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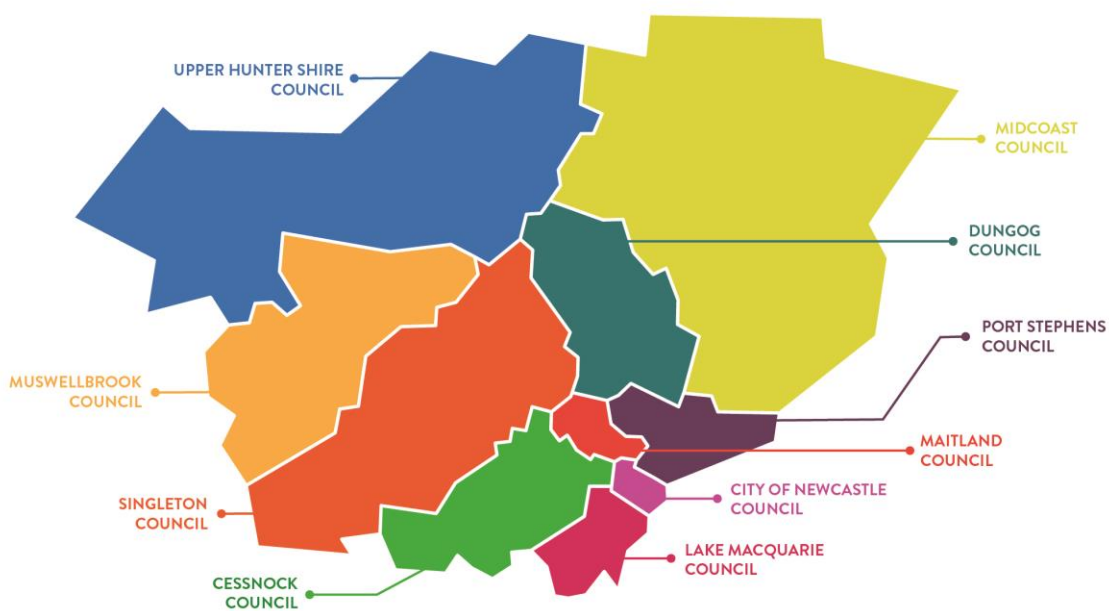
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FOLLOW OUR PROGRESS



Hunter Joint Organisation Board Meeting Papers

10:30am, Thursday 9 December 2021



Videoconference Details

[Click here to join the meeting](#)

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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 14 October 2021

Hunter Joint Organisation Board Meeting Minutes

11:00 – 2:00pm, Thursday 14 October 2021

Hunter JO Boardroom, 4 Sandringham Ave Thornton (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 David West,	MidCoast Council
Cr Maurice Collison	Upper Hunter Shire Council
Cr Rod Scholes,	Muswellbrook Shire Council

Non-Voting Members Present

Lotta Jackson	General Manager, Cessnock City Council
Gareth Curtis,	General Manager, Dungog Shire Council
Adrian Panuccio,	General Manager, MidCoast Council
Wayne Wallis,	General Manager, Port Stephens Council
Greg McDonald,	General Manager, Upper Hunter Shire Council
Morven Cameron,	CEO, Lake Macquarie City Council
David Evans,	General Manager, Maitland City Council
Jason Linnane,	General Manager, Singleton Council
Fiona Plesman,	General Manager, Muswellbrook Shire Council
Jeremy Bath,	CEO, Newcastle City Council

Apologies

Cr Ryan Palmer,	Port Stephens Council
Alison McGaffin	Director, Hunter & Central Coast, Regional NSW (DPIE)
Cr Nuatali Nelmes,	Newcastle City Council

Staff in attendance

Joe James, CEO, Hunter Joint Organisation
Steve Wilson, Director, Regional Policy and Program Division, Hunter JO
Melinda Curtis, Policy and Program Manager, Hunter JO
Boyd Blackwell, Policy and Program Manager, Hunter JO
Louisa Bulley, Executive Officer, Hunter JO (Secretariat)
Lisa Lord, Head of Finance, Hunter JO

The meeting opened at 11:00am.

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: John Connors

Seconded: Sue Moore

Carried.

1.2 Conflicts of Interest

The Chair called for any conflicts of interest to be registered by members of the Board.

The Chair noted Port Stephens' standing declaration of interest on matters relating to the Newcastle Airport, as well as City of Newcastle.

2. Minutes of Previous Meeting

2.1 Minutes of Meeting 12 August 2021

The minutes were taken as read.

Resolved:

- ***That the minutes of previous meeting of 12 August 2021 be adopted.***

Moved: Sue Moore

Seconded: John Connors

Carried.

3. Confirmation of Minutes & Business Arising from Minutes

3.1 Business Arising: Hunter JO Action Register

The register was taken as read.

Resolved: That the register be noted.

Moved: Kay Fraser

Seconded: John Connors

Carried.

3.2 Greater Newcastle Metropolitan Plan Steering Committee Action Register

The register was taken as read.

Resolved:

- ***That the register be noted.***

Moved: Sue Moore

Seconded: Bob Pynsent

Carried.

4. Presentations

4.1 Hunter-Central Coast Renewable Energy Zone

Mike young and Adam Clarke provided a presentation and update on the early stages of developing the Hunter Central Coast Renewable Energy Zone. The presentation provided an introduction to the strategic planning work that has commenced, including objectives of the Hunter-Central Coast REZ, the types of opportunities and investment it could provide to the region, and the plans for council, community and stakeholder engagement.

4.2 Integrated Planning and Reporting (IP&R) Climate Change Package

Mel Curtis provided a presentation and update on the development of the Integrated Planning and Reporting (IP&R) Climate Change Package.

5. Correspondence

The correspondence was taken as read.

Resolved:

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

Moved: Kay Fraser

Seconded: Sue Moore

Carried.

6. items for the Hunter JO Board - For Decision

6.1 LGNSW Advocacy on Infrastructure Contribution Reforms

The CEO spoke to the report briefly, with the ongoing discussion with State Government on the infrastructure reforms. Scott Phillips, CEO of LGNSW provided an update to GMAC, the report captures the material and feedback that LGNSW have provided.

Resolved:

- ***That the Hunter JO calls on the NSW Government to withdraw the Environmental Planning and Assessment Amendment (Infrastructure Contributions) Bill 2021 (the Bill) from the NSW Parliament.***
- ***That the Hunter JO calls on the NSW Government to undertake further genuine consultation with the local government sector on any proposed reforms to the infrastructure contributions system.***
- ***That the Hunter JO calls on the NSW Government to de-couple the Independent Pricing and Regulatory Tribunal led review of the rate peg to include population growth from the infrastructure contributions reforms.***
- ***That the Hunter JO writes to its local State Members, the Premier the the Hon Dominic Perrottet MP, the Treasurer Matt Kean MP, Minister for Planning,Public Spaces and Transport the Hon Rob Stokes MP and Minister for Local Government the Hon Shelley Hancock MP seeking them to withdraw the Bill.***

- *That the Hunter JO writes to the Shadow Ministry,(Shadow Treasurer the Hon Daniel Mookhey MLC, Shadow Minister for Planning and Public Spaces Mr Paul Scully MP, Shadow Minister for Local Government Mr Greg Warren MP), the upper house crossbench (The Greens Mr David Shoebridge MLC, Shooters, Fishers and Farmers Party the Hon Robert Borsak MLC, Pauline Hanson's One Nation the Hon Mark Latham MLC, Animal Justice Party the Hon Emma Hurst MLC, Christian Democratic Party (Fred Nile Group) the Hon Fred Nile MLC, Independent Mr Justin Field,) and the Portfolio Committee (Portfolio Committee Chair The Greens Ms Cate Faehmann, Portfolio Committee Deputy Chair Animal Justice Party the Hon Mark Pearson MLC and Committee members Liberal Party the Hon Catherine Cusack MLC and the Hon Shayne Mallard MLC, The Nationals the Hon Ben Franklin MLC and Australian Labor Party the Hon Rose Jackson MLC and the Hon Adam Searle MLC) seeking their support in securing the withdrawal of the Bill from the NSW Parliament and outlining council's concerns with the Bill.*
- *That the Hunter JO alerts the local media to the threat of future ratepayer funds being expended rather than developer levies for new infrastructure brought about by increased development under the proposed legislation and shares and promotes these messages via its digital and social media channels and via its networks.*
- *That the Hunter JO affirms its support to LGNSW and requests LGNSW continue advocating on our behalf to protect local government from any amendments to infrastructure contributions which leaves councils and communities exposed to expending ratepayer funds on new infrastructure made necessary by new development, currently the responsibility of developers.*
- *Seek meetings with the influential MP's, with a group from the Hunter Joint Organisation.*

Moved: Kay Fraser

Seconded: Sue Moore

Carried.

6.2 Update on the Strategic Plan Development

The Mel Curtis spoke briefly to the report, and the layout being used for this strategy development.

Resolved:

- *That the Hunter JO note the information and provide feedback.*

Moved: David West

Seconded: John Connors

Carried.

7. Items for the Hunter JO Board – For Noting

7.1 CEO report -Collaboration & Advocacy

The CEO spoke briefly to the report.

7.2 Hunter JO August 2021 EOFY Profit & Loss Statement

Lisa Lord spoke to the report, noting an update in the presentation and formatting of the reports.

7.3 Hunter JO Program Delivery Highlights

Steve Wilson spoke briefly to the report.

7.4 Hunter JO Sub – Committees Standing Update

The CEO spoke to the report, and noted a change in how we're reporting.

7.5 Department of Regional NSW Standing Update

Alison McGaffin provided a verbal update to the board. The board requested that there be a written reference for future updates.

7.6 Hunter Regional Illegal Dumping (RID) Squad Hosting Arrangements

Steve Wilson spoke to the report, noting that the EPA have approached the Hunter JO about hosting the RID squad as they change arrangements with LMCC.

7.7 update on Regional Disaster Resilience Program

Steve Wilson spoke to the report, bringing to the Boards attention that our officer won't be hosting this is the future. The program has reinforced the value of having a support role for LG in the regions, but state-wide in the new structure of the Resilience NSW Program they will deliver this directly from the agency.

7.8 Airport Advocacy Project Update

Steve Wilson spoke to report, the CEO also drawing the boards attention to the outcomes in the key project deliverables.

7.9 Integrated Planning and Reporting (IP&R) Climate Change Package

The report was taken as read.

7.10 Economic Transformation Priority

The CEO spoke to the report, drawing attention to the update and pivoting efforts on the H2050 Foundation work, also noting the progression with the Hunter Venture Fund concept.

The Chair recommended that all items for noting be moved together.

Resolved:

- ***That the reports be received and noted.***
- ***That the Profit & Loss Statement for period ending August 2021 be received and noted.***
- ***That the Board note the updates on the Hunter JO Sub-Committees.***
- ***That a meeting of the Regional Economic Transition Sub-Committee be called prior to the Local Government elections in December 2021, to discuss the Hunter Expert Panel.***

Moved: David West

Seconded: Kay Fraser

Carried.

8. Matters Raised by Members

Please refer to Correspondence from Cessnock City Council regarding Request for Support from Hunter JO on Pricing Review for NSW Stormwater Levy, for consideration by the Board.

Resolved:

- ***That the Hunter JO support the letter from Cessnock City Council in regard to the Stormwater Levy.***

Moved: Bob Pynsent

Seconded: Kay Fraser

Carried.

The Lord Mayor, through the Chair, raised a concern regarding the COVID-19 vaccination rates in some of the local government areas. The Board recommended that representation be made to the NSW Premier regarding consultation with the Hunter Region's Mayors prior to regional travel restrictions being lifted for Greater Sydney.

Resolved:

- ***That the Hunter JO make representation to LG NSW that they make representations to the Premier to consult with the councils of the Hunter Region prior to lifting restriction on regional travel out of Greater Sydney into the region because of the low vaccination rates relative to NSW 80% target***

Moved: Bob Pynsent

Seconded: Rod Scholes

Carried.

9. General Business

9.1 Hunter JO December Board Meeting

The Executive Officer spoke briefly to the report, the CEO also highlighted to the board that there will still be a December Board Meeting, even if the elections have proceeded.

9.2 Proposed Board Dates for 2022

The proposed Board dates were taken as read.

9.3 Compliances & Governance Calendars

The report was taken as read.

The Chair recommended that these three items be moved together.

Resolved:

- ***That the Hunter JO provide feedback on the proposal for no new business to be brought to the December Hunter JO Board Meeting.***
- ***That the Hunter JO endorse the Annual General Meeting to take place on Thursday 25 November 2021, in line with the GMAC Meeting on that date.***
- ***That the Board not the proposed dates for 2022 and provide feedback as needed.***

Moved: Kay Fraser

Seconded: John Connors

Carried.

Meeting closed 12:28 pm

3. Confirmation of Minutes & Business Arising from Minutes

Recommendation:

- **That the minutes of the previous meetings of 14 October 2021 be adopted**

3.1 Business Arising: Hunter JO Action Register

I.D	Action	Mtg 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	On hold	Revised Due date: March 2021 Revised Status: On Hold	GMAC have discussed and indicated to put on hold until the framework is finalised and provided from OLG GMAC 25 March 2021 meeting resolution is as follows: That no further investigation of shared resourcing of ARICs be completed until the OLG Framework has been finalised, and at that point only if member councils express interest in sharing resources (if this option is allowed within the Framework). A proposal regarding a consultancy on ARICs has been included within the Arrow Business Papers
HJO-20-55	<u>Hunter JO Waste Strategy Review and Development</u> <ul style="list-style-type: none"> That the Hunter JO Board endorse development of a new Resource Recovery Strategy 2021-2027 that creates an ambitious yet achievable plan to transition our resource recovery sector to a circular economy model. That the Hunter JO Board support future engagement of, and reporting to the GMAC and Hunter JO Board to facilitate input to the Strategy objectives and actions. 	Feb 21	Underway	December 2021 April 2022	<p>A presentation was provided to the Hunter JO Board at its August meeting on the process and timeframes for developing the new strategy.</p> <p>Since that time, consultation with NSW EPA has identified potential changes in direction for the regional waste strategies across NSW. We are awaiting guidance that is currently being developed by the NSW EPA, which may have significant implications to the options and focus areas to be developed within the new regional strategy.</p> <p>While it was planned to report and discuss strategic direction options with the Board at the December meeting, we have been advised by the NSW EPA to revise our project timelines to allow time for the new funding streams to be finalised.</p>

HJO-20-60	<p><u>Regional Freight and Logistics - Initiatives and Opportunities</u></p> <p>That a Summary Brief on this be brought back to the Board for endorsement.</p>	Apr-21	Underway	Oct-21	A presentation by Boyd Blackwell was provided to the Board in October, outlining the review of regional economic development strategies recently undertaken, which encompasses the identification of current programs, gaps and opportunities directly related to this action. Given the alignment in timing, the role of the Hunter JO in this space will now be addressed directly within the draft Hunter JO Strategic Plan currently under development, to be considered by the Board in early 2022.
HJO-20-63	<p><u>Cities Power Partnership Options</u></p> <p>That the Board endorse the Hunter JO exploring a Regional Partner arrangement with CCP (the first region in Australia to do so) in line with Option 3: Collaboration Pledges Partnership.</p>	Apr-21	Underway	December 2021	<p>Collaboration with CPP to deliver regional initiatives has been the focus of engagement over recent months.</p> <p>Formalising the partnership agreement remains to be completed.</p>
HJO-20-65	<p><u>World Masters Games</u></p> <p>Establish a Regional Events Strategy Working Group.</p> <ul style="list-style-type: none"> • Review opportunities and costs associated with hosting the World Masters Games. • Scope out the development of a bid for the 2029 World Masters Games on behalf of the Hunter Region. • Review existing strategies and develop a roadmap for the implementation of key actions to attract major events to the region. 	Apr-21	Underway	Feb 2022	Nov 21 - Hunter JO Board resolved August 2021 to integrate consideration of 2029 World Masters Games bid opportunities and challenges within the scope of the Accelerating Event Economies (A2E) project. The Deed of Agreement for the project has now been finalised with regional NSW, with recruitment for a project officer currently underway.
HJO-20-70	<ul style="list-style-type: none"> • THAT the confidential report be received and noted. • THAT the CEO remuneration be adjusted as outlined in the report. • THAT the CEO performance agreement for 2021-2022 be endorsed, noting the additions provided within the meeting to the agreement. 	10 Jun 21	Underway	Sep-21	<p>Sept 21 - It is proposed that a copy of the CEO Position Description be brought back to the Arrow and GMAC Meetings in September for review.</p> <p>The CEO Position Description is being reviewed by the Arrow Board out of session, to be brought to the Hunter JO Board at their October Meeting.</p>

					Nov 21 – this matter remains in progress
HJO-20-71	<ul style="list-style-type: none"> • THAT the Hunter JO draft correspondence to the NSW Government regarding funding and action required on the Hunter Sports Precinct in Broadmeadow • That the drafted correspondence be reviewed out of session by the Board prior to sending. 	10 Jun 21	Underway		<p>Sept 21 - A draft has been completed by the CEO, and has been included in Correspondence.</p> <p>The original intent of the correspondence has been overtaken by a government announcement on Hunter Park</p> <p>Nov 21 – Propose to revisit this matter in 2022 once the GNMPSC has reformed post-local government elections</p>
HJO-20-73	That the Hunter JO seek feedback on unsuccessful BLER Funding submissions to be taken into consideration in future grant applications	10 Aug 21	Completed	Dec-21	
HJO-20-78	<p>That subject to adequate resourcing being provided by the NSW EPA to undertake, a due diligence assessment be initiated by the Hunter JO.</p> <ul style="list-style-type: none"> • Review existing state-wide approaches to the management of RID Squads • Determine the feasibility of the Hunter JO potentially hosting the RID Squad • Identifying the most appropriate financial and operational model for the RID Squad were it to be hosted by the Hunter JO. 	30 Sep 21	Underway	Mar-22	<p>Sep 21 - The Hunter JO and NSW EPA are in the process of negotiating the scope of the due diligence assessment, to then engage someone for this work.</p> <p>It is anticipated that we will report back to GMAC on this process in March 2022.</p>
HJO-20-79	<ul style="list-style-type: none"> • That the December Hunter JO Board Meeting be a lunch, where the departing Mayors will be invited to attend as members of the public. • That a farewell be held in early 2022 for the departing Board Members. 	14 Oct 21	Underway	10 Dec 21	The December meeting of the Hunter JO Board will be held at Murrook Cultural Centre, including a lunch to celebrate the Chair's retirement, and to close out the year.

HJO-20-80	<ul style="list-style-type: none"> • That the Hunter JO calls on the NSW Government to withdraw the Environmental Planning and Assessment Amendment (Infrastructure Contributions) Bill 2021 (the Bill) from the NSW Parliament. • That the Hunter JO calls on the NSW Government to undertake further genuine consultation with the local government sector on any proposed reforms to the infrastructure contributions system. • That the Hunter JO calls on the NSW Government to de-couple the Independent Pricing and Regulatory Tribunal led review of the rate peg to include population growth from the infrastructure contributions reforms. • That the Hunter JO writes to its local State Members, the Premier the Hon Dominic Perrottet MP, the Treasurer Matt Kean MP, Minister for Planning, Public Spaces and Transport the Hon Rob Stokes MP and Minister for Local Government the Hon Shelley Hancock MP seeking them to withdraw the Bill. • That the Hunter JO writes to the Shadow Ministry, (Shadow Treasurer the Hon Daniel Mookhey MLC, Shadow Minister for Planning and Public Spaces Mr Paul Scully MP, Shadow Minister for Local Government Mr Greg Warren MP), the upper house crossbench (The Greens Mr David Shoebridge MLC, Shooters, Fishers and Farmers Party the Hon Robert Borsak MLC, Pauline Hanson's One Nation the Hon Mark Latham MLC, Animal Justice Party the Hon Emma Hurst MLC, Christian Democratic Party (Fred Nile Group) the Hon Fred Nile MLC, Independent Mr Justin Field,) 	14 Oct 21	Complete	25 Nov 21	Correspondence has been sent, as provided in Item 5, with a range of responses received by the Hunter JO.
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	<p>and the Portfolio Committee (Portfolio Committee Chair The Greens Ms Cate Faehmann, Portfolio Committee Deputy Chair Animal Justice Party the Hon Mark Pearson MLC and Committee members Liberal Party the Hon Catherine Cusack MLC and the Hon Shayne Mallard MLC, The Nationals the Hon Ben Franklin MLC and Australian Labor Party the Hon Rose Jackson MLC and the Hon Adam Searle MLC) seeking their support in securing the withdrawal of the Bill from the NSW Parliament and outlining council's concerns with the Bill.</p> <ul style="list-style-type: none"> • That the Hunter JO alerts the local media to the threat of future ratepayer funds being expended rather than developer levies for new infrastructure brought about by increased development under the proposed legislation and shares and promotes these messages via its digital and social media channels and via its networks. • That the Hunter JO affirms its support to LGNSW and requests LGNSW continue advocating on our behalf to protect local government from any amendments to infrastructure contributions which leaves councils and communities exposed to expending ratepayer funds on new infrastructure made necessary by new development, currently the responsibility of developers. • That the Hunter JO seek meetings with the influential MP's, with a group from the Hunter Joint Organisation. 				
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HJO-20-81	<ul style="list-style-type: none"> That a meeting of the Regional Economic Transition Sub-Committee be called prior to the Local Government elections in December 2021, to discuss the Hunter Expert Panel. 	14 Oct 21	Underway	10 Feb 21	
HJO-20-82	<ul style="list-style-type: none"> That the Hunter JO support the letter from Cessnock City Council in regard to the Stormwater Levy. 	14 Oct 21	Underway	25 Nov 21	A draft Letter of Support has been provided to Cessnock City Council for feedback, prior to finalising
HJO-20-83	<ul style="list-style-type: none"> That the Hunter JO provide feedback on the proposal for no new business to be brought to the December Hunter JO Board Meeting. That the Hunter JO endorse the Annual General Meeting to take place on Thursday 25 November 2021, in line with the GMAC Meeting on that date. That the Board not the proposed dates for 2022 and provide feedback as needed. 	14 Oct 21	Complete		

3.2 Greater Newcastle Metropolitan Plan Steering Committee Action Register

I.D	Action	Mtg Date	Responsibility	Status
GNMP-21-10	That an update on the progress and achievements to date of the growth Catalyst Areas be included as an Agenda item for the next Committee meeting	07/10/21	HJO	In progress
GNMP-21-10	That Committee representatives commit to participating in a dedicated workshop session in which to collaboratively align the expectations and directions of Committee members to redefine the focus, role, Terms of Reference and resourcing for the Steering Committee moving forward.	07/10/21	All (Hunter JO to organise workshop)	In progress

I.D	Action	Mtg Date	Responsibility	Status
GNMP-21-10	Any feedback from Committee members to assist with finalising the Options paper to be provided to the Hunter JO (directly to Steve Wilson) by Friday 12 th November 2021	07/10/21	All	In progress
GNMP-21-10	That the Committee resolve to work collaboratively on developing a shared objective / consensus on the governance outcome that needs to be achieved (a “light on the hill”), and in identifying the next steps on which to focus to progress toward that objective.	07/10/21	All (Hunter JO to organise workshop)	In progress
GNMP-21-10	Write to the Hon. Rob Stokes, Minister for Planning and Public Spaces, and Minister for Transport and Roads Rob Stokes, seeking a commitment from the NSW Government to participate in a collaborative process to develop a shared objective / consensus on the governance outcome that needs to be achieved for the GNMP, where ideally the outcomes is a governance model that will be the focus of a joint recommendation from the Committee to NSW Government Ministers.	07/10/21	Hunter JO	In progress
GNMP-21-10	Seek confirmation from the Department of Planning, Industry and Environment on: <ul style="list-style-type: none"> the timeframe for review of the GNMP confirmation that the GNMP Steering Committee will play a core role in the review process the recommended process through which the Committee will be engaged in the review process 	07/10/21	Hunter JO	In progress

I.D	Action	Mtg Date	Responsibility	Status
GNMP-21-10	Hunter JO CEO to enquire with HCCDC and Regional NSW about whether a decision has been made on whether further identity and positioning work would be undertaken in relation to Greater Newcastle (rather than the whole of Hunter), consistent with the action in the GNMP. If a decision has not been made, then clarity on the trigger and expected timing of decision should be sought	07/10/21	Hunter JO	In progress
GNMP-21-10	Schedule next meeting which will be a workshop, ideally in the first half of November	07/10/21	Hunter JO	In progress
GNMP-21-01	A timeline be developed by HCCDC & JO from engagements with Action Item 187. Stakeholders and LGA's on the progress and implementation of an Identity and Positioning Strategy specially relating to the Greater Newcastle Metro Plan. Action Item 17.1 - Provide GNMPSC a timeline when the Identify and Positioning Strategy specific to the Newcastle Metro Plan will commence.	A 17.1 - 04/04/2021 & A 16.1 – 09/12/2020	HCCDC & HJO	In progress
GNMP-21-02	That an Options Paper be developed by the Hunter JO, in collaboration with GNMP Councils that: <ul style="list-style-type: none"> Reviews any existing analysis of the governance model for the GNMP as well as existing regional governance models and legislative mechanisms established to drive collaborative delivery of regional plans Identifies potential alternative governance models and legislative mechanisms that could also be appropriate for delivering on the principles established within the MoU for GNMP delivery 	A 16.3 – 09/12/2020	HJO	Meeting 09/12/2020 - Update provided – item ongoing August 2021: Draft Options paper to be considered by Steering Committee at 7/10/2021 meeting October 2021: Draft Options paper presented to Steering Committee 7 th October 2021. Remove from action log when report finalised pending feedback from Committee members

I.D	Action	Mtg Date	Responsibility	Status
	<ul style="list-style-type: none"> Provides recommendations on a preferred model and a process for progressing its establishment in collaboration with the NSW Government. 			
GNMP-21-03	DPIE to work with the five Councils on any future Department Acceleration Program applications and in addition, assist with a Local Acceleration Program Proposal for the Greater Newcastle Area.	A 15.2 – 05/08/2020	DPIE	Meeting 09/12/2020 – no update provided. August 2021: Update requested by Hunter JO and response pending
GNMP-21-06	Dept of Regional NSW & HCCDC – once Fast Rail Strategy is released a presentation is sought for this Committee	A.13.5 – 06/02/2020	Dept of Regional NSW & HCCDC	Update August 2021 Fast Rail Network Strategy is yet to be released. TfNSW will be invited to present to the SC if/when the Strategy is released
A 7.6	Freight Rail Bypass	A 7.6	TfNSW/RMS	Update August 2021 Lower Hunter Freight Corridor is out for consultation until 13 September 2021. The feedback will be important in helping TfNSW to refine, where possible the corridor before it is officially reserved. As well as working with land owners to minimise impacts where possible on them, TfNSW are also looking at how to minimise ecological impacts that will also deliver a viable freight corridor that will ease congestion on the current passenger line. Information available at transport.nsw.gov.au/LHFC October 2021: Pending outcome of collaborative workshop, this action item to be reviewed.

4. Presentations

4.1 Hunter JO Recap & Delivery Highlights from 2021

Joe James, CEO and Steve Wilson, Director Regional Policy & Programs will be giving a presentation to provide a recap on the achievements and delivery outcomes for the Hunter JO over the last 12 months.

5. Correspondence

Report Author: Louisa Bulley, Executive Officer

Responsible Officer: Joe James, CEO

Executive Summary:

This report provides an update on correspondence sent and received in relation to the Hunter JO.

Correspondence Received:

- Attachment 1: Correspondence from LGNSW re response to Infrastructure Contributions Bill Advocacy, 3 November 2021
- Attachment 2: Correspondence from Arrow Collaborative Services re Confirmation of Loan to Hunter JO, 3 November 2021
- Attachment 3: Invitation to Future Hunter JO Chair re Hunter Region Leaders' Network Forum from RDA Hunter, 8 November 2021
- Attachment 4: Correspondence from Shelley Hancock re response to Infrastructure Contributions Bill Advocacy, 9 November 2021
- Attachment 5: Correspondence from David Shoebridge re response to Infrastructure Contributions Bill Advocacy, 9 November 2021
- Attachment 6: Correspondence from Catherine Cusack re response to Infrastructure Contributions Bill Advocacy, 9 November 2021
- Attachment 7: Correspondence from Shelley Hancock re response to Coastal Management Act, 26 November 2021

Correspondence Sent:

- Attachment 8: Correspondence to State MPs and Ministers re: Transport Advocacy from Hunter JO & Hunter Planning Alliance, 19 & 28 October 2021.

[Correspondence also sent to below stakeholders, however to reduce page numbers, only one copy has been included]

State Members

Member for Maitland – Jenny Aitchison
Member for Cessnock – Clayton Barr
Member for Myall Lakes – Stephen Bromhead
Member for Swansea – Yasmin Catley
Member for Newcastle – Tim Crakanthorp
Member for Charlestown – Jodie Harrison
Member for Wallsend – Sonia Hornery

State Government Ministers

Rob Stokes - Transport, Planning and Public Spaces
Matthew Kean - Treasurer
Paul Toole - Deputy Premier, Minister for Jobs, Investment and Tourism
Melinda Pavey - Water, Property and Housing
Greg Piper - Member for Lake Macquarie

Member for Lake Macquarie – Greg Piper
Member for Port Stephens – Kate Washington
Member for Upper Hunter – David Layzell

Taylor Martin - Parliamentary Secretary for the
Hunter

- Attachment 9: Correspondence to Office of Local Government requesting Extension to Submit Financial Statements, 21 October 2021
- Attachment 10: Correspondence to NSW Premier re Infrastructure Contributions Bill, 21 October 2021.

[Correspondence also sent to below stakeholders, however to reduce page numbers, only one copy has been included]

State Members

Member for Maitland – Jenny Aitchison
Member for Cessnock – Clayton Barr
Member for Myall Lakes – Stephen Bromhead
Member for Swansea – Yasmin Catley
Member for Newcastle – Tim Crakanthorp
Member for Charlestown – Jodie Harrison
Member for Wallsend – Sonia Hornery
Member for Lake Macquarie – Greg Piper
Member for Port Stephens – Kate Washington
Member for Upper Hunter – David Layzell

State Government Ministers

Shadow Treasurer the Hon Daniel Mookhey MLC,
Shadow Minister for Planning and Public Spaces Mr
Paul Scully MP,
Shadow Minister for Local Government Mr Greg
Warren MP,
The Greens Mr David Shoebridge MLC,
Shooters, Fishers and Farmers Party Hon Robert
Borsak MLC,
Pauline Hanson's One Nation the Hon Mark Latham
MLC,
Animal Justice Party the Hon Emma Hurst MLC,
Christian Democratic Party (Fred Nile Group) the
Hon Fred Nile MLC,
Independent Mr Justin Field, Portfolio Committee
Chair
The Greens Ms Cate Faehmann,
Portfolio Committee Deputy Chair Animal Justice
Party the Hon Mark Pearson MLC
Liberal Party the Hon Catherine Cusack MLC
Hon Shayne Mallard MLC,
The Nationals the Hon Ben Franklin MLC and
Australian Labor Party the Hon Rose Jackson MLC
Hon Adam Searle MLC

- Attachment 11: Correspondence to CEO PV Industries re: Support for Circular Solar Phase 2, 28
- Attachment 12: Correspondence to Senator Hollie Hughes re Invitation to speak at Hunter Global Round Table, 2 November 2021
- Attachment 13: Correspondence to State & Commonwealth MPs and Minister re: Invitation to Hunter Global Summit, 2 November 2021.

[Correspondence also sent to below stakeholders, however to reduce page numbers, only one copy has been included]

Local State Members

Jenny Aitchison - Member for Maitland
Clayton Barr - Member for Cessnock
Stephen Bromhead - Member for Myall Lakes
Yasmin Catley - Member for Swansea
Tim Crakanthorp - Member for Newcastle
Adam Crouch - Member for Terrigal

Ministers

Paul Toole - Minister for Regional NSW, Minister for
Regional Transport and Roads
Stuart Ayres - Minister for Jobs, Investment, Tourism
and Western Sydney, Minister for Industry and
Trade

David Harris - Member for Wyong
 Jodie Harrison - Member for Charlestown
 Sonia Hornery - Member for Wallsend
 David Mehan - Member for The Entrance
 Greg Piper - Member for Lake Macquarie
 Leslie Williams - Member for Port Macquarie
 Kevin Anderson - Member for Tamworth
 Kate Washington - Member for Port Stephens
 David Layzell - Member for Upper Hunter

Local Federal Members

Sharon Claydon - Member for Newcastle
 David Gillespie - Member for Lyne
 Joel Fitzgibbon - Member for Hunter
 Barnaby Joyce - Member for New England, Deputy
 Prime Minister, Minister for Infrastructure,
 Transport and Regional Development
 Pat Conroy - Member for Shortland
 Andrew Gee - Member for Calare
 Emma McBride - Member for Dobell
 Meryl Swanson - Member for Paterson

Rob Stokes - Minister for Planning and Public
 Spaces, Minister for Transport and Roads
 Adam Marshall - Minister for Agriculture and
 Western NSW
 Shelley Hancock - Minister for Local Government
 David Littleproud - Minister for Agriculture
 Paul Fletcher - Minister Communications, Urban
 Infrastructure, Cities and the Arts
 Bridget McKenzie - Minister for Regionalisation
 Dan Tehan - Minister for Trade, Tourism and
 Investment
 Hollie Hughes – Patron Senator for NSW

- Attachment 14: Correspondence to Arrow Collaborative Services re Confirmation of Loan to Hunter JO, 3 November 2021
- Attachment 15: Correspondence re: Letter of Support for UoN Research into settlement strategy and sustainable development in the Greater Newcastle Metropolitan Region, 5 November 2021

RECOMMENDATION:

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

Our Ref: R/20/0002#01 Out-33696

3 November 2021

Cr Bob Pynsent
Chair
Hunter Joint Organisation

By email: bob.pynsent@cessnock.nsw.gov.au
Cc: louisab@hunterjo.com.au

Dear Mayor Pynsent

Thank you for sharing with us your recent correspondence to the NSW Premier, the Hon. Dominic Perrottet MP regarding the NSW Government's proposed infrastructure contributions reforms.

We welcome your support for our advocacy on this critical issue. As you know, LGNSW recently launched the state-wide 'Say No To The Contributions Cash Grab' campaign, with 67 councils already passing minutes opposing the proposed changes, making representations to the NSW Government and raising public awareness through local media.

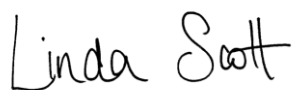
In recent weeks LGNSW has been actively seeking the written support of the NSW Opposition and cross-benchers on this issue and I am pleased to say that to date, we have received strong support for our position from all those we have spoken to.

Our key asks are a commitment that councils and communities will not be left worse off, and that the NSW Government is transparent about where money is collected and spent. The strength of our campaign to date has seen some welcome gains, with the NSW Government indicating it will adjust some aspects of the proposals in response to our concerns.

With the proposed infrastructure contributions package now on public exhibition LGNSW will be analysing the details to ensure all our concerns are addressed. We ask that you encourage each of your member councils to scrutinise the consultation package to assess any impacts of the proposals on their council, identify any questions or outstanding issues and consider lodging a submission.

Thank you again for your support in our advocacy on this critical issue for our sector. If you or your staff have any questions, please contact [Jane Partridge](#), Strategy Manager, Planning (T: 9242 4093), for further information.

Yours sincerely



Cr Linda Scott
President

31/7/21

Attention: The Chairperson
Hunter Joint Organisation
Box 3137
THORNTON 2322

Dear Sir

I confirm, as a director of Arrow Collaborative Services Limited, the following loan as at 30 June 2021:

- Loan to Hunter Joint Organisation of \$345,763.80 with an interest rate of 0%

Further I confirm that Arrow Collaborative Services Limited will continue to provide financial support to Hunter Joint Organisation and will not demand repayment of the loan provided to Hunter Joint Organisation within the next twelve months.

Regards,

A handwritten signature in black ink, appearing to be 'Wayne Wallis'.

Wayne Wallis
Chairperson, Arrow Collaborative Services Limited
General Manager, Port Stephens Council

From: [Cherie Lorenzen](#)
To: [Louisa Bulley](#)
Subject: Fwd: NEW DATE - HUNTER REGION LEADERS' NETWORK FORUM 28 JANUARY 2022
Date: Tuesday, 9 November 2021 9:13:19 AM
Attachments: [image002.png](#)
[image002.png](#)

Hi Louisa

See below invitation for the future Hunter JO chair due to Bob not being in the role after the December election.

Kind Regards
Cherie

Begin forwarded message:

From: Kate O'Mara <kate.o'mara@rdahunter.org.au>
Date: 8 November 2021 at 2:41:32 pm AEDT
To: Kate O'Mara <kate.o'mara@rdahunter.org.au>
Cc: Trevor John <trevor.john@rdahunter.org.au>
Subject: **NEW DATE - HUNTER REGION LEADERS' NETWORK FORUM 28 JANUARY 2022**

Good afternoon everyone,

Thank you for your interest in the Hunter Region Leaders' Network Forum planned for earlier this year. We have a new date confirmed and sincerely hope that it'll be third time lucky!

We warmly invite you to attend as follows,

Friday 28th January 2022
9am – 12pm (+ lunch)
Semillon 3
Crowne Plaza Hunter Valley
430 Wine Country Drive, Pokolbin

The format of the event will be as outlined in my previous correspondence (see below). We remain focused on achieving real outcomes from the day and intend asking for your input prior to the event to maximise the limited time we'll have available. I'll be in touch to request information once your attendance is confirmed.

Crowne Plaza is offering a special accommodation rate for the night of Thursday 27th January. And, as you may wish to extend your stay prior to or following the event given the Australia Day public holiday, for your convenience the hotel is also offering a corporate rate on 25th – 30th January. The following link will take you to our dedicated booking portal where you can confirm and pay for accommodation <https://book.passkey.com/go/RDA22>.

Would you mind confirming your intention to attend the event and lunch via return email and I will then forward a calendar invite.

Thanks again and we look forward to seeing you in January (if not before!).

Kate

Kate O'Mara
Director of MedTeCCH & Special Projects
kate.omara@rdahunter.org.au
+61 412 303 744
www.rdahunter.org.au www.smarthappenshere.com.au www.meprogram.com.au

<!--[if !vml]--><!--[endif]-->Disclaimer

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Good morning,

Thank you for accepting our invitation to the Hunter Regional Leaders' Network Forum in July.

Details are as follows:

Friday 23rd July 2021

9am – 12pm + lunch

Crowne Plaza Hunter Valley, Wine Country Drive, Pokolbin

*Crowne Plaza is offering a discounted accommodation rate on the evening of Thursday 22nd July if you are interested in staying.

Please book and pay using this link <https://book.passkey.com/go/RegionalDepartmentAustralia>

AGENDA

9am - 9.15am

Coffee available on arrival

10.30am

Working morning tea delivered to the meeting room

12pm - 1pm

Lunch in Redsalt Restaurant (**Please advise any dietary requirements**)

Our aims for this event are to (a) understand where and how we can add value to one another's projects/activities and (b) agree on a unified approach when working with all levels of government and other key stakeholders to progress Hunter priorities. The Forum will be a platform for an open information exchange to gain Hunter-wide support to realise our regional goals and, importantly, avoid duplicating our efforts.

The Hon Nola Marino MP, Assistant Minister for Regional Development and Territories, wrote, on 24th June 2021, "to congratulate RDA Hunter on creating opportunities for local leaders to come together to discuss priorities for the Hunter region. The Hunter Regional Leaders' Network Forum will provide a platform for regional leaders to work together, and more effectively advocate for the region."

"I encourage local leaders to work collaboratively and engage with RDA Hunter. I look forward to continuing our work together and would welcome a briefing following the Forum."

We are focused on achieving real outcomes from the day, and are therefore requesting some input from you prior to the event. This will allow us to make necessary preparations and take full advantage of the limited time we have available.

The Forum will be broken into two sessions and we ask that you **please supply the following information** via return email by **Wednesday 14th July**:

1. PROJECTS

Please supply a list of the regionally-significant projects and initiatives that you and/or your organisation are **leading**.

This session will help us determine what's underway in the region, who's leading it, and where duplication is occurring.

The Leaders' Network can then consider maximising the impact of our efforts, including through the formation of partnerships.

As an example: RDA Hunter is leading the Skilled Workforce Initiative and MedTeCCH. We also manage the Skilled Migration 491 Visa program in the Hunter, but deem it administrative rather than regionally-significant, so it won't appear on our list. Additionally, we *support/participate in* projects (eg., RAAF WLM's STEM Coordination Group) which, again, won't appear on our list.

2. PRIORITIES

Please supply a list of your organisation's **top 5 priorities for the region** - these could be industries, determinants of economic strength, or specific projects.

During this session we hope to better understand the work currently underway to progress these priorities as well as the benefits they will deliver the Hunter. The Leaders' Network will determine whether it's feasible to develop new, or improve existing projects/initiatives to address priorities that require attention and, if so, which organisation/s may lead them.

We look forward to hearing from you via return email with your projects and priorities and very much look forward to engaging with you on 23rd July. In the meantime, if you need clarification or more information, please don't hesitate to call.

Kate

Kate O'Mara
Director of MedTeCCH & Special Projects
kate.omara@rdahunter.org.au
+61 412 303 744
www.rdahunter.org.au www.rdahunterstem.org.au www.medtecch.org.au
Ctrl+Click Here to [Sign Up for RDA Hunter News and Info](#)



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www.rdahunter.org.au



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Notification of Referral to Minister for Planning and Public Spaces - Environmental Planning and Assessment Amendment (Infrastructure Contributions) Bill 2021

Public Hancock's Office Email <Office@Hancock.minister.nsw.gov.au>

Tue 2/11/2021 11:13 AM

To: Louisa Bulley <louisab@hunterjo.com.au>

📎 1 attachments (347 KB)

20211026_Correspondence to NSW Premier re Infrastructure Contributions Bill.pdf;

Dear Ms Bulley,

Thank you for your attached correspondence on behalf Hunter Joint Organisation. As the matter you've raised falls under the primary responsibility of the Minister for Planning and Public Spaces, it is appropriate that the Hon. Rob Stokes MP considers your correspondence and it has been forwarded accordingly.

You can contact Minister Stokes's office on 8574 6707.

Yours sincerely

Office of Shelley Hancock MP
Minister for Local Government

P: 8574 5400



From: Louisa Bulley <louisab@hunterjo.com.au>

Sent: Tuesday, 26 October 2021 3:55 PM

To: contact@premier.nsw.gov.au

Cc: Public Hancock's Office Email <Office@Hancock.minister.nsw.gov.au>; Stokes_Office_Email <Office@Stokes.minister.nsw.gov.au>; Public Kean Office Email <Office@kean.minister.nsw.gov.au>

Subject: Correspondence re: Infrastructure Contributions Bill

Please find attached correspondence from the Hunter Joint Organisation in relation to the Infrastructure Contributions Bill.

Kind Regards,

Louisa Bulley
EXECUTIVE OFFICER

louisab@hunterjo.com.au | 0413 891 320

59 Bonville Avenue | PO Box 3137 | Thornton NSW 2322

P (02) 4978 4008

Follow our progress

hunterjo.com.au





4 November 2021

Re: Infrastructure Contributions Reform

Thank you for the correspondence outlining your concerns about the proposed changes to Infrastructure Contributions proposed in the *Environmental Planning and Assessment Amendment (Infrastructure Contributions) Bill 2021*.

I will note at the outset that the Greens oppose the bill and will be voting against it if it is brought to a vote in Parliament. We've raised a significant number of concerns with the Government about the proposed reform already and have received information that it's extremely likely they won't bring it to a vote this year. This is a modest success if it holds.

This bill represents another attack on the function and financial independence of Local Government in NSW, and forms part of a pattern of such attacks including ongoing cost shifting with the Emergency Services Levy and the failed forced amalgamations program.

We have been working in Parliament to expose the issues with this Bill, having recently raised the matter in Budget Estimates with the Local Government Minister. We have also required the Government to release all of its financial modelling of the impact of the new levy, both on the State Government and Councils. That information should be available for us to share with you from Thursday 11 November 2021.

We will continue to work to stop this from becoming law, and protect the right for Local Government to plan what is needed for their residents and deliver this.

Thank you again for your advocacy on this matter. I am of course available to discuss further at any time.

Kind regards,

David Shoebridge, Greens NSW MP



Cr Bob Pynsent
Chair, Hunter Joint Organisation
Mayor, Cessnock City Council

Via: Louisa Bulley, louisab@hunterjo.com.au

Tuesday, 9 November 2021

Dear Cr Pynsent,

**Environmental Planning & Assessment Amendment
(Infrastructure Contributions) Bill 2021**

I write in response to your letter of 1 November 2021 regarding the Environmental Planning & Assessment Amendment (Infrastructure Contributions) Bill 2021.

The current system for delivering infrastructure is broken. It does not deliver the parks, roads and water and sewerage infrastructure communities like ours need to grow. We need new infrastructure to unlock more homes and put downward pressure on house prices.

While the NSW Government alone cannot fix housing supply issues, we must do everything we can to encourage investment in our state, particularly in our local area. That is why we are working with councils, home builders and the community to deliver once in a generation reforms that will provide infrastructure in the right place at the right time by building a more certain, transparent, consistent funding system.

Diversion of funds from councils

The intention is that no council will be worse off. It is wrong to say that funds will be diverted from councils to the State Government. Councils will continue to collect local contributions from developers as they do right now.

There are two key improvements to the way the system now works. First, councils will have more control over how they charge developers depending on the needs of their communities. At the moment, councils are sitting on more than \$3 billion in money that should be spent on infrastructure because it's tied to a specific development. This is taking much-needed infrastructure away from communities.

Second, the community will be able to see how councils are spending these funds. Right now, it is difficult to find this information so people cannot understand where the funds are coming from and on which projects the money is being spent. This is about improving transparency, which should be welcomed by councils.

The Regional Infrastructure Contribution that the State Government collects will apply to Greater Sydney, Central Coast, Hunter and Illawarra and Shoalhaven. It will help fund the infrastructure that we all use in places where more people live now and will live in the future. Outside these areas nothing will change.

Increasing rates

Claims that councils will be forced to increase rates to pay for infrastructure are wrong. Councils manage their own finances. Infrastructure contributions provide councils with income for infrastructure, and rates provide income for local services. Our reforms mean that no council will be worse off so there is no need for councils to increase rates to pay for infrastructure. This is about ensuring that our community gets the infrastructure it needs at the right time to support new jobs and investment in our local community.

Exhibition of the draft Bill

Reforming the infrastructure contributions system is central to supporting good growth across NSW. We have a rare opportunity to make the system more transparent, consistent, simpler and fairer. We are listening to local government concerns and believe we have a common objective that as a result of this reform, communities across NSW will see the more efficient delivery of infrastructure to support growth.

The provisions in the Bill have been carefully prepared to balance the outcomes of reform across the 29 recommendations of the NSW Productivity Commissioner. We are working closely with councils, industry and the community to design the new system and fill in further detail as the legislation provides only the enabling framework.

The Minister has committed to releasing the detailed regulations and policy settings for public exhibition before progressing the Bill in Parliament. The Department will work closely with councils in implementing the reforms. Transitional arrangements will provide lead times for councils to review existing contributions plans and prepare new plans in the reformed system.

The Independent Pricing and Regulatory Tribunal is also undertaking reviews of the essential works list, nexus and efficient infrastructure design and benchmarking of infrastructure costs. These will also be released for comment. The NSW Government encourages Councils to make submissions on the draft reports when they become publicly available.

Consultation with local government will continue. The intent of the reforms is that no one is left worse off by this system and we look forward to receiving Council's and the community's feedback on detailed policy settings when they are exhibited.

Thank you for taking the time to write to me on this important issue.

Yours sincerely,

A handwritten signature in dark ink, appearing to read 'Catherine Cusack' with a stylized flourish at the end.

Hon. Catherine Cusack MLC



The Hon. Shelley Hancock MP
Minister for Local Government

MD21/6520

Councillor Bob Pynsent
Chair, Hunter Joint Organisation
Mayor, Cessnock City Council
PO Box 3137
THORNTON NSW 2322

By email: ceo@hunterjo.com.au

Dear Cr Pynsent

Thank you for your letter on behalf of the Hunter Joint Organisation, requesting an extension to end of transitional arrangements under the *Coastal Management Act 2016*.

I am pleased to advise that on 21 October 2021, the NSW Parliament passed the *Coastal Management Amendment Act 2021* giving councils until 31 December 2023, to implement their Coastal Zone Management Plans (CZMPs).

The extension will enable councils to apply for funding under the Coastal and Estuary Grants Program to implement their CZMPs and carry out emergency works during major coastal erosion events, in accordance with their Coastal Erosion Emergency Action Sub Plans.

The extension also provides councils, many impacted by fire, floods and the COVID-19 pandemic, additional time to transition to the new framework under the *Coastal Management Act 2016* and prepare their Coastal Management Programs (CMPs).

A major benefit of transitioning to a CMP is that councils can apply for 2:1 grant funding under Coastal and Estuary Grants Program to implement actions, rather than the 1:1 funding under a CZMP.

I encourage all your member councils to take this opportunity to progress preparation of their CMPs as a priority. This will help ensure our coast is strategically managed for the social, cultural and economic well-being of the people of NSW.

Thank you for taking the time to bring this matter to the Government's attention.

Yours sincerely

The Hon. Shelley Hancock MP
Minister for Local Government



The Hon Rob Stokes MP
Minister for Planning and Public Spaces
Department of Transport, Planning and Public Spaces
office@stokes.minister.nsw.gov.au

19 October 2021

Dear Minister Stokes

We present to you a significant opportunity to partner with the Hunter region to accelerate the State's recovery from the pandemic and grow the economy.

Regional stakeholders – including the Hunter Joint Organisation, Urban Development Institute of Australia NSW, NSW Property Council Hunter Chapter, Dantia, the Committee for the Hunter and Business Hunter – have worked together to identify priorities for your consideration.

We are united on the case for action, the opportunity in front of us and the recommendations for reform, summarised in Attachment A *Partnering for Growth*.

If actioned, these will unlock \$20 billion in private sector investment, 40,000 homes and 60,000 jobs.

These benefits can be quickly released through targeted investment in enabling infrastructure.

The alliance has also identified reforms to regional governance and processes for a more strategic and joined-up approach to planning, infrastructure and services.

Coordination will deliver better outcomes from Government focus and investment in the Hunter, and enable councils and the private sector to align their plans and budgets to achieve more. The Regional Housing Taskforce *Findings Report* acknowledged that approaches to infrastructure planning, delivery and coordination need to be improved to unblock housing supply.

The Hunter has the scale and capacity to do more of the heavy lifting for the state of NSW. The alliance invites you to meet with us to explore how we can work together across councils, industry and the NSW Government to drive priorities for economic stimulus, growth and prosperity.

To arrange this briefing, please contact Alice Thompson, CEO Committee for the Hunter on +61 490 688 125 or ceo@hunter.org.au or Joe James, CEO Hunter Joint Organisation on +61 405 217 249 or ceo@hunterjo.com.au.

Alliance signatories on the following page.

CC:

The Hon Matt Kean MP, NSW Treasurer, NSW Treasury
Pete Allaway, Chief Customer Officer for Regional & Outer Metropolitan Transport for NSW and Chief Executive for NSW TrainLink
Kiersten Fishburn, Secretary, Department of Planning, Industry and Environment



Alice Thompson
CEO
Committee for the Hunter
www.hunter.org.au
ceo@hunter.org.au



Joe James
CEO
Hunter Joint Organisation
www.hunterjo.com.au
ceo@hunterjo.com.au



Anita Hugo
Regional Director Hunter
Property Council of Australia
www.propertycouncil.com.au
neil@northrop.com.au



Geoffrey Rock
Chairperson - Hunter Chapter Committee
UDIA NSW
www.udiansw.com.au
g.rock@monteathpowys.com.au



Katherine O'Regan
CEO
Dantia
www.dantia.com.au
katherine@dantia.com.au



Bob Hawes
CEO
Business Hunter
www.businesshunter.com
bob.hawes@businesshunter.com

Partnering for growth



The Hunter is Australia's largest regional economy, servicing a population of over one million. With a GDP of \$60 billion, it is a substantial driver of growth and prosperity in NSW.

The Hunter stands ready to make an even stronger contribution to the State economy. Investment demand is high and population growth is surpassing NSW Government projections.

However, the region's capacity to deliver jobs, growth and housing is constrained by a lack of strategic and joined-up planning and infrastructure delivery.

More than \$20 billion in development is being held up by transport infrastructure delays. Those developments could deliver more than 60,000 jobs,

40,000 homes, and \$37 billion in economic benefits to the region.

More sophisticated approaches to planning and investment are urgently required. Coordination of planning, infrastructure and budgets across agencies, governments and sectors will deliver better outcomes from public investment in the region.

Hunter stakeholders are united on the case for action and the recommendations for reform.

We invite the NSW Government to work with us to provide better employment, housing and economic development outcomes for the communities of the Hunter and support the state of NSW as it rebounds from COVID.



Step one:
Clear the
development backlog

Since June 2020, Hunter stakeholders have worked with the NSW Government to improve Transport for NSW services to unlock employment and housing developments stuck in the planning pipeline. While improvements have been made, no major development held up by infrastructure has yet progressed. A significant shortfall in housing supply to meet NSW targets is forecast.

STATUS

Government-stakeholder Reference Group formed and Action Plan developed	✓
Dedicated Development Services division created within TfNSW to streamline and expedite development-related assessments and processes	✓
Bank guarantee requirement for Works Authorisation Deeds (WADs) reduced by 50 per cent	✓
Commencement of a review of the WAD process to deliver faster outcomes	in progress
Corridor and network studies to be developed and shared with councils	in progress
Enabling infrastructure delivered	✗
Developments progressed	✗

RECOMMENDATIONS

1. Continued resourcing of Development Services Division to enable full delivery of the agreed Action Plan.
2. Accelerate transport corridor and network studies in partnership with councils and industry, prioritising Catalyst Areas and Urban Release Areas, reporting to the Hunter Urban Development Program (Hunter UDP) Committee.
3. Extend the Housing Acceleration Fund to support delivery of housing targets in the Greater Newcastle Metropolitan Plan and Hunter Regional Plan. Industry analysis shows that an investment of \$522 million could unlock more than 40,000 homes and 590 hectares of employment land.

Step two:
Better integration of
planning and infrastructure

Adapt existing regional governance structures and planning processes to improve the level of integration in the concurrent reviews of the Hunter Regional Plan and the Hunter Regional Transport Plan. Better coordination will deliver more outcomes from government focus and funding in the Hunter. This opportunity was recognised in the Regional Housing Taskforce's Findings Report.

STATUS

Integration of strategic planning, land use and infrastructure planning (Opportunity for reform in current reviews)	✗
Strategic planning for enabling infrastructure	✗

RECOMMENDATIONS

1. Synchronise the drafting and release of the Hunter Regional Plan and Hunter Regional Transport Plan reviews to allow more time for consultation on priorities and alignment with council and private sector plans.
2. Provide more transparency on the level of integration between the Hunter Regional Plan and Hunter Regional Transport Plan, taking steps to improve coordination before they are finalised.
3. Increase the mandate and meeting frequency of the Regional Leadership Executive to facilitate whole-of-government input into the development of the Plans and commitment to delivery, and to work as a clearing house to resolve issues.
4. Enable the Hunter UDP to make priority referrals to the Planning Delivery Unit to unlock developments that are stalled, significantly impeding the delivery of the Greater Newcastle Metropolitan and Hunter Regional Plans.
5. Provide transparency on the allocation of state infrastructure contributions towards regional priorities for jobs and housing.



The Hunter has **9 per cent** of the NSW population but has received only **\$267 million**, or about **1 per cent**, of the state spend of \$27.8 billion on capital roadworks over the past five years



Hunter projects have received only **\$38.6 million**, or **3.8 per cent**, of the \$1 billion allocated through the Housing Acceleration Fund since 2012

Step three:

Transformational leadership

We share State objectives for recovery and growth and argue that the Hunter has the scale and capacity to make an even stronger contribution.

The level of focus and investment relative to our size and strategic significance will continue to put a handbrake on the State including COVID recovery, and presents a huge opportunity cost to the NSW economy.

The Hunter is also experiencing economic change in the energy, resources and manufacturing sectors, representing one of the largest structural adjustment challenges in the nation. State goals for Net Zero 2050 depend on what happens in the Hunter.

Governance in the Hunter remains fragmented. State-led innovations to integrate planning and investment in the Sydney metro provide a benchmark for best practice. Yet they are not being applied in contemporary planning processes and outputs in the Hunter.

RECOMMENDATION

1. Consider and consult on regional governance models for a more strategic and joined-up approach to land use planning, infrastructure investment and service delivery in the Hunter.

Contacts

Joe James

CEO Hunter JO and Chair, Hunter Transport Coalition

ceo@hunterjo.com.au

0405 217 249

Alice Thompson

CEO, Committee for the Hunter

ceo@hunter.org.au

0490 688 125





12 October 2021

Ms Kiersten Fishburn
Chief Executive Officer
NSW Office of Local Government
Locked Bag 3015
NOWRA NSW 2541

Dear Ms Fishburn,

Extension request - submission of 2020/2021 Financial Statements

In accordance with Section 416(2) of the *Local Government Act 1993* (the Act), the Hunter Joint Organisation is seeking an application for an extension of time for the submission of its 2020/21 financial statements.

We are aware that this request follows the late completion of the 2020/21 statements. This request is not made lightly.

Although Joint Organisation is confident the overall management of our finances has been in accordance with legislation and accounting standards, Joint Organisation is making this application as a result of the following issues identified;

- The retirement of the Finance Manager at the end of July 2021 and the need to handover to a new Finance Manager;
- The unexpected ill-health of the previous Finance Manager's wife, reducing his flexibility and capacity due to his ongoing care requirement impacted the hand over process to the new Finance Manager;
- The resignation of Finance Manager support officer (principally due to the limitations of her own health condition), effective mid-July, and the need to hand-over functions to a new resource; and
- The anticipated business acquisition, within the Arrow business, that will require finance and payroll integration around the end of July.

The above issues have been compounded by the impact of COVID-19 and the extensive lockdowns that are still in place.

Hunter Joint Organisation's sub-contracted auditor, Mr Cameron Hume of RSM, and Mr Furqan Yousuf, Director of Financial Audit Services of the Audit Office of New South Wales both support Joint Organisation's application.



ABN 19 949 536 343

59 Bonville Avenue | PO Box 3137 | Thornton NSW 2322
P (02) 4978 4040 | F (02) 4966 0588

FOLLOW OUR PROGRESS  

Accordingly, Joint Organisation requests an extension up to 30 November 2021 for the submission of its 2020/21 financial statements.

Should you require any further information, please do not hesitate to contact myself on 0405 217 249

Yours sincerely,

A handwritten signature in black ink, appearing to read "James", is positioned above the printed name and title.

Joe James
Chief Executive Officer



The Hon. Dominic Perrottet MP
NSW Premier
GPO Box 5341
SYDNEY NSW 2001

26 October 2021

Dear Premier,

RE: Infrastructure Contributions Bill

I am writing in regards to the Environmental Planning and Assessment Amendment (Infrastructure Contributions) Bill 2021 (the Bill) currently before the NSW Parliament.

At its meeting of 14 October 2021, the Hunter Joint Organisation (Hunter JO) moved the following resolutions;

That the Hunter JO;

1. Calls on the NSW Government to withdraw the Environmental Planning and Assessment Amendment (Infrastructure Contributions) Bill 2021 (the Bill) from the NSW Parliament.
2. Calls on the NSW Government to undertake further consultation with the local government sector on any proposed reforms to the infrastructure contributions system.
3. Calls on the NSW Government to de-couple the Independent Pricing and Regulatory Tribunal led review of the rate peg to include population growth from the infrastructure contributions reforms.

The Bill and the reforms that it seeks to implement will have far-reaching financial implications on our ten member councils and the communities of the Hunter region.

Local Government NSW (LGNSW) has been advocating this position on our behalf and has met with the Minister for Planning and Public Spaces the Hon Rob Stokes MP on



several occasions to stress that councils and their communities must not be worse off under any reforms.

The Hunter JO supports the submission made by LGNSW to the parliamentary inquiry, opposing the passage of the Bill, and calling for its withdrawal.

Through meaningful intergovernmental collaboration we can achieve the best outcomes for our communities across the state. The Hunter JO therefore asks that the NSW Government seek genuine consultation with our member councils on this issue and any other proposed reforms to the infrastructure contributions system.

We would be happy to provide further constructive feedback, and to discuss this further with your office.

I look forward to working with you on this crucial initiative for the Hunter region and the NSW economy.

Yours sincerely

A handwritten signature in black ink that reads "Bob Pynsent". The signature is written in a cursive, slightly slanted style.

Cr Bob Pynsent
Chair, Hunter Joint Organisation
Mayor, Cessnock City Council

CC:

- The Hon. Matt Kean MP, NSW Treasurer;
- The Hon. Rob Stokes MP, Minister for Planning & Public Spaces, and Minister for Transport & Roads;
- The Hon. Shelley Hancock MP, Minister for Local Government



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FOLLOW OUR PROGRESS



28 October 2021

Timothy Dawson
CEO
PV Industries Pty Ltd
timothy@pvindustries.com.au

Dear Timothy,

RE: PV Industries: Circular Solar Phase 2

This letter expresses the strong support by Hunter Joint Organisation (Hunter JO) for the Project **"PV Industries: Circular Solar Phase 2"**. PV Industries has assembled a high-calibre team to provide a whole-of-supply chain solution with a global waste management provider, real estate firm, metro and regional local councils and waste management centres, joint organisations, and leading Universities.

The Hunter Joint Organisation 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 their 10 member councils (Mid Coast, Port Stephens, Newcastle, Lake Macquarie, Cessnock, Maitland, Singleton, Dungog, Muswellbrook & Upper Hunter), and with Central Coast Council and environmental projects. The functions of the JO include leadership and advocacy, strategic priorities and plans, intergovernmental collaboration and regional capacity building.

The Hunter JO manages many projects delivering circular economy outcomes for our region and is delighted to participate in this exciting project that will adhere to circular economy principles. We understand the importance of this project that will: establish a high-capacity solar panel and lithium-ion battery recycling facility in NSW; divert large volumes of solar panel and associated waste from landfill; scale up a cost-effective reverse collection and logistics solution that services metro and regional NSW; commercialise a new solar panel testing and reporting solution to extend the lifespan of solar installations and identify solar panels for reuse; improve end markets and the value of recovered materials.

Along with our extensive circular economy experience, the Hunter JO brings expertise in stakeholder collaboration, leadership and connection with the 11 councils and communities in the Hunter and Central Coast which adds significant value to the proposed project.



Our commitment to this important project is demonstrated by ongoing engagement in stage 1 of the program, as well as our commitment to work with the project leaders and engage with our member councils during further stages of the application and project. Stage 2 of the program aligns closely with the Hunter JO undertaking of circular economy scenario planning, to develop potential circular solutions for different waste types. This project will develop a practical solution to the management of solar waste to make them a resource for reuse and recycling delivering one of the circular scenario plans. We look forward to further exploring these opportunities with our partners and member councils.

I note that PV Industries has already met and presented to the waste teams from the various councils at our Hunter Central Coast Regional Waste Strategy Group Meeting, hosted by the Hunter Joint Organisation in December 2020. We look forward to continuing this collaborative approach with a further update at the December 2021 meeting.

We understand that the purpose of Stage 1 (EOI) is to support the establishment of a collaborative project partnership that is able to deliver circular solutions across the supply chain and execute the project to a high level. In the Stage 2 application, the shortlisted partners will confirm project responsibilities and formalise partnerships. We have no doubt that the project team is committed to following a collaborative and consultative approach to ensure the proposed solution is economic, efficient, practical and environmentally sound.

We are therefore pleased to confirm our support for the proposed project. Please do not hesitate to contact our project lead, Eloise Lobsey via email eloisel@hunterjo.com.au to discuss further.

Yours Sincerely,

A handwritten signature in black ink that reads "S. P. Wilson".

Steve Wilson
Director regional Policy and Programs





Senator Hollie Hughes

Senator for New South Wales

Email: senator.hughes@aph.gov.au

2nd November 2021

Dear Senator Hughes,

Re: Invitation to speak at the *Hunter Global: Our International Future* roundtable

With Federal Government support of \$66 million, the Hunter will host an international airport in just two years. This is a game changer for our region's industry, business and community offering far greater access to the global economy.

I am writing to invite you to speak at the launch event of *Hunter Global: our international future*. Led by local government through the Hunter Joint Organisation, this region-wide initiative is designed to boost collaboration, planning and advocacy to ready the Hunter to capitalise on the runway upgrade.

Hunter Global comprises a series of activities and initiatives commencing with an online roundtable on 16 November. The roundtable will bring together a small number of stakeholders across key industry and business sectors to identify the opportunities that the runway upgrade offers, and the barriers that stand in their way.

The next major component of *Hunter Global* will be a whole-of-region summit on 17 and 18 February 2022. The summit will be an important mechanism to activate the Hunter on the opportunities the runway upgrade offers; and engage with industry, business and community to co-design the way forward.



Kate Robinson, Project Manager - 0408 115 467
comms@hunterjo.com.au • www.hunterjo.com.au
PO Box 3137, Thornton NSW 2322

We would be delighted if you were able to say a few words of welcome at the online roundtable on 16 November. The event starts at 9am. If you or your office would like to discuss *Hunter Global* and your involvement in the roundtable please call Kate Robinson, Project Manager, on 0408 115 467.

For your reference I have attached background information on the initiative, which is also available by visiting <https://www.hunterjo.com.au/projects/hunterglobal/>

I look forward to hearing from you soon.

Yours sincerely,

Bob Pynsent

Cr Bob Pynsent
Chair, Hunter Joint Organisation
Mayor, Cessnock City Council



The Hon. Shelley Hancock MP
Minister for Local Government

Email: office@hancock.minister.nsw.gov.au

2nd November 2021

Dear The Hon. Hancock,

Re: Hunter Global: Our International Future

In just two years, the Hunter will host an international airport. This is a game changer for our region's industry, business and community offering far greater access to the global economy. Federal Government support of \$66 million to upgrade the runway to Code E status was announced in May 2021. The runway is due for completion in 2023.

I am writing to you about *Hunter Global: our international future*. Led by local government through the Hunter Joint Organisation, this region-wide initiative is designed to boost collaboration, planning and advocacy to ready the Hunter to capitalise on the runway upgrade.

As part of *Hunter Global* we will deliver a whole-of-region summit on 17 and 18 February 2022. The summit will be an important mechanism to activate the Hunter on the opportunities the runway upgrade offers; and engage with industry, business and community to co-design the way forward. We would be delighted if you are able to attend the summit and provide your support.

Ahead of the summit, we are hosting an online roundtable in November bringing together a small number of stakeholders across key industry and business sectors to identify the



Kate Robinson, Project Manager - 0408 115 467
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PO Box 3137, Thornton NSW 2322

opportunities that the runway upgrade offers, and the barriers that stand in their way.
Importantly, the roundtable will inform the whole-of-region summit.

I will be in touch again following the November roundtable with an update on *Hunter Global*. We are in the process of finalising the arrangements for the summit and, once set, we will inform your office directly.

In the meantime, should you need further information about this initiative please see the attached backgrounder, visit <https://www.hunterjo.com.au/projects/hunterglobal/> or call Kate Robinson, Project Manager, on 0408 115 467.

Yours sincerely,

Bob Pynsent

Cr Bob Pynsent
Chair, Hunter Joint Organisation
Mayor, Cessnock City Council



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FOLLOW OUR PROGRESS



26 Oct 2021

Attention: The Chairperson
Arrow Collaborative Services Limited
59 Bonville Avenue
PO Box 3137
Thornton, NSW 2322

Dear Sir,

RSM Australia has been engaged to perform audit for Hunter Joint Organisation for the year ending 30 June 2021. Our records show that the following amounts are due to your company for the corresponding year ended:

	30 June 2021
Amount owed to you	\$345,763.80
Interest rate on balance	2.15%
Currency to be settled in	AUD
Repayment terms	To be settled within 31 days on request
Securities held as collateral	No

Will you please confirm whether this agrees with your records on that date by signing and return this letter directly to Mingyu Yan of our auditors – RSM Australia by email to Mingyu.Yan@rsm.com.au.

This letter is not a request for payment but is being sent to you to enable our auditors to confirm the correctness of our records.

If the balance is not correct, please report details directly to our auditors.

Your prompt reply would be greatly appreciated.

Yours faithfully,

A handwritten signature in black ink, appearing to read "Lisa Lord", is written over a light blue horizontal line.

Lisa Lord
HJO Head of Finance



ABN 19 949 536 343

59 Bonville Avenue | PO Box 3137 | Thornton NSW 2322
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FOLLOW OUR PROGRESS  

REPLY

Confirmation to RSM Australia Partners

We confirm that according to our records, the balance due to us at 30 June 2021 was \$345,763.80.

And particulars of the balance above are correct, except as noted below:

.....
.....
.....

Arrow Collaborative Services Limited
ABN: 77 103 439 578
59 Bonville Avenue, Thornton NSW
P: 4978 4040 | E: admin@arrowco.com.au

Signed,

A handwritten signature in black ink, appearing to read "Wayne Wallis", followed by a comma.

Wayne Wallis,
Chairperson, Arrow Collaborative Services Limited
General Manager, Port Stephens Council



5 November 2021

To Whom It May Concern,

Re: Letter of Support on Research

On behalf of the Hunter Joint Organisation (Hunter JO) I am writing to support the research of Darren McKay into settlement strategy and sustainable development in the Greater Newcastle Metropolitan Region. Specifically, I'd like to encourage those who have done research interviews to also attend a research focus group.

This research will be a valuable resource to support the regional strategic priorities set by local government, through the Hunter JO, in the areas of Connectivity, Jobs and Growing Economy, Resilience and Liveability.

The Hunter JO seeks to build collaborative solutions with different levels of government in these priority areas. The focus group exercise in Darren's research will provide important stakeholder insights relevant to both our existing and future regional policy development and inter-governmental collaborations. Examples of our current work in this space include:

- **Intergovernmental Partnership Project** – the Hunter JO presented a collaborative governance framework, including suggested region shaping infrastructure, for a potential 'city and regional deal' to the Federal Government.
- **Greater Newcastle Metropolitan Plan (GNMP) Steering Committee** – a local government led committee with a focus on collaboration with the State Government in implementation of the GNMP.



- **Population Scenario Planning** – a project exploring the benefits and challenges of different population scenarios for Greater Newcastle and the Hunter in order to inform a vision of the region's future and how we get there.
- **Regional Infrastructure Priority Lists (PIL)** – co-designing an infrastructure prioritisation method and tool with local and state government stakeholders.

After participating in the interview stage, I recently attended one of the online focus groups. This session brought together people of various stakeholder groups to consider a mock city deal exercise, within the context of existing government policy.

This was a unique opportunity where people of different backgrounds considered how areas of regional governance, metropolitan planning and public finance can combine to influence sustainable development in Greater Newcastle. These focus groups are a valuable exercise to gather and analyse evidence that can contribute to important policy development in the Hunter.

I understand that over eighty people have contributed to these focus groups to date and would encourage others to do so.

Yours Sincerely,

A handwritten signature in dark ink, appearing to read "Joe James", written in a cursive, flowing style.

Joe James
CEO, Hunter Joint Organisation



6. Items for the Hunter JO Board - For Decision

Nil items for decision

7. Items for the Hunter JO Board – For Noting

7.1 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.

The report provides an update for the last period on:

1. Advocacy (other than is reported in a project update or through a standing engagement)
2. Collaboration and Stakeholder Engagement
 - a. Political Engagements;
 - b. Existing Standing Engagements (convened by local government)
 - c. Existing Standing Engagements (convened by others)
 - d. Proposed New Standing Engagements
 - e. Additional Strategic Engagements (if any)
3. Submissions (in development or lodged)
4. Regional Funding Applications (status)

Advocacy

Current advocacy being undertaken by the JO includes:

Hunter Global – Our International Future

The first major milestone of this regional initiative being led by the Hunter JO, the Hunter Global Roundtable, was delivered on 16th November. This online workshop event included a range of senior government and industry representatives, who participated in identifying key barriers and opportunities for the region in regard to capitalising upon the international access that will result from the airport runway upgrade. The workshop outcomes will now inform the focus and structure of a larger regional summit to be delivered February 2021. A more detailed update is provided in Item 7.6.

At the time of writing, letters to the Prime Minister and Premier are being finalised, inviting them to speak at the Summit.

Connectivity – Advocacy on integrated transport planning, delivery and funding

The 'Partnering for Growth' advocacy package was circulated to the board.

At the time of writing this report, the following meetings have been conducted:

- Treasurer, the Hon. Matt Kean, on 1 December (see notes in table below); and

- Anthony Hayes (Executive Director, Community and Place, Regional Outer Metropolitan, TfNSW) on 30 November. Anthony committed to holding further engagement in early 2022 in order to maximise the opportunity to:
 - Better integrate the DPIE and TfNSW planning instruments; and
 - Work with the region developing an infrastructure priority process.

Upcoming meetings include:

- Kiersten Fishburn, Secretary, DPIE;
- Nomiky Panayiotakis, Senior Advisor to the Deputy Premier, Minister Toole

Climate Awards Finalist

The Hunter JO, in collaboration with its 10 Member Councils and Central Coast Council, was a finalist for the Climate Champion Award in the Cities Power Partnership's (CPP) 2021 Climate Awards. The award winners were announced on Wednesday 17 November, with the Hunter JO receiving a Highly Commended Award.

Collaboration & Stakeholder Engagement

Key Stakeholder Engagement	Outcomes (where relevant)
Political Engagements	
Senator Hollie Hughes , Liberal Senator for New South Wales and Patron Senator for the Hunter Region	Senator Hughes participated in the Hunter Global Roundtable on 16 November 2021, providing an official welcome to the forum on behalf of the Federal Government.
The Hon Matt Kean , NSW Treasurer, and Minister for Energy and Environment	<p>The 'Hunter Planning Alliance' met with the Treasurer by video conference on 1 December.</p> <p>The Treasurer commended the vision and work of the Alliance to lead the conversation with the State.</p> <p>On a number of occasions he specifically recognised the Hunter JO Chair and the role of local elected leaders in facilitating these initiatives.</p> <p>The Treasurer indicated he was personally invested in the future of the Hunter. He recognises both the impact and opportunities that are presenting themselves with the economic change of the region.</p> <p>The meeting closed with the Treasurer asking for some time to consider the materials we have provided and formulate a more detailed response. The Treasurer also indicated a desire to come up and meet with the Alliance in person.</p>
The Hon Shelley Hancock , NSW Minister for Local Government 1 December 2021	The Hunter JO Chair and CEO participated in a briefing provided by Minister Hancock and Ally Dench – Executive Director, Office of Local Government on the outcomes of the review of Joint Organisations commissioned by the Department (currently embargoed until released by the Minister). A cross agency and JO working group will now be convened and led by Ally Dench to further review and progress the recommendations that have been identified in the report.

Key Stakeholder Engagement	Outcomes (where relevant)
Existing Standing Engagement (convened by Local Government)	
Hunter RMS Reference Group (Project) (convened by LMCC & Hunter JO)	This group has been engaging with Business Hunter and the Committee for Hunter on some potential joint regional advocacy. An out-of-session briefing to the board is being planned, likely in the week commencing 27 September.
Hunter JO regional Economic Transition SubCommittee (convened by Hunter JO)	<p>A review of the SubCommittee's focus in conjunction with the Chair has recently been initiated which is considering:</p> <ul style="list-style-type: none"> • The Committee's role in influencing the NSW Government's Royalties for Rejuvenation program and Hunter Expert Panel • Renaming the SubCommittee to the "Subcommittee for Economic Evolution (SEE)" • A review of the SubCommittee's membership • Reviewing the terms of Reference to ensure a strong focus on the Hunter Expert Panel and Royalties for Rejuvenation program
Hunter JO Circular Economy Sub-Committee (convened by Hunter JO)	The next meeting will be scheduled for early December, pending the provision of the Living lab report from Lake Macquarie Council to be considered as a key Agenda item.
<p>Additional networks and regional forums:</p> <ul style="list-style-type: none"> • Hunter Circular Facilitators Group (jointly convened by Hunter JO & DPIE) • Hunter Regional Waste Strategy Group (convened by Hunter JO) • Regional Contaminated Land Working Group (convened by Hunter JO) • Committee for the Hunter (MOU monthly check-ins to discuss existing and potential collaboration opportunities) • Hunter Regional Illegal Dumping Squad Committee 	Coordination of these regional forums continues to facilitate information sharing and collaboration across a range of shared interest focus areas between member councils, government agencies and other stakeholder organisations.
Existing standing engagements (convened by others)	
EPA Local Government Advisory Group (convened by NSW EPA)	<p>The Advisory Group met on 27 August. The primary item was initial consultation on the Waste Delivery Plan. The Plan incorporates the commitments (specifically 5 year funding commitments) contained in the Waste and Sustainable Materials Strategy as well as the EPA's Strategic Plan. Comment was sought in particular:</p> <ol style="list-style-type: none"> 1. The overall approach 2. Proposed sequencing and timing 3. Any obvious gaps that need to be addressed

Key Stakeholder Engagement	Outcomes (where relevant)
	<p>4. Any opportunities that local government know of that can support this work.</p> <p>This remains an important strategic relationship for local government generally. Strategic themes in the report include:</p> <ul style="list-style-type: none"> • Transitioning to a circular economy • Reducing carbon emissions • Managing risks of harmful and problematic waste • Supporting local government and communities in safely managing <p><i>Important strategic directions for the Board to be aware of are that the EPA is seeking to: (1) introduce a contestable funding model for local government; (2) facilitate joint procurement by councils of waste services</i></p>
Regional Leadership Executive (convened by Regional NSW)	<p>The RLE met on 30 November 2021. The main agenda items were:</p> <ol style="list-style-type: none"> 1. Update from Regional NSW on how the various issues and priorities identified by Council General Managers at the August RLE 2021 meeting have been progressed in regard to improved communication between Councils and the relevant agencies 2. Briefing by DPIE on the draft Hunter Regional Plan. In response to the briefing it was resolved that a workshop be delivered with the RLE group to identify the implications for all organisations represented on the RLE that will arise from implementation of the Plan. This workshop to also encompass consideration of the recommendations included in the <i>Partnering for Growth</i> advocacy work. 3. Briefing by DPIE on the final draft of the Hunter Central Coast Enabling Regional Climate Change Adaptation Strategy. The Hunter JO team have actively contributed to development of this strategy. 4. Updates were provided by the Hunter JO on a range of initiatives underway including: <ul style="list-style-type: none"> • Hunter Global initiative, Hunter venture Fund, Hunter JO Strategic Plan development, regional population scenario modelling, GNMP Governance Options Paper, and IP&R Climate Change Package 5. Update by Office for Regional Youth on the Holiday Breaks Program 6. Presentation by NSW education on Connected Communities Program
RLE Economic Development Subcommittee	<p>The most recent meeting of this Committee was held on 2 Nov 2021. Updates were provided to the Committee on:</p> <ul style="list-style-type: none"> • Regional Job Creation Fund • Upper Hunter Economic Diversification

Key Stakeholder Engagement	Outcomes (where relevant)
	<ul style="list-style-type: none"> Williamstown Special Activation Precinct
RLE Human Services Committee	<ul style="list-style-type: none"> An update was provided to the Committee on the Hunter 2050 initiative and Hunter Venture Fund project as contributors to reducing pressure on Human Services in our region by facilitating a well-planned and effective transition/evolution of the workforce to 2050 Hunter JO staff also facilitated delivery of a presentation to the Committee by the Wonnarua National Aboriginal Corporation (WNAB) on their strategic plans for closing the gap using a bottom-up place based approach that integrates with state and national plans. Engagement between the CEO WNAB and RLE has since progressed.
Hunter Business Attraction Committee (convened by Regional NSW)	Boyd Blackwell and Blake Almond from Henshall Capital, made a presentation to the committee on Hunter 2050 and the Hunter Venture Fund project. This supported the identification and communication with additional stakeholders to support delivery of the Hunter venture Fund project.
Upper Hunter Economic Diversification Working Group	Progress was made at the most recent meeting on the creation of various working groups including an education working group in which the HJO, and Arrow RTO, LGTI, will participate
Hunter Central Coast Regional Plan Review Steering Committee (convened by DPIE)	The Steering Committee met on Thursday 18 th November. The draft Regional Plan has since been released for public exhibition (1 December 2021), with submissions closing 4 th March 2022.
Hunter Central Coastal Management Program Practitioners Roundtable (convened by DPIE)	Through this group, the Hunter JO has recently supported Member Councils and Central Coast Council with regional advocacy seeking an extension to the end of transitional arrangements under the <i>NSW Coastal Management Act</i> . New legislation has since been passed and a 2-year extension statewide to all Councils has been granted.
Local Government Climate Change Planning Toolkit Working Group (convened by DPIE)	The Hunter JO has been participating in working group meetings to collaborate with DPIE during the development of the Climate Change IP&R Package and the DPIE Local Government Climate Change Toolkit, to ensure alignment and complementarity between outputs from both programs.
RLE Recovery & Resilience Sub-Committee	<p>The Hunter JO continues to participate in the RLE Recovery and Resilience Committee. At its November meeting presentations were provided to the Committee on:</p> <ul style="list-style-type: none"> The new Local Coordination and Service Delivery Division within Resilience NSW HCC Adaptation Strategy Regional Disaster Preparedness Program

Key Stakeholder Engagement	Outcomes (where relevant)
	<ul style="list-style-type: none"> Health and Wellbeing Working Group
Transition Hunter Central Coast (HCC) working group (convened by DPIE)	The Hunter JO has continued to participate in workshops and working group meetings convened over recent months, including the development of the Climate Change Adaptation Action Plan. On the 8 October 2021 meeting the HCC Adaptation Strategy was finalised prior to it being submitted to the next meeting of the RLE Recovery and Resilience Committee.
<ul style="list-style-type: none"> Project Control Group Hunter Identity and Positioning Hunter Identity and Positioning Local Government Reference Group (convened by Regional NSW) 	<p>Since the briefing provided to the August Hunter JO Board meeting, Regional NSW and HCCDC have determined to undertake further stakeholder / market based research prior to undertaking targeted consultation sessions with each Council on the potential directions identified for the Region's branding.</p> <p>Regional NSW have engaged Greg Clark from Business of Cities to develop a 'story' for our 'city-region' that will help inform the branding work. Greg Clark and his team are internationally recognised working with many cities around the world to help them position for investment. They are very familiar with the Newcastle and Hunter region, having worked with the NSW Government previously on city development.</p>
Climate Action Professional Officers Group NSW (convened by LGNSW)	Mel Curtis presented to this state-wide network (comprising approximately 80 Councils) on the Act Now Climate Change IP&R Package in October.
Hunter Freight and Supply Chain Taskforce (convened by Committee for the Hunter)	A consultant has been engaged by the Committee for the Hunter to prepare a draft report on the economic geography for the roadmap, to be delivered by the end of 2021
<p>Additional networks and forums:</p> <ul style="list-style-type: none"> Metropolitan Regional Waste Coordinators Group (convened by NSW EPA) 	Participation in these regional forums continues to facilitate information sharing and collaboration across a range of shared interest focus areas between member councils, government agencies and other stakeholder organisations.
Proposed New Standing Engagements	
Upper Hunter Economic Diversification Education Working Group	This group has recently been established as a sub working group of the Upper Hunter Economic Diversification Committee. Its first meeting was held on 16 th November. HJO representation will include Boyd Blackwell and Judy Ravell.
Additional Strategic Engagements	
Department of Regional NSW (Stephen Wills)	Following initial engagement with Stephen Wills, a list of potential projects with the potential to be delivered by the Hunter JO, with the support of funding from the Royalties for Rejuvenation program, has been provided to Stephen

Key Stakeholder Engagement	Outcomes (where relevant)
	as an input into the thinking of Stephen and his team as to the possibilities for interim projects.
NSW Waste Strategy Delivery Program	Hunter JO staff are continuing to participate in a number of consultative workshops convened by the NSW EPA to communicate and invite feedback to shape the overall focus and breakdown of the NSW Waste Strategy Delivery Program.
NSW JO Chairs Forum	<p>The last meeting of the Chairs Forum was held on Thursday 4th November. A key part of the meeting included the current Chairs reflecting on the achievements of the Forum since its establishment, key challenges experienced, and opportunities for the next Group of Chairs. These included:</p> <p><u>Achievements</u></p> <ul style="list-style-type: none"> • Providing a central forum through which state agencies can collectively engage with JO's, including facilitating access to senior State Government officials and Ministers • Positive cross JO advocacy efforts. For example, the joint submission and testimony to the NSW Parliamentary Inquiry on NSW Government grants • Despite the differences across JOs statewide, the group continues to collaborate well • Level of information and resource sharing across JOs • Providing the chance to problem solve with fellow JO Chairs • Building trust and relationships across the JOs • Providing a forum for all 13 JOs to be seen together and to advocate collectively <p><u>Challenges</u></p> <ul style="list-style-type: none"> • Ongoing challenges to the financial sustainability of many of the JO's • Differences in size and scale of different JOs can make collaboration challenging, but it should continue to be pursued • The collective value of JOs remains underestimated • The Forum hasn't yet identified clear strategic priorities on which it should consistently focus <p><u>Opportunities</u></p> <ul style="list-style-type: none"> • Need to improve the nature and level of engagement between the Forum and State Agencies • Collaboration between JOs could play a central role in facilitating the transition of populations from the cities to the regions • Collaboration between all JOs to ensure all of the regions benefit from key infrastructure investments such as the Inland Rail project

Key Stakeholder Engagement	Outcomes (where relevant)
	<ul style="list-style-type: none"> Development of a more strategic framework to provide clearer direction for the Chairs Forum, and improved alignment with State Government priorities. <p>The Group also expressed disappointment that the review of Joint Organisations undertaken by the Office of Local Government has not yet been released, meaning that it was unavailable for joint consideration by the Chairs Forum at its final meeting.</p>
JO Network EOs Meetings	The CEO and Director Policy and Programs continue to participate in fortnightly meetings of this network, which provides a valuable forum for understanding the issues being experienced across the NSW JO network, and a mechanism through which to collaborate with other JO's in areas of shared interest.

Regional Submissions

1. End to Transitional Arrangements under the NSW Coastal Management Act (2016)

The Hunter JO recently wrote to the Minister for Local Government, Shelley Hancock, to formally request a three-year extension to the transitional arrangements in place under the NSW Coastal Management Plan (2016), or alternatively, that the Coastal Zone Management Plans (CZMP's) remain in effect until they are replaced by the Coastal Management Programs (CMP's). This action arose from the Hunter Central Coast Coastal Management Practitioners Roundtable, a regional collaborative forum of council and agency staff focused on coastal management.

With all Councils in the region having CMP's that would not have been completed by the cut-off date, the direct implications included:

- Restrictions on the ability to apply for grant funding
- No requirement for Council's to consider existing CZMP's for either rezoning or development
- A more resource intensive and lengthier approval pathway for some coastal protection works during this gap period

In response to this advocacy from ourselves and other Councils along the NSW coast, the Minister introduced legislation into the Parliament in mid-October to extend the timeline by two years for councils to complete their Coastal Management Programs.

Status of Regional Funding Applications

Funding Program	Project Title	Amount Requested	Status
NSW EPA Council Litter Prevention Grants	Litter prevention and management plan for our region's marine and estuarine environments	\$100,000	Pending (submitted 8/11/21)

Recommendation:

- That the report be received and noted.

Report Author: Lisa Lord, Head of Finance

Responsible Officer: Joe James - CEO

Summary

The purpose of the Financial report is to provide clear and concise financial information that allows confident decision-making within the company. Over the next few months, a Balance Sheet and consolidated Cashflow Report will be added to this monthly report. This reformatted report also ties in with the automation of the report building, moving away from the previous mechanical/manual method of collating the reports, with the aim of removing human error, with respect to the creation of the reports.

Items of note in this report include the following:

- YTD Net result (\$34,054) is below the budgeted YTD (\$6,204). This figure, however, does include the following extraordinary items:
- Communications & Marketing \$23,909 – This is for consultant fees that should have been processed in the previous financial year
- Salaries & Wages \$8,665 for prior year backpay for Joe James.
- Excluding the extraordinary items not included in the approved FY22 budget, the operational Net result is (\$1,480).

The Profit & Loss Statement is provided as Attachment 16.

Recommendation:

- **That the Profit and Loss Statement for period ending October 2021 be received and noted.**

HUNTER JOINT ORGANISATION



INCOME STATEMENT													
	CURRENT MONTH				YEAR TO DATE				Approved	Forecast	% Variance	Forecast Budget Variance Commentary	
OCTOBER	Actual	Current	Budget Current	% Variance Current	Actual	Current	Budget Current	% Variance Current	Annual Budget	Annual Budget	Forecast		
REVENUE													
Conributions													
Arrow Contribution		50,000	50,000	0%		200,000	200,000	0%		600,000	600,000		0%
Member Councils Project Fundin													
Other Councils Project Funding													
Third Parties Project Funding													
Membership Subscriptions													
Member Councils		45,184	43,996	3%		180,736	175,985	3%		527,956	527,956		0%
Third Parties		-				13,300							
Revenue - total		95,184	93,996	1%		394,036	375,985	5%		1,127,956	1,127,956	0%	
GENERAL & ADMINISTRATION													
Administration & Overheads (Arrow)		8,864	7,575	17%		35,455	30,300	17%		90,901	106,364	17%	Prior years total budgeted in error. Adjusted to reflect correct figure Consultants fees recorded in FY22 - S/be FY21
Communications & Marketing		325	833	-61%		24,543	3,332	637%		9,996	9,996	0%	
Audit & Assurance		1,263	1,250	1%		5,050	5,000	1%		15,000	15,000	0%	
Bank Charges		22	35	-37%		109	140	-22%		431	431	0%	
Catering		84	600	-86%		149	1,200	-88%		13,000	13,000	0%	
Consultants		-				5,510							
Insurance		720	-			2,878	9,000	-68%		9,000	9,000	0%	
Miscellaneous		-	100	-100%		42	400	-89%		1,200	1,200	0%	
Mobiles		82	80	2%		553	320	73%		960	960	0%	
Postage & Couriers		-				8							
Printing & Stationery		-	120	-100%		-	480	-100%		1,440	1,440	0%	
Professional Development													
Professional Fees													
Records Storage													
Recruitment		-				1,200							
Rent		6,454	6,453	0%		25,816	25,811	0%		77,434	77,434	0%	
Repairs & Maintenance													
Search Fees													
Staff Amentities		77	80	-4%		622	320	94%		960	960	0%	
Subscriptions		36	128	-72%		287	512	-44%		1,536	1,536	0%	
Telephone		34	112	-70%		168	448	-63%		1,344	1,344	0%	
Travel & Accomodation		-	250	-100%		555	1,000	-44%		3,000	3,000	0%	
Fares Parking & Tolls		458	600	-24%		2,120	2,400	-12%		7,200	7,200	0%	
Meals		-	80	-100%		(19)	320	-106%		960	960	0%	
DEPRECIATION													
Depreciation - Office Equipment & Furniture		44	52	-16%		175	208	-16%		624	624	0%	Depreciation increased with purchase of additional vehicle
Depreciation - Motor Vehicle		1,805	928	95%		7,068	3,712	90%		11,136	21,507	93%	
INFORMATION TECHNOLOGY													
Database Hosting & Upgrades													

Depreciation - IT Equipment									
Hardware Maintenance	525	698	-25%	3,028	2,792	8%	8,376	8,376	0%
Internet / Website Maintenace									
Software Maintenance									
LABOUR									
Wages & Salaries	15,653	16,740	-6%	85,302	75,329	13%	217,618	243,341	12%
FBT	999	1,601	-38%	3,996	6,405	-38%	19,216	19,216	0%
Leave Provisions	3,661			14,193					
Payroll Tax	-			-					
Superannuation	3,110	1,674	86%	15,381	7,533	104%	21,762	24,334	12%
Workers Compensation	89	646	-86%	713	2,583	-72%	7,750	7,750	0%
Training & Development	-	250	-100%	550	1,000	-45%	5,000	5,000	0%
Uniforms	-	-		-	-		400	400	0%
MOTOR VEHICLE									
Fuel	789	700	13%	1,858	2,800	-34%	8,400	8,400	0%
Registration	-	-		-	2,200	-100%	2,200	2,200	0%
Repairs & Maintenance	-	-		-	-		1,500	1,500	0%
Overheads - total	45,092	41,585	8%	237,308	185,546	28%	538,344	592,473	10%
	47%	44%		60%	49%		48%	53%	
NET PROFIT - OPERATONS	50,092	52,411	-4%	156,728	190,439	-18%	589,612	535,483	-9%
	53%	56%		40%	51%		52%	47%	
OTHER INCOME / (EXPENSES)									
Project Funding - Arrow	(49,161)	(49,161)	0%	(196,644)	(196,643)	0%	(589,929)	(589,929)	0%
Profit (loss) on disposal of assets	-	-		5,862	-		-	-	
Other Income - total	(49,161)	(49,161)		(190,782)	(196,643)		(589,929)	(589,929)	
NET PROFIT BEFORE TAX	931	3,250		(34,054)	(6,204)		(317)	(54,446)	17065%
	1%	3%		-9%	-2%		0%	-5%	
EBITDA	2,780	4,230		(26,811)	(2,284)		11,443	(32,315)	
	3%	5%		-7%	-1%		1%	-3%	
Check	0	0		0	0		-		
COMMENTARY									
YTD Net result (\$34,054) is below the budgeted YTD (\$6,204). This figure, however, does include the following extraordinary items:									
Communications & Marketing \$23,909 – This is for consultant fees that should have been processed in the previous financial year									
Salaries & Wages \$8,665 for prior year backpay for Joe James.									
Excluding the extraordinary items not included in the approved FY22 budget, the operational Net result is (\$1,480).									
Wages adjusted to reflect current employees salaries. Backpay provided for J.James not provided for in original budget									
Net Leave provisions not provided for in budget									

HUNTER JOINT ORGANISATION



BALANCE SHEET

OCTOBER	YTD
CURRENT ASSETS	
Bank	272,985
Trade Debtors	104,129
Prepayments	10,203
Other Debtors	1
	<hr/>
	387,318
	<hr/>
NON CURRENT ASSETS	
Buildings	-
Land	-
Computers	351
Fixtures and Fittings	-
Motor Vehicles	101,763
Office Equipment	-
ROU	-
Arrow - Loan	420,055
HJO - Loan	-
HCI - Loan	-
	<hr/>
	522,169
	<hr/>
TOTAL ASSETS	909,487
CURRENT LIABILITIES	
Trade Creditors	18,119
Accruals	34,793
Loan - Arrow	-
Loan - HJO	-
Loan - HCI	-
Employee Payables	49,227
Other Payables	(4,986)
GST	75,283
Employee Entitlements	60,222
Premium Funding	-
Unearned Income	578,845
	<hr/>
	811,502
	<hr/>
NON CURRENT LIABILITIES	
Term Debt	-
Employee Entitlements - non current	15,262
Lease Liability	
	<hr/>
	15,262
	<hr/>
TOTAL LIABILITIES	826,764
NET ASSETS	82,723
EQUITY	
Retained Earnings	116,777
Current Year Earnings	(34,054)
TOTAL EQUITY	82,723

HUNTER JOINT ORGANISATION



CASHFLOW STATEMENT	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual
OCTOBER	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	YTD
CASH FROM OPERATING ACTIVITIES													
Cash inflows from													
Trade debtors	12,173	586,863	319,282	51,971									
Other receivables	0	0	13,300	216,473									
Other Income	0	0	0	131									
Cash outflows to													
Creditor Expenses	10,197	57,094	6,277	17,099									
Employee Expenses	21,498	30,208	19,600	19,600									
Funding Disbursements	250,000	450,000	440,000	50,000									
Taxes	0	71,214	0	0									
Net cash from/(used)	(269,522)	(21,654)	(133,295)	181,875									
CASH FROM INVESTING ACTIVITIES													
Cash Inflows from													
Proceeds from sale of P&E	39,000	0	0	0									
Cash outflows to													
Purchase of CAPEX	118,840	0	0	0									
Repay / (new loans) of finance lease													
Net cash from/(used)	(79,840)	--	--	--									
CASH FROM FINANCING ACTIVITIES													
Cash inflows from													
Term debt - drawdown													
Cash outflows to													
Current borrowing - repayment													
Dividend paid													
Net cash from/(used)	--	--	--	--									
Cash at the beginning of the period	595,420	246,058	224,405	91,110									
Net increase/(decrease) in cash	(349,362)	(21,654)	(133,295)	181,875									
CASH AT THE END OF THE PERIOD	246,058	224,405	91,110	272,985									
CASHFLOW NOTES													
YTD Net increase in cash	(322,435)												

Report Author: Steve Wilson

Responsible Officer: Joe James, CEO

7.3.1 [Greater Newcastle Metropolitan Plan Steering Committee](#)

At the 7th October meeting of the Subcommittee, a number of resolutions were passed by the Committee (refer action register in Agenda item 3.2) in relation to:

- Consultation outcomes and recommendations relating to the structure, systems and processes of the Steering Committee moving forward.
- The draft Review of Regional Governance Options paper presented to the Committee

A key initial outcome from these recommendations was delivery of a collaborative workshop with the Subcommittee to:

- 1) Redefine the focus, role, Terms of Reference and resourcing for the Steering Committee itself moving forward; and
- 2) Collaboratively develop a shared objective / consensus on the regional governance outcome that needs to be achieved (a “light on the hill”), and the next steps on which to focus to progress toward that objective.

Suitable dates to deliver this workshop are being explored with the Chair and Committee members, in recognition of:

- The potential for some of the Mayors on the Subcommittee to change following the December Local Government elections
- The need to factor in the time it will take for Mayors to be formally appointed (for both new and returning Mayors), and this occurring in the lead up to Christmas
- The need to brief any new Mayors about the Committee and their involvement prior to delivering the workshop (to ensure we get the most from the session).

7.3.2 [Circular Economy Sub Committee](#)

There has been no meeting of the Sub-Committee since the last update to the Board in October (the Committee meets quarterly). The next meeting will be scheduled for early 2022, to allow for provision of the Living Lab report from Lake Macquarie City Council which will be considered as a key Agenda item.

7.3.3 [Regional Economic Transition Sub Committee](#)

A review of the Sub-committee’s focus and operations in conjunction with Sue Moore (Chair) and Jason Linnane (General Manager, Singleton Council) has recently been initiated. This has identified:

- A need for the Hunter JO to maintain pressure on the NSW Government, for the JO to have a seat at the table of the Hunter Expert Panel and associated Royalties for Rejuvenation program as reflected in the former Deputy Premier’s commitment
- That the name of the committee should be changed to the Subcommittee for Economic Evolution (SEE), where ‘transition’ is replaced by ‘evolution’ to align with the broader narrative of the Hunter JO’s program around economic development and change
- That the membership of the subcommittee should be revisited to ensure alignment with a new direction for the Subcommittee

- That the Terms of Reference largely remain the same, albeit with an increased focus on the Hunter Expert panel and Royalties for Rejuvenation program
- That a meeting of the Subcommittee occur in preparation for a stakeholder roundtable being organized by Regional NSW in late November / early December. NB given the timing of the roundtable (6th December) and all General Managers being invited to the session, a meeting of the Subcommittee will now be convened to consider the information that was provided.

Recommendation:

- **That the Board note the updates on the Hunter JO Sub-Committees**

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

Responsible Officer: Joe James, CEO

PROGRAM DELIVERY HIGHLIGHTS

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.

Project / Program Name	Cities Power Partnership
Program / Project Lead	Mel Curtis
Climate Awards Finalist The Hunter JO, in collaboration with its 10 Member Councils and Central Coast Council, was a finalist for the Climate Champion Award in the Cities Power Partnership's (CPP) 2021 Climate Awards. The award winners were announced on Wednesday 17 November, with the Hunter JO receiving a Highly Commended Award. We have been collaborating with the CPP Program to include their pledges and program information into the Climate Change IP&R Package (see below), which provides Member Councils with a process to include their pledges and commitments into their CSP, Delivery Program and Operational Plans.	

Project / Program Name	Small Acts Big Change Program
Program / Project Lead	Eloise Lobsey
Social media campaign A review of 2020/21 data of social media reach for the Small Acts Big Change regional education campaign has provided the following data, providing an indication of the growing reach of the campaign across the region: <ul style="list-style-type: none">• Reach 576,295 (unique)• Impressions 1,079,182• Video views 1,231,934	

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

Project / Program Name	Act Now on Adaptation Coastal Wise Communities (Act Now)
Program / Project Lead	Mel Curtis
Climate Change IP&R Package The Climate Change IP&R Package has been released as a working draft and will be in a review cycle for 3 months, with feedback due before the 31 January 2022. Online drop-in staff sessions have been delivered to Councils and Agency staff and there will be additional sessions as needed. The format and approach of the draft package is receiving very positive feedback from Councils. The package includes the following practical tools and templates: <ul style="list-style-type: none">• Climate change commitment level framework;	

- IP&R templates; and
- Communication and engagement Tools.

A presentation on the draft package has been provided to the Climate Action Professional Officers Group and it has been highlighted in the Office of Local Government's fortnightly e-newsletter.

Multiple Councils outside the region have requested the package. Resilient Sydney and City of Sydney have distributed our package link to Councils in the State IP&R network and have advised they are using it and it is providing tangible value.

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

Project / Program Name	Population Scenario Planning
Program / Project Lead	Tim Askew
Council and Stakeholder Workshops Three sub regional workshops with Councils (Upper Hunter, MidCoast and Lower Hunter) and an additional workshop with Agency stakeholders and other external experts has now been completed. The results of the workshops are being incorporated into a draft advocacy document. The next stage will be to familiarise the HJO Board and member Council executives with the draft document and seek feedback.	

3.4 Work with the Upper Hunter Regional Leadership Executive to deliver the Upper Hunter Economic Diversification Project Action Plan, monitor its success and review as needed

Project / Program Name	Hunter Venture Fund
Program / Project Lead	Boyd Blackwell
The purpose of establishing a Hunter venture Fund is to fill funding, investment and capability shortfalls to 2050, that are required to help the Hunter Region plan for change that is accelerated by advancing energy technologies that will reduce the world's reliance on coal over time. The consultant Henshall Capital PL engaged to work on the project is continuing toward delivery of: <ul style="list-style-type: none"> • A Pitch Deck to enable the Hunter JO to approach government and the funds management industry about investing in the Hunter Venture Fund (HVF) • A Structuring Report that provides recommendations on the structure, function and design of the HVF; and any further investigations that might be required to support the evidence base for the need for the fund. The consultant is now completing final consultation sessions with key contacts in the local investment ecosystem, and commencing development of the report and pitch deck.	

3.7 Work with Destination NSW, Newcastle Airport and other partners to more strongly promote the Hunter as a multifaceted visitor destination. Develop a regional destination management plan.

Project / Program Name	Hunter Global: Our International Future
Program / Project Lead	Steve Wilson

The first major milestone of this project, the Hunter Global Roundtable, was delivered on 16th November. This online workshop event included a range of government and industry representatives, who participated in identifying key barriers and opportunities for the region in regard to capitalising upon the international access that will result from the airport runway upgrade.

The workshop outcomes will now inform the focus and structure of a larger regional summit to be delivered February 2021, which will more specifically explore opportunities in relation to:

- Agribusiness
- Business / Education / Research
- Defence
- Manufacturing
- Tourism / Visitors - Friends – Relatives
- Trade Enablers

Refer Item 7.6 for more detailed information on the Roundtable

Action Area 4. Our people and products move across the region easily on integrated and accessible transport networks

4.5 Use the in-depth evidence base to prepare Hunter JO agreed priority list of infrastructure, system and service improvements which will make the greatest difference to communities and businesses across the region. This will include expansion and connectivity between cycleways.

Project / Program Name	Regional Infrastructure Priority List
Program / Project Lead	Boyd Blackwell
<p>Phase 1 of this project has been completed, with the provision by Marsden Jacob Associates (the consultant engaged to deliver this stage), of:</p> <ul style="list-style-type: none"> • Final Stage 1 report incorporating prioritisation framework • Rapid cost-benefit analysis (CBA) template. • Scoping document for the preparation of a tool that automates the data collection process <p>The final report and rapid CBA template have now been provided to council and agency staff involved in the project for final review and consideration.</p> <p>We are now exploring funding opportunities for delivering Phase 2 of the project, the preparation of a tool that automates the data collection and prioritisation process. A detailed report and presentation on the outcomes of Phase 1 will be delivered to the Board in early 2022.</p>	

Full Hunter JO Program Delivery Report

Refer Attachment 17 “Hunter JO Program Report” for information on the full range of programs being delivered. Please note that a change to the reporting format of the Activity report has been introduced, primarily around the status of delivery of each project. The status of delivery of each project is now denoted by the following colour coding:

	Project is: On Track, or Completed
	Project is At Risk, Not Yet Started (subject to resourcing to deliver), or Delayed/Impacted
	Project is Stalled / Off Track, or No Longer Proceeding

Recommendation:

- That the report be received and noted.



HUNTER JO PROGRAM REPORT

December 2021

This publication was produced by the Hunter Joint Organisation.



ENQUIRIES

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SUGGESTED BIBLIOGRAPHIC CITATION

Hunter JO Program Report (December 2021), Hunter Joint Organisation, Thornton NSW.

PROGRAM ACTIVITY REPORT

This Activity Report provides an update on the status and nature of current programs and activities being undertaken by the Hunter JO, as at December 2021. Reporting is provided against each of the priority Action Areas included in the Hunter Joint Organisation's Strategic Plan 2018-21.



The status of delivery of projects and initiatives being delivered is denoted by the following colour coding:

	Project is On Track, or Completed
	Project is At Risk, Not Yet Started (subject to resourcing to deliver), or Delayed / Impacted
	Project is Stalled / Off Track, or No Longer Proceeding

HUNTER JO STRATEGIC PLAN (2022-2026)

Program / Project Name	Delivery Status	Project Purpose	Hunter JO Board Update DECEMBER 2021
Develop Hunter JO Strategic Plan	On Track	<p>To develop a new Hunter JO Strategic Plan for the period 2022-2026. The new strategy will align with the Local Government IP&R Framework, which will:</p> <ul style="list-style-type: none"> • Improve alignment between the Hunter JO Strategy and strategic planning documents of member Councils • Provide increased support to member Councils to assist with integrating shared regional priorities and actions within their local planning processes. 	Internal workshops underway to build on the 4 Strategy Themes developed at the Hunter JO Board Strategy Day. This work will be used to develop the Draft Hunter JO Strategy 2022-2026 and engagement with the Hunter JO Board undertaken in 2022.

ACTION AREA 1. OUR COMMUNITIES

1.1 Develop an engaging online presence which tells the stories of the diverse places and people which make up the Hunter Region

Program / Project Name	Delivery Status	Project Purpose	Hunter JO Board Update DECEMBER 2021
Hunter JO website	On Track	<p>The Hunter Joint Organisation website (https://www.hunterjo.com.au/) aims to actively, regularly and effectively engage member Councils, partner organisations and the broader community on the activities and progress of the Hunter JO.</p>	Ongoing review and updating of website news and content

1.2 Work with the Department of Planning and Environment, Hunter Valley Research Foundation and other partners to closely monitor housing affordability in the region and identify key areas of concern

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

Program / Project Name	Delivery Status	Project Purpose / Objectives	Hunter JO Board Update DECEMBER 2021
There are currently no active projects	Not yet started (subject to resourcing)	N/A	<ul style="list-style-type: none"> Regional submission lodged to the NSW Housing Taskforce (as reported in October). Hunter JO staff continue to participate in the Greater Newcastle Urban Development Program Committee.

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

Program / Project Name	Delivery Status	Project Purpose / Objectives	Hunter JO Board Update DECEMBER 2021
Regional Disaster Preparedness Program	Delayed / impacted	<ul style="list-style-type: none"> 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 focused on building Council and community resilience 	<p>As provided in the October update, Resilience NSW has undergone a significant restructure to establish itself as the Executive Agency that leads and coordinates disaster prevention, management and recovery. Core to these changes is the establishment of a dedicated Local Coordination and Service Delivery (LCSD) Division, which will connect with local government, community groups and Joint Organisations to support the development and implementation of resilience and emergency management activities.</p> <p>As part of these changes, the Regional Disaster Preparedness Program will become part of the core business of the LCSD Division, meaning that all current programs and support being delivered through the Regional Disaster Preparedness Program, including funding of the Disaster Dashboards</p>

Program / Project Name	Delivery Status	Project Purpose / Objectives	Hunter JO Board Update DECEMBER 2021
			(until December 2022), will continue from within Resilience NSW.
Transforming Resilience with the IP&R Framework	On Track	To provide an innovative approach to support bush fire affected member Councils embed resilience principles and projects into their IP&R, which in turn will provide Councils the ability to allocate recurrent funds and commit to long term resourcing (financial and staff) for resilience projects.	<ul style="list-style-type: none"> • Recruitment currently underway for Regional Environmental Projects Coordinator to deliver project • Development of communication and engagement materials to raise awareness of and participation in the project by Councils and other stakeholders underway • Continuing with stakeholder identification and mapping to identify Council staff and other stakeholder contacts to participate in project working and technical groups.
Simtables for Community Empowerment	On Track	Simtables provide a “State of the Art” tool that can be used to engage communities in localised place-based emergency information sessions. 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.	<ul style="list-style-type: none"> • Recruitment for Project Officer currently underway • Project planning meetings with the JO Project Group (Hunter, North Coast and Canberra Region JO’s) delivered, which focused the Simtable procurement which Hunter JO is coordinating on behalf of JO’s; • Procurement documentation has been finalised and the Simtable procurement (from the USA) is underway. • Development of communication and engagement materials to raise awareness of and participation in the project by Councils and other stakeholders underway. This will include a link

Program / Project Name	Delivery Status	Project Purpose / Objectives	Hunter JO Board Update DECEMBER 2021
			to Simtable training registration and Council Steering Group.

ACTION AREA 2. OUR ENVIRONMENT

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

Program / Project Name	Delivery Status	Project Purpose / Objectives	Hunter JO Board Update DECEMBER 2021
Cities Power Partnership Program	On Track	To support regional collaborative efforts by Councils, the Hunter JO and Cities Power Partnership (CPP) in delivery of shared pledges on climate action made by Councils:	Hunter Joint Organisation (Hunter JO), in collaboration with its 10 Member Councils and Central Coast Council, has been announced as a finalist for the Climate Champion Award in the Cities Power Partnership's (CPP) 2021 Climate Awards. The award winners are being announced on Wednesday 17 November at 4pm. We have been collaborating with the CPP Program to include their pledges and program information into the Climate Change IP&R Package, which provides Member Councils with a process to include their pledges and commitments into their CSP, Delivery Program and Operational Plans.
Business case review - potential for HJO to host Regional Illegal Dumping Squad	On Track	To determine the feasibility of the Hunter JO potentially hosting the Hunter RID Squad, and the most appropriate financial and operational model for the RID Squad were this to occur.	The Hunter JO has communicated to the NSW EPA a suite of parameters that will need to be considered within the due diligence process of determining whether hosting the Regional Illegal Dumping Squad within the Hunter JO is feasible, and if so, what form that model would take. The EPA is currently considering that information.

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

Program / Project Name	Delivery Status	Project Purpose / Objectives	Hunter JO Board Update DECEMBER 2021
Act Now on Coastal Adaptation	On Track	<p>The objectives of this project are to:</p> <ol style="list-style-type: none"> 1. Develop an Integrated Planning and Reporting (IP&R) Package which embeds resilience to Climate Change into Councils operations through incorporation into the overarching IP&R documents. 2. Provide a coastal adaptation communication framework, media templates and suite of practical resources to directly build the capacity of the coastal councils of the Hunter and Central Coast Councils. 3. Build capacity within Councils to reduce risks, increase resilience and reduce climate vulnerability by collaboratively building community understanding and literacy around coastal management and adaptation issues and bridging the gap between the IP&R framework and prioritisation of Climate Change resilience. 	<p>The Climate Change IP&R Package has been released as a working draft and will be in a review cycle for 3 months, with feedback due before the 31 January 2022. Online drop-in staff sessions were held for staff and there will be additional sessions as needed. The format and approach of this package is receiving very positive feedback from Councils. We have worked closely with DPIE staff and our member councils (and Central Coast Council) to develop. The package includes the following practical tools and templates:</p> <ul style="list-style-type: none"> • Climate change commitment level framework; • IP&R templates; and • Communication and engagement Tools. <p>A presentation was provided by the Hunter JO to the Climate Action Professional Officers Group and the Package has been highlighted in the Office of Local Government's fortnightly e-newsletter. Multiple Councils outside the region have requested the package. Resilient Sydney and City of Sydney have distributed our package link to Councils in the State IP&R network and have advised they are using it and it is providing tangible value.</p>

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

Program / Project Name	Delivery Status	Project Purpose / Objectives	Hunter JO Board Update DECEMBER 2021
Hunter & Central Coast Resource Recovery Strategy	Delayed / impacted	To develop a new Hunter Central Coast Resource Recovery Strategy for the period 2022-2027. The new Strategy will align with the recently released NSW Waste and Sustainable Materials Strategy 2021-2041 and associated funding streams, and provide improved alignment with the Regional Circular Economy program.	<p>The initial consultation with NSW EPA has identified potential changes in direction for the regional waste strategies across NSW. We are awaiting guidance that is currently being developed by the NSW EPA, estimated to be delivered in December 2021. This may have significant implications to the options and focus areas to be developed within our regional strategy.</p> <p>While we were intending to report and discuss strategic direction options with the Board at the December meeting we have been advised by the NSW EPA to revise our project timelines to allow time for WASM funding streams to be finalised.</p> <p>Notable changes include the reframing of waste as a resource making the Circular Economy a central theme in the WASM, which is entirely consistent with our leading work to date in the Circular Economy.</p> <p>In this context, we are proposing to change the name of the new strategy to Hunter Central Coast Circular Materials Strategy.</p>
Small Acts Big Change Regional Communication Campaign	On Track	To deliver a regional communication campaign to improve community waste avoidance behaviours at the top end of the waste management hierarchy, along with reuse and recycling habits.	<p>A review of 2020/21 data of social media reach for the Small Acts Big Change regional education campaign has provided the following data, providing an indication of the growing reach of the campaign across the region:</p> <ul style="list-style-type: none"> • Reach 576,295 (unique) • Impressions 1,079,182 • Video views 1,231,934

Program / Project Name	Delivery Status	Project Purpose / Objectives	Hunter JO Board Update DECEMBER 2021
Community Recycling Centres Awareness Campaign	On Track	To deliver a regionally coordinated approach to promoting community awareness of Community Recycling Centres (CRC's).	Continued regional delivery of CRC advertising across region in conjunction with the Small Acts Big Change campaign.
Green Caffeine Swap and Go Coffee Cup Scheme	Delayed / impacted	The Hunter JO, seven-member councils and Central Coast Council are partnering with Green Caffeine to deliver a Swap-and-Go Coffee Cup scheme. The scheme aims to eliminate distribution of disposable cups by providing participating cafes and coffee outlets with reusable cups which are available for scheme members to use when buying their coffee. Councils participating in the initiative are Maitland, Port Stephens, Lake Macquarie, Cessnock, Singleton, Muswellbrook, Upper Hunter and Central Coast Council.	While the program is continuing, its delivery has been impacted by the COVID lockdowns across the Hunter and Central Coast regions. Latest data updates are impacted by lockdown and will be updated in Feb 2022.
Hunter & Central Coast Circular Economy Hub	On Track	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. The CE Hub would focus on: <ul style="list-style-type: none"> • 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" • Continuing to curate and grow the CE ecosystem • Facilitating and delivering joint projects and initiatives across organisations 	The next phase of work is to review the Circular Economy Living Laboratory proposal being developed at Lake Macquarie City Council to understand the scope for the project and the best interconnection to the Circular Economy Hub.

Program / Project Name	Delivery Status	Project Purpose / Objectives	Hunter JO Board Update DECEMBER 2021
		<ul style="list-style-type: none"> • 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 Circular Economy. 	
Circular Economy Roadmap	On Track	<ul style="list-style-type: none"> • To develop a common understanding and definition for the circular economy of the region relevant to all stakeholders – government, business and academia. • Gain broad regional support and engagement for the development of a circular economy in the Hunter and Central Coast region. • Develop a strategic roadmap for the region • To create an identity for the region as a leader in the transition to a circular economy and as a place to do Circular Economy activities, providing business attraction and local support for the circular economy • To provide leverage and connect with other key circular economy frameworks and strategies at all levels of government 	The draft roadmap is now with the graphic designer and the website update is in test mode. We are also waiting on approval from NSW EPA of the final draft Roadmap. Once these final elements are complete we can release the Roadmap for publication on the website.

Program / Project Name	Delivery Status	Project Purpose / Objectives	Hunter JO Board Update DECEMBER 2021
Circular Economy Eco-system Stage 2	On Track	<ul style="list-style-type: none"> • Provide and improve circular economy communication for all circular economy eco-system participants in the Hunter and Central Coast • Build circular economy knowledge through education and capacity building opportunities for Hunter JO member councils and Central Coast Council • Develop and improve circular economy data and analytics systems for use by all circular economy eco-system participants in the Hunter and Central Coast 	<p>A communications plan has been developed and is now being implemented. This includes:</p> <ul style="list-style-type: none"> • A CE newsletter - this is still pending finalisation of the website update. • A LinkedIn CE network group - now launched it has grown to 54 members and receives weekly postings • Huntercircular.com.au website update - in test mode <p>An annual CE event working group has been established to scope a major CE event for the region (no funding to deliver at this stage)</p> <p>Work has been finalised on the City Scan report. Phase 1 of the communications plan is to send out a summary report to all member Councils. Phase 2 is to develop a media release and phase 3 is to develop a webinar to showcase the report. Phase 1 and 2 are nearly complete and ready for distribution. The webinar is still in development.</p>
Circular economy Procurement	On Track	To support Councils to prioritise recycled materials and circular economy services in their procurement systems and processes, and to collaborate with the Hunter JO and other participating councils to develop a common framework for a joint regional procurement of recycled materials.	<p>The consultant engaged to deliver the project is continuing with the data gathering phase of the project.</p> <p>A CE procurement champions group has been established to assist Councils throughout the project.</p>
Hunter ReCircular (Regional Recycling Solution - yellow bins)	On Track	To investigate preferred options for development of a new regional materials recovery facility	EOI process underway. Project currently managed through Lake Macquarie City Council

ACTION AREA 3. OUR ECONOMY

3.1 Establish an Economic Sustainability Sub Committee, made up of representatives from member councils, to coordinate the economic development activity of the JO and report to the Board.

Program / Project Name	Delivery Status	Project Purpose / Objectives	Hunter JO Board Update DECEMBER 2021
Hunter JO Regional Economic Transition SubCommittee	On Track		<p>A review of the SubCommittee's focus in conjunction with the Chair has recently been initiated which is considering:</p> <ul style="list-style-type: none"> • The Committees role in influencing the NSW Government's Royalties for Rejuvenation program and Hunter Expert Panel • Renaming the SubCommittee to the "Subcommittee for Economic Evolution (SEE)" • A review of the SubCommittee's membership • Reviewing the terms of Reference to ensure a strong focus on the Hunter Exert Panel and Royalties for Rejuvenation program
Regional Strategy Review - Exploring the role of local government in regional economic development strategy for the Hunter	On Track	<p>There are currently a range of strategies and initiatives being prepared and/or implemented across the region at various scales (local to federal), and by various agencies that are targeting economic development and investment attraction.</p> <p>The purpose of this project is to identify and review the focus and activities of the many initiatives currently in play in the region, to identify those priority areas of shared interest and/or gaps that the Hunter JO needs to be actively involved in addressing. This seeks to avoid duplication with existing programs, improve alignment between them, and ensure the shared interests of Councils are being considered. The outcome of this work will be</p>	<p>As reported and presented to the Board in October, a review and synthesis of State and Local Government Economic Development Strategies has been completed to:</p> <ul style="list-style-type: none"> • Identifying core economic planning themes and the alignment of these across Councils • Mapping existing regional programs and initiatives being delivered • Identifying gaps and opportunities that have the potential to be addressed at a regional scale through the Hunter JO <p>The outcomes of this work will now directly inform drafting of the new Hunter JO Strategic Plan under development, in those</p>

Program / Project Name	Delivery Status	Project Purpose / Objectives	Hunter JO Board Update DECEMBER 2021
		a priority list of clear actions for the Hunter JO to pursue that are consistent with its statutory functions and strategic plan.	areas of the plan relating to regional economic development, which are considered appropriate to be led by local government through the Hunter JO.

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.

Program / Project Name	Delivery Status	Project Purpose / Objectives	Hunter JO Board Update DECEMBER 2021
Greater Newcastle Metropolitan Plan - Review of Regional Governance Options	On Track	The purpose of this project is to identify and explore potential regional governance models and/or legislative change that would ensure integrated, collaborative and effective delivery of the Greater Newcastle Metropolitan Plan.	<p>The draft Review of Regional Governance Options paper was presented to the GNMP SubCommittee at its meeting on 7th October. The Committee passed a number of resolutions in response to the paper, including: <i>“That the committee work collaboratively on developing a shared objective / consensus on the governance outcome that needs to be achieved (a “light on the hill”), and in identifying the next steps on which to focus to progress toward that objective”.</i></p> <p>Suitable dates to progress this collaboration, initially through a whole of Committee workshop are currently being examined.</p>
Regional Population Scenario Planning	On Track	To prepare population scenarios as a platform for informing an agreed long-term vision for regional population growth, and to influence strategic regional planning processes, delivery programs and regional migration strategies by all levels of government for the Hunter Region.	<p>Three sub regional workshops with Councils (Upper Hunter, MidCoast and Lower Hunter) and an additional workshop with Agency stakeholders and other external experts has now been completed.</p> <p>The results of the workshops are being incorporated into a draft advocacy document.</p> <p>The next stage will be to familiarise the HJO Board and member Council executives with the draft document and seek feedback.</p>

3.4 Work with the Hunter Regional Leadership Executive to deliver the Upper Hunter Economic Diversification Project Action Plan, monitor its success and review as needed.

Program / Project Name	Delivery Status	Project Purpose / Objectives	Hunter JO Board Update DECEMBER 2021
Hunter Venture Fund	On Track	The purpose of establishing a Hunter venture Fund is to fill funding, investment and capability shortfalls to 2050, that are required to help the Hunter Region plan for change that is accelerated by advancing energy technologies that will reduce the world's reliance on coal over time.	<p>The consultant Henshall Capital PL engaged to work on the project is continuing toward delivery of:</p> <ul style="list-style-type: none"> • A Pitch Deck to enable the Hunter JO to approach government and the funds management industry about investing in the Hunter Venture Fund (HVF) • A Structuring Report that provides recommendations on the structure, function and design of the HVF; and any further investigations that might be required to support the evidence base for the need for the fund. <p>The consultant is now completing final consultation sessions with key contacts in the local investment ecosystem, and commencing development of the report and pitch deck.</p>
Upper Hunter Region Website	On Track	The delivery of this website was a key action in the Upper Hunter Economic Diversification Action Plan. It was developed in partnership between Regional NSW and the Hunter JO, to provide a central location for resources for investors, local business and community for the Upper Hunter.	The Hunter JO continues to manage the website and associated Facebook, in collaboration with the Upper Hunter Economic Diversification Working Group, the four Upper Hunter Councils, and Regional NSW.

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

Program / Project Name	Delivery Status	Project Purpose / Objectives	Hunter JO Board Update DECEMBER 2021
Smart Region Project	On Track	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.	Discussions continue with the Smart Region Working Group on the scoping for the CE Data Strategy and the broader implications for the smart region data system.

3.6 Develop a sustainable model to coordinate council-run events across the region and showcase the Hunter and attract local, national and international visitors.

Program / Project Name	Delivery Status	Project Purpose / Objectives	Hunter JO Board Update DECEMBER 2021
Accelerating Event Economies	On Track	To strengthen the region's collective voice and the capacity of Councils to collaboratively pitch for major events for the region. It includes undertaking an events and opportunity audit, and identifying, preparing and implementing shared destination and event management resources including an event managers toolkit, prospectus, website and integrated council shared services, approvals and event data.	<ul style="list-style-type: none"> • Funding deed prepared and executed • Recruitment of project coordinator underway, with applications closing on 22 Nov 2021 with a view to appointing by end of 2021 • Potential membership of , and Terms of Reference currently being prepared for project advisory and stakeholder reference groups • Project briefs in preparation for the various consultancies to be engaged to support delivery of the project <p>World Masters Games or similar major event attraction to region</p>

Program / Project Name	Delivery Status	Project Purpose / Objectives	Hunter JO Board Update DECEMBER 2021
			will be integrated into project as part of consultancies and project outputs (e.g. event, assets and opportunity audit and economic impact showcase).

3.7 Work with Destination NSW, Newcastle Airport and other partners to more strongly promote the Hunter as a multifaceted visitor destination. Develop a regional destination management plan.

Program / Project Name	Delivery Status	Project Purpose / Objectives	Hunter JO Board Update DECEMBER 2021
Hunter Global: Our International Future	On Track	<p>The Hunter JO is leading a collaborative partnership between the Hunter JO, Newcastle Airport, Committee for the Hunter, Business Hunter and the University of Newcastle to:</p> <ul style="list-style-type: none"> • Build collaborative processes and systems within the region to collectively identify and actively pursue key international opportunities for expanding the Airport's economic contribution to the Region • Directly support the expansion of international Airport related business and industry as a primary contributor to the Hunter Region's economic growth and diversification. 	<p>The first major milestone of this project, the Hunter Global Roundtable, was delivered on 16th November. This online workshop event included a range of government and industry representatives, who participated in identifying key barriers and opportunities for the region in regard to capitalising upon the international access that will result from the airport runway upgrade. The workshop outcomes will now inform the focus and structure of a larger regional summit to be delivered February 2021, which will more specifically explore opportunities for the region in relation to:</p> <ul style="list-style-type: none"> • Agribusiness • Business / Education / Research • Defence • Manufacturing • Tourism / Visitors - Friends – Relatives • Trade Enablers
Destination Sydney Surrounds Destination Management Plan	Delayed / impacted	To prepare a Destination Management Plan for the DSSN area, which includes the Hunter Region.	The Hunter JO's involvement in this DSSN led project included participation in stakeholder workshops. The project requires reassessment in the context of Covid impacts and Destination NSW branding and marketing

Program / Project Name	Delivery Status	Project Purpose / Objectives	Hunter JO Board Update DECEMBER 2021
			changes, and advice from DSSN as to the project's current status.

3.8 Work with the department of Infrastructure, Regional development & Cities to undertake more detailed exploration of the opportunities created by a City Deal, as well as the preconditions and process to develop a City Deal in the Hunter

Program / Project Name	Delivery Status	Project Purpose / Objectives	Hunter JO Board Update DECEMBER 2021
City Deal Advocacy	Stalled / Off Track	Undertake detailed exploration of the opportunities created by a City Deal, as well as the preconditions and process to develop a City Deal in the Hunter.	There is currently no active advocacy occurring around a City Deal, based on advice from the Commonwealth Government that there are no plans for Commonwealth Investment in City Deal initiatives at the current time. However other projects being initiated by the Hunter JO including the Population Scenario Planning and Regional Infrastructure Priority List initiatives will provide important foundations for future planning and advocacy work around a City Deal.

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. Develop a regional destination management plan.

Program / Project Name	Delivery Status	Project Purpose / Objectives	Hunter JO Board Update DECEMBER 2021
Hunter BioCircular	Not yet started (subject to resourcing)	To embrace world-leading innovations to develop a flagship community resources recovery model. By demonstrating a Circular Economy approach, Hunter BioCircular seeks to move the region toward zero waste to landfill, and in doing so provide long term economic, social and environmental benefits from processing waste locally, which	Project is still in redesign of scope and exploring new funding opportunities for the concept. The project is to be considered as part of the Clean Manufacturing Precincts consortium EOIs submitted in November.

Program / Project Name	Delivery Status	Project Purpose / Objectives	Hunter JO Board Update DECEMBER 2021
		will help transition the regional economy, deliver new local jobs and reduce carbon emissions.	

ACTION AREA 4. OUR TRANSPORT

4.1 Establish a Transport Connectivity Sub Committee, made up representatives from member councils, to coordinate the transport and associated infrastructure planning activity of the JO and report to the Board.

Program / Project Name	Delivery Status	Project Purpose / Objectives	Hunter JO Board Update DECEMBER 2021
There are currently no active projects	Not yet started (subject to resourcing)	N/A	N/A

4.2 Coordinate and prepare submissions on regional planning initiatives such as the 2056 Freight and Ports Plan.

Program / Project Name	Delivery Status	Project Purpose / Objectives	Hunter JO Board Update DECEMBER 2021
There are currently no specific activities in relation to this action	Not yet started (subject to resourcing)	N/A	N/A

4.3 Work with the Transport for NSW and other partners to access and analyse detailed transport data across the region and understand gaps in infrastructure and services.

Program / Project Name	Delivery Status	Project Purpose / Objectives	Hunter JO Board Update DECEMBER 2021
There are currently no active projects	Not yet started (subject to resourcing)	N/A	N/A

4.4 Engage at a senior level with key transport stakeholders including Transport for NSW, Roads and Maritime Authority, Newcastle Airport, Port of Newcastle and Keolis Downer to better understand their forward planning for the region.

Program / Project Name	Delivery Status	Project Purpose / Objectives	Hunter JO Board Update DECEMBER 2021
Hunter Regional Transport Plan - supporting and participating in TfNSW council officer level engagement processes	On Track	<p>Transport for NSW are developing a new Hunter Regional Transport Plan. Its development is occurring in collaboration with DPIE's current process to review the Hunter Regional Plan to ensure these key documents are complementary. The Regional Transport Plan will aim to</p> <ul style="list-style-type: none"> • Enable Transport for NSW to respond proactively to anticipated changes in land use, demographics and travel demand • Establish a transport vision for the region • Details short, medium and long-term initiatives that in combination, support the transport vision 	<p>This project is being led by Transport for NSW. Hunter JO staff continue to facilitate liaison as required between the Transport for NSW planning process and member Councils staff, General Managers Advisory Committee and Hunter JO Board.</p>

4.5 Use the in-depth evidence base to prepare Hunter JO agreed priority list of infrastructure, system and service improvements which will make the greatest difference to communities and businesses across the region. This will include expansion and connectivity between cycleways.

Program / Project Name	Delivery Status	Project Purpose / Objectives	Hunter JO Board Update DECEMBER 2021
Regional Infrastructure Priority List	On Track	<p>To prepare an agreed list of regional and sub regional infrastructure priorities to:</p> <ul style="list-style-type: none"> • Build and advocate a stronger case for investment in infrastructure priorities across the region • Identify the potential for shared interests and collaboration between Councils and other stakeholders in delivering local and regional scale infrastructure initiatives. • Identify a longer-term infrastructure investment pipeline, to provide transparency and confidence for potential investors, professional services and contractors to build their presence in the Hunter 	<p>Phase 1 of this project has been completed, with the provision by Marsden Jacob Associates (the consultant engaged to deliver this stage), of:</p> <ul style="list-style-type: none"> • Final Stage 1 report incorporating prioritisation framework • Rapid cost-benefit analysis (CBA) template. • Scoping document for the preparation of a tool that automates the data collection process <p>The final report and rapid CBA template have now been provided to council and agency staff involved in the project for final review and consideration. We are now exploring funding opportunities for delivering Phase 2 of the project, the preparation of a tool that automates the data collection and prioritisation process.</p>
Regional Cycle Tourism Master Plan (Shiraz to Shore)	Not yet started (subject to resourcing)	<p>Significant opportunity exists to link existing and planned cycleway infrastructure across Hunter JO member Councils; to create an integrated region wide network. This would provide both a valuable region wide recreational resource for residents, and the foundation upon which to generate economic and business development by holistically promoting the region as a key cycling destination. The purpose of this project is to prepare and implement a cycle tourism masterplan / Destination</p>	<p>Project is on hold until early 2022 or until new funding opportunities are identified.</p>

Program / Project Name	Delivery Status	Project Purpose / Objectives	Hunter JO Board Update DECEMBER 2021
		Management Plan for the region.	

4.6 Develop and implement a targeted advocacy program to gain commitments from infrastructure and service delivery agencies, including the Australian Government, to deliver agreed priorities.

Program / Project Name	Delivery Status	Project Purpose / Objectives	Hunter JO Board Update (2 monthly) DECEMBER 2021
There are currently no active projects	Not yet started (subject to resourcing)	N/A	Not yet started (subject to completion of Action 4.5)

ACTION AREA 5. OUR EDUCATION

5.1. Establish a Social Sustainability Sub Committee, made up representatives from member councils, to coordinate the education, health and related policy and planning activities of the JO and report to the Board.

5.2 Engage at a senior level with key education stakeholders including the University of Newcastle, TAFE NSW and School Infrastructure NSW to better understand their forward planning for the region.

5.3 Work with the NSW Department of Education to better understand and test their projections for growth in student numbers throughout the Hunter.

5.4 Use the in-depth evidence base to prepare a Hunter JO agreed priority list of school infrastructure improvements which will make the greatest difference to communities across the region.

5.5 Advocate to Schools Infrastructure NSW and the Minister for Education to gain commitments to deliver agreed schools infrastructure improvements.

5.6 Work with TAFE NSW to expand access to training and vocational services across the region, including through innovative models such as Connected Learning Centres, Specialist Centres and Mobile Training Units.

5.7 Work with the University of Newcastle and TAFE NSW to help raise awareness, aspiration and achievement of tertiary education opportunities for primary and secondary school students in the region.

5.8 Work with Indigenous educational and community groups to support and encourage young Indigenous people into tertiary education.

5.9 Work with local Libraries and education providers to develop and implement technology for life learning schemes to ensure all generations take advantage of new technology to improve quality of life.

Program / Project Name	Delivery Status	Project Purpose / Objectives	Hunter JO Board Update DECEMBER 2021
There are currently no active projects	Not yet started (subject to resourcing)	N/A	N/A

ACTION AREA 6. OUR HEALTH

6.1 Work with the Hunter New England Local Health District and other key partners to audit health services across the region, identify accessibility gaps and prioritise actions.

6.2 Hold regional stakeholder workshops to gain input from community members and health professionals to better understand the priority health needs of local communities.

6.3 Use the in-depth evidence base to prepare a Hunter JO agreed priority list of improvements to health services and facilities which will make the greatest difference to communities across the region.

6.4 Explore innovative models of housing to enable older people to age in place in Hunter towns and villages.

Program / Project Name	Delivery Status	Project Purpose / Objectives	Hunter JO Board Update DECEMBER 2021
There are currently no active projects	Not yet started (subject to resourcing)	N/A	N/A

Report Author: Alison McGaffin, Director, Hunter and Central Coast

Responsible Officer: Alison McGaffin, Director, Hunter and Central Coast

Purpose:

To provide an update on key activities of the Department of Regional NSW, specifically focussing on the outcomes of the most recent Hunter Central Coast Regional Leadership Executive meeting on 30 November 2021.

Report:

Hunter Central Coast Regional Leadership Executive (RLE)

The Hunter Central Coast RLE met most recently on Tuesday 30 November 2021.

The outcomes of greatest relevance to the Hunter Joint Organisation (HJO) Board relate to the items on:

- The opportunity to progress opportunities for coordinated engagement with Agencies to support preparation of new/refreshed Community Strategic Plans by June 2022.
- An update from the Office of Regional Youth, including:
 - the imminent appointment of a Regional Youth Community Coordinator for the Hunter Mid Coast region to work in flood affected communities to build community capacity to support young people to recover and build resilience post-natural disaster, and
 - the Holiday Break program providing funding for councils and free and subsidised activities for regional young people.
- Update on the Hunter Central Coast Enabling Regional Adaptation Strategy.
- Updates from Sub-Committees, including discussion on the Advocacy by Hunter Planning Alliance – *Partnering for Growth* which highlights a potential role for the RLE in integrating planning and infrastructure delivery at the regional level. The importance of appropriate (and early) engagement with service delivery agencies (eg. Health, Education, Communities and Justice etc) was highlighted as a critical input to the Regional Plan refresh.

Opportunities for Inter-Governmental Collaboration, through new or refreshed Community Strategic Plans in 2022

At the previous Hunter Central Coast Regional Leadership Executive meeting on 31 August 2021, Hunter and Central Coast Council General Managers and Chief Executives participated in a session to present the top issues for each individual LGA emerging through community engagement activities, as well as any potential partnership opportunities to be explored with State Government agencies through the development of the next Community Strategic Plans.

Virginia Errington (Office of Local Government) provided some scene setting for the state agencies on the Integrated Planning & Reporting framework and Community Strategic Plans.

DRNSW has subsequently consolidated the priorities identified by the Councils under 18 themes (see table in Annexure A). The emerging themes provide an opportunity to better coordinate agency engagement with Councils. DRNSW have been progressively meeting with Government agencies to identify the most constructive way for each Agency to work with Councils on their priorities.

Some of the priorities identified will simply require an introduction to a single agency, eg:

- Youth related matters have been referred to the Office of Regional Youth; and
- Disaster preparedness and responsiveness referred to Resilience NSW.

Other priorities will be a little more complex or require engagement with multiple agencies, eg:

- Roads and Public Transport issues will require engagement across multiple areas of Transport for NSW; and
- Housing diversity and affordability provides an opportunity for partnerships and pilot programs.

It is expected that the initial phase of meetings brokered between Agencies and specific Councils will roll out in the coming 2 months (recognising the timing challenges with Council elections and Christmas/New Year breaks).

In response to the HJO's business paper to the RLE, it was noted that there is a significant opportunity to more strongly align the work of the HCC RLE and the HJO through the preparation of the Hunter JO Strategic Plan (2022-2026) and the next iteration of the RLE Statement of Intent through March/April 2022.

Hunter Central Coast Adaptation Strategy

In August 2020 the HCC RLE endorsed establishment of a Transition HCC Working Group to progress implementation of climate change adaptation initiatives that align with the HCC RLE Statement of Intent. A Draft Adaptation Strategy has been developed to guide more efficient and effective implementation of regional climate change adaptation responses. The Draft Strategy proposes 16 actions under the following themes:

- Transition leadership & government capacity
- Economic transition, diversified industry & skills
- Aboriginal knowledge & land management
- Planning, resources & built environment
- Community & disaster resilience
- Natural systems & biodiversity

Actions will be delivered by relevant lead and partner agencies. It is proposed that the Working Group coordinates alignment of objectives and assists project leads to leverage existing programs to increase project effectiveness and efficiency, and alignment to a whole-of-government approach. The Working Group will report annually to the HCC Regional Recovery and Resilience (RRR) and RLE.

The RLE agreed a process for completing engagement and seeking appropriate endorsement from potential lead agencies with a view to finalising the Adaptation Strategy at the February meeting.

Recommendation:

- **That the Board note the outcomes of the meeting of the Hunter Central Coast Regional Leadership Executive (RLE) on 30 November 2021.**

ANNEXURE A

CSP Theme (with Quadruple Bottom Line) ¹	Priorities identified in Council CSP presentations
1. Urban and rural developments responsive to population growth (SOCIAL)	<ul style="list-style-type: none"> Residential development – young families, schools, open spaces and parks (Cessnock) Rural and Urban Development (DPIE, TfNSW etc) (Dungog)
2. Housing diversity and affordability (SOCIAL)	<ul style="list-style-type: none"> Housing – affordability, supply, approvals and timeliness of them – impact of COVID on coastal areas, with people leaving metro areas and driving prices higher, has an impact on rental market and can lead to homelessness. (MidCoast) Affordable housing - Strong demand for more affordable housing options to be provided in the Newcastle LGA. This went beyond social housing - Housing for young people; Diverse housing options; Driving the youth out of the city. (CoN) Infrastructure and Supply - Housing Affordability (PSC) Wyee Paper Subdivision – one of the largest occupied paper subdivisions in NSW. Has a disadvantaged socio-economic profile (LMCC)
3. Responsive urban design (SOCIAL)	<ul style="list-style-type: none"> More contemporary community infrastructure (MCC)
4. Growing demand for services (SOCIAL)	<ul style="list-style-type: none"> Service growth in health, education, policing and social services (MCC) Service delivery / service reductions (e.g. condition of roads, overgrown public land, reduced events / festivals, reduced community education and community programs, longer wait times on requests / applications, limited new infrastructure etc) (MCC) Services to small villages – water, sewer, equity of rate spend, us vs them arguments (UH)
5. Improved road connectivity and networks (SOCIAL)	<ul style="list-style-type: none"> Local roads (Cessnock) Connector roads to Hunter Expressway (Cessnock) Connectivity – Roads and bridge infrastructure (TfNSW, PWA – grant funding bodies state and federal) (Dungog) Improved road network (MCC) Roads/infrastructure. 3500km of road network. Community expectation continues to increase/ connectivity issues throughout the region. Issues relating to the enhancement/maintenance/ protection of our open and natural open space (MidCoast) Connectivity/Convenience/Intra Operability (Singleton) Condition of Roads, Maintenance of Roads, upgrade to roads and bridges (UH)

¹ Note, according to the Local Government Agency [website](#), priorities in CSPs must address the quadruple bottom line: social, environmental, economic and civic leadership issues

6. Better footpaths and cycle ways (SOCIAL)	<ul style="list-style-type: none"> • Footpaths and cycle ways (Cessnock) • Cycleways that are linked and separated from roads (CoN) • Footpaths, Open Space, Roads, Drains and Cycleways (PSC)
7. Accessible and connected public transport (SOCIAL)	<ul style="list-style-type: none"> • Public transport (Cessnock), More access to public transport (MCC) • More active transport options (MCC) • Partner in place-based planning (MCC) • Expand light rail to include beaches, replace buses and link to outer suburbs (CoN) • Public transport hubs/parking, increase parking at public transport (CoN) • Connecting all modes of transport (CoN) • Industry/local government collaboration to improve approval/assessment processes for transport infrastructure to enable development (LMCC) • Liveability (transport, active transport, events) (Muswellbrook)
8. Attracting and revitalising industry (ECONOMIC)	<ul style="list-style-type: none"> • Revitalise industrial sites, manufacturing (Cessnock) • Attracting new industry (Muswellbrook) • Supporting and attracting industries and businesses to the region (CC) • Bringing more jobs to the coast / employment opportunities (CC)
9. Transition to circular economy (ECONOMIC)	<ul style="list-style-type: none"> • Future of coal industry & Coal fired power (Muswellbrook) • Renewable energy (Cessnock) • Adaptive reuse of mining lands. Allow reuse rather than rehabilitation where appropriate. Replace mining jobs with new-generation jobs (LMCC) • Plan future-proofed economy (MCC) • Circular economy initiatives (MCC) • Sustainability and Circular Economy (Singleton)
10. Employment and job security (ECONOMIC)	<ul style="list-style-type: none"> • Job security, unemployment (Muswellbrook) • Jobs - Williamstown Special Activation Precinct (PSC) • Bringing more jobs to the coast / employment opportunities (CC)
11. Reviving Tourism (ECONOMIC)	<ul style="list-style-type: none"> • Focus on visitor economy (MCC) • Hunter Valley Wine District - Hospitality and related activities (Cessnock) • Economic Development/Tourism - Broader Region Connectivity (DSC)
12. Vibrant, creative spaces and events (SOCIAL)	<ul style="list-style-type: none"> • Driving key growth areas and developing / revitalising town centres (CC) • Lack of options for night-time venues/activities on weeknights. This was of particular concern to young respondents who had limited options to socialise and connect (CoN)

	<ul style="list-style-type: none"> • Liveability (transport, active transport, events) Muswellbrook
13. Youth: employment, training (ECONOMIC)	<ul style="list-style-type: none"> • Youth focus, TAFE and employment (Cessnock)
14. Youth events, facilities & services (SOCIAL)	<ul style="list-style-type: none"> • For a city to be vibrant and creative, a renewed emphasis, including education opportunities for arts/cultural pursuits, is needed. Youth Council raised the issue that UON had scrapped fine arts undergraduate degrees (CoN) • Youth facilities & services (Muswellbrook) • Lack of options for night-time venues/activities on weeknights. This was of particular concern to young respondents who had limited options to socialise and connect (CoN)
15. Covid-19 Recovery (ECONOMIC/SOCIAL)	<ul style="list-style-type: none"> • Respond, adapt and recover COVID 19 (MCC) • COVID having a big impact on the community, community fabric, and business – they are after more tangible support – something that could be a partnership opportunity (MidCoast) • COVID-19 - This will likely be around the ongoing economic, social and health impacts it has and the need to support those impacted (CC)
16. Disaster preparedness and responsiveness (ECONOMIC)	<ul style="list-style-type: none"> • Flood preparedness/response (MCC) • Preparedness and support for 'disasters' – flood, fire, drought, water security, coastal erosion (192km of coastline), and preparing for continual impacts of climate change. (MidCoast) • Environment/Resilience/Disaster Recovery (Resilience NSW, Emergency services, TfNSW, grants) (Dungog)
17. Climate change and environment impact (ENVIRONMENTAL)	<ul style="list-style-type: none"> • Improve health/use of Hunter River (MCC) • Address changing climate impacts (MCC) • Environmental impacts and climate change adaptability (Cessnock) • Sustainability – Climate change, waste management, environmental issues / cost of environment, mining impacts (UH)
18. Good governance, trust and transparency (CIVIC LEADERSHIP)	<ul style="list-style-type: none"> • Based on current engagement data this will likely be around: Transparency and trust • Leadership confidence governance; Security for the longevity of the region (CC) • Economic Structural Change Leadership and Governance (Singleton)

Report Author: Steve Wilson, Director Regional Policy and Programs

Responsible Officer: Joe James, CEO

The first major milestone of this project, the Hunter Global Roundtable, was successfully delivered on 16th November, which alongside a welcome from the Hunter JO Chair Bob Pynsent, included an official Federal Government welcome from Senator Hollie Hughes, Liberal Senator for New South Wales and Patron Senator for the Hunter Region.

The purpose of the Roundtable was to actively engage the knowledge and expertise of targeted regional industry and government stakeholders to inform the focus and structure of the larger summit to be delivered on 17th & 18th February 2022, which will explore the key barriers and opportunities for the region in regard to capitalising upon the international access that will result from the airport runway upgrade for the following focus areas:

- Agribusiness
- Business / Education / Research
- Defence
- Manufacturing
- Tourism / Visitors - Friends – Relatives
- Trade Enablers

Organisations participating in the Roundtable and the sectors they represented include:

Sector / Theme	Representative	Organisation
Agribusiness	Alice Thompson	Committee for the Hunter
	Tony Hegarty	Hunter Local Land Services
	Brett Miners	Hunter Local Land Services
	Kathy Rankin	NSW Farmers Association
	Alex Macvean	MidCoast Council
Business / education / research	Roberta Ryan	University of Newcastle
	Caroline Chan	University of Newcastle
	Grayson Wolfgang	AusIndustry
	Simon Massey	City of Newcastle
	Mark Apthorpe	University of Newcastle
	Kristi Jørgensen	Regional NSW
	Meg Grealy	
	Alison McGaffin	Department of Regional NSW
	Janelle Gardner	Port Stephens Council
	Trevor John	RDA Hunter
Defence	Anna Chubb	HCCDC
	Tim Owens	Hunter Defence
	Brook Grimmond	Newcastle Airport

Sector / Theme	Representative	Organisation
	Kym Osley	Investment NSW
	Bob Hawes	Business Hunter
Manufacturing	Roy Green	PON
	Brooke Cavanagh	Whitely Corporation
	Sharon Foster	Investment NSW
	Trent Bagnall	The Melt
	Ivan Waterfield	CEO HunterNet
Tourism / VFR	Rob Fahey	Newcastle Tourism Industry Group
	Amy Delore	Lake Macquarie City Council
	Glenn Caldwell	Destination Sydney Surrounds North
	Will Creedon	Alloggio
	Anthony Cicuttini	Redwater Consulting Group
Trade enablers	Nadine Judge	ARTC
	Edward Crawford	Crawford Robinson
	Andrew Dorrian	Transport for NSW
	Ben Konetschnik	Transprt for NSW
	Rob Harrison	TradeStart Advisor, Investment NSW
	Isaac Court	Austrade
	Luke Homann	TfNSW
	Peter Wych	NTL
	Simon Byrnes	Port of Newcastle

Significant enthusiasm to continue to be involved in the initiative was received across the full range of participants. Transport for NSW have since reached out directly to the Hunter JO following the Roundtable, expressing their interest in establishing an internal group in Transport to work with the Hunter JO to support the project.

Recommendation:

- **That the Board receive and note the report**

Report Author: Boyd Blackwell, Regional Policy and Program Manager

Responsible Officer: Joe James, CEO

Background

In its October 2021 meeting, the Board was provided with an update on the repivot of the focus of efforts surrounding the Hunter 2050 Foundation in the areas of:

- New funding being created through the Royalties for Rejuvenation Fund (RfR) and Hunter Expert Panel (EP) and
- The Hunter Venture Fund (HVF).

The Board also endorsed to renew its efforts through the Subcommittee for Economic Transition.

This report provides an update on recent activities by the Hunter JO in respect to each of these focus areas.

Hunter Venture Fund

This project is strongly aligned with the Board's direction given its focus on securing significant private sector investment into new industries that can reduce long term risk and create new jobs. The consultant, Henshall Capital PL, was engaged a number of months ago to deliver the following aspects of the project:

- Development of a Pitch Deck that will enable the Hunter JO to approach government and the funds management industry about investing in the HVF
- A Structuring Report that provides recommendations on:
 - The structure, function and design of the HVF, the purpose of which will be to fill funding, investment and capability shortfalls to 2050, that are required to help the Hunter Region plan for change that is accelerated by advancing energy technologies that will reduce the world's reliance on coal over time; and
 - Any further investigations that might be required to support the evidence base for the need for the fund.

Henshall Capital, in collaboration with Hunter JO staff, have undertaken numerous consultations with key contacts in the local investment ecosystem, with this consultation stage now coming to a close. The next steps for the consultant will involve creating a draft straw person for review, as to what the components of a potential regional fund may look like, prior to completing the final report and pitch deck by the end of 2021.

Royalties for Rejuvenation Fund and Hunter Expert Panel Recap

The NSW Government is creating the Royalties for Rejuvenation (RfR) Fund through legislation. The Hunter Expert Panel is also anticipated to be a statutory role providing advice and recommendations on the use of some portion of these funds within the Hunter region.

The base level of annual RfR funding will be \$25 million. This funding is for all coal mining communities in NSW. Given that the Hunter region generates at least 70% of coal mining royalties within New South Wales, there is potential for significant recurrent funding for the region.

An exposure draft of the Bill package will be available to make written submissions regarding the draft Bill before it is introduced in Parliament. The Department of Regional NSW is intending to hold a roundtable discussion with key stakeholders in the Hunter in late 2021. The roundtable will provide an opportunity to discuss all key aspects of the fund in further detail.

The CEO Joe James met recently with Stephen Wills, Executive Director, Royalties for Rejuvenation. Stephen has indicated that the Hunter Joint Organisation will be a key partner in the Hunter Expert Panel. There is discussion of a potential interim expert panel being established, in advance of the legislation being passed and the statutory panel being established. There may also be some initial funding available to the region associated with the interim panel. In response to a request made to the Hunter JO from Stephen Wills, a list of potential regional projects with the potential to be delivered by the Hunter JO, if resourced through the fund, has been provided for the consideration of the Interim Panel. This is not an exhaustive list and has not yet taken up individual LGA projects that may have regional or sub-regional relevance.

Subcommittee for Economic Transition.

An update on the Subcommittee has been provided in Item 7.3

Recommendation:

- **That the Board receive and note the report**

Report Author: Melinda Curtis, Regional Policy and Program Manager

Responsible Officer: Joe James, CEO

Purpose:

To provide an update on the Regional Contaminated Land Capacity Building Program and status of future funding.

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

Action Area	Action Area 2. Our enviable environment is protected for future generations and our resources are used efficiently
Action	2.1. Continue to work together to deliver the Hunter and Central Coast Regional Environmental Management Strategy

Background

The purpose of the Regional Contaminated Land Capacity Building Program is to build capacity and capability of Councils within the Hunter and Central Coast region to effectively identify, assess and manage contaminated land 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.

These activities have and continue to include:

- Continuing to convene and facilitate regular meetings of a Regional Contaminated Land Working Group comprising representatives from all HJO member Councils and Central Coast Council.
- Ongoing provision of technical advice to Councils (i.e. a Helpdesk) on issues involving contaminated land management (land use planning, UPSS and public land management)
- 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.
- Sourcing information on a regional basis to populate new and/or upgraded information systems
- 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); and
- Co-ordinating and facilitating joint regional responses from Councils to influence NSW statutory guidelines.

This program is highly used by operational staff across all member Councils, including high attendance at working groups and training sessions and technical advice requests through the helpdesk.

Report

The Regional Program Manager Contaminated Land, has recently left the Hunter JO after being offered a position by the EPA to coordinate the overarching State-wide Regional Contaminated Land Capacity

Building Program. In light of this departure and the fact that current funding arrangements only extend until August 2022, we have put interim arrangements in place including engagement of a specialist consultant to provide a comparable level of service to Member Councils. We are also currently advertising a Regional Environmental Projects Coordinator that will also provide coverage for the program as part of a broader project management role. These interim arrangements also include new Hotdesk contact details which have been provided to all Councils.

In regard to ongoing funding and delivery of the program beyond August 2022, we have not yet received any formal advice from the NSW EPA as to whether the statewide program will continue. We are aware however, that they are looking at a possibility of a 1-year extension to funding of the program and there is a potential business case for a further 3 year extension to the program beyond that.

In the meantime, we will begin to explore with Council staff involved in the program the level of interest in its continuation if the EPA funding does not eventuate, including potential funding models through which this could occur.

Recommendation:

- **That the Board note the information provided.**

Report Author: Dr Boyd Blackwell, Regional Policy & Program Manager

Responsible Officer: Joe James, CEO

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

Action Area	Action Area 3. Our economy is multifaceted, resilient and is Australia's leading smart regional economy
Action	3.6. Develop a sustainable model to coordinate council-run events across the region and showcase the Hunter and attract local, national and international visitors

Background

As part of the regional events strategic planning prepared by the Hunter JO in previous years, including that through John Trevilian, a key finding was that a capability and capacity gap existed across the region for attraction and delivery of whole of region events. The solution proposed by John Trevilian, establishing a Regional Event entity, was not taken up by the Hunter JO Board. Further work was done, with MI Associates, to explore a more incremental approach to building this capability and capacity over time.

Following its successful BLERF grant Hunter JO is running the Accelerating Event Economies program to begin to address this need.

As a starting point it is worth noting that, at this stage, this is no external event that symbolises the strategic regional leadership offered by local government working in collaboration. There is both a need and opportunity to have the commitment and collaborative efforts by councils, and in particular Mayors, recognised by a broader industry and community audience.

Current activities

In the above context, The Hunter JO team have been considering an event to bring Mayors together, along with the full range of stakeholders in the region, to showcase the region's successes and strengths, to demonstrate the full range of opportunities and assets that the Hunter offers. While a pilot concept, we would design it with the potential for it to be an annual event.

This approach is also consistent with our approach to complex systems and using smaller collaborative action as a starting point to tackling larger issues such as regional event capability and demonstrating the value of local governments working together in specific operational contexts.

The Hunter JO has engaged Gabe Robinson from *Create, Innovate, Collaborate – Loading Ideas*, who has extensive experience in event management and planning and who lives locally in the Hunter. Gabe will scope-out, with input from the Hunter JO, what would be involved in a Mayors' Gala, when it could be held, how it could be prepared and how such an event could be designed to be self-sustaining and enduring.

Concurrently, the Hunter JO will work with Gabe to prepare a funding application for *NSW Regional Business Event Development Fund* of Destination NSW to help financially seed the event. This will be a priority because this funding pool is a 'first come first served' until the funds are expended and closes on Monday 31 January 2022: <https://www.meetinnsw.com.au/business-event-development-fund>

Future Steps

Gabe will report back to Hunter JO staff in December 2021 and the board will be updated at its next meeting after this update.

This project would align with the Hunter JO's A2E – Accelerating Event Economies project and the World Masters Games or equivalent major event attraction to the region initiative (dove tails into A2E).

Recommendation

- **That the Board note the report and provide feedback on the initiative**

8. Matters Raised by Members

Nil.

9. General Business

9.1 Hunter JO & Arrow Board Induction Pack

Report Author: Louisa Bulley, Executive Officer

Responsible Officer: Joe James, CEO

As reported to the Hunter JO Board over the past few months, an Induction Pack has been developed for use in introducing new Board Members, of both Arrow and the Hunter JO, to their role as Directors.

It is intended that this induction pack be provided to all Hunter JO and Arrow Board Members ahead of their respective first meetings in 2022, along with a copy of the Hunter JO Annual Performance Statement 2020-21.

The document follows the structure presented to the Board in their August 2021 meeting, with a draft copy provided at Attachment 18.

Recommendation:

- **That the Board provide feedback on the draft Hunter JO Induction Pack**

9.2 Compliance & Governance Calendars

- Attachment 19 - HJO Board Forward Planner and Governance Calendar (UPDATED)
- Attachment 20 - JO-Calendar-of-Compliance-and-Reporting-Requirements-2021-2022



HUNTER JOINT ORGANISATION AND ARROW **BOARD INDUCTION PACKAGE**



Hunter Joint Organisation
02 4978 4020
www.hunterjo.com.au

Arrow Collaborative Services
02 4978 4020
www.arrowco.com.au

**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.

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PART 1: Foundations

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The Importance of Collaboration

This induction booklet is designed to provide an overview and introduction for new board members of the Hunter Joint Organisation and its related entities. As a Board Member dedicating contributions and influence within our organisation, the opportunities and support for the Hunter region is significant.

With two Boards made up of twenty regional leaders, this booklet provides an overview of the Hunter JO's:

- History
- Structure and operations
- Governance
- Role of our different boards

Collaboration across the Hunter region is the cornerstone of the Hunter Joint Organisation. The connection and coordination between our member councils has grown and developed through different avenues since the 1950s and we endeavour to continue to build on this strong foundation.

Where the vision and goal is clear, the responsibility and work required across different entities is much more easily shared, and the possibility of great outcomes is highly attainable.



Our Collaborative History

Ten councils working together is a significant feat, and the impetus for this collaboration has always been to deliver the best possible outcomes for the communities of the region.

The catalyst for coordinated collaboration between our councils was the 1955 Hunter Valley Flood, one of the most catastrophic floods that the region has experienced since European settlement. This event caused significant damage across a number of LGAs, with lives lost, homes destroyed, and farmland and infrastructure flooded. The impacts of this flood were felt across the whole region, bringing councils and communities together to support one another across LGA boundaries.

Once the floodwaters had subsided and recovery efforts began, collaboration that had been driven by need made way for other, more proactive avenues for collaboration where councils held common goals for their communities.

The concept of the Hunter Joint Organisation had its origins in this circumstance, and the collective view of the councils of the day that, through joint strength and cooperation, they could deliver the best outcomes for their communities. Since this time our collaboration has developed and matured, solidified in a group of entities that deliver value for our councils, our region, and the local government sector as a whole.

The Member Councils of the Hunter JO comprise:

Cessnock City Council • Dungog Shire Council • Lake Macquarie City Council
 Maitland City Council • MidCoast Council • Muswellbrook Shire Council
 City of Newcastle • Port Stephens Council • Singleton Council
 Upper Hunter Shire Council

Timeline

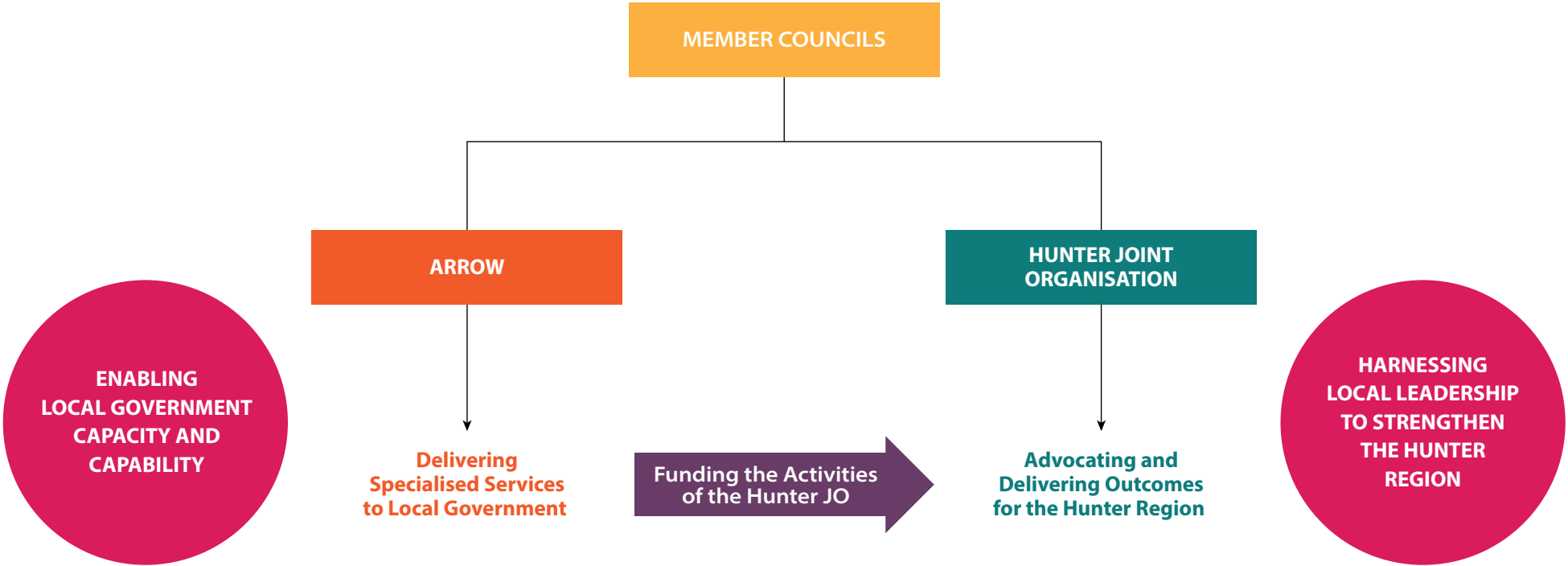


PART 2: Outcomes

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Our Value Proposition



OUTCOMES

Hunter Joint Organisation



The Hunter Joint Organisation delivers outcomes for the region through collaboration with its Member Councils. The Hunter JO is made up of two boards: the Hunter JO Board and the General Managers Advisory Committee.

As the hub for local intergovernmental collaboration, our statutory mandate includes identifying key regional strategic priorities, advocating for these priorities, and building collaborations around these priorities with other levels of government, industry and community.

The Hunter JO is financially funded in its programs by a large key stakeholder base and funded in its operations by both the Member Councils and by the affiliated commercial business units which offer shared services to Local Government. The projects of the organisation are also often made possible by state grant funding.

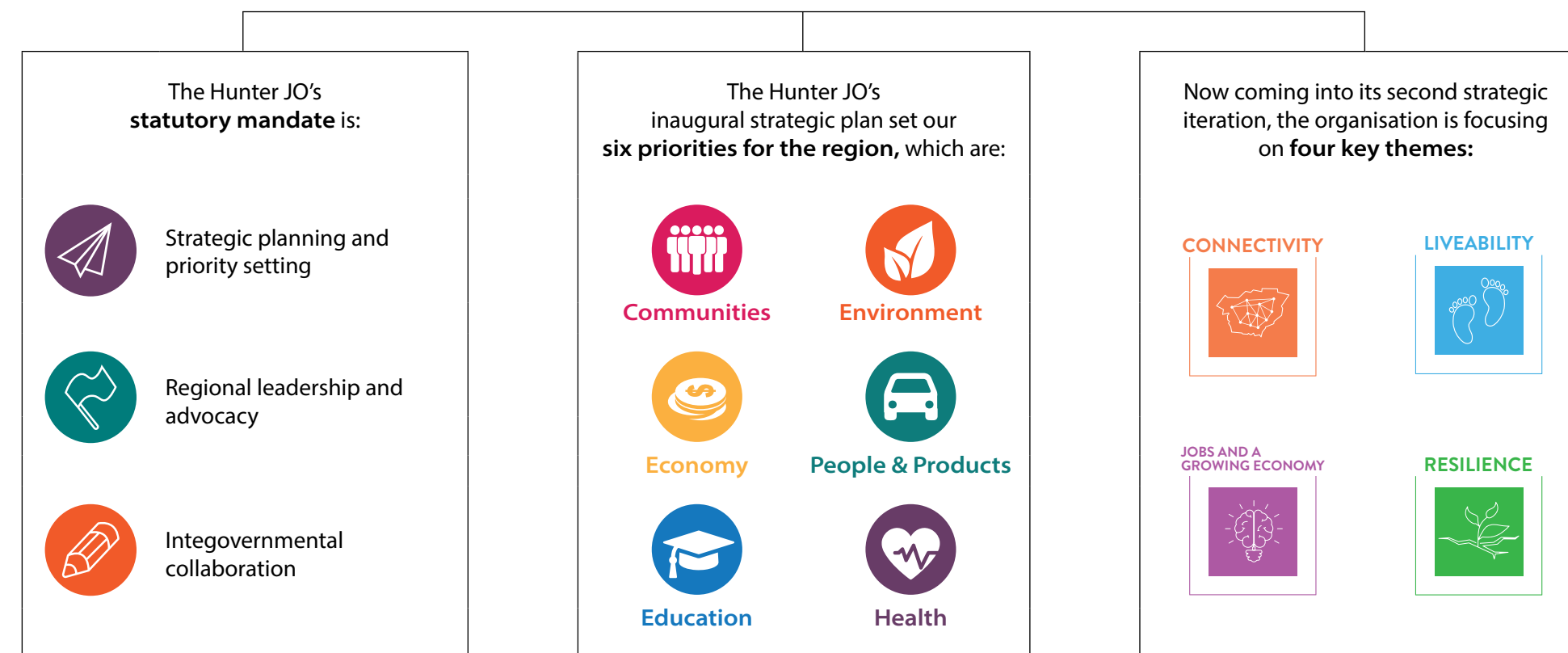
The Hunter JO also has a number of Sub-Committees, that focus on specific priorities in the region. These consist of:

- Greater Newcastle Metropolitan Plan Sub-Committee
- Circular Economy Sub-Committee
- Regional Economic Transition Sub-Committee

Functions and Priorities

OUR MISSION: As the hub for local intergovernmental collaboration, we strengthen our communities by being the local voice on strategic issues in the Hunter Region.

The Hunter JO and its Member Councils deliver outcomes for the region through:



Arrow Collaborative Services



The councils of the Hunter region also established Arrow Collaborative Services, using their local government industry experience and expertise, to offer services to local government. Initially, these services were established to cater to the Hunter region in a shared services model transitioned into a commercial operation that could fund offering new or more services to local government and fund other collaborative initiatives, such as the Hunter JO.

Arrow is a collective Organisation of 40+ staff members, across five business units all working towards the same goal of providing innovative and strategic solutions to the local government sector. Arrow provides to curate the best results for our clients.

Arrow was founded in the early 2000s with the establishment of Hunter Records Storage (under the entity Hunter Councils Limited). This records storage operation was designed to support councils in adapting to a new Records Act, as well as providing services to non-council clients. While Hunter Records Storage was subsequently sold in 2017, each business unit within Arrow has been designed to meet various needs of local government as they have emerged.

While Arrow's businesses were largely established as stand-alone businesses (within the entity Strategic Services Australia), 'Arrow' represents a strategic shift for our Organisation, bringing their local government expertise, knowledge, and experience together under one recognisable entity.

With the ever-increasing pressure on local government to do more with less, Arrow is constantly striving to find new solutions, services and efficiencies that can help councils to deliver for the communities. Our businesses are designed to anticipate, meet and address these needs.

Arrow currently specialises in local government law, purchasing and procurement, training, and film licencing through their four business units, bringing a depth of industry knowledge and experience to the service that they provide.

Arrow Services

OUR MISSION: To devise and deliver specialised solutions we first seek to listen and understand.
We are then able to use insight and expertise to curate the best results for our client, enabling growth and leadership in the local government sector.

By capitalising on the collaborative and extensive knowledge base across our Organisation, all businesses within Arrow can provide expert insight and curate tailored solutions for our clients.



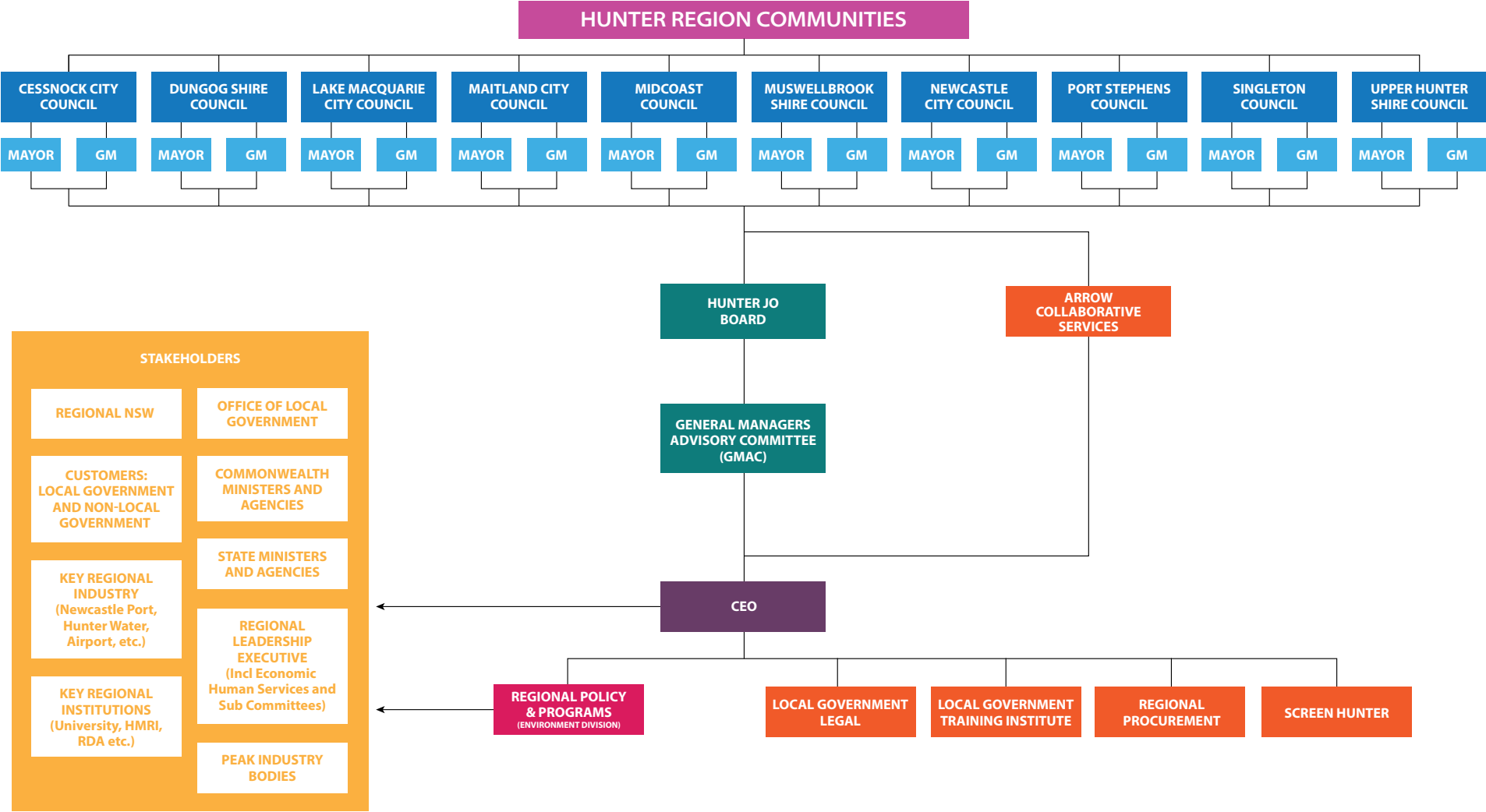


PART 3: How we Deliver

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Entity Structure



The Roles of our Boards

Hunter Joint Organisation

The Hunter JO Board consists of the Mayors of each Member Council as the Voting Representatives, the alternate for a Voting Representative while acting in the place of the Voting Representative, and the Non-Voting Representatives. The Non-Voting Representatives of the Board consist of an employee of the public service nominated by the Secretary of the Department of Premier and Cabinet, General Managers/ Chief Executive Officers of Member Councils, and any other person or a member of a class of persons prescribed by the Regulations.

The Board has power to direct and control the affairs of the Organisation in carrying out its functions, in consultation with the Joint Organisation Chief Executive Officer, and may exercise every right, power or capacity of the Organisation. The Board sets the strategy for the organization, and the strategic priorities that determine the programs and projects being delivered by the Hunter JO.¹

Arrow

The Arrow Board sets the strategy and oversees the operations of Arrow Collaborative Services Ltd, and the businesses housed within the company (LGTI, Local Government Legal, Regional Procurement and Screen Hunter). Arrow is governed by an experienced Board of non-executive Directors. Comprised of the ten General Managers of the Hunter region's local councils, our Board is committed to providing innovative solutions for local government and increasing the capacity and capabilities within the sector.

The Board works closely with the Chief Executive Officer and the Arrow Leadership Team to provide direction and guidance to a growing, cohesive enterprise and to manage the governance of the entity.

General Managers Advisory Committee (GMAC)

GMAC provides additional recommendations and advice to the Chief Executive Officer of the Hunter Joint Organisation in relation to business and reports being brought to the Hunter JO board. GMAC meets every second month, two weeks prior to the Hunter JO Board and acts as a point of reference for the CEO in relation to the objectives, business and affairs of the organisation.

GMAC also provides advice and guidance to the Joint Organisation Board, partners with the CEO in identification of issues and matters for referral to the Board, and submits reports and recommendations to the Board for policy decisions.

¹ Hunter Joint Organisation Charter 2020



Operating Structure and Leadership Team

The Hunter JO's and Arrow's leadership team is made up of divisional managers from our RPP divison, the four commercial businesses and the finance and administration division, as well as the CEO and executive officer.



Joe James
CEO - Hunter JO and Arrow

With over 15 years' experience in both the public and private sectors, our CEO Joe James, manages both organisations while delivering the strategy set by the respective boards.



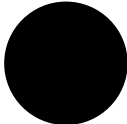
Louisa Bulley
Executive Officer

Louisa oversees a range of activities internally including human resources management, stakeholder engagement, board coordination and organisational structure.

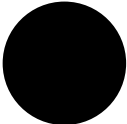
Our Business Unit and Corporate Managers include:



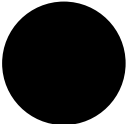
Steve Wilson
Director Regional
Policy and Programs



Lisa Lord
Head of Finance



Ray Owen
Acting Manager
Screen Hunter



Judy Ravell
RTO Manager
LGTI



Peter Salafia
Manager
Regional Procurement



Tony Pickup
Principal Lawyer



Gretchen Sason
Customer Engagement
Manager

Business and Corporate Units

Local Government Training Institute

LGTI is a registered training organization that offers specialised training solutions to Local Government, Industry, and the general public. LGTI delivers training courses at our offices in Thornton NSW and can bring training direct to your team on-site. LGTI also offers distance learning qualifications, designed to meet the unique needs of Council employees, from a Certificate III to a Graduate Diploma. For more information on LGTI visit their website [HERE](#).

Local Government Legal

LGL is a prominent incorporated legal practice that specialises in legislation, policy and strategic issues in the areas of; Planning, Environment, Property & Litigation for Local Government and industry. LGL is uniquely placed, by both ownership and experience, to provide their clients with the most comprehensive, timely and cost-effective legal advice in the main areas of law that councils and industry operate within. For more information about LGL visit their website [HERE](#).

Screen Hunter

Screen Hunter actively promotes our region’s breathtaking locations to film makers and is a one-stop-shop for council-delegated filming approvals, location scouting assistance, sourcing of local crews, services and support. Screen Hunter is committed to local industry development and creating networking initiatives to connect industry practitioners throughout the region, as well as driving the development of a creative and sustainable film industry in the Hunter. For more information about Screen Hunter visit their website [HERE](#).

Regional Procurement

Regional Procurement is a leading procurement agency offering tendering, contract administration and probity services to Local Government in NSW. They offer specialised and tailored tendering services, focusing on efficient solutions to meet each council’s individual needs. Their team of experienced Key Account Managers offer personalised service delivery, visiting councils on site or virtually to discuss your council’s specific needs. They also work closely with suppliers to ensure that our specifications meet industry requirements and include the most up-to-date information. For more information about Regional Procurement visit their website [HERE](#).

Regional Policy and Programs Division

RPPD facilitates and drives delivery of collaborative and evidence-based strategic outcomes across the range of action areas identified in the Hunter JO Strategic Plan. They work with a wide range of external stakeholders including Member Councils, State and Commonwealth Government agencies, research institutions, and business and community groups on a range of regional initiatives involving research, planning, advocacy and project management.

RPPD is responsible for delivering the long established and respected Hunter & Central Coast Regional Environment Management Program (HCCREMS). HCCREMS is a collaborative effort of the eleven councils of the Hunter and Central Coast and delivers directly on the action area from the Hunter JO’s Strategic Plan to “protect the enviable environment for future generations and ensure resources are used efficiently”.

Finance and Admin

Text to be supplied.

Business Development

Text to be supplied.

To see our current projects and what we are working on visit the [Hunter JO Program Page](#), [HERE](#). You can also check out our most recent [Program Activity Report](#).

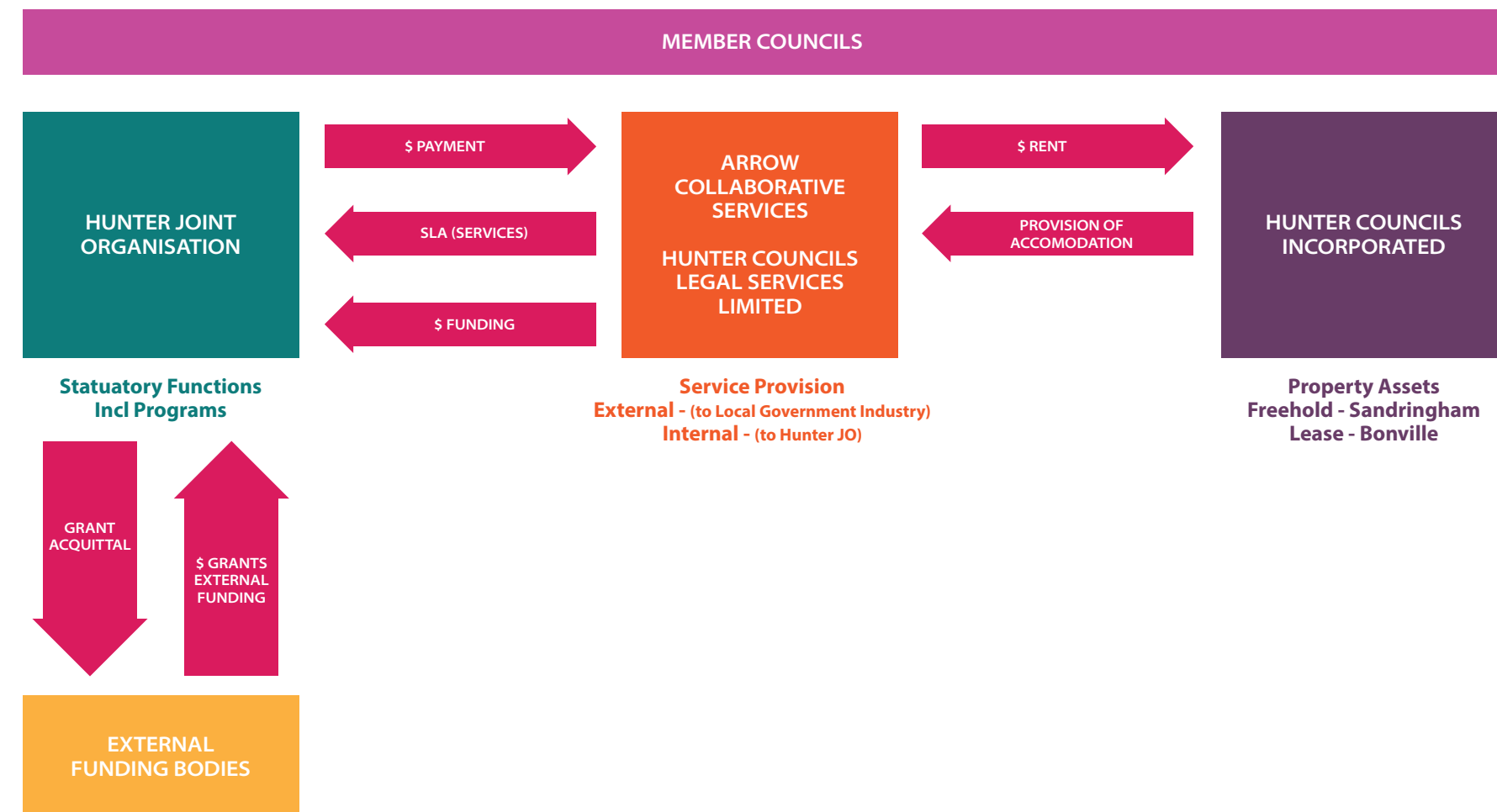


PART 4: Governance

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Governance Ecosystem



Boards and Committees

OUR MISSION: As the hub for local intergovernmental collaboration, we strengthen our communities by being the local voice on strategic issues in the Region.



HUNTER JOINT ORGANISATION BOARD			
Role of the board Except as otherwise required by the Act, any other applicable law or this Charter, the Board: 1. Has power to direct and control the affairs of the Organisation in carrying out its functions, in consultation with the Joint Organisation Chief Executive Officer, and 2. May exercise every right, power or capacity of the Organisation. ¹	Membership <ul style="list-style-type: none">• Mayors of Hunter JO ten member councils (voting members)• General Managers of Hunter JO ten member councils (non-voting members)• Director, Regional NSW - Hunter and Central Coast (non-voting)• Council Engagement Manager, Office of Local Government (non-voting).	Meetings <ul style="list-style-type: none">• Hunter JO Board meets every second month.• The Board sets the strategy for the organisation, and the strategic priorities that determine the programs and projects being delivered by the Hunter JO.• Hunter JO Board meetings are open to the public.	Governance <ul style="list-style-type: none">• Hunter JO Code of Conduct, May 2020• Hunter JO Code of Meeting Practice, May 2020• Charter of the Hunter JO, 9 April 2020• Hunter JO Statement of Expectations, August 2020• Local Government Act.
Chairperson:- Cr Bob Pynsent - Mayor of Cessnock			

¹P.5, Charter of the Hunter Joint Organisation (2020) ²P. 2, Terms of Reference Greater Newcastle Steering Committee (2019) ³P.1 Terms of Reference, Hunter JO Circular Economy Working Group (2018)
⁴P.1 Terms of Reference, Regional Economic Transition Standing Committee (2019) ⁵P.13 Hunter JO Board Agenda Papers, 18 October 2018 (2018) ⁶P. 8, Constitution of Arrow Collaborative Services (2021)
⁷P. 8, Constitution of Arrow Collaborative Services (2021) ⁸P. 3, Hunter Councils Inc. Constitution (2014) ⁹P. 3, Hunter Councils Inc. Constitution (2014)

HUNTER JO GREATER NEWCASTLE METROPOLITAN PLAN STEERING COMMITTEE			
Role of the board The Greater Newcastle Metropolitan Plan Steering Committee is convened under the Hunter Joint Organisation (JO) Charter 12.1; constituted by a representative of each of the five lower Hunter councils to oversee the development and implementation of the Greater Newcastle Metropolitan Plan with the Department of Planning and Environment, Department of Premier and Cabinet and Hunter Development Corporation. ²	Membership <ul style="list-style-type: none"> Mayors and CEO's/GM's of the five lower Hunter Councils; Cessnock City Council, City of Newcastle, Lake Macquarie City Council, Maitland City Council, Port Stephens Council Hunter Joint Organisation Executive Officer Hunter Development Corporation, Department of Planning and Environment, Department of Premier and Cabinet Representatives from other organisations or agencies (government and non-government) may attend meetings upon invitation from the Chairperson, but will not be present during confidential discussions. 	Meetings The Committee meets every second month.	Governance Terms of Reference endorsed by Hunter JO Board.
Chairperson:- Cr Nuatali Nelmes - Lord Mayor of Newcastle			

HUNTER JO CIRCULAR ECONOMY SUB COMMITTEE			
Role of the board The Circular Economy Group was established at the HJO meeting 9 August 2018 to develop a program of work to identify regional opportunities to advance circular economy solutions for local use of recycle generated by member council recycling services. ³	Membership <ul style="list-style-type: none"> Membership of the group may be comprised of Mayors and appropriate technical staff from each of the 10 Hunter region councils, or their delegate(s). Other council staff that have relevant expertise or are required for individual projects may attend meetings and be included in correspondence, as required. Representatives from other organisations or agencies (government and non-government) may attend meetings upon invitation from the Chairperson, but will not be present during confidential discussions. 	Meetings The Committee meets quarterly.	Governance Terms of Reference endorsed by Hunter JO Board.
Chairperson:- Cr Kay Fraser - Mayor of Lake Macquarie			

HUNTER JO REGIONAL ECONOMIC TRANSITION STANDING COMMITTEE			
Role of the board The Regional Economic Transition Standing Committee was established at the HJO Meeting of 11 July 2019 to continue to prioritise a resilient and diversified economy, and to assist in managing economic transition in the region in partnership with identified and other Regional stakeholders. ⁴	Membership <ul style="list-style-type: none"> Nominated representative, who may be a mayor, ouncilor or appropriate senior council staff member, from those of the 10 Hunter region councils Other council staff that have relevant expertise or are required for individual projects may attend meetings and be included in correspondence, as required. Representatives from other organisations or agencies (government and non-government) may attend meetings upon invitation from the Chairperson, but will not be present during confidential discussions. 	Meetings The Committee meets as required.	Governance Terms of Reference endorsed by Hunter JO Board.
Chairperson:- Cr Sue Moore - Mayor of Singleton			

GENERAL MANAGERS ADVISORY COMMITTEE (GMAC)			
Role of the board The role of the Committee will be to: <ol style="list-style-type: none"> Act as a point of reference for the CEO in relation to the objectives, business and affairs of the organisation Provide advice and guidance to the Joint Organisation Board Partner with the CEO in identification of issues and matters for referral to the Board Submit reports and recommendations to the Board for policy decisions.⁵ 	Membership <ul style="list-style-type: none"> General Managers of Hunter JO ten member councils (voting members) Director, Regional NSW - Hunter and Central Coast has a standing invite. 	Meetings <ul style="list-style-type: none"> The Committee meets every second month, two weeks prior to the Hunter JO Board meetings. The Committee provides additional recommendations/advice to the CEO of the Hunter JO as to business and reports being brought to the Hunter JO Board. 	Governance Terms of Reference endorsed by Hunter JO Board.
Chairperson:- Cr David Evans - General Manager of Maitland			

HUNTER COUNCILS INC BOARD			
<p>Role of the board</p> <p>The Hunter Councils Inc entity manages the Sandringham Ave property (which is the one asset of the organisation). Subject to the Act, the Regulation and this Constitution and to any resolution passed by the Association in general meeting, the role of the Board is to:</p> <p>a. Control and manage the affairs of the Association</p> <p>b. Exercise all such functions as may be exercised by the Association</p> <p>c. Perform all such acts and do all such things as appear to the Board to be necessary or desirable for the proper management of the Association.⁸</p>	<p>Membership</p> <ul style="list-style-type: none">• Mayors of Hunter JO ten member councils (voting members)• General Managers of Hunter JO ten member councils (non-voting members)<ul style="list-style-type: none">a. Each member Council will be entitled to one delegate on the Boardb. Each member Council's delegate will be the Mayor of the local government areac. No alternate delegates are allowed.⁹	<p>Meetings</p> <p>The Hunter Councils Inc Board only meet as required, and for their Annual General Meeting.</p>	<p>Governance</p> <p>Constitution under the Associations Incorporation Act 2009.</p>
<p>Chairperson:- Cr Bob Pynsent - Mayor of Cessnock</p>			

OUR MISSION: As a business we will maximise revenue to our primary stakeholder the HJO through profit growth and provide more services [of the right quality] to our primary customer (member councils) at the lowest possible cost.



ARROW COLLABORATIVE SERVICES BOARD			
<p>Role of the board</p> <p>Meetings of the Board shall be held as often as necessary to conduct properly the business of the Company, and shall in any case be held at least quarterly.⁶</p>	<p>Membership</p> <p>General Managers of ten member councils.</p>	<p>Meetings</p> <ul style="list-style-type: none">• The Board meets every second month• The Board sets the strategy and oversees the operations of the Company, including the businesses housed within the company (LGTI, Local Government Legal, Regional Procurement, Screen Hunter).	<p>Governance</p> <p>Constitution under Corporations Act 2001, Company Limited by Guarantee and not having a Share Capital.</p>
<p>Chairperson:- Wayne Wallis - General Manager of Port Stephens</p>			

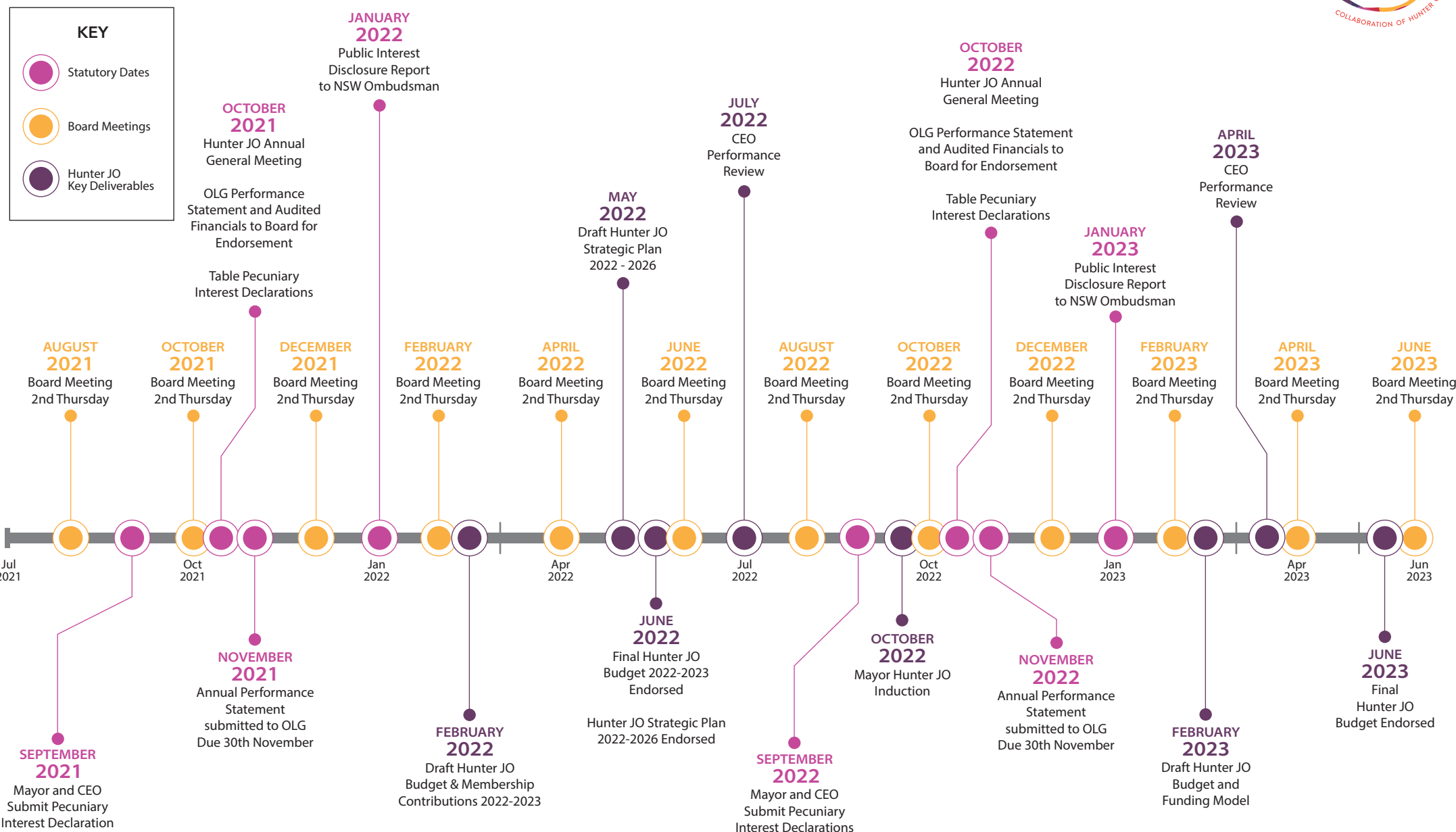
ARROW MEMBERS MEETINGS			
Role of the board The SSA Members only meet for an Annual General Meeting, or for change of Company Name or Constitution.	Membership <ul style="list-style-type: none"> General Managers of ten member councils. Members Representation – the delegate shall be the General Manager of the member council.⁷ 	Meetings The SSA Members only meet as required.	Governance Constitution under Corporations Act 2001, Company Limited by Guarantee and not having a Share Capital.
Chairperson:- Wayne Wallis - General Manager of Port Stephens			

LOCAL GOVERNMENT LEGAL BOARD (I.E. HUNTER COUNCILS LEGAL SERVICES)			
Role of the board The Hunter Councils Legal Services Board has largely common membership to the SSA Board, therefore any business for noting on the strategy ad operations for Local Government Legal is provided to the SSA Board. A Hunter Councils Legal Services Board Meeting will be called if there is a proposed change in strategy or operations of the business that requires a separate decision within this entity.	Membership <ul style="list-style-type: none"> General Manager of Maitland General Manager of Port Stephens General Manager of MidCoast CEO, Strategic Services Australia Principal Lawyer, Local Government Legal. 	Meetings The Hunter Councils Legal Services Board only meet as required, and for their Annual General Meeting.	Governance Constitution under Corporations Act 2001, Public Company Limited by Guarantee.
Chairperson:- Wayne Wallis - General Manager of Port Stephens			



¹P.5, Charter of the Hunter Joint Organisation (2020) ²P. 2, Terms of Reference Greater Newcastle Steering Committee (2019) ³P.1 Terms of Reference, Hunter JO Circular Economy Working Group (2018)
⁴P.1 Terms of Reference, Regional Economic Transition Standing Committee (2019) ⁵P.13 Hunter JO Board Agenda Papers, 18 October 2018 (2018) ⁶P. 8, Constitution of Arrow Collaborative Services (2021)
⁷P. 8, Constitution of Arrow Collaborative Services (2021) ⁸P. 3, Hunter Councils Inc. Constitution (2014) ⁹P. 3, Hunter Councils Inc. Constitution (2014)

HUNTER JO BOARD FORWARD PLANNER & GOVERNANCE CALENDAR



JOINT ORGANISATION CALENDAR OF COMPLIANCE AND REPORTING REQUIREMENTS 2021-22

GOVERNMENT Local Government													
	JULY 2021	AUGUST 2021	SEPTEMBER 2021	OCTOBER 2021	NOVEMBER 2021	DECEMBER 2021	JANUARY 2022	FEBRUARY 2022	MARCH 2022	APRIL 2022	MAY 2022	JUNE 2022	
FINANCE	7 Proposed loan borrowings return to be submitted to TCorp					5 Last day for meeting to be held to present audited financial statements [LGA s418(2)]							
	31 GST Certificate to be submitted to OLG [Commonwealth Constitution s114]			17 Request for extension to lodge financial statements to be submitted in writing to OLG [LGA s416(2); Code]									
	31 Capacity Building Funding Stage 1 - Final report on the funding and delivery. Where extensions are granted- progress report is 31 July and final on project completion	30 Capacity Building Funding Stage 2 - Report to OLG with action plan, key delivery milestones and budget		31 Audited Financial Statements to be lodged with OLG [LGA s417(5); Code]		28 Last day for annual performance statement to be published [LGReg cl 397J(2)]				30 Capacity Building Funding Stage 2 - Report to OLG detailing delivery progress for expenditure of the funding, benefits, and report against budget.			
	Joint Organisations to notify OLG throughout the year when loans are drawn down (LGReg cl 230)												
GOVERNANCE			4 REMINDER: Election of the chairperson at the first meeting of the JO after the ordinary election of councils (give member councils time to elect mayors who make up the JO board)										
				30 Annual Report of obligations under PIDA to the Minister and the Ombudsman [PIDA s311]									
	30 Public interest disclosures report due to the NSW Ombudsman [PIDA s6CA]		30 Lodge completed written returns of interest for voting representatives and designated persons who held office at 30 June [MCC cl 4.21(b)]. Executive Officer to table returns at next JO Board meeting [MCC cl 4.25]	30 Annual Report of obligations under GIPA to the Minister and the Information Commissioner [GIPA s125]	30 Annual Performance Statement due [LGReg cl 397J(1)]	31 Report to JO Board [MCCP cl 11.2] and OLG [MCCP cl 11.2] on code of conduct complaint statistics	30 Public interest disclosures report due to the NSW Ombudsman [PIDA s6CA]					30 Last day to adopt Statement of Revenue Policy and Budget [LGReg cl 397I]	
GENERAL	Local Government Directory - Joint Organisations should notify the OLG (olg@olg.nsw.gov.au) of any senior staff or address changes via email to enable updating of the directory												
	Elections: Requirements within 12 months after the elections: Amend Local Policy (s.165(4)); Re-determine Organisation Structure (s.333); Review delegations (s.380); Review JO adopted Code of Conduct (s.440(7)); Adopt a code of meeting practice that incorporates the mandatory provisions of the model code and a policy concerning the payment of expenses (LGA s360 (3) and s252(1) LGReg cl 397M)												
	Joint Organisations must review its publication guide in relation to the Government Information (Public Access) Act 2009 and adopt a new publication guide at intervals of not more than 12 months; An agency may update and amend its publication guide at any time												
	Joint Organisation Circulars are emailed to Joint Organisations. Please advise OLG (olg@olg.nsw.gov.au) of any change of JO email address. Joint Organisation Circulars can be downloaded from OLG webpage at www.olg.nsw.gov.au												
OLG = Office of Local Government. LGA = Local Government Act 1993. LGReg = Local Government (General) Regulation 2005. Code = Local Government Code of Accounting Practice and Financial Reporting, Update No. 28, March 2020. MCC = Model Code of Conduct for Local Councils in NSW, 2018. MCCP = Procedures for the Administration of The Model Code of Conduct for Local Councils in NSW, 2018. PIDA = Public Interests Disclosures Act 1994. GIPA = Government Information (Public Access) Act 2009.													