF.
- Reduced funding provided through the Better Waste and Recycling Fund, increasing costs to Councils

Further, DWMC cost-drivers may increase with:

- Future 20-year waste strategy decisions.
- The Australian Recycling and Waste Reduction Bill

2. To what extent does the variation in services and charges reflect differing service levels, and community expectations and preferences across different councils?

Variations in services and charges reflect a complex range of factors, including, population size and density, existing infrastructure, and community expectation and preferences. The community is consulted about the level of domestic waste management service they wish to receive and are willing to pay for and can comment on the service prices annually. The community's satisfaction with the service is measured regularly (annual or biannual).

The HJO believe that some of the variables that influence service level include:

- Variable kerbside systems across and within councils (premerger systems yet to be amalgamated in merged councils) that ratepayers are willing to pay for including a combination of:
- Variable timing of collection – weekly, fortnightly or monthly

- Variable range of kerbside recycling material accepted in yellow bin
- Variable levels of illegal dumping on the kerb
- Variable levels of resource recovery the community expects as agreed to by community consultation in multi-year waste strategies.
- Variable charges for private collection services that still want access to, for example, kerbside clean ups
- Other charges, for example bin replacement and administrative charges for more than one change in service in one year
- Extent of strategic planning for waste and resource recovery undertaken at council and regional level
- Variable levels of communication, education and administration
- Variable offerings built into the contract by commercial providers
- Variable MRF, processing and landfill capacities and technologies/modernisation
- Variable access to domestic and international markets for recycled material
- Distance/time travelled to transfer stations, MRFs, processing facilities, landfills and markets
- Council/contractor ownership of bins, recycled material post kerbside, transfer stations, MRFs and landfills
- Council/contractor (including social enterprise) operation of collections, transfer stations, MRFs, processing and landfills
- Council/contractor delivery and level of communications and education delivery
- Cost of infrastructure and land; and remediation costs of landfill sites
- Size, age, efficiency and carbon impacts of trucks used for collection
- Width of roads and ease of access and egress
- Demographics and cultural background
- Density and type of residential dwellings
- Geographic and settlement patterns
- Market conditions on entering the market
- Length of contract and contract maturity profiles
- Rise and fall of global and domestic markets for recycling and organics
- Limited availability to alternative recycling markets with limited capacity to process locally or stockpile recyclables
- Contamination penalties and rate of contamination by residents over which councils have little direct influence
- Disaster waste contingencies and management, for example free tipping of green waste for fire reduction risk and bulky goods disposal after floods

3. *Is there effective competition in the market for outsourced DWM services? Are there barriers to effective procurement?*

No. The number of commercial collection and processing service providers are shrinking.

Current barriers to effective procurement include:

- A race to the bottom in price. As previously stated, our concern is conflation between 'cost efficient' and 'lowest cost'. A race to the bottom will narrow the market and favour fewer, larger providers. This will not achieve long term cost-competitiveness.

- Requirement for approval by the ACCC before Councils can tender collectively and collaboratively. Councils can streamline services and achieve greater outcomes working together across LGAs. The onerous and costly process of engaging with the ACCC, which involves the services of solicitors, often dissuades Councils, especially smaller Councils from pursuing shared contracts.

4. Are overhead expenses for DWM services appropriately ring-fenced from general residential rates overhead expenses?

Yes. However, should IPART seek to implement measures that would place further limits or barriers to overheads associated with provision of waste services, then we encourage any such decisions to be made with consideration of the waste hierarchy and its application in providing resource recovery initiatives. For example, waste avoidance, reuse, and waste education initiatives form important components of most Councils' waste services. The HJO does not support any further limitations to using DWM funding to support these programs without alternative funding sources being provided at the same time. The HJO would support returning a greater proportion of the Waste Levy to Councils in the levy paying areas by increasing the payments to Councils under the non-contestable Better Waste and Recycling Fund.

As an example, one of our member Councils, Lake Macquarie City Council currently pays around \$6.5 million in waste levy contributions for the 44,500 tonnes of domestic waste it landfills each year, however they only receive \$205,000 (3%) in levy rebates to help fund various waste education and resource recovery projects.

5. If IPART was to regulate or provide greater oversight of DWM charges, what approach is the most appropriate? Why?

The HJO would welcome development of a set of pricing principles as guidance for Councils. Guidelines could provide clearer direction pricing calculation and reasonableness. Principles and guidance on the purpose of the DWMC restricted reserve policy, what is included, how it is used, and appropriate level of reserve, could also be considered.

It may be appropriate to review the sections of the LG Act related to kerbside services to be more responsive to community's demands and expectations as well as NSW Government policies regarding, for example, waste avoidance, reuse and the handling of problem wastes including associated behaviour change programs.

Regulation is likely to restrict Councils' ability to meet the different needs of communities and address contingencies outside the control of Councils without having to apply for special rate variations.

6. Are there any other approaches that IPART should consider?

The HJO would also encourage actions that expand collection and processing service provider markets to reverse the trend of a narrowing market. IPART should also consider further investigation of price outliers, rather than adopting broad-brush actions.

Another possible consideration is a standardised and mandated suite of waste management services delivered across a wide region by an independent appointed body. This would work to ensure services are equitably delivered to the required standards and the most efficient and value-based cost outcome.

This would require significant regulatory and asset ownership changes but, would allow IPART the ability to monitor DWMC in a controlled and uniformly delivered service model.

7. *If a reporting and benchmarking approach was adopted, how could differences in services and service levels, as well as drivers of different levels of efficient cost, be accounted for?*

IPART could explore establishing a Waste Management Guideline (WMG) that lists standardised core waste management and resource recovery services and have councils report their costs against those services. The WMG could include a table for Councils to insert and report their additional waste services initiatives and the costs and funding allocations for this.

However, the HJO wants to reiterate our concern with benchmarking Councils in such a varied and complex field.

8. *Is there merit in IPART's proposed approach to developing a reporting, monitoring and benchmarking approach and pricing principles for setting DWM charges? Is it likely to be an effective approach? Why/why not?*

Councils in NSW already report with extensive granularity on the waste services provided to their communities through the annual WARR return. This includes the annual DWMC, numbers and types of properties receiving services, and all additional resource recovery services. Additional regulatory reporting is undesirable and not required. Benchmarking may detrimentally affect smaller, rural councils and hinder the diversity of services varied Councils offer their resident.

9. *Would IPART's proposed approach be preferable to audits of local councils' DWM charges by OLG?*

Yes. It is appropriate for IPART to maintain regulatory authority. However, DWMC audits in addition to existing regulatory requirements is unlikely to achieve desired outcomes.

10. *Are there any issues that should be considered with regards to developing an online centralised database for all NSW councils' DWM charges to allow councils and ratepayers to benchmark council performance against their peers?*

Councils in NSW already report with extensive granularity on the waste services provided to their communities through the annual WARR return. This includes the annual DWMC, numbers and types of properties receiving services, and all additional resource recovery services. This information could be easily extracted to populate the centralised database without requiring any additional reporting input from Councils.

The drivers of pricing are complex and varied as previously stated. Given that, it may be very difficult to benchmark Council performance against their peers without additional background regarding factors such as geography, population size, the suite of existing Council services, annual budgetary pressures and political, economic and societal changes that influence service availability and price. Without that background, benchmarking between different Councils may be challenging and cause additional, unwarranted, concerns in the community.

As discussed above the HJO does not support the benchmarking of the DWMC due to the complex variables involved that are likely to cause confusion and lead to misinterpretation by the public. However, the HJO welcomes any action to bring accountability and transparency to the full costs and benefits of waste and resource recovery outcomes and believe that councils are already achieving this. Centralising existing contract data that is already publicly available may have merit.

11. Do you agree with IPART's proposed pricing principles? Why/why not?

The HJO believes a set of pricing principles aligned with the 20-year waste strategy would provide policy consistency, with inclusion of costs of remediation of legacy waste facilities to today's standards.

Councils currently recover the costs of providing DWM services. The term 'user pays' suggests only paying for services that are used. As with roads and other essential services, waste services are provided regardless of whether they are fully utilised or not by the resident. This term could confuse ratepayers who may be expected to be refunded if they do not use their standard service. Without weight-based charging it is not possible to take a 'user pays' approach to the standard service. However, there are 'user pays' elements outside of the standard service such as for additional bins, clean-ups and increased bin capacity and this pricing often reflects NSW waste avoidance and resource recovery policies.

Additional feedback provided includes:

- Applying incremental cost allocations for direct costs is reasonable but is not reasonable for overheads, given the nature of those costs.
- The proposal that pensioner rebates, as 'social programs', should be funded by general rates directly conflicts with the current guidelines and is out of step with existing rules.
- The DWMC is currently sufficiently transparent and ratepayers have many avenues to seek further information.
- DWMCs should balance efficient costs with safe and reliable services.
- The waste levy component of the DWMC is not as an efficient cost as the levy is not used solely for promoting recycling and resource recovery.
- WLRM grants do not offset the base cost of the DWMC and are not sufficiently certain to be taken off the price of the DWMC.
- The proposal to have each individual service (e.g. garbage, recycling, green/food, bulky waste, etc.) rated separately is concerning and could create unintended negative outcomes from the pursuit of educating communities on each service's costs. For example, particularly in some rural and regional local government areas, recycling services are the most expensive of their two or three bin systems. When residents see this, they may lobby to opt out of recycling, resulting in either increased costs for the pool of tenements receiving the service, or the total loss of the service when the number of tenements shrinks to the point where the service is no longer viable. This outcome would be counter to the objectives of the NSW Government's Waste and Circular Economy Strategies.

12. Are there any other pricing principles or issues that should be considered?

Additional issues that should be considered and prioritised within this review are:

- Weighting towards higher order environmental outcomes.
- Reviewing consistency between pricing and community expectations.
- Consideration of intergenerational costs as reasonable costs.

- Ecologically Sustainable Development, and
- The 20-year waste strategy and the shifting resource recovery markets.

As previously stated, there is concern that 'cost efficiency' and 'lowest price' are or will be conflated, leading to a race to the bottom in pricing. The result of this would be an even greater concentration of market dominance by only a few companies who, in future contract tenders, will be able to freely increase their fees due to the lack of competition.

13. Could a centralised database and display of key elements of all successful DWM service contracts (e.g., name of tenderer, service provided and contract amount) assist councils in procuring efficient services? If not, why not?

It is unclear what the purpose, outcome and audience would be for a centralised database. The Government Information (Public Access) Act 2009 already requires that contract information is made publicly available through a contract register, increasing transparency. Using a centralised database for comparison purposes would be difficult without seeing the specific details of the cost structure and what was finally negotiated.

Tenderers will consider their rates to be commercial in confidence. Even with high-level detail only, it would be straightforward to determine the number of tenements serviced and therefore deduct a per-tenement rate for direct comparison between providers.

However, providing the name of a tenderer, suite of services, and contract values would be useful and, as the Discussion Paper points out, should already technically be available in accordance with the *Local Government Act*.

As mentioned in response to question 12, Councils need to be cautious how they use this information. A certain level of awareness is needed to understand the business environment and strategies responsible for the contract fees currently in place (particularly in the metropolitan market). IPART and Councils need to be aware of the longer-term ramifications of collectively pushing for lowest cost service providers in the short-term, if the result is a shrinking pool of providers and higher service fees in the long-term due to a lack of competition.



Doug Campbell
 Acting General Manager
 Upper Hunter County Council
 2/13 Thomas Mitchell Drive
 MUSWELLBROOK NSW 2333

21 October 2020

Dear Doug

Re: Request for Preparation of Business Case into the Incorporation of Upper Hunter County Council within the Hunter Joint Organisation

Thank you for your letter dated 20 September regarding the above. In reply I advise that the Hunter JO Board at its November 2019 meeting resolved to establish a Committee to respond to the request made from the Upper Hunter County Council. The Committee has since met twice (30 March 2020 and 20 May 2020). Representatives on the Committee included:

| Organisation | Committee Representatives |
|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Upper Hunter Shire Council | <ul style="list-style-type: none"> • Wayne Bedggood (Mayor) • Steve McDonald (General Manager) |
| Muswellbrook Shire Council | <ul style="list-style-type: none"> • Martin Rush (Mayor) • Fiona Plesman (General Manager) |
| Singleton Council | <ul style="list-style-type: none"> • Sue Moore (Mayor) • Jason Linnane (General Manager) |
| Hunter Joint Organisation | <ul style="list-style-type: none"> • Joe James (CEO) • Louisa Bulley (Executive Assistant to the CEO) • Steve Wilson (Director Regional Policy and Programs) |

The Committee concurred that prior to looking at specific organisational models involving the Hunter JO, that a broader review and understanding of the existing weed management issues, systems and structures in the Hunter Region is required. To progress this the Committee resolved to develop an Issues Scoping Paper, to clarify issues associated with existing regional weed management governance models operating in the Hunter, and to confirm the focus, scope and potential process for completing a strategic review of existing and potential alternative models. It is only within this context that the committee believes that it can consider whether there is merit in exploring a shift of the functions of the Upper Hunter County Council to the Hunter JO.

The Committee has not at this point established a timeframe for completion of the Scoping Paper, nor the more detailed stakeholder consultation that would be required following its development. As such, I am unable to respond to the specific request made by the Upper Hunter County Council



59 Bonville Avenue | PO Box 3137 | Thornton NSW 2322
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for provision of a Business Case regarding potential incorporation of the Upper Hunter Council within the Hunter Joint Organisation. However, I do commit that we will advise the County Council when we can provide more clarity in this regard.

Should you have any further queries or wish to discuss further, please don't hesitate to contact Steve Wilson – Director Regional Policy and Programs on M 0448 401 436 or at steve.w@hunterjo.com.au.

Yours Sincerely


Joe James
CEO

19 November 2020

Trevor Lynch
Chair - Maitland Health Committee
42 Robert Street
Tenambit NSW 2323

Dear Trevor,

RE: Statement of Support for Full MRI Medicare Licence for the New Maitland Hospital

I write to offer full support for The Maitland Health Committee's request for a full Medicare licence for the new state-of-the-art MRI system being installed in The New Maitland Hospital to ensure residents of the Hunter Region can access this healthcare enhancing technology. The Hunter JO Board resolved their support for this request in their meeting on 8 October 2020.

As one of the fastest growing regions of NSW with population growing 16% to 263,416 in the 2016 census compared to that of 2006, the Hunter Region includes some of the most disadvantaged socio-economic areas compared to the rest of NSW. MRI imaging has been a particularly difficult resource for people of the region to access, with approximately 3500 patients from the Hunter Regions travelling to either Newcastle or Tamworth for their MRI examinations.

The new MRI at The New Maitland Hospital will be a three Tesla Magnetic Resonance unit (3T) and will provide high end imaging capabilities for Hunter residents with enhanced health outcomes through the much larger Imaging department and high quality integrated medical imaging facility at The New Maitland Hospital.

These enhanced health outcomes for our region can only be achieved through the granting of a Full MRI Medicare Licence, as the service will otherwise not be offered to all patients of the Hunter region due to the economic necessity of limiting the service to inpatients of public hospitals in the region.

The Hunter Joint Organisation recognises the enduring benefit to the region in providing this MRI service fully covered by Medicare at The New Maitland Hospital, due to the long waiting lists to access existing MRI systems covered by Medicare or public funding at the Calvary Mater and John Hunter; and the prohibitive out-of-pocket expense of using MRI machines not able to be bulk-billed.

We strongly support the request for a full Medicare licence for the new MRI system being installed in The New Maitland Hospital, so the full benefit of this investment can be realised by improved health outcomes to all residents of the Hunter Region.

Yours sincerely,

A handwritten signature in black ink that reads "Bob Pynsent". The signature is written in a cursive style with a large, stylized 'B' and 'P'.

Mayor Bob Pynsent

Chair, Hunter Joint Organisation

6. Reports

6.1 CEO Report – Collaboration & Advocacy

Report Author: Joe James, CEO

Responsible Officer: Joe James, CEO

Executive Summary:

The purpose of this report is to provide an overview of key collaboration and advocacy engagement since the last meeting of the Hunter JO. This includes key networks, meetings, workshops and forums in which the CEO and staff have recently participated in to facilitate and support intergovernmental collaboration.

Collaboration & Consultation

| Key Stakeholder Engagement | Outcomes (where relevant) |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Upper Hunter Economic Diversification Plan Working Group</i> | <p>The last meeting of the Upper Hunter Economic Diversification Working Group was held on 16 October 2020.</p> <p>At this meeting the Hunter JO provided an update on the management of the Upper Hunter Region Website, asking for contributions from a wider range of stakeholders than just the four Upper Hunter councils.</p> |
| <i>Regional Leadership Executive</i> <ul style="list-style-type: none">- 24 Nov: Regional Leadership Executive Meeting – Hunter & Central Coast- 5 Nov: Regional Leadership Executive Human Services Subcommittee meeting- 3 Nov: Hunter & Central Coast RLE - Economic Development Sub Committee | <p>The CEO will be attending the November meeting of the Hunter & Central Coast RLE, and Members of the RPP Division also attended both the RLE Human Services Subcommittee and RLE Economic Development Subcommittee.</p> <p>A copy of the report provided to the RLE meeting for November from the Hunter JO has been included at Attachment 11.</p> |
| <i>Circular Economy</i> <ul style="list-style-type: none">- 29 Oct: Hunter Circular Facilitators Group- 7 Oct: World Circular Economy Forum | <p>The Hunter Circular Facilitators Group continue to meet on a bi-monthly basis. This group is a connection point for people across the Hunter and Central Coast who work in the Circular Economy space, and is facilitated by the Hunter JO.</p> <p>Tim Askew's presentation on Taking a Regional Approach to Circular Economy generated engaged discussion and acknowledgement within the forum for the leadership role played by local government in establishing a circular economy for our region. The Hunter JO's principle functions of strategic planning and priority setting, regional leadership, advocacy and intergovernmental collaboration were also acknowledged as aligning with what would be</p> |

| Key Stakeholder Engagement | Outcomes (where relevant) |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> - 17 Dec: Circular Economy Subcommittee | <p>required for Circular Economy to get off the ground for the Hunter.</p> <p>The next meeting of the Subcommittee will align with a workshop session focused on developing a Circular Economy Strategic Roadmap for the region.</p> |
| <p><i>Hunter Knowledge Hub Workshop</i></p> <ul style="list-style-type: none"> - 30 Oct | <p>A reference group has been formed, led by Roberta Ryan from the University of Newcastle, to explore the possibility of establishing a 'Hunter Knowledge Hub', in which Tim Askew from the Hunter JO is participating. The reference group also includes representatives from different levels of government, industry, union bodies, and representatives from Muswellbrook Shire Council and Singleton Council.</p> <p>The HJO participated in a workshop hosted by the University on 30th October which sought to test with a broader range of stakeholders, priorities for the research agenda and the key elements of a potential knowledge hub previously identified by the reference group and stakeholder consultation. Representatives from the University also presented to member Councils on the Knowledge Hub proposal at the Regional Economic Development Forum hosted by the HJO on 19 November.</p> |
| <p><i>JO Network</i></p> <ul style="list-style-type: none"> - 5 Nov: NSW JO Chairs Forum - 1, 15 & 29 Oct, 5 Nov: Joint Organisation Executive Officers Network Meetings | <p>The Hunter JO was responsible for organising and hosting the quarterly NSW JO Chairs Forum held on 5th November.</p> <p>The Hunter JO CEO and Director Policy and Programs continue to participate in fortnightly meetings of the NSW JO Executive Officers Network to facilitate inter JO collaboration. This collaboration has recently resulted in the Hunter JO being invited to present alongside Canberra JO and Central NSW JO, on behalf of all NSW JO's at the NSW Parliamentary inquiry into integrity, efficacy and value for money of NSW Government grant programs on 27 November.</p> <p>A copy of the minutes from the meeting has been included at Attachment 12.</p> |
| <p><i>Sustainability Advantage Council Cluster - Integrating Sustainable Development Goals into Local Government Strategic Planning</i></p> <ul style="list-style-type: none"> - 25 Nov, DPIE | <p>Mel Curtis, Regional Program Manager (Environment) has been invited to present at this webinar targeting NSW Councils. The event provided an overview of a new guide developed by Sustainability Advantage to assist council executives, staff and councillors understand and integrate the SDGs into council strategies, plans, policies and operations.</p> |

| Key Stakeholder Engagement | Outcomes (where relevant) |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Presentation to HunterNET Infrastructure & Asset Management Forum</i> - 14 Oct | Steve Wilson, Director – Regional Policy & Programs spoke at the HunterNET Infrastructure and Asset Forum on 14 October. Steve’s presentation focused on development of a Hunter JO Infrastructure Priority List, recent advocacy focused on attracting resources for shovel ready local council projects, and a regional approach to Circular Economy procurement. |
| <i>Cities Power Partnership Regional Forum</i> - 12 Nov, Hunter JO | See Item 9.2 for an update |
| <i>Hunter Regional Plan Review Steering Committee</i> - 6 Nov, DPIE | The Hunter JO has been invited to participate on the Steering Committee convened by DPIE to oversee the review of the Hunter Regional Plan – which will be undertaken during 2021. |
| <i>Workshop: Conducting an Initial Review, and Initiating the Investigation and Remediation Process</i> - 13,14,20,21 Oct, Hunter JO | See item 8.5 for more information. |
| <i>UPSS Transition Committee, NSW EPA</i> - 21 Oct | The Hunter JO has, and continues to, participate on the UPSS Transition Committee convened by NSW EPA on a bi-annual basis to discuss and cooperatively resolve issues associated with the application of the UPSS Regulation with Council, UPSS and Industry representatives. |
| <i>Other Standing Meetings</i> 23 Oct - Resources NSW - Steering Committee (NSW Energy & Resources Knowledge Hub), UoN 28 Oct - Project Control Group Positioning & Branding, Regional NSW 10 Nov - Hunter Drought Task Group meeting, Regional NSW | Since the last Hunter JO Board Meeting JO staff have continued to sit on these regular network meetings. These are standing operational meetings in which the Hunter JO participates, in collaboration with other councils and levels of government in the region. |

Regional Leadership and Advocacy

| Advocacy Engagement | Outcomes (where relevant) |
|--------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Hunter Development / RMS Delays Advocacy</i> | A key outcome from the Hunter JO’s participation in the RMS Reference Group has been improvements to the security deposit requirements for Works Authorisation Deeds in Regional and Outer Metropolitan NSW. Effective immediately, the requirement for security deposits in Regional and Outer Metropolitan NSW will be reduced to 50 per |

| Advocacy Engagement | Outcomes (where relevant) |
|-------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <p>cent of the estimated construction costs at signing and a retention of 25 per cent during the defects liability stage.</p> <p>Another recent outcome from the reference group was the creation of a new Director-level role within Transport for NSW's Regional and Outer Metropolitan team to focus on land use and development opportunities, with Damien Pfeiffer appointed in this role.</p> |
| <i>Invitation to give evidence to Public Accountability Committee</i> | <p>In response to the Hunter JO's submission to the inquiry into integrity, efficacy and value for money of NSW Government grant programs, the Hunter JO, Central NSW JO and Canberra Region JO have been invited to give evidence to the Inquiry on 27 November 2020 on behalf of the NSW JO network.</p> <p>Chair Bob Pynsent will be in attendance, as well as Steve Wilson – Director, Regional Policy and Programs to provide evidence to the Committee.</p> |
| <i>Presentation to the State Committee on Environment and Planning</i> | <p>The committee is conducting an inquiry into the sustainability of energy supply and resources in NSW. The Hunter JO made a submission to the inquiry in September 2019 as part of the early work of the Hunter JO's Standing Committee on Economic Transition.</p> <p>The Committee invited the Hunter JO to appear at a public hearing and the HJO Chair, Chair of the Standing Committee on Economic Transition and HJO CEO attended.</p> <p>The focus of evidence provided to the Committee was:</p> <ul style="list-style-type: none"> • The importance of the local leadership in determining the future of the Hunter; • Our proposal for regional leadership in the form of the Hunter 2050 Foundation; and • The critical importance of collaboration with other levels of government, particularly State Government. <p>Please see the CEO's opening statement at Attachment 13</p> |
| <i>Directors Forum (Environment and Planning)</i> | <p>On the 23 November, the JO reconvened and refined the focus of the Regional Directors Forum (Environment & Planning). The Forum builds upon the long running Directors Forum which has guided delivery of the Hunter & Central Coast Regional</p> |

| Advocacy Engagement | Outcomes (where relevant) |
|---------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <p>Environment Program (HCCREMS) over many years. Moving forward the Forum will:</p> <ul style="list-style-type: none"> • Continue to provide strategic guidance to the design and delivery of the Regional Environment / HCCREMS Program, and to the broader range of policy and program initiatives being delivered by the Hunter JO • Facilitate ongoing networking, knowledge sharing and operational collaboration between Councils, government agencies and other key stakeholders involved in design and delivery of regional planning and environment initiatives • Provide a consultative forum to facilitate input to the Hunter JO, to assist it represent member Council interests and viewpoints to the various regional committees and networks on which it sits as a representative of local government. <p>A verbal update on the forum will be provided to GMAC.</p> |
| <i>Regional Economic Development Forum</i> | <p>On 19 November, the JO held the first meeting of its Regional Economic Development Forum, which will be convened on a regular basis. The aim of the Forum is to:</p> <ul style="list-style-type: none"> • Identify, initiate and provide ongoing professional input to the design and delivery of regional economic development objectives, initiatives and programs. • Facilitate operational collaboration between organisations in the delivery of local and regional economic development initiatives • Facilitate ongoing networking, knowledge sharing and linkages between Councils, government agencies and other key stakeholders involved in design and delivery of economic development programs across the Hunter region. <p>A verbal update on the forum will be provided to GMAC.</p> |

Regional Submissions

| SUBMISSION FOCUS | CLOSING DATE | STATUS |
|-----------------------------------------------------------|----------------|-----------|
| IPART review of domestic waste management service charges | 6 October 2020 | Completed |

| SUBMISSION FOCUS | CLOSING DATE | STATUS |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-----------|
| Worked closely with councils to respond to the review and highlight the complexity and challenges faced by Councils and communities undertaking waste management services and the transition to a circular economy. | | |
| Inquiry into the integrity, efficacy and value for money of NSW Government grant programs This submission by the JO included a focus on the evolving role and growing value of Joint Organisations in working with the NSW Government to deliver on the Government's commitments to regional Councils and their communities, and the potential role of NSW government grant programs in strengthening this important relationship. | 23 August 2020 | Completed |

Regional Funding Applications

Status of current funding applications

| Funding Program | Grant Title | Amount Requested | Status |
|------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|--------------------------------------|
| Increasing Resilience to Climate Change Grant (Round 3) - LG NSW | Act now on Adaptation: Coastal Wise Communities project This project aims to develop a communication framework and supporting resources around coastal hazards across the region's coastal councils. | \$120,000 | Submitted. Pending advice on outcome |

Future Grant directions

A significant focus for Divisional staff at present is the development of funding applications under the following programs:

| Program | Program / Application Focus | Status |
|------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|
| Bushfire Community Recovery & Resilience Fund Phase 2 (Resilience NSW) | The objective of this program is to support social recovery from bushfires for affected local communities to: <ul style="list-style-type: none"> • reduce the adverse impact of the bushfires and make a sustained recovery, and • be more resilient to future disasters and improve general wellbeing. Funding is available for projects between \$20,000 - \$300,000. | Applications in development. Closing date 11 December 2020. |
| Bushfire Local Economic Recovery Fund (Regional NSW) | Provides funding to support the social and economic recovery of communities affected by bushfire in 47 regional NSW LGA's. It is focused on projects that retain and create new jobs in regional areas, build resilience and increase preparedness | Applications in development. Closing date 11 December 2020. |

| Program | Program / Application Focus | Status |
|---------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| | <p>for future bushfire seasons. Funding is available for:</p> <ul style="list-style-type: none"> • Infrastructure projects, such as roads to support increased industrial development. • Environmental projects, such as regeneration activities. • Programs including social, business and environmental education initiatives. <p>Funding is available for projects between \$200,000 and \$20,000,000, depending on the project type.</p> | |

The focus of applications being developed or considered under these programs include:

Bushfire Community Recovery & Resilience Fund Phase 2:

1. Transforming Resilience with the Integrated Planning & Reporting Framework Project

This project would provide an innovative approach to support our bush fire affected Councils to embed resilience principles and projects into their IP&R which in turn will provide Council the ability to allocate recurrent funds and commit to long term resourcing (financial and staff) for resilience projects. Having resilience at the core of Council's Community Strategic Plans will enable Councils to develop ownership of disaster risk reduction and resilience projects through their 4-year Operational Plans. The project would include the Hunter JO hosting the "Hunter and Central Coast Resilience Health and Improvement Games" in the style of the Local Government Management Challenge" as an interactive way to encourage bush fire affected Councils to undertake a resilience health check, identify gaps, and explore opportunities for improvement through the IP&R framework

2. Simtables for Community Empowerment

Simtables provide a "State of the Art" tool that can be used to engage communities in localised place-based emergency information sessions. These sessions can be used to raise the awareness of existing and future natural hazards, identify vulnerable populations and assets and improve community's capacity and capability to plan for, respond to and recover from emergencies. Communities are then able to better articulate their own and collective recovery needs, develop informed plans and identify any capability or capacity gaps. This project seeks to purchase a Simtable for the collective use of member Councils and to provide direct support to Councils in undertaking the extensive community engagement associated with their use.

Bushfire Local Economic Recovery Fund

Projects identified for which to progress as regional funding applications include:

1. Regional Cycling Masterplan and Tourism Marketing Strategy (a description of this opportunity will be provided verbally to GMAC).
2. Hunter Biocircular Concept Plan
3. Hunter Events Strategy
4. Hunter 2050 Foundation

RECOMMENDATIONS:

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

Business Paper

Meeting: Hunter Central Coast Regional Leadership Executive (RLE)

Date: 24 November 2020

Title: Intergovernmental Collaboration – **Hunter Joint Organisation**

Agenda item: 4

Purpose: Identify opportunities to collaborate with the Hunter Joint Organisation (HJO) and promote common goals and themes.

Recommendations

That the Regional Leadership Executive **note** the work being undertaken by the Hunter Joint Organisation.

Key milestones/deliverables

- **Circular Economy Procurement Project:** The Hunter JO Board has endorsed the signing of a memorandum of understanding (MoU) by Councils, as a statement of intent to prioritise the procurement of recycled content products and circular economy services across Hunter JO member Councils, and with Central Coast Council. The MOU will be supported by program initiatives including: a local recycled content knowledge hub, education materials and workshops to share information and increase interaction with circular economy product suppliers; and development of a roadmap and framework to assist Councils to increase procurement of recycled content products and circular economy services
- **Cities Power Partnership:** On 12 November the JO convened a regional workshop with Councils and the Cities Power Partnership, a national program providing support to local government to work together on solutions to climate change. The purpose of the workshop was to identify areas of shared areas between Councils on which to collaborate in delivery.
- **Emergency Management Dashboards:** The Regional Disaster Preparedness Officer (RDPO) has been working with councils to develop an Emergency Management Dashboard (website) for each Council area based on a common platform. The aim of the dashboards are to provide easy to find, user friendly information that educates and empowers individuals to plan and act. The Dashboards will be tailored to each location and its relevant risks, and can be used as a single source of truth (sourcing information from official sites and presenting them in a single location) during an emergency to support public messaging and decision making. When there is no emergency the dashboards can also be used as a planning / awareness tool. The dashboards will include information regarding preparedness and activities to do before an emergency, current live information regarding utility disruptions and hazard alerts, and two dedicated Recovery pages, one for State level information and the other for council and Community Resilience Officer (CRO) activities. Launch of the Dashboards is scheduled for late November 2020.
- **Regional Economic Development Forum:** The JO recently held the first meeting of its Regional Economic Development Forum, which will be convened on a regular basis. The aim of the Forum is to:
 - Identify, initiate and provide ongoing professional input to the design and delivery of regional economic development objectives, initiatives and programs.
 - Facilitate operational collaboration between organisations in the delivery of local and regional economic development initiatives
 - Facilitate ongoing networking, knowledge sharing and linkages between Councils, government agencies and other key stakeholders involved in design and delivery of economic development programs across the Hunter region
- **Directors Forum (Environment and Planning):** The JO recently reconvened and refined the focus of the Regional Directors Forum (Environment & Planning). The Forum builds upon the long running Directors Forum which has guided delivery of the Hunter & Central Coast Regional Environment Program (HCCREMS) over many years. Moving forward the Forum will:
 - Continue to provide strategic guidance to the design and delivery of the Regional Environment / HCCREMS Program, and to the broader range of policy and program initiatives being delivered by the Hunter JO
 - Facilitate ongoing networking, knowledge sharing and operational collaboration between Councils, government agencies and other key stakeholders involved in design and delivery of regional planning and environment initiatives

- Provide a consultative forum to facilitate input to the Hunter JO, to assist it represent member Council interests and viewpoints to the various regional committees and networks on which it sits as a representative of local government.
- **Act Now on Coastal Adaptation:** The JO has submitted a grant application to the NSW Government's Increasing Resilience to Climate Change Grants Program (Round 3), to develop a communication framework on coastal hazards, including coastal erosion and inundation, sea level rise and coastal storms. The Regional Coastal Councils Working Group, which is facilitated by DPIE, has confirmed that the project would have direct local and regional benefits. Key deliverables would include:
 - Capacity building through development of an evidence based approach to community engagement and communication around coastal adaptation across the coastal councils of the region;
 - Communication and media protocol;
 - Communication resources; and

Integrated Planning and Reporting package to integrate project outputs and findings into the key strategic documents of Councils.

Focus for the next quarter –

- **Hunter 2050 Foundation:** The CEO has met with Office of Local Government in October 2020 regarding progressing with the Hunter 2050 Foundation. The meeting provided an opportunity to understand the specific concerns of the OLG. It emerged from this discussion that the substantive issue is a perceived 'moral hazard' exposure of the State from the formation of the Foundation by the HJO. I indicated that we had considered similar risks in the project and did not share their concern. We undertook to provide a detailed response on these points for their consideration in the coming weeks which they agreed to consider.

Most importantly for the project, the OLG also indicated they are not opposed to the initiative nor HJO's participation in it. Unprompted, they specifically noted that if the formation of the entity occurred via another party and HJO then assumed its roles in the governance and set up of the organisation this would not be problematic from OLGs perspective. While it remains our goal that this be clearly local government led, there are a number of options for other partners to file the paperwork for formation if needed to enable the project to proceed. We will resume our focus on securing a decision from the State on our request for seed funding to complement local commitments.
- **Hunter JO Strategic Plan:** The current HJO Strategic Plan (Aspire Act Achieve) incorporates the period 2018-21. Given the deferred time frame that now exists for Councils to complete their next round of IP&R reporting, planning will commence during the next quarter on a process to integrate preparation of the next iteration of the HJO Strategic Plan with these local Council planning processes (and vice versa) during 2021. The outcome of this approach would be the strategic alignment of the new Hunter JO Strategic Plan with Councils IP&R framework.
- **Smart Region Scoping Workshop:** The JO is convening a regional Smart Region scoping workshop on 25 November 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
 - 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.
- **Hunter BioCircular - Regional Organics Processing:** The focus of this project will continue to be further de-risking of the concept plan and seeking funding / investment to undertake more detailed feasibility analysis and development of the business case.
- **Circular Economy Innovation Hub:** The JO will be starting to work with key stakeholder organisations including Councils, government agencies, business and industry groups to commence the design and development of a Circular Economy (CE) Innovation Hub for the Hunter and Central Coast to:

- Provide leadership and planning to establish a common vision and plan for the region's move to a CE
- Facilitate the acquisition and sharing of research and information among stakeholders in the CE, including the provision of a "problem concierge" (i.e. a regional broker to link stakeholders with issues to those who can provide solutions)
- Continuing to curate and grow the CE ecosystem
- Facilitating and delivering joint projects and initiatives across organisations
- Coordinating and advocating an agreed regional voice on CE for the region to State and Federal Governments
- Consistent and coordinated promotion of the region to researchers, innovators and investors
- Building knowledge in the region to capture and translate innovation and best practice into day to day operations, and to enact sustained change in organisational culture and systems required to progress the CE.

Role for and/or alignment with Government

Submitted by

Name: Joe James

Position: CEO

Organisation: Hunter Joint Organisation

Date: 11 November 2020

Email: ceo@ssalimited.com.au

MEETING MINUTES NSW JO CHAIRS FORUM - 5 NOVEMBER 2020

| Invited JO Members | |
|-----------------------------------------|---------------------------------------------------------------------------------------------------|
| Canberra Region Joint Organisation | Mayor Rowena Abbey – Chair Ms Kalina Koloff |
| Central NSW Joint Organisation | Mayor John Medcalf OAM Ms Jenny Bennett Ms Verity |
| Far North West Joint Organisation | Mayor Lilliane Brady OAM Mr Greg Lamont |
| Far South West Joint Organisation | Mayor Darriea Turley AM |
| Hunter Joint Organisation of Councils | Mayor Bob Pynsent Mr Joe James Mr Steve Wilson Ms Chelsey Zuiderwyk |
| Illawarra Shoalhaven Joint Organisation | Lord Mayor Gordon Bradbery AM Ms Melinda Liberato |
| Mid North Coast Joint Organisation | Mayor Liz Campbell Ms Liz Jeremy |
| Namoi Unlimited | Mayor Jamie Chaffey Ms Rebel Thomson |
| New England Joint Organisation | Mayor Michael Pearce Ms Brooke Southwell |
| Northern Rivers Joint Organisation | Mayor Danielle Mulholland Ms Nicole Reeve |
| Orana Joint Organisation of Councils | Mayor Craig Davies Mr Brad Cam |
| Riverina and Murray Joint Organisation | Mayor Kevin Mack Ms Bridgett Leopold |
| Riverina Joint Organisation | Mayor Rick Firman OAM – Deputy Chair Ms Julie Briggs |
| Invited Guests | |
| Office of Minister for Local Government | The Hon. Shelley Hancock, Minister for Local Govt Mr Troy Wilkie, Senior Policy Advisor |
| Local Government NSW | Cr Linda Scott, President Scott Phillips, Chief Executive |
| Office of Local Government (NSW) | Karen Purser, Manager Council Engagement Melissa Gibbs, Director Policy and Sector Development |

1. Opening Meeting

The Chairperson opened the meeting at 2.03pm

2. Acknowledgement of Country

The Chairperson acknowledged Aboriginal Elders past, present and emerging of the many council areas the NSW Joint Organisation Chairs' Forum meets upon and the Indigenous heritage across regional NSW.

3. Apologies

RESOLVED

That the apologies of the below be accepted.

- The Hon. Shelley Hancock, Minister for Local Government
- Mayor Rick Firman OAM, Deputy Chair, Riverina JO
- Mayor Danielle Mulholland, Chair, Northern Rivers JO
- Mayor Craig Davies, Chair, Orana JO of Councils
- Mayor Lilliane Brady OAM, Chair, Far North West JO
- Mr Greg Lamont, EO, Far North West JO
- Ms Julie Briggs, EO, Riverina JO
- Mr Brad Cam, Acting EO, Orana JO
- Mayor John Medcalf OAM, Central NSW JO
- Ms Rebel Thomson, EO, Namoi Limited
- Lord Mayor Gordon Bradbery AM, Chair, Illawarra Shoalhaven JO

Note that Cr Darriea Turley, AM Far South West JO, attended the meeting from 2.56pm.

4. Disclosure of Interest

Nil

5. Confirmation of Minutes

RESOLVED

That the meeting minutes from the NSW Joint Organisations Chairs Forum of 6 August 2020 be confirmed.

Moved: Mayor Jamie Chaffey

Carried: Mayor Michael Pearce

6. Confirmation of Minute Notes

RESOLVED

That the meeting notes from the Water Advocacy Meeting, dated 9 October 2020, be noted.

Moved: Mayor Kevin Mack

Carried: Mayor Liz Campbell

7. Matters in Progress

RESOLVED

That the matters in progress be noted.

Moved: Mayor Bob Pynsent

Carried: Mayor Michael Pearce

8. Correspondence

RESOLVED

That the correspondence be received and noted.

Moved: Mayor Michael Pearce

Carried: Mayor Bob Pynsent

9. Continuity of Regional Waste Coordination Funding

RESOLVED

That the JO Chairs Forum write to the NSW Minister for the Environment and NSW Environment Protection Authority requesting:

- 1. A commitment to provide 12 months interim transitional funding from 1 July 2021 for regional coordination and program funding throughout NSW, and that commitment to this transitional funding be confirmed by no later than 31 January 2021.*
- 2. That in extending regional waste programs beyond the initial transitional funding period, that funding be provided on a minimum 4-year cycle to align with the 4 year Delivery Programs of Councils under the NSW Integrated Planning and Reporting Framework. This will facilitate integration with Council planning and investment cycles across NSW and provide employment certainty to regional coordinators, and to the host organisations also committing significant time and resource commitments to these programs. The need for such a commitment is reinforced by the experiences of regional organisations in delivering various programs over many years, which has confirmed that enacting effective and sustained change in the culture and practices of Councils takes time, and requires sustained and direct support, encouragement and facilitation.*
- 3. That JO's continue to be considered as the primary organisations for hosting regional coordinators in an extended program, given the significant efficiencies in program delivery, collaboration and communication that can be realised from placing these roles in existing regionally focused organisation that have the statutory mandate (established under the NSW Local Government Act) to drive regional strategic planning and priority setting, intergovernmental collaboration and regional advocacy.*

Moved: Mayor Bob Pynsent

Carried: Mayor Kevin Mack

10. NSW Bushfire Inquiry Report

RESOLVED

- 1. That the information be noted*
- 2. That the JO Chairs Forum write to the Minister for Emergency Services identifying the significant implications of the Inquiry's recommendations on local government, and recommending that Resilience NSW engage with Joint Organisations as a mechanism to identify the design of programs and resourcing to support local government implement the recommendations from the Inquiry.*

Moved: Mayor Michael Pearce

Carried: Mayor Liz Campbell

11. Support for Local Water Utilities

RESOLVED

That, at the meeting planned between Joint Organisations and representatives from DPIE, the following recommendations are proposed to assist DPIE with delivering on the Auditor-General's recommendations.

In the short-term;

- Joint Organisations become the mechanism to assist DPIE in developing and implementing a clear policy and regulatory approach to support LWUs, specifically; Joint Organisations become the mechanism to undertake consultation with the LWU sector, town water planning, investments and sector engagement for DPIE.*
- DPIE Water develops Regional Water Strategies in collaboration with Joint Organisations.*

By October 2021;

- DPIE Water and Joint Organisations design and negotiate for Joint Organisations to become the outcomes-focus oversight of IWCM planning, procedures and instruments.*
- Joint Organisations are enabled to jointly procure and manage contractor engagement for IWCM services for LWU groups.*
- Joint Organisations are enabled to provide DPIE with the administration and transparency of LWU oversight, support and funding activities, establishing clear procedures, decision making, quality assurance processes, resolving conflict, engagement, governance, communications and consultation, and impact reporting.*

Ongoing functions including;

- Joint Organisations being enabled to monitor and evaluate program investments, maintain risk registers, administer prioritisation to identify outcomes and contributions to policy goals.*

Moved: Mayor Jamie Chaffey

Carried: Mayor Michael Pearce

12. Integrity, Efficacy and Value for Money of NSW Govt Grant Programs

Key Discussion Point

- It was noted that the Hunter JO, Central NSW JO and Canberra Region JO were invited to give evidence at the hearing for the Inquiry into Integrity, Efficacy and Value for Money of NSW Government Grant Programs and are attending on behalf of all NSW JOs.*

RESOLVED

That the Chairs' Forum note the report on Integrity, efficacy and value for money of NSW Government Grant Programs and

- 1. endorse the recommendation of the Submission to the NSW parliamentary enquiry – Integrity, efficacy and value for money of NSW Government Grant Programs for all NSW Joint Organisations; and*
- 2. note that this submission will be used as support collateral in advocacy.*

Moved: Mayor Bob Pynsent

Carried: Mayor Jamie Chaffey

13. Joint Organisations and Regional NSW

Key Discussion Point

- It was noted that the sustainable model will at a minimum need to meet the needs of all JOs, taking into consideration their differences in terms of size, geographies, population, rate base, and time in operation.

RESOLVED

That the Chairs:

1. *Note and endorse the proposed further engagement with Regional NSW, to initially be led by the Hunter JO, to explore:*
 - a. *how JO's and Regional NSW might create and leverage a more consistent and formal relationship framework between JO's and their relevant RLE Committee; and*
 - b. *the opportunities for an optimised funding framework, including a more systematic approach to State Government grant funding at a regional scale;*
2. *Note that the Executive Officer (EO) for each JO will advise Hunter JO if they wish to participate directly in the engagement with Regional NSW.*
3. *Endorse a further written request, from the Chair of the JO Chairs Forum, to the Minister for Local Government that the JO Review (to be conducted by the Office of Local Government (OLG)), include, in its terms of reference, consideration of a more formal framework between JO's and other portfolios within the NSW Government (in addition to the regulatory role of OLG with respect to JO's); and*
4. *Following the submission by the JO's Forum, note the invitation by the Public Accountability Committee to Canberra Region JO, Central West JO and Hunter JO to give evidence at a hearing for the inquiry into integrity, efficacy and value for money of NSW Government grant programs.*

Moved: Mayor Liz Campbell

Carried: Mayor Bob Pynsent

14. JO recent wins across the State

RESOLVED

That the JO recent wins be noted.

Moved: Mayor Jamie Chaffey

Carried: Mayor Michael Pearce

15. General Business

LGNSW Update

- The report circulated prior to the meeting was noted.
- Verbal update provided on RMCC and Road classification review. LGNSW view is that RMCCs should go to LGs, (extension from 1 year to 2 years) and that Local councils should have the first right of rejection to encourage local employment and economic activity.

OLG Update

- A draft portal has been developed which OLG believe will meet JO requirements but there is flexibility and OLG can add or take away functionalities if required. EOs from three JOs will be invited to pilot the portal and provide feedback.
- OLG advised that while a number of things were delayed because of COVID, the review of JO's is in the budget and will definitely be proceeding in the new calendar year.

Fire and Emergency Services Levy

- Concerns raised on the transparency of funding calculations and affordability for councils. It was determined to include on the agenda for the next NSW JO Chairs' Forum. Liz Jeremy volunteered to prepare the paper.
- LGNSW advised that the focus of advocacy should target NSW treasury given it is essentially a funding issue. LGNSW will keep advocating on this issue.

16. Next Meeting

Thursday 4 March 2021

17. Close

The Chairperson closed the meeting at 3.21pm

Page 6 is the last page of the Minutes of the meeting 5 November 2020 of the JO Chairs' Forum



Statement to Standing Committee on Environment and Planning

Inquiry into sustainability of energy and resources

- I would like to thank the Committee for the opportunity for the Hunter Joint Organisation to make a submission and to attend the hearing today.
- My opening remarks will focus on:
 - the terms of reference that relate to the “effects on regional communities”; and
 - The work of the Hunter Joint Organisation over the last 12 months on one of the initiatives in our submission, being a Foundation to lead a *regional response* to build economic resilience.
- In particular, I would like to outline:
 - The importance of the local leadership in determining the future of the Hunter;
 - Our proposal for regional leadership in the form of the Hunter 2050 Foundation; and
 - The critical importance of collaboration with other levels of government, particularly State Government;

In the face of economic change in energy markets, local leadership is essential to ensuring sustainable outcomes (economic, environmental and social) for our communities.

- Neither the State, nor the Hunter Region, control the global markets for energy technologies or thermal coal on which the Hunter’s economy is highly dependent. Tens of thousands of jobs and the industrial base of the Hunter region are at risk in the coming decades and it is imperative that the region and State respond strategically and proactively before closures and downsizing accelerate in some of our traditional industries.
- The Hunter JO looked at examples of regions responding to economic change and reviewed current research in the sector, including a study tour of the La Trobe Valley. The conclusions were clear ... the best results occur when local leadership is instrumental in the solutions (invariably a balance of local political, industry and institutional leaders). Local leadership brings local knowledge, a network of local actors and a vested interest in the success of their communities to the challenges at hand.
- The Hunter JO, through almost ten months of detailed stakeholder engagement, has received widespread and consistent regional support to lead a response to this challenge. This support has come from a diverse group of industry and community stakeholders, including, but not limited to AGL, the University of Newcastle, Bengalla Mining Company, Malabar Coal, RDA Hunter, the Committee for the



Hunter, Hunter Renewal and the Commonwealth Employment Facilitator for the Hunter Valley.

- Each stakeholder has emphasised the importance of leadership at the regional level by the Hunter JO in creating a clear pathway forward for the region, a cogent and well-designed solution and successfully bringing disparate and potentially divided groups into coalition.

Our proposed solution is the Hunter 2050 Foundation, a vehicle to address the things we can influence to future proof our economy and our community regardless of the changes that occur.

- The Foundation's focus is securing new investment in the region and supporting local jobs
- The Foundation is an independent entity, founded by local leadership and with the collaborative support of all levels of government.
- Lead by a skills-based board, it has three distinct roles:
 - Firstly, it would support new industries and business opportunities through both local investment funds and programs that support existing businesses to plan and expand their future horizons
 - Secondly, it would help locals secure meaningful employment opportunities, especially those from the mining and energy sectors, through creation of regional scale, sustainable workforce support capability
 - Finally, it can work with the mining, energy and broader industrial sectors on the regeneration and reuse of their sites to support new industries
- All of the above would be evidence based and data driven, underpinned by work from our key research partner, University of Newcastle.
- Once established, the Foundation would work in the Hunter for the benefit of the local community
- Its success would be measured by the benefits that flow from the new projects, new businesses and new jobs it helps to create locally
- The principles that underpin this concept are not new:
 - The idea of 'social impact' investment, investing for both a commercial return but also targeting and measuring social impact, is used globally by superannuation funds and governments
 - Excellent examples of effective business and workforce support programs already exist across Australia, even in the Hunter
- The Hunter 2050 Foundation aims to bring these usually disparate activities together and create focused and enduring capability within the Hunter
- If we start now, and get this right, we can secure billions of dollars of new investment for the region and secure new opportunities for our local businesses and workforce



Of course, the region cannot do this on its own and collaboration with other levels of government is key to success.

- We know this because, just as our research told us that local leadership is essential to success, it also told us that collaboration between all levels of government is essential.
- We know this also because it is common sense ... it is the other levels of government that often control critical policy levers around regional development, energy sector regulation, research and development, land use planning and regulation. It is also the other levels of government that have investment portfolios of a scale and flexibility that local government does not.
- However, this is not about asking for a hand-out. Local government and local industry are already stepping up and making commitments to support the Foundation. We are looking for state and federal governments to match our commitments
- In total we need 15 million over three years to get the Foundation up and running
- We also need capital from governments and private sources to be committed to enable the growth of new and existing opportunities in the Hunter ... this is capital on which government and private investors should expect a return.
- With the initial support of State government the Foundation would be self-sustaining and, in time, would become a significant source of investment and support for local industry, local workforce and the Hunter community
- It is also pertinent to ask, if local and state government don't collaborate on a solution, then what is the alternative? Does State policy development proceed agnostic to the impact on the region that has been the backbone of the energy and resource sectors? Is local leadership just a 'stakeholder' in the implementation of state-led solutions or does local leadership share a role in co-design of the way forward?
- The Hunter JO sees a collaboratively path as clearly the best interests of both region and the State.

Conclusion

- I'd like to thank the Committee again for the invitation to appear today. It provides an important opportunity for the Hunter JO to fulfil its role of local leadership. We commend our proposal for regional leadership to the Committee, in the form of the Hunter 2050 Foundation, and we restate the critical importance of collaboration with State Government in achieving the optimal outcomes for the communities of the Hunter region.
- Thank you for listening.

6.2 HJO October 2020 YTD Profit & Loss Statement

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 (31 October 2020) for the Hunter Joint Organisation.

A full copy of the P&Ls for October 2020 is included at the end of the papers as Attachment 14.

Comments on line items and any variances between forecasted and actual budget have been included within the report.

Recommendation:

- That the Profit and Loss Statement for period ending 31 October 2020 be received and noted.

| Hunter Joint Organisation | | | | | | | |
|----------------------------------------------------|-------------------|-------------------|------------|----------------|----------------|--------------|-------------------------------|
| Profit & Loss Summary - 1 July 20 to 31 October 20 | | | | | | | |
| | October Actual | October Budget | Variance | YTD Actual | YTD Budget | Variance | Approved Budget 2020/21 |
| Administration | | | | | | | |
| Revenue | 50,043 | 50,000 | 43 | 754,318 | 752,501 | 1,817 | 1,152,500 |
| Expenditure | (90,127) | (90,614) | 487 | (381,275) | (384,436) | 3,161 | (1,152,500) |
| Total Admin | (40,084) | (40,614) | 530 | 373,043 | 368,065 | 4,978 | 0 |
| Projects | | | | | | | |
| Brought Forward | - | | | 336,974 | | | - |
| Revenue | - | | | - | | | - |
| Expenditure | (101,538) | | | (108,007) | | | - |
| Total Projects | (101,538) | - | - | 228,967 | - | - | - |
| Surplus / (Deficit) | (141,622) | (40,614) | 530 | 602,010 | 368,065 | 4,978 | 0 |

| Hunter Joint Organisation | | | | | | | |
|----------------------------------------------------|-------------------|-------------------|------------|----------------|----------------|--------------|-------------------------------|
| Profit & Loss Summary - 1 July 20 to 31 October 20 | | | | | | | |
| | October Actual | October Budget | Variance | YTD Actual | YTD Budget | Variance | Approved Budget 2020/21 |
| Administration | | | | | | | |
| Revenue | 50,043 | 50,000 | 43 | 754,318 | 752,501 | 1,817 | 1,152,500 |
| Expenditure | (90,127) | (90,614) | 487 | (381,275) | (384,436) | 3,161 | (1,152,500) |
| Total Admin | (40,084) | (40,614) | 530 | 373,043 | 368,065 | 4,978 | 0 |
| Projects | | | | | | | |
| Brought Forward | - | | | 336,974 | | | - |
| Revenue | - | | | - | | | - |
| Expenditure | (101,538) | | | (108,007) | | | - |
| Total Projects | (101,538) | - | - | 228,967 | - | - | - |
| Surplus / (Deficit) | (141,622) | (40,614) | 530 | 602,010 | 368,065 | 4,978 | 0 |

| Attachment 14: Profit and Loss Statements - October 2020 | | | | | Hunter Joint Organisation Admin - Profit & Loss Summary - October 2020 | | | | | | | |
|----------------------------------------------------------|-------------------|-------------------|----------|---------|---------------------------------------------------------------------------|---------------|----------|-------|-------------------------------|-----------------------|----------|---------------------------------------------------|
| | October Actual | October Budget | Variance | % | YTD Actual | YTD Budget | Variance | % | Approved Budget 2020/21 | Forecast 2020 / 21 | Variance | Comment |
| Income | | | | | | | | | | | | |
| Joint Organisation Funding | | | | | | | | | | | | |
| Subscriptions | | | | | | | | | | | | |
| HJO Core Funding | - | - | 0 | | 552,500 | 552,500 | 0 | 0% | 552,500 | 552,500 | - | |
| SSA fee | 41,667 | 41,667 | 0 | 0% | 166,668 | 166,668 | 0 | 0% | 500,000 | 500,000 | - | |
| to pursue strategic roles | | | | | | | | | | | | |
| Legal Services fee | 8,333 | 8,333 | -0 | 0% | 33,332 | 33,333 | -1 | 0% | 100,000 | 100,000 | - | |
| to pursue strategic roles | | | | | | | | | | | | |
| Bank Interest | 43 | - | 43 | | 191 | - | 191 | | - | 500 | 500 | Unspent funds earning interest |
| Miscellaneous | - | - | 0 | | 1,627 | - | 1,627 | | - | 1,627 | 1,627 | Proceeds from wind-up of Tourism Hunter |
| Total Income | 50,043 | 50,000 | 43 | 0% | 754,318 | 752,501 | 1,817 | 0% | 1,152,500 | 1,154,627 | 2,127 | |
| Expenses | | | | | | | | | | | | |
| General & Administrative | | | | | | | | | | | | |
| Admin & O'heads - Internal | 7,575 | 7,575 | 0 | 0% | 30,300 | 30,300 | 0 | 0% | 90,901 | 90,901 | - | |
| Audit & Assurance | - | - | 0 | | - | - | 0 | | 19,000 | 19,000 | - | |
| Insurance - PI & PL | - | - | 0 | | 9,293 | 8,000 | -1,293 | 16% | 8,000 | 9,293 | 1,293 | Premium increases across the board |
| Legal Services | 690 | - | -690 | | 5,235 | - | -5,235 | | - | 5,235 | 5,235 | Review of Code of Conduct Panel |
| Miscellaneous | - | 100 | 100 | -100% | 8 | 400 | 392 | -98% | 1,200 | 1,200 | - | |
| Printing & Stationary | 44 | 50 | 6 | -12% | 274 | 200 | -74 | 37% | 600 | 600 | - | |
| Subscriptions | 68 | 50 | -18 | 36% | 739 | 200 | -539 | 270% | 600 | 600 | - | |
| Telephone - Landline & Fax | 130 | 112 | -18 | 16% | 325 | 448 | 123 | -27% | 1,344 | 1,344 | - | |
| Telephone - Mobile | 91 | 80 | -11 | 14% | 273 | 320 | 47 | -15% | 960 | 960 | - | |
| Website / Computing facilities | 650 | 650 | 0 | 0% | 3,201 | 2,600 | -601 | 23% | 7,800 | 7,800 | - | |
| Employment | | | | | | | | | | | | |
| Salaries & Superannuation | 16,869 | 19,930 | 3,061 | -15% | 81,542 | 89,686 | 8,144 | -9% | 259,092 | 259,092 | - | |
| Fringe Benefits Tax | - | - | 0 | #DIV/0! | 3,003 | 3,004 | 1 | 0% | 12,113 | 12,113 | - | |
| Workers' Compensation | 2,717 | 100 | -2,617 | 2627% | 4,980 | 448 | -4,532 | 1011% | 1,295 | 2,263 | 968 | Annual premium paid upfront plus premium increase |
| Staff Amenities & Misc. | - | 80 | 80 | -100% | 68 | 320 | 252 | -79% | 960 | 960 | - | |
| Uniforms | - | - | 0 | #DIV/0! | - | 400 | 400 | -100% | 400 | 400 | - | |
| Professional Development | 550 | 250 | -300 | 120% | 1,192 | 1,000 | -192 | 19% | 3,000 | 3,000 | - | |
| Recruitment | 355 | - | -355 | | 355 | - | -355 | | - | 355 | 355 | Marketing Comms officer |
| Board Meetings & Annual Conference | | | | | | | | | | | | |
| Catering , Venue & Accomodation | 334 | 600 | 266 | | 830 | 1,200 | 370 | -31% | 13,000 | 13,000 | - | |
| Communications and marketing | 653 | 1,500 | 847 | -56% | 2,375 | 6,000 | 3,625 | -60% | 16,500 | 16,500 | - | |
| Buildings & Accommodation | | | | | | | | | | | | |
| Rent - SSA Admin - CEO office | 1,450 | 1,450 | -0 | 0% | 5,800 | 5,799 | -1 | 0% | 17,396 | 17,396 | - | |
| Rent - JO Boardroom | 3,004 | 3,004 | -0 | 0% | 12,014 | 12,014 | 0 | 0% | 36,042 | 36,042 | - | |
| Direct Project Costs | | | | | | | | | | | | |
| Regional Policy & Programs Division - Contribution | 52,494 | 52,494 | 0 | 0% | 209,976 | 209,977 | 1 | 0% | 629,931 | 629,931 | - | |
| Travel & Accommodation - HJO Staff | | | | | | | | | | | | |
| Accommodation | - | 250 | 250 | -100% | - | 1,000 | 1,000 | -100% | 3,000 | 3,000 | - | |
| Fares, Parking & Tolls | 799 | 250 | -549 | 220% | 2,368 | 1,000 | -1,368 | 137% | 3,000 | 3,000 | - | |
| Meals/Sustenance | 77 | 50 | -27 | 54% | 216 | 260 | 44 | -17% | 780 | 780 | - | |
| Motor Vehicle Costs | 574 | 1,025 | 451 | -44% | 2,859 | 5,800 | 2,941 | -51% | 13,350 | 13,350 | - | |
| Depreciation & Amortisation | | | | | | | | | | | | |
| Computing equipment | 52 | 52 | 0 | 0% | 208 | 208 | 0 | 0% | 624 | 624 | - | |
| Vehicles | 928 | 928 | 0 | 0% | 3,714 | 3,712 | -2 | 0% | 11,136 | 11,136 | - | |
| Finance | | | | | | | | | | | | |
| Bank Charges | 23 | 35 | 12 | -34% | 127 | 140 | 13 | -9% | 474 | 474 | - | |
| Total Expenses | 90,127 | 90,614 | -487 | -1% | 381,275 | 384,436 | -3,161 | -1% | 1,152,500 | 1,160,350 | 7,851 | |
| Surplus / (Deficit) | (40,084) | (40,614) | 530 | -1% | 373,043 | 368,065 | 4,978 | 1% | 0 | (5,723) | (5,724) | |

Hunter Joint Organisation
Projects - Profit & Loss Summary - October 2020

| | October Actual | October Budget | Under/(Over) Spent | YTD Actual | YTD Budget | Under/(Over) Spent | Approved Budget 2020/21 |
|----------------------------------------------------------|---------------------------|---------------------------|-------------------------------|-----------------------|-----------------------|-------------------------------|----------------------------------------|
| <u>HJO Projects</u> | | | | | | | |
| Cruise Hunter | | | | | | | |
| Brought forward | - | | | 32,124 | | | - |
| Expenditure | (1,538) | | | (1,538) | | | - |
| | (1,538) | - | (1,538) | 30,586 | - | 30,586 | - |
| Hunter 2050 Foundation | | | | | | | |
| Brought forward | - | | | 113,333 | | | - |
| Income | - | | | - | | | - |
| Expenditure | (25,000) | | | (30,069) | | | - |
| | (25,000) | - | (25,000) | 83,264 | - | 83,264 | - |
| DPC Project Funding | | | | | | | |
| Brought forward | - | | | 124,850 | | | - |
| Income | - | | | - | | | - |
| Expenditure | (75,000) | | | (75,000) | | | - |
| | (75,000) | - | (75,000) | 49,850 | - | 49,850 | - |
| Stakeholder Engagement & Communications Tools | | | | | | | |
| Brought forward | - | | | 66,667 | | | - |
| Income | - | | | - | | | - |
| Expenditure | - | | | (1,400) | | | - |
| | - | - | - | 65,267 | - | 65,267 | - |
| <u>Total Projects</u> | | | | | | | |
| Brought forward | - | | | 336,974 | | | - |
| Income | - | | | - | | | - |
| Expenditure | (101,538) | | | (108,007) | | | - |
| Balance Under/(Over) Spent | (101,538) | - | (101,538) | 228,967 | - | 228,967 | - |

6.3 Aged Receivables October 2020

Report Author: Graham Dean, Manager - Finance & Administration

Responsible Officer: Joe James, CEO

| <div>Hunter Joint Organisation 59 Bonville Avenue Aged Receivables As of 3/12/2020</div> | | | | | | | |
|-------------------------------------------------------------------------------------------------------------|-----------|-------------|--------|---------|---------|-------------|------------------------------------------|
| ID No. | Date | Total Due | 0 - 30 | 31 - 60 | 61 - 90 | 90+ | |
| Central Coast Council | | | | | | | |
| 1647 | 3/07/2020 | \$33,594.00 | \$0.00 | \$0.00 | \$0.00 | \$33,594.00 | Annual Subscription to core funding RPPD |
| Mid Coast Council | | | | | | | |
| 1641 | 3/07/2020 | \$33,594.00 | \$0.00 | \$0.00 | \$0.00 | \$33,594.00 | Annual Subscription to core funding RPPD |
| Grand Total: | | | | | | | |
| | | \$67,188.00 | \$0.00 | \$0.00 | \$0.00 | \$67,188.00 | |

RECOMMENDATION:

- That the Aged Receivables for periods ending 31 October 2020 be received and noted

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

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

PROGRAM DELIVERY HIGHLIGHTS

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

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

| Project Name | Regional Disaster Preparedness Officer Program |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| Program/ Project Lead | Skye Moore |
| <p>1. Disaster Dashboards - A One Stop Shop for disaster information at a local government level.</p> <p>Resilience NSW (ResNSW) has provided funding for the development of dashboards for each LGA. The website includes disaster preparedness information, current/live information hazard alerts and utility disruptions and two dedicated recovery pages, one for State level information and the other for Council programs. Additional dashboard features include: fire danger rating index and fire ban notifications; minor, moderate and major flooding thresholds (where available); UV danger index and water restriction information, which can be loaded to the dashboard by each Council on an opt in basis.</p> <p>Resilience NSW have recently provided all Councils with a communications resource pack to support them launch the Dashboards independently from the 1st of December 2020, at a time that suits local priorities and time frames.</p> | |
| <p>2. Council Disaster Preparedness Forum - Online - December 15 & 17 2020</p> <p>The Regional Disaster Preparedness team will be hosting an online Council Disaster Preparedness Forum. The forum focuses on the roles and responsibilities specific for Local Government to prevent, prepare for, respond to and recover from disasters. Two alternative sessions will be held – December 15 & 17. Invitations will be sent out to Councils this week.</p> | |
| <p>3. Royal Commission into Natural Disaster arrangements</p> <p>The Royal Commission into National Natural Disaster Arrangements has now concluded. The report was tabled in Parliament on Friday, 30 October 2020.</p> <p>A copy of the report can be downloaded HERE</p> | |
| <p>4. ‘Get Ready’</p> <p>Get Ready Program/Registration – “Get Ready is a program run by Resilience NSW and the State Government to generate participation in disaster preparedness activities, with the ultimate aim of improving the disaster resilience of people in NSW”. The program recognises that Local Government plays an important role in this endeavour.</p> <p>Get Ready logos have now been developed for all Councils in the Hunter JO and an email will be sent in the next few weeks explaining how to register and use the Get Ready branding and resources. The ‘Get Ready’ branding is already actively used by some Councils in the Hunter. Ideally the remaining Councils will begin to use the branding in the new year to encourage a more regionally consistent approach to Get Ready messaging.</p> | |

A “Get Ready” for Summer social media resource pack will be available for use by Councils from November 30.

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

2.1 Continue to work together to deliver the Hunter and Central Coast Regional Environmental Management Strategy.

| Name | Contaminated Land Capacity Building Program |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|
| Program/ Project Lead | Peter Brennan |
| Workshops and New Guideline Release - Conducting an Initial Review by Council and Initiating the Investigation, Remediation and Site Audit Process: The Hunter JO convened a workshop on <i>Conducting an Initial Review of the Potential for Contamination in Planning Approvals Processes</i> , and <i>Initiating the Investigation, Remediation and Site Audit Process</i> . The session was attended by 45 Council officers, with representation from all member Councils. The workshop also marked the release of two new guidelines which will assist Council staff to: <ul style="list-style-type: none">• Determine whether contamination needs to be addressed during the assessment of a Planning Application (as required by SEPP 55), and to therefore determine whether further information is required for Council to conduct its planning functions in good faith; and• Better consider the possibility that the previous and/or current land uses, and/or a nearby land uses, have caused contamination of a site, and the inherent potential risk to human health and the environment from that contamination. | |
| Online Q&A Session with SPEL Stormwater: The Hunter JO coordinated and facilitated an online technical Q&A Session between 45 staff from all Member Councils and an Engineering/Construction company, SPEL Stormwater. The online session focused on the on-site capture and treatment of hydrocarbons from industrial use sites, specifically focusing on the stormwater quality issues associated with service stations. The session has enabled Council staff to have greater understanding and confidence in addressing stormwater pollution, both in response to incidents as well as in the Planning Assessment stage. | |
| Coordinated feedback on the NSW EPA Draft UPSS Guidelines on behalf of the Hunter and Central Coast Region: The Hunter JO coordinated a joint response to the NSW EPA’s Draft Guidelines for Implementing the Protection of the Environment Operations (Underground Petroleum Storage Systems) Regulation 2019. The joint response will help ensure that the final guideline is not only designed to help people who operate underground petroleum storage systems comply with the current Regulation, but also assist Council when interpreting and enforcing the Regulation. | |

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

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.

| Project Name | Smart Region Workshop – 25 Nov 2020 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| Program/ Project Lead | Tim Askew |
| <p>An initial workshop has been organised for 25 November to gain an understanding of where each council is at with smart city projects and to workshop the objectives developed for the Smart Region project. Additional focus areas will include:</p> <ol style="list-style-type: none">1. To gain an understanding of each Councils progress toward a smart city, and identify the gaps and opportunities for regional collaboration.2. Review and develop potential templates and tools to assist Councils progress toward a smart region3. 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)4. 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. | |

Full Activity Report – Regional Policy and Programs Division

Refer Attachment 15 “Hunter JO Program Activity Report” for information on the full range of programs being delivered.

Recommendation:

- That the report be received and noted.



Hunter JO Program Full Activity Report

November 2020

DELIVERY FOCUS

Hunter Joint Organisation's Strategic Plan 2018-21 'Aspire. Act. Achieve.' Is structured around six interconnected priority areas:

Action Area 1

Our communities stay inclusive, proud and safe and celebrate diversity

Action Area 2

Our enviable environment is protected for future generations and our resources are used efficiently

Action Area 3

Our economy is multifaceted, resilient and is Australia's leading regional economy

Action Area 4

Our people and products move across the region easily on integrated and accessible transport networks

Action Area 5

Our educational facilities support and encourage our young people and foster lifelong learning and encourage our young people

Action Area 6

Our people have access to the full range of health care fostering active and healthy communities

Action Area 1

Our communities stay inclusive, proud and safe and celebrate diversity

1.3. Develop and implement a targeted program to advocate for measures to improve housing affordability in the region

Regional Briefing Session – National Housing Infrastructure Facility

Delivery Status: Completed

Purpose: To provide HJO Councils with information on the National Housing Infrastructure Facility (NHIF), including finance available to Councils and housing providers for infrastructure projects to unlock new housing supply, particularly affordable housing

Output: Briefing delivered to Council Planning Directors 7th February 2020 by NHIF representatives

1.4. Continue to work together to deliver the programs to increase community resilience and preparedness for natural disasters through the Hunter

Regional Disaster Preparedness Officer Program

Delivery Status: In progress (funded until March 2022)

Purpose: To support Councils increase their capacity and capability to prepare, respond to and recover from disasters through:

- Improving collaboration between local councils and agencies
- Strengthening Council local emergency management plans
- Establishing local recovery plans
- Identifying priority systems, strategies and investments (within and across Councils) to mitigate risks
- Integrating climate change adaption strategies into emergency management systems
- Establishing regional networks focussed on building Council and community resilience

Activity:

- Regional Disaster Preparedness Officer commenced 30 March 2020.
- Disaster Dashboards being developed for each LGA. These websites includes disaster preparedness information, current/live information hazard alerts and utility disruptions and two dedicated recovery pages, one for State level information and the other for Council programs.
- Council Disaster Preparedness Forum to be delivered December 15 & 17, focusing on the roles and responsibilities specific for Local Government to prevent, prepare for, respond to and recover from disasters.
- Get Ready logos have been developed for all Councils in the Hunter JO. The 'Get Ready' branding is already actively used by some Councils in the Hunter. A "Get Ready" for Summer social media resource pack will be available for use by Councils from November 30.

Regional Community Disaster Vulnerability Mapping

Delivery Status: In progress

Purpose: To integrate and analyse spatial datasets (demographics, infrastructure and natural hazard characteristics) to identify relative community vulnerability to a range of natural hazards at a local community (Statistical Area) scale across the region.

Activity:

- Technical review of project outputs completed
- Strategy to communicate and provide project outputs to Councils currently being developed.

Disaster Communications Project

Delivery Status - Completed

Purpose: To develop a Disaster Communications Framework, guidance materials and supporting template resources to assist Councils communicate and engage with their local communities around disaster preparedness, response and recovery.

Project Outputs:

1. 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
2. Disaster Communication Team (DCT) Toolkit comprising:
 - 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 which:
 - Invited input from participants on Council needs to be addressed by the project
 - Tested participant knowledge through scenario based exercises
 - Piloted the application of resources developed under the project.
4. A short video showcasing disaster communication experts sharing advice on the importance of Councils being prepared for their role in disaster communications. The video provides a resource that can be used by Councils to support Councillor and staff briefings, training and induction processes.

Disaster Ready Councils Project

Delivery Status: In progress

Purpose: To raise awareness and build the capacity of Councils to become “Disaster Ready” (i.e. to anticipate the risks posed by natural disasters; regularly identify and review strategies to address risks; and actively implement and test these strategies across the range of functions and services Council provides).

Activity:

1. Drafting of a suite of guideline documents for Councils including:
 - Is Your Council Disaster Ready? A Preparedness Guide for Local Government
 - Managing Disaster Generated Waste
 - Communicating Natural Disaster Information
 - Preparing for Recovery
 - Organisational Resilience
2. Draft documents are currently under review to identify the linkages with Council’s Integrated Planning and Reporting (IP&R) Framework and to identify the actions required to finalise their development.

Six Steps to Resilience Project

Delivery Status: Completed

Purpose: To build the awareness, skills and capacity of Community Organisations (CO’s) across the Hunter and Central Coast region to better prepare their organisation (and in turn clients and communities) for natural disasters.

Project Outputs:

- Regional and targeted workshops with CO’s to increase understanding of their role in emergency preparedness, response and recovery

- ["Get Ready for Disasters - A resource Kit for the Community Services Sector"](#) produced to support Community Service Organisations identify and access information materials for engaging and building disaster resilience within their staff, customers and clients.
- Evaluation survey and report on the effectiveness of the "6 Steps Framework" in assisting CSO's develop Business Continuity Plans.

Action Area 2

Our enviable environment is protected for future generations and our resources are used efficiently

2.1. Continue to work together to deliver the Hunter and Central Coast Regional Environmental Management Strategy

Regional Contaminated Land Program

Delivery Status: In progress (Program funded from August 2019 – August 2023)

Purpose: to build capacity and capability of Councils to manage contaminated sites on private and Council managed land, and to support councils transition to their new role as regulator of the *Underground Petroleum Storage System (UPSS) Regulation*.

Activity:

1. Continuing to convene and facilitate regular meetings of Regional UPSS Transition Working Group comprising representatives from all HJO member Councils
2. Provision of technical advice to Councils (i.e. a Helpdesk) on issues involving contaminated land management (land use planning, UPSS and public land management)
3. Delivering supporting documentation to build capacity of Council staff and raise the level of compliance of UPSS sites handed over to Councils by NSW EPA. *These include:*
 - *Standard Conditions of development consent*
 - *Template Fuel System Operation Plan (FSOP) Guide*
 - *UPSS Procedures*
 - *UPSS Risk Assessment Template*
 - *Conducting an Initial Review of the Potential for Contamination in Planning Approvals Processes*
 - *Initiating the Investigation, Remediation and Site Audit Process.*
4. Continued design and piloting of a Contaminated Land Information database template including:
 - Determination of regionally consistent classification categories
 - Sourcing information on a regional basis to populate new and/or upgraded information systems
 - Piloting development of the template database with select Councils
5. Raising issues and queries identified by Councils to the attention of relevant NSW government agencies and Industry bodies, particularly on matters that lack implementation guidance (e.g. UPSS regulation)
6. Co-ordinating and facilitating joint responses in order to influence NSW statutory guidelines, including:
 - *Draft Guidelines for consultants reporting on contaminated land*
 - *Draft Guidelines for Implementing the Protection of the Environment Operations (Underground Petroleum Storage Systems) Regulation 2019.*
7. Delivered on-site UPSS Inspection training program to all HJO member and Central Coast Councils.
8. Facilitation of online sessions exploring the role of laboratories in contaminated land, as well as the prevalence of fraudulent reporting

Cities Power Partnership

Delivery Status: In progress

Purpose:

- To facilitate additional Hunter JO member Councils joining the Cities Power Partnership (CPP)
- To identify common CPP pledges through which to focus regional collaborative efforts by Councils, the Hunter JO and CPP.

Activity:

Delivered regional workshop 2 November 2020 to:

- Provide an overview of the CPP program, benefits of being a member, and the requirements and process for joining;
- Showcase the benefits that have been realised by Hunter JO members already involved in the CPP program;
- Collectively review the existing pledges that member councils have made; and
- Identify some common priority pledges and projects that both existing and potentially new signatory Councils could work on collaboratively to deliver.

High level regional focus areas identified by Councils for regional collaboration included:

- Prepare Regional Electric Vehicle Charging Strategy and provision of fast-charging infrastructure throughout key locations in the region for electric vehicles
- Ensure Council fleet purchases meet strict greenhouse gas emissions requirements and support the uptake of electric vehicles.
- Support and encourage Community based Renewable Energy
- Council based Renewable Energy
- Strategic - Support and facilitate amendments to planning laws and controls that encourage community and industry to adopt renewable energy.
- Facilitate advocacy and coordinate business cases that address tensions and reluctance around the initiatives.
- Regional Education and behaviour-change programs to support residents and business tackle climate change through, clean energy, energy efficiency and sustainable transport.

Hunter River Reserve Rehabilitation Project

Delivery Status: Completed

Purpose: Deliver rehabilitation works and engage community participation in conservation activities within the Hunter River Reserve, Greta, a site that contains one of the last remaining stands of intact native vegetation along the Lower Hunter River - including the endangered Lower Hunter Valley Dry Rainforest, Lower Hunter Spotted Gum Ironbark forest, and Central Hunter Ironbark-Spotted Gum-Grey Box Forest.

Project Outputs:

- Delivery of on ground weed control, bush regeneration and erosion control works
- Installation of access control fencing (funded by Cessnock City Council) to deter illegal dumping and soil erosion caused by uncontrolled vehicle access
- Community events leading to establishment of a Landcare Group on the site
- Design and installation of interpretative signage highlighting the significant historical and ecological features of the reserve

Regional Collaboration – Pest Animal Management

Delivery Status: Completed

Purpose: To identify and facilitate a more collaborative regional approach to the management of pest animals between Local Councils, Hunter Local Land Services, Department of Primary Industries and other key stakeholder organisations.

Project Outputs:

- Delivery of regional workshop to explore opportunities for improved collaboration and communication between councils and agencies toward the management of pest animals
- Workshop Report identifying opportunities for improved collaboration

- Template Business / Information Paper for Councils to support Executive and/or Councillor level review of the issues and obligations surrounding pest animal management for their Council and communities, and to confirm the focus and level of involvement moving forward
- Increased Local Government representation on the Regional Pest Animal Committee (RPAC) from one (Mid Coast Council) to three.
- Establishment of more formal communication channels (i.e. a nominated representative in each Council) to facilitate improved communication between the RPAC and Local Government
- Establishment of an annual local government pest animal forum to be coordinated by Hunter Local Land Services.

Hunter Local Land Services has commenced development of a Hunter Pest Animal Management Information Pack to be distributed to landholders, Councils and agencies. This will provide a uniform response to pest animal enquires from the public.

Regional Litter Governance Project

Delivery Status: Completed

Purpose: To support participating Councils review and improve overall corporate governance and management of litter related issues. Elements of review include: litter management costs, litter policies and monitoring systems; staff engagement in litter management and reporting; location and number of public litter bins; and efficacy of current Council litter clean-up practices. The project will also produce localised litter educational materials to support community education and internal staff campaigns.

Project Outputs:

- Development of a Litter Communications Toolkit including library of photos and video clips for future use in community campaigns
- Development of a Litter Engagement Toolkit for Council staff
- Comprehensive audits of public place waste and recycling bins in Port Stephens and Muswellbrook Shire Council areas including recommendations for improvements to bin condition, types and placement
- Case study of public place bin auditing developed to encourage and assist other Councils to undertake this important task, and share key findings from the two audits completed

Recreational Parks and Sports Field Litter Reduction Project

Delivery Status: In progress

Purpose: To support participating Councils reduce litter at selected recreational parks and sports fields to meet objectives set in the Hunter Region Litter Plan. This involves identifying key recurring litter items at each site and delivering community awareness strategies to eliminate these items at their source.

Activity:

- Initial litter surveys completed at six parks across the region. Surveys identified better than anticipated results (i.e. minimal litter), leading to a further six sites now being investigated
- Litter Information signage has been deployed across target locations
- Shutdown of sport and recreation clubs arising from COVID-19 has impacted rollout of litter kits and engagement strategies
- NSW DPIE Litter team has allowed deployment of materials and engagement to continue through to the end of Dec 2020 to allow for the COVID-19 pandemic impacts

2.2 Establish a Coastal Resilience Sub Committee, made up of representatives from relevant Hunter JO councils, to increase collaboration in planning for climate change

Regional Coastal Councils Working Group

Delivery Status: Ongoing

Purpose:

- Promote collaboration between Agencies and Councils to address common issues and needs relating to components of the NSW Coastal Management Framework, and on broader initiatives to facilitate adaptation to a range of coastal management issues arising from climate change
- Provide the opportunity to share experiences across the region;
- Work together to integrate coastal management in broader council land use and corporate (IP&R) planning processes.
- Advise the Department on regional themes and topics for future forums, workshops, presentations and other relevant communications on regional coastal management planning and issues.

Activity:

The HJO is leading a proposal for a regional collaborative project that was presented to the Working Group at its July 2020 meeting. The “Act Now on Adaptation” project, will develop a communication framework on coastal hazards, including coastal erosion and inundation, sea level rise and coastal storms. Key deliverables would include:

- Capacity building through development of an evidence based approach to community engagement and communication around coastal adaptation across the coastal councils of the Hunter and Central Coast;
- Communication and media protocol;
- Communication resources; and
- Integrated Planning and Reporting package to integrate the approach into Councils key strategic documents.

A funding application has been submitted under the Increasing Resilience to Climate Change Grants Program (Round 3) for the project.

2.3. Work together to find an effective recycling solution for the region

Circular Economy Working Group

Delivery Status: Ongoing

Purpose: To provide oversight and guidance to the delivery of HJO Circular Economy Initiatives

Activity:

Key focus areas for the next two months:

1. Circular economy procurement project, including:
 - Council MOU - intent to procure more recycled content materials
 - Case study report and database of recycled content products
 - Engage consultant to develop roadmap to more recycled content procurement in the region
2. CE Education & Training opportunities – initial education program will focus on an overview of the circular economy and how local government can become involved. The program will be an extension of the program developed by Lake Macquarie City Council to be made available to all councils
3. HCC Eco-system stage 2 – engagement program - developing a workshop and quarterly newsletters to help the regions circular economy eco-system engage on circular economy issues

Hunter Circular Facilitators Group

Delivery Status: Ongoing

Purpose: To provide a network of committed, knowledgeable and capable people with the potential to drive the circular economy program forward in the Hunter. The role of the group is to:

- Share information
- Harness, drive and coordinate cross stakeholder efforts toward a circular economy.
- Avoid duplication in progressing the circular economy in the region.

Current Activity:

Facilitators group continues to meet on a bi-monthly basis

Hunter and Central Coast Circular Economy Hub

Delivery Status: In progress

Purpose: To drive and facilitate development of the Circular Economy (CE) across the Hunter and Central Coast by Councils, government agencies, business and industry groups and the community. To be located within the Hunter JO the CE Hub would focus on:

- Providing leadership and planning to establish a common vision and plan for the region's move to a CE
- Facilitate the acquisition and sharing of research and information among stakeholders in the CE, including the provision of a "problem concierge" (i.e. a regional broker to link stakeholders with issues to those who can provide solutions)
- Continuing to curate and grow the CE ecosystem (website, industry networking, collaboration and development)
- Facilitating and delivering joint projects and initiatives across organisations
- Coordinating and advocating an agreed regional voice on CE for the region to State and Federal Governments
- Consistent and coordinated promotion of the region to researchers, innovators and investors
- Building knowledge in the region to capture and translate innovation and best practice into day to day operations, and to enact sustained change in organisational culture and systems required to progress the CE.

Activity:

- Workshop scheduled for 4th December to refine the project scope with key stakeholder organisations

State and Regional Waste Managers Network

Delivery Status: Ongoing until 30 June 2021

Purpose: To facilitate information sharing and collaboration between Councils and waste regions that contribute to the achievement of local and regional waste reduction targets.

Activity:

- Coordination and facilitation of quarterly meetings of the Regional Waste Managers Network (next meeting 16 December 2020)
- HJO staff continue to represent the Hunter and Central Coast in the NSW Regional Waste Coordinators Network

"Small Acts Big Change" Campaign

Delivery Status: In progress

Purpose: Regional communication campaign to improve community waste avoidance behaviours at the top end of the waste management hierarchy, along with reuse and recycling habits.

Activity:

- Ongoing development and maintenance of the "Small Acts Big Change" campaign website
- Ongoing delivery of Small Acts Big Change social media campaign

Community Recycling Centres Awareness Campaign

Delivery Status: In progress

Purpose: To deliver a regionally coordinated approach to promoting community awareness of Community Recycling Centres (CRC's).

Current Activity: The next phase of the campaign is being developed alongside the Small Acts Big Change and will then run through to June 2021

Circular Economy Eco-system Project

Delivery Status: Completed

Purpose: To improve understanding of the status of the Circular Economy eco-system in the region and improve opportunities to collaborate and develop the regional economy as it relates to waste streams and resource recovery.

Outputs:

- A report on the status of the region's Circular Economy 'eco-system', as it relates to waste streams and resource recovery, showcasing what is already happening in the region and what some of the next steps are to further the region's Circular Economy
- Development of the Hunter Circular website www.huntercircular.com.au incorporating an "ecosystem" database, designed to support government, business, community and charity sectors identify and engage with each other to further grow the Circular Economy in the Hunter and Central Coast.

Regional Material Flow Analysis Project

Delivery Status: Completed

Purpose: To develop a baseline of waste material flows across the Hunter & Central Coast Waste Region

Outputs:

- Identification, analysis and mapping of the material flows of 21 different waste types across each local government area in the Hunter and Central Coast, to support government and business to identify potential opportunities for collaboration and investment.
- The Hunter Central Coast Material Flow Analysis is available upon request through the website www.huntercircular.com.au, or upon request through the Hunter JO.

Regional Recycling Solution (Yellow bins)

Delivery Status: In progress

Purpose: To investigate preferred options for development of a new regional materials recovery facility

Activity:

- HJO staff participating in and contributing to regional working group led by Lake Macquarie City Council
- Working group have met in August and discussed options for a regional recycling facility
- Lake Macquarie Council is now coordinating a regional response letter to see who will participate in the development of the next phase of planning

Regional Representation

Delivery Status: Ongoing

Purpose: To identify and facilitate information sharing and the development of collaborative partnerships across Councils and agencies to progress Circular Economy outcomes in the Region.

Activity:

- HJO presented to HunterNet and Innovators Virtual Lunch on Circular Economy program.

Action Area 3

Our economy is multifaceted, resilient and is Australia's leading smart regional economy

3.3. Deepen relationships with the Department of Planning and Environment and the Hunter Development Corporation and gain a commitment to a formal JO role in the implementation, monitoring and review of the Hunter Regional Plan 2036 and Greater Newcastle Metropolitan Plan 2036. Be an effective and outcome-oriented committee member.

Regional Planning Workshop

Delivery Status: Completed

Purpose:

- Facilitate Council input to Hunter Regional Leadership Executive Workshop on Population Projections
- Provide DPIE briefing to Councils on process for 5-year Review of Hunter and Central Coast Regional Plans
- Facilitate Council input to NSW wide review of regional planning process being undertaken by DPIE

Activity: Workshop delivered 7th February 2020 involving Council Planning Directors

Regional Directors Forum (Environment & Planning)

Delivery Status: Ongoing

Purpose: The purpose of the Directors Forum is to:

- Provide strategic guidance to the design and delivery of the Regional Environment / HCCREMS Program, and to the broader range of policy and program initiatives being delivered by the Hunter JO
- Facilitate ongoing networking, knowledge sharing and operational collaboration between Councils, government agencies and other key stakeholders involved in design and delivery of regional planning and environment initiatives
- Provide a consultative forum to facilitate input to the Hunter JO, to assist it represent member Council interests and viewpoints to the various regional committees and networks on which it sits as a representative of local government.

Activity: Directors Forum delivered 23rd November 2020

Local Strategic Planning Statements

Delivery Status: Completed

Purpose: To support member Councils with the development and delivery of their Local Strategic Planning Statements, focusing on identification of regional scale issues and actions with potential for collaborative implementation.

Activity: Workshop delivered 16th December 2019 which identified a number of regional scale issues and actions with potential to be included in Council LSPS's. Outputs disseminated to Councils.

Population Scenario Planning

Delivery Status: In progress

Purpose: To explore opportunities for developing regional population scenarios to inform the next regional planning process.

Activity:

- Consultation completed with key stakeholders to define project purpose, scope and proposed outputs.

HJO Regional Economic Development Forum

Delivery Status: Ongoing

Purpose: The purpose of the Regional Economic Development Forum is to:

- Identify, initiate and provide ongoing professional input to the design and delivery of regional economic development objectives, initiatives and programs.
- Facilitate operational collaboration between organisations in the delivery of local and regional economic development initiatives
- Facilitate ongoing networking, knowledge sharing and linkages between Councils, government agencies and other key stakeholders involved in design and delivery of economic development programs across the Hunter region
- Provide a consultative forum to facilitate input to the Hunter JO, to assist it represent member Council interests and viewpoints to the various regional committees and networks on which it sits as a representative of local government.

Activity: Initial meeting for the Forum delivered 23rd November 2020

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 livability and sustainability for our region

Hunter and Central Coast Local Government Smart Cities Network

Delivery Status: In progress

Purpose: To extend the knowledge and successes of existing Smart Cities programs more broadly across the region, focusing on what it means to be a smart region, key elements of a smart region, and how the Hunter can collaboratively focus on these as a priority.

Activity: HJO staff participating in Smart Cities Network.

Smart Region Project

Delivery Status: In progress

Purpose: The Smart Region Project 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 project 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.

Activity: An initial workshop has been organised for 25 November to gain an understanding of where each council is at with smart city projects and to workshop the objectives developed for the Smart Region project. Additional focus areas will include:

- 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

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

Responsible Officer: Joe James, CEO

As noted at the October 2020 Board meeting, Muswellbrook Shire Council (Muswellbrook Council) resolved at their meeting of 25 August 2020 their intent to withdraw from the membership of the Hunter JO. The reasons for this withdrawal were contained in Mayor Martin Rush's email correspondence to the Hunter JO Board on 15 August 2020.

Since the last board meeting, a letter dated 1 December 2020 has been received from Muswellbrook Council (Attached at Item 5. Correspondence), which sets out its understanding of the process to withdraw from the Hunter JO.

The CEO has engaged with both the Mayor and the General Manager of Muswellbrook Shire Council on the process for withdrawal and the ongoing relationship between Muswellbrook and the various legal entities (including the Hunter JO), which are collaboration of member councils. The Charter of the Hunter JO requires any withdrawal of membership to provide 12 months' notice to the Board. Notice has therefore been provided from 3 September 2020, as the date the original correspondence was received.

The CEO understands from discussions with the Mayor and General Manager of Muswellbrook the following:

- The principle concern of Muswellbrook Council is participation in advocacy by the Hunter JO. Both letters stipulate that Council desires its membership to be non-participatory, in this regard, for the duration of the notice period.
- Muswellbrook Council continues to see value in the broader programs and funded strategic initiatives of the Hunter JO, such as the existing Environment Program.
- Muswellbrook Council would like to remain involved in the Hunter 2050 Foundation, should it be established.

The CEO is continuing to work with the General Manager to detail the process for withdrawal and, perhaps more importantly, the relationship of the Hunter JO and Muswellbrook Council post-withdrawal. Based on discussions to date, the working assumptions underpinning the discussion are that:

1. The Minister for Local Government and the Office of Local Government will consent to Muswellbrook Council's withdrawal. Note that this view is untested as at the date of this report. The assumption is founded on the principle that joint organisations are a voluntary undertaking of council members and, as such, members should be able to withdraw.
2. Muswellbrook Council continue to be a member of Strategic Services Australia and Hunter Councils Inc, including Council's General Manager participating as a Director on the SSA Board. These are legally separate entities and the memberships are not legally interdependent.
3. Muswellbrook Council will continue to remain a financial contributor to and participant in delivery of the of the Hunter JO's operational policy and program initiatives (N.B. this is analogous to Central Coast Council's involvement in the Hunter JO Environment Program).

The following table provides an overview of how this approach may work and the implications for Muswellbrook Council of continuing to be involved at an operational level in this way.

| | |
|------------------|------------------|
| HJO Board | No participation |
| GMAC | No participation |

| | |
|-----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Advocacy | <ul style="list-style-type: none"> • Opportunity to participate in program based (i.e. operational) advocacy but not whole of region advocacy undertaken by HJO Board • Invitation would be provided to Council (staff level) to participate in program based technical advocacy (e.g. regional submissions to draft government legislation, policies, plans, guidelines) on a case by case basis. |
| Regional Strategic Planning & Prioritisation | Opportunity for Council staff to participate in program based (i.e. technical level) strategic planning and priority setting at an operational program level |
| Collaboration (Including in all programs) | Collaboration in program based (i.e. technical / operational level) activities by Council staff |
| Participation in operational programs (e.g. Environment Program & 2050 Foundation) | Remain active participants in delivery of all regional programs |
| Financial implications | <p>Council continues to pay annual member fees, presently (2020-21):</p> <ul style="list-style-type: none"> • HJO – \$32,899 • Environment Program - \$16,609 <p><i>NB. Subject to annual CPI increases</i></p> |
| Governance Arrangements | <ul style="list-style-type: none"> • MOU required • Relationship governed by MOU • No participation by Council in internal discussions by GMAC or HJO Board. |
| Strategic pros and cons for Council | <p>Pros</p> <ul style="list-style-type: none"> • Continued realisation of economies of scale and efficiencies realised from collaborative approach to regional program / project delivery • Not bound by whole of region advocacy or strategic planning and prioritisation decisions of HJO Board <p>Cons</p> <ul style="list-style-type: none"> • Opportunity cost – collaboration no longer structured to act efficiently and effectively in areas where Council has a shared interest with other LGAs on region wide issues and where collaboration is the preferred way forward • Reduced strategic voice |

Strategic level impacts for consideration of the Hunter JO Board:

1. Whether or not Muswellbrook Council is a member of the Hunter JO, there will remain the need to identify and build alignment with Council (as an important regional stakeholder and the representative of the communities in Muswellbrook) when delivering the statutory functions of the JO and in the delivery of regional program level initiatives. Maintaining Council's involvement in regional policy and programs at an operational level represents a far more efficient and effective

means of identifying where alignment and collaborative opportunities exist (the alternative being that there is no operational relationship at all).

2. The complete departure by Council from the Hunter JO (i.e. both Board level involvement and operational programs) would have a direct financial impact on Hunter JO revenue of just over \$50,000 per annum. Council's contribution represents approximately 6% of both the total HJO member fees and also Environment Program fees. The loss of this funding, without replacement, would have a disproportionate reduction on the Hunter JO's capacity. An amount of \$50,000 is equivalent to approximately 0.4 - 0.5 of an FTE or the majority of the Hunter JO consultancy budget). This revenue is critical to providing the "core" staffing and administrative systems and resources that underpin the capacity of the JO to design and deliver the broad range of projects identified by member Councils, and to procure the additional external funding from State and Commonwealth agencies that underpin the delivery of these. The loss of this revenue would either require a recalibration of membership contributions across remaining members, alternative sources of "core" revenue to be procured or the newly acquired capacity to be reduced.
3. Council's current participation across the range of Hunter JO programs and activities is enshrined within the contractual agreements and obligations (and associated funding amounts and arrangements) to which the Hunter JO has entered with the range of government agencies which are funding these. With many of these contractual commitments extending into the 2021/22 and 2022/23 financial years, the continued inclusion of Council in operational programs will ensure the Hunter JO is able to meet these contracted commitments.
4. An absence of Council from any involvement in the Hunter Joint Organisation at both Board and operational program delivery levels, is likely to decrease the likelihood of any return by Council to full Hunter JO membership (i.e. the longer Council is apart from the HJO the less likely it will be that it will rejoin). Given the value that long-term participation by all Councils in the Hunter has provided to the regional entity, the functions it delivers and to external perceptions toward the organisation, the impacts of one Council's complete absence on the effectiveness (or perceived effectiveness) of the JO is an important consideration for the Board. Maintaining Council's operational involvement in regional program activities can be an important factor in managing these impacts.

Recommendation:

- **That the Board discuss next steps for formalising Muswellbrook's withdrawal from the Hunter JO.**

6.6 Hunter 2050 Foundation Update

Report Author: Louisa Bulley, Executive Officer

Responsible Officer: Joe James, CEO

The CEO provided the below update via email to Board Members on 29 October;

Following the update on the Hunter 2050 Foundation at our recent Board meeting, I have met with OLG (Tim Hurst) and the Ministers office (Troy Wilkie) which was a very positive discussion that clears the way for us to progress the initiative.

The meeting provided an opportunity to understand the specific concerns of the OLG. It emerged from this discussion that the substantive issue is a perceived 'moral hazard' exposure of the State from the formation of the Foundation by the HJO. I indicated that we had considered similar risks in the project and did not share their concern. This is based on the explicit protections the chosen corporate structure provides to members, the best practice governance approach and high calibre Board to be put in place post establishment, community accountability mechanisms already built into the constitution and the fact that this will not be

a local government entity but a partnership with industry, local organisations and governments from the get go. We undertook to provide a detailed response on these points for their consideration in the coming weeks which they agreed to consider.

Most importantly for the project, the OLG also indicated they are not opposed to the initiative nor HJO's participation in it. Unprompted, they specifically noted that if the formation of the entity occurred via another party and HJO then assumed its roles in the governance and set up of the organisation this would not be problematic from OLGs perspective. While it remains our goal that this be clearly local government led, there are a number of options for other partners to file the paperwork for formation if needed to enable the project to proceed. We had been concerned that OLG may take a dim view of this approach, but have been assured that would not be the case.

While it would have been preferable had OLG engaged much earlier to discuss their concerns, the project now has clear pathway forward.

We will resume our focus on securing a decision from the State on our request for seed funding to complement local commitments.

Since this update to the Board, the CEO has continued engagement with potential partners and with State Government on the Hunter 2050 Foundation.

The Deputy Premier's office has reaffirmed its support for the initiative.

Regional NSW have also provided guidance on relevant policy considerations for State Government funding – chiefly focused on likelihood that the State will look to fund outcomes rather than take an ownership funding (seed funding) approach and that industry partnerships are important to the value proposition, to the State, of a locally led initiative.

Next Steps

Due to the timing of the Minister for Local Government's response to our initial request to establish the Foundation, the timeline for the Foundation has been pushed back beyond what was anticipated. In order to now progress this project, the HJO Chair and Chair of the Standing Committee on Economic Transition have supported the CEO's recommendation to act on the previously delayed media announcement regarding the intent to establish the Foundation. We will now be proceeding with a media release, proposed for 9 December 2020, announcing the intent to establish the Hunter 2050 Foundation.

Being proactively public will also facilitate other actions throughout December and early 2021:

- reengaging with key stakeholders and those that have indicated that they would like to establish partnership or contribute financially to the establishment of the Foundation to plan next steps;
- securing meetings with key State Government Ministers to indicate progression of the project.

All of the above will be done with the intent to establish the Hunter 2050 Foundation and start-up funding in the first half of calendar year 2021.

Recommendation:

- **That the Hunter JO Board note the update on the status and next steps for the Hunter 2050 Foundation**

Report Author: Melinda Curtis, Regional Policy & Program Manager - Environment

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

The Cities Power Partnership Hunter and Central Coast Regional Forum was held on Thursday 12 November 2020.

Representatives from all 11 Councils registered to attend online or in person and either attended all day or part of the day.

The aim of the Regional Forum was to:

- Provide an overview of the CPP program, benefits of being a member, and the requirements and process for joining;
- Showcase the benefits that have been realised by Hunter JO members already involved in the CPP program;
- Collectively review the existing pledges that member councils have made; and
- Identify some common priority pledges and projects that both existing and potentially new signatory Councils could work on collaboratively to deliver.

There were three presentations on the day as follows:

- Cities Power Partnership – Darcy Pimblett and Portia Odell
- City of Newcastle – Adam Clarke
- Lake Macquarie City – Thomasen Knight and Ben Maddox

The focus of the workshop component of the day was to identify regional focus areas for collaboration for the region. We currently have 9 of the 11 Councils signed onto CPP and 5 of the 11 Councils have made their CPP pledges.

The high level regional focus areas identified are as follows:

- Prepare Regional Electric Vehicle Charging Strategy and provision of fast-charging infrastructure throughout key locations in the region for electric vehicles
- Ensure Council fleet purchases meet strict greenhouse gas emissions requirements and support the uptake of electric vehicles.
- Support and encourage Community based Renewable Energy
- Council based Renewable Energy
- Strategic - Support and facilitate amendments to planning laws and controls that encourage community and industry to adopt renewable energy.
- Facilitate advocacy and coordinate business cases that address tensions and reluctance around the initiatives.
- Regional Education and behaviour-change programs to support residents and business tackle climate change through, clean energy, energy efficiency and sustainable transport.

A report will be developed which provides details about the regional focus areas identified at the workshop, distributed to participants for feedback and then submitted to the Hunter JO Board.

Recommendation:

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

7. Items for the Hunter JO Board - For Decision

7.1 Integrated Planning and Reporting (IP&R) Summary Project Brief

Report Author: Melinda Curtis, Regional Policy and Programs Manager

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

Purpose:

The purpose of this report is to provide an update on the preparation the HJO has taken to:

- Further refine the concept approach for the development of the Hunter Joint Organisation Strategic Plan 2022-2026, which includes a Delivery Program and Operational Plan further aligning with Councils; and
- Update the identified linkages between the Hunter JO Strategy timeline and the Councils IP&R Framework key dates.

This is in response to the Hunter JO Board endorsement on Thursday 8 October 2020 of the Hunter JO Strategic Plan aligning with Councils IP&R Framework,

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

This briefing does not relate to an individual priority action area but the Hunter Joint Organisation Strategic Plan 2018-2021 as a whole. This is part of the preparation for the next Strategic Plan cycle and the development of the Hunter Joint Organisation Strategic Plan 2022-2026.

Background

An analysis of the Integrated Planning and Reporting Framework and the associated timelines has been carried out with the aim of proposing a new approach for the next iteration of the Hunter JO Strategic Plan.

This is to ensure support provided to Council and strategic planning development moving forward is:

- Strategic;
- Proactive;
- Inclusive; and
- Creates improved strategic alignment with Council's IP&R Framework.

A combination of the Hunter JO's new structure and capacity and amended IP&R timelines due to impacts by Covid 19 (Circular 20-15/1 May 2020/A700190), has provided an opportunity to:

- Identify linkages to Council's Integrated Planning and Reporting Framework and key support points during the development of the new Community Strategic Plan, Delivery Program and Operational Plan; and
- Provide a high-level concept approach for the development of the Hunter Joint Organisation Strategic Plan 2022-2026 and the interception points with Council's IP&R timeline.

Report

Please refer to the diagrams within this report, which identify the proposed linkages and connection points between the HJO and Councils. This has been extended to show a graphical representation of the Hunter JO IP&R framework and how it would intersect with Council to further align us and to increase transparency. A HJO Board Planning Day has been included on the timeline and reference to the Delivery Program and Operational Plan.

The key documents that would be developed from the strategic planning process include:

- Hunter JO Strategy;
- Hunter JO Delivery Program; and
- Hunter JO Operational Plan.

IP&R packages would be included as deliverables so that this information can be provided to Councils and easily incorporated into the key strategic documents.

Reporting provided by the Hunter JO to assist Councils would be:

- SSA, Hunter JO and Hunter Legal Annual Summary and Regional Policy and Programs Division (RPPD) Regional Annual Report Card;
- Regional End of Term Report Card (4 years/3 years for next cycle)
- Regional Environment Report (4 years/3 years for next cycle)

These can be incorporated into Council's Annual Report, End of Term Report and State of Environment Report. This will deliver increased targeted support to Council and provision of easily incorporated information available when councils are including regional priorities and actions into their key strategic documents.

As detailed at the last Hunter JO Board Meeting this timeline is based on the final documents being submitted to Council in April for endorsement as a draft, public exhibition in May and adoption of final documents in June. It is acknowledged that Councils may decide to bring the timeline forward and finalise documents earlier. The approach proposed is flexible enough for potentially varying Council timeframes, as the engagement is progressive which will allow information and feedback to be obtained throughout the process

The project stages have been amended to reflect the Delivery Program and Operational Plan as an outcome, as detailed below:

| Project Stage | Project Timeline | Stage Name and Key Focus |
|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | September 2020 | Pre-project Planning |
| Stage 1 | October 2020 – February 2021 GM and Mayor Briefing <ul style="list-style-type: none"> • Late January 2021 GMAC • Early February 2021 Hunter JO Board | Engagement Planning and Future Strategy <ul style="list-style-type: none"> • Engagement Plan development • Project Brief finalisation • Review of existing regional strategic plans and priorities • HJO Future Strategic Focus Position Paper developed identifying regional focus areas, priorities and goals / directions / opportunities • GM and Mayor Briefing – presentation and workshop HJO Future Strategic Focus Position Paper |
| | February/March 2021 | Hunter JO Board Planning Day |
| Stage 2 | March 2021 – May 2021 | Hunter JO Roadshow and Engagement Hunter JO Roadshow delivered individually to each Council and Central Coast. Shared across the HJO Team this would: <ul style="list-style-type: none"> • Target GM's and cross section of Directors and Managers in each Council • Introduce who we are, what we do and why • Overview of programs and priorities already being rolled out or planned for roll out • Identify Council priorities for regional collaboration moving forward (drawing on the outcomes of stage 1) |

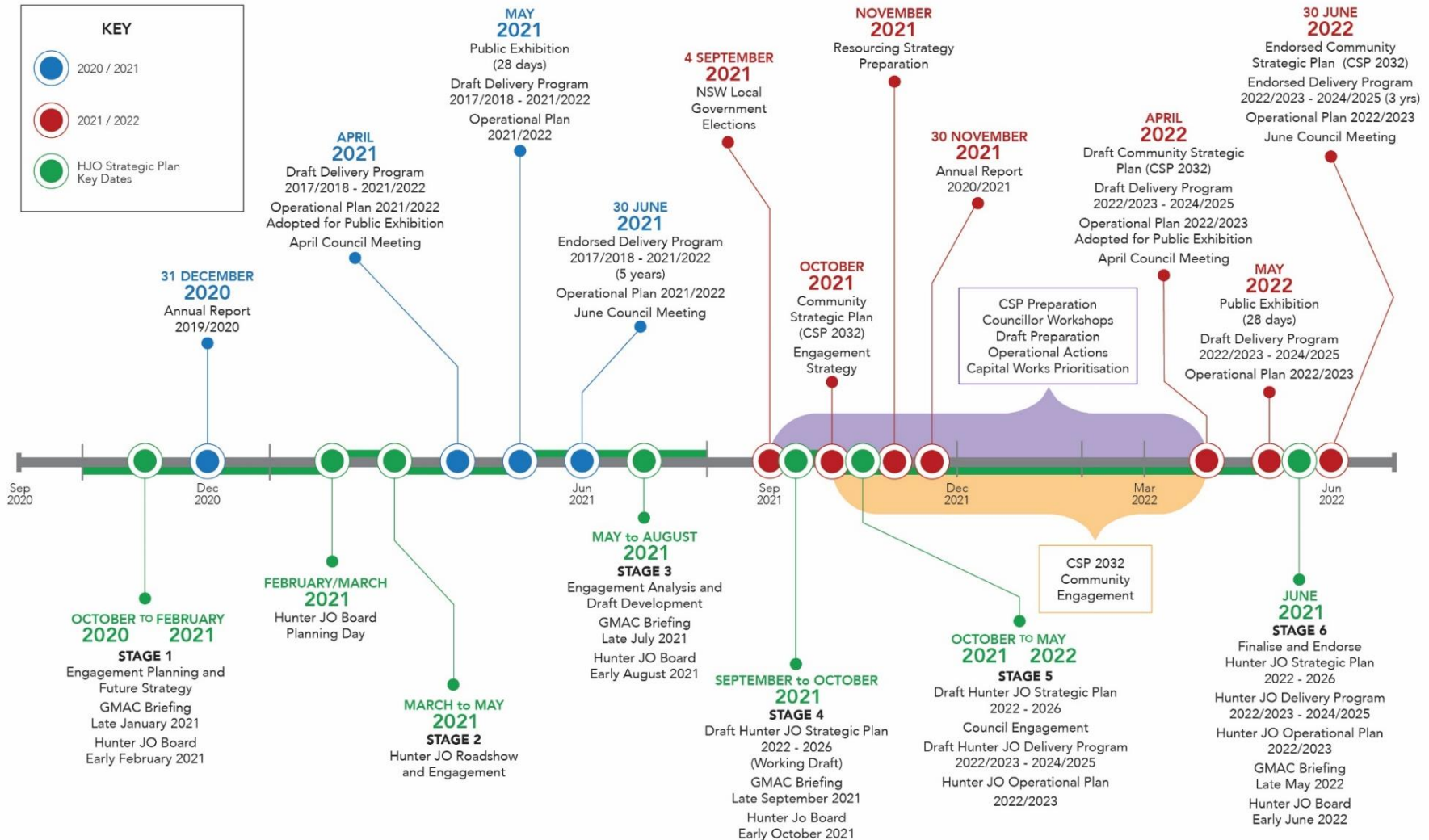
| | | |
|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Stage 3 | <p>May 2021 – August 2021</p> <p>GM and Mayor Briefing</p> <ul style="list-style-type: none"> • Late July 2021 GMAC • Early August 2021 Hunter JO Board | <p>Engagement Analysis and Draft Development</p> <ul style="list-style-type: none"> • Collate and synthesise outcomes of Stages 1 and 2 • Workshop with Mayors and GM's to review outcomes and proposed directions • Develop Draft Hunter Joint Organisation Strategic Plan 2022 - 2026 |
| Stage 4 | <p>September 2021-October 2021</p> <ul style="list-style-type: none"> • Late September 2021 GMAC • Early October 2021 Hunter JO Board | <p>Draft Hunter Joint Organisation Strategic Plan 2022 – 2026 (Working Draft)</p> <ul style="list-style-type: none"> • This will be used as a working draft to present to the Board and engage after the 4 September 2021 elections. |
| Stage 5 | <p>October 2021 -May 2022</p> | <p>Draft Hunter Joint Organisation Strategic Plan 2022 – 2026, Delivery Program 2022/2023-2024/2025 and Operational Plan 2022/2023. Council Engagement</p> <ul style="list-style-type: none"> • Engage during Community Strategic Plan (CSP) development. • Engage during Delivery Program 2022/2023-2024/2025 and Operational Plan 2024/2025 • Dynamic document, so that progressive feedback is incorporated. • Review and amend draft strategic plan |
| Stage 6 | <p>June 2022</p> <p>GM and Mayor Briefing</p> <ul style="list-style-type: none"> • Late May 2022 GMAC • Early June 2022 Hunter JO Board | <p>Finalise and Endorse Hunter Joint Organisation Strategic Plan 2022 – 2026, Delivery Program 2022/2023-2024/2025 and Operational Plan 2022/2023.</p> |

Recommendation:

- That the Hunter JO Board endorse the approach and further information outlined in the above summary project brief and the timeline and framework below, for the development of the Hunter Joint Organisation Strategic Plan 2022-2026 and the interception points with Council's IP&R timeline.

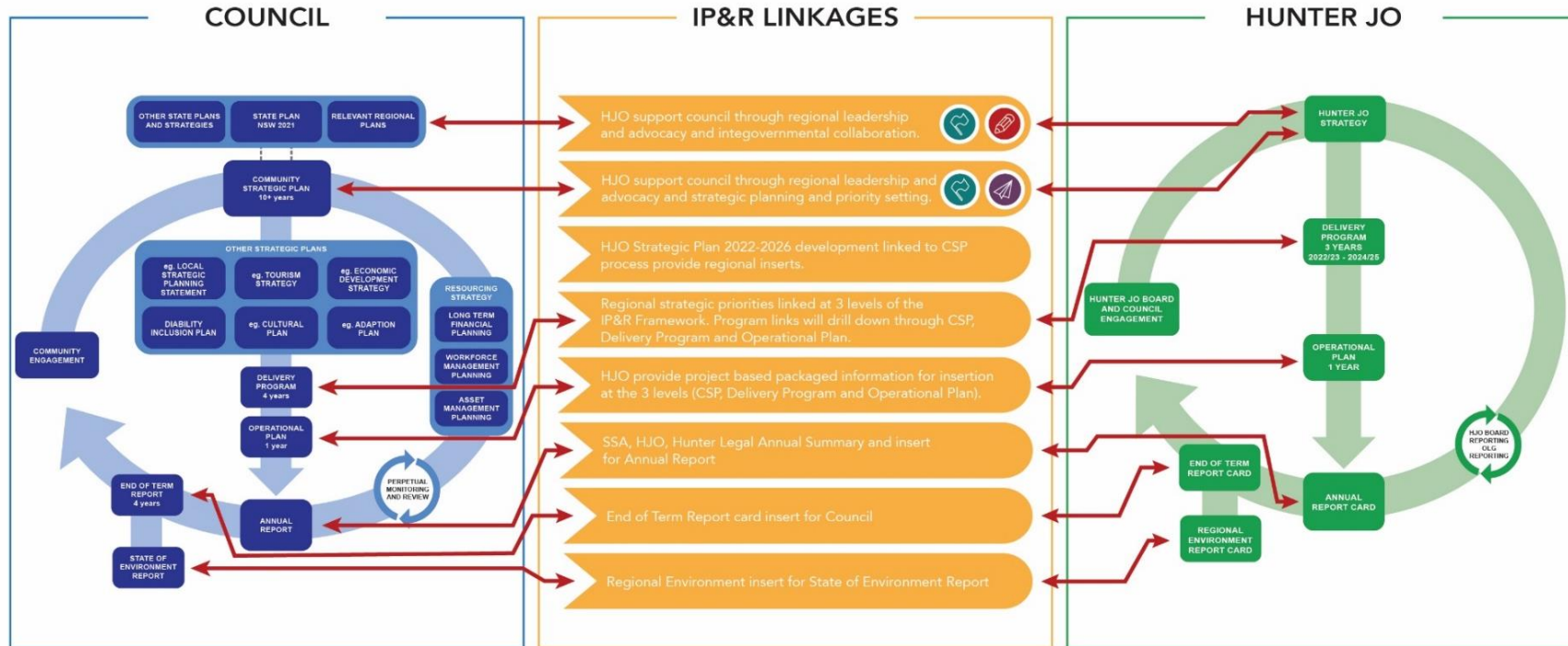
INTEGRATED PLANNING AND REPORTING TIMELINE (IP&R)

Modified to illustrate key Hunter Joint Organisation (HJO)
Strategic Plan support points and linkages.



INTEGRATED PLANNING AND REPORTING FRAMEWORK (IP&R)

Council and Hunter Joint Organisation IP&R Linkages.



The LOCAL GOVERNMENT ACT sets out three principal functions for joint organisations.



STRATEGIC PLANNING AND PRIORITY SETTING

to establish strategic regional priorities for the Joint Organisation Area and to establish strategies and plans for delivering those regional priorities.



REGIONAL LEADERSHIP AND ADVOCACY

to provide regional leadership for the Joint Organisation Area and to be an advocate for strategic regional priorities.



INTERGOVERNMENTAL COLLABORATION

to identify and take up the opportunity for inter government co-operation on matters relating to Joint Organisation Areas.

* Standard cycle will return back to 4 years for the Delivery Program moving forward from 2025/2026

8. Matters Raised by Members

9. General Business
