



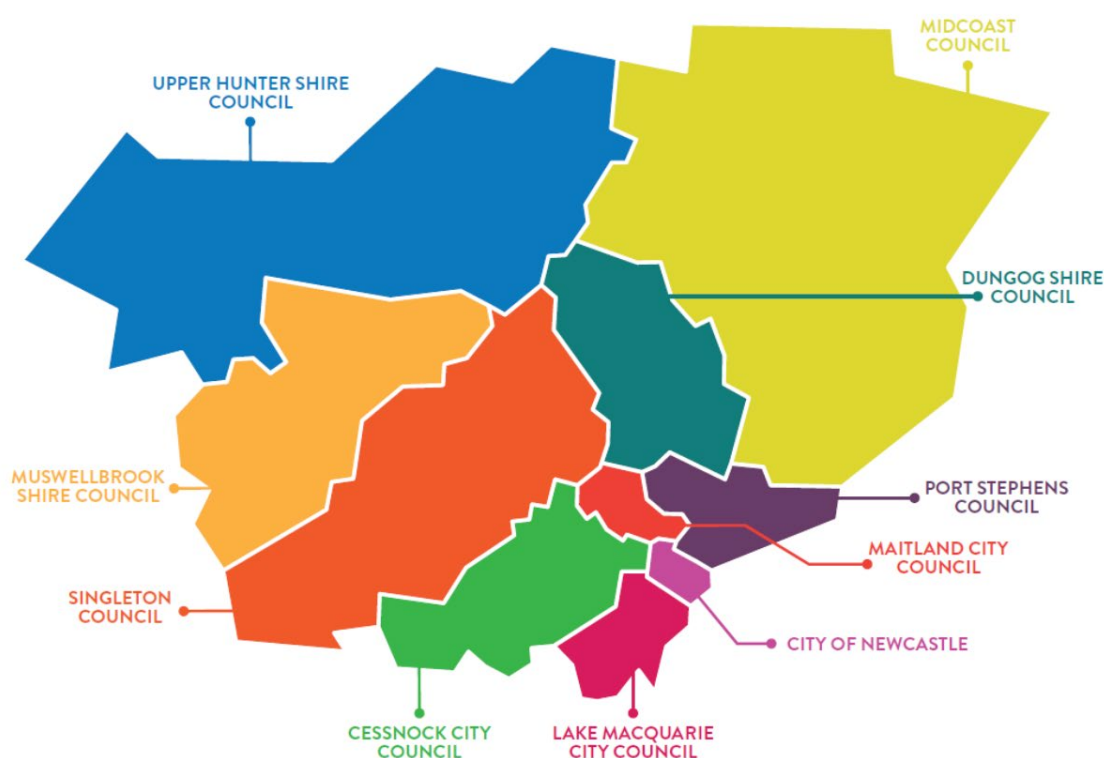
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FOLLOW OUR PROGRESS  

Hunter Joint Organisation Board Meeting Papers

11:00am, Thursday 13 April 2023



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.

1.3 Closed Session

At the Chair's request, a closed session of the Board will be held at the beginning of the meeting, prior to opening the public Hunter JO Board Meeting.

2. Minutes of Previous Meeting

2.1 Minutes of 16 February 2023

Hunter Joint Organisation Board Meeting Minutes

11:00am – 1:00pm, Thursday 16 February 2022

Hunter JO Boardroom, 4 Sandringham Avenue, Thornton

Voting Directors Present

Cr Jay Suvaal, Cessnock City Council

Cr John Connors, Dungog Shire Council

Cr Kay Fraser, Lake Macquarie City Council

Cr Nuatali Nelmes, Newcastle City Council

Cr Steve Reynolds, Muswellbrook Shire Council

Cr Sue Moore, Singleton Shire Council (Chair)

Cr Ryan Palmer, Port Stephens Council

Cr Claire Pontin, MidCoast Council

Non-Voting Members Present

Ken Liddell, General Manager, Cessnock City Council

Gareth Curtis, General Manager, Dungog Shire Council

Adrian Panuccio, General Manager, MidCoast Council

Greg McDonald, General Manager, Upper Hunter Shire Council

Morven Cameron, CEO, Lake Macquarie City Council

Jeremy Bath, CEO, Newcastle City Council

David Evans, General Manager, Maitland City Council

Jason Linnane, General Manager, Singleton Council

Apologies

Hunter JO Board Papers: 13 April 2023

Cr Maurice Collison, Upper Hunter Shire Council

Cr Phillip Penfold, Maitland City Council

Derek Finnigan, Acting General Manager, Muswellbrook Shire Council

Tim Crosdale, General Manager, Port Stephens Council

Staff in attendance

Joe James, CEO, Hunter Joint Organisation

Steve Wilson, Director Regional Policy and Programs, Hunter JO

Louisa Bulley, Executive Officer, Hunter JO (Secretariat)

Tim Askew, Director of Programs, Hunter JO

Kali Somerville, Media and Communications Officer, Hunter JO

Lisa Lord, Manager of Finance and Administration, Arrow & Hunter JO

Bonnie Gradwell, Business Administration Trainee, Hunter JO

Kim Carland, Regional Projects - Tourism & Events, Hunter JO

Also Present

Scott Goold, Deputy Director Regional Development, Regional NSW

Chris Hanger, Chief Executive Officer, Greater Cities Commission

Dan Simpkins, Director - Central Coast and Hunter, Department of Planning and Environment.

Chad Gardiner, Director, KPMG

The formal meeting opened at 10.45am.

Item 1 Welcomes and Apologies

1.1 Acknowledgment of Country

The Chair opened the meeting and welcomed the Board with an Acknowledgement of Country.

Resolved: That the apologies be noted.

Moved: Steve Reynolds, Seconded: Jay Suvaal. Carried.

1.2 Conflicts of Interest

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

2. Minutes of Previous Meeting

2.1 Minutes of Meeting 8 December 2022

The minutes were taken as read.

Moved: Kay Fraser, Seconded: Ryan Palmer. Carried.

3. Confirmation of Minutes & Business Arising from Minutes

Chris Hanger Chief Executive Officer, Greater Cities Commission spoke briefly about the key issues around housing, jobs, energy transition and diversification and to improve engagement with Local Government.

3.1 Business Arising: Hunter JO Action Register

The CEO spoke providing recommendations within the action register for the removal of three items.

Resolved:

- ***That the minutes of the previous meeting 8 December 2022 be adopted***
- ***That Actions HJO-20-55, HJO-20-60 and HJO-20-84 be removed from the Action Register***

Moved: Jay Suvaal, Seconded: Kay Fraser. Carried.

3.2 Greater Newcastle Metropolitan Plan Action Register

The register was taken as read.

3.3 Subcommittee for Economic Evolution Action Register

The register was taken as read.

4. Presentations

4.1 Hunter Urban Development Program Committees

Presenter: Dan Simpkins, Director - Central Coast and Hunter, Department of Planning and Environment.

This presentation will provide information on governance surrounding delivery of the new Hunter Regional Plan 2041, including a focus on the establishment and role of Urban Development Program Committees for Greater Newcastle, Upper Hunter and MidCoast.

4.2 Outcomes of KPMG Analysis – Hunter Regional Events Economy

Presenter: Kim Carland, Regional Projects Co-ordinator (Tourism and Events) and Chad Gardiner, Director KPMG.

This presentation will provide an overview of the key outcomes of the economic analysis work completed by KPMG which analysed the Hunter regional event economy, including current economic value, opportunities for growth, return on investment and business case data.

4.3 Proposed Hunter JO Advocacy Priorities and Activities - NSW State Government Election

Presenters: Joe James, CEO and Steve Wilson, Director – Hunter Joint Organisation

This presentation will provide and seek input from the Board on proposed priority advocacy messages and activities to be delivered by the Hunter JO in the remaining period of the NSW Government Election campaign.

This presentation relates to Agenda Item 6.2

5. Correspondence

Correspondence was taken as read.

Resolved: That the update report be received and noted.

Moved: Ryan Palmer, Seconded: Jay Suvaal. Carried.

6. Items for the Hunter JO Board - For Decision

6.1 Arrow – Hunter JO Funding Deed

The CEO spoke to this report.

Resolved:

- That the Hunter JO Board endorse the draft Funding Deed, with a variation within the document differentiating the voting representatives on the Arrow and the Hunter JO Boards;***
- Pending confirmation that the Auditor General will recognise revenue from Arrow for purposes of assessment of Hunter JO as a going concern, that the Hunter JO Chair is authorised to execution the Funding Deed on behalf of Hunter JO***
- That, the Hunter JO Annual General Meeting be called, to take place virtually on a date after the execution of the Funding Deed and by 28 February 2023 (or such other date as OLG agrees to extend the lodgement deadline).***

Moved: Jay Suvaal, Seconded: Nuatali Nelmes. Carried.

6.2 NSW Government Election Advocacy Priorities

The CEO spoke briefly to the report.

Resolved:

- That the Board endorse the proposed advocacy priorities and communication strategies to be implemented during the final weeks of the NSW election campaign.***
- That the Advocacy Priorities document be updated to include advocacy on the Waste Levy as a priority***

Moved: Nuatali Nelmes, Seconded: Ryan Palmer. Carried.

7. Items for the Hunter JO Board – For Noting

7.1 CEO Report – Collaboration & Advocacy

The report was taken as read and noted.

7.2 Hunter JO Financial Report December 2022 YTD & FY22/23 Budget Revision

The CEO spoke to the Hunter JO Financial Report.

Resolved:

- ***That the Financial Reports for year-to-date December 2022 be received and noted.***
- ***That the Board note the changes to the revised Forecast, as set out in Attachment 15, and adopt the revised annual Forecast as the revised Annual budget for FY22/23.***
- ***That a reconciliation be provided to the Board at its April Meeting showing the original budget figures against grant funds received, with how these funds will be distributed.***

Moved: Steve Reynolds, Seconded: Jay Suvaal. Carried.

7.3 Hunter JO Sub-Committees Standing Update

The report was taken as read.

Resolved: That the Board note the updates on the Hunter JO Sub-Committees.

Moved: Steve Reynolds, Seconded: Jay Suvaal. Carried.

7.4 Hunter Events Economic Analysis

The report was taken as read.

Resolved: That the Board note the findings and opportunities identified in the KPMG analysis and endorse the Hunter JO team working with Council staff and industry stakeholders to review and identify options for progressing implementation of the opportunities identified.

Moved: Kay Fraser, Seconded: Ryan Palmer. Carried.

7.5 Standing Update from the Department of Regional NSW

Scott Goold - Deputy Director Regional Development, Regional NSW, provided a verbal update to accompany the report.

Resolved: That the Board note the update on key activities of the Department of Regional NSW relating to funding programs, the Regional Leadership Executive and the 2022 REDS Updates.

Moved: Steve Reynolds, Seconded: Jay Suvaal. Carried.

8. Matters Raised by Members

8.1 Regional and Local Roads Repair Program Funding Equity

The report was taken as read.

Resolved: That the Hunter JO requests clarification from the Minister for Transport on the rationale for the distribution of the grant funds between Rural & Regional and Greater Sydney/Outer Metropolitan Councils.

Moved: Sue Moore, Seconded: Steve Reynolds. Carried.

8.2 Voice to Parliament

Cr Nelmes spoke to the item, and to the Mayors Voice to Parliament (being the statement that had been circulated prior to the meeting). Cr Nelmes proposed the following motion, which was seconded by Cr Suvaal;

- **That the Hunter JO Board support the Mayors Voice to Parliament**

The Board discussed the proposed motion and the variable status of internal discussions within Member Councils with regards to the Voice to Parliament.

Cr Nelmes asked that the vote be taken by division, and that it be recorded in the minutes that those were abstaining from the vote were aware that, as per the Hunter JO Code of Meeting Practice, “any voting representative who fails to vote will be recorded as having voted against the motion”.

Those for: Cr Nelmes, Cr Suvaal

Those against: Cr Connors, Cr Palmer, Cr Fraser, Cr Pontin, Cr Moore, Cr Reynolds

Absent: Cr Reynolds, Cr Collison

The motion was lost.

After further discussion Cr Palmer proposed the following motion, which was carried.

Resolved: That a discussion of the Mayors' Voice to Parliament be brought to a future Hunter JO Board Meeting, following each Mayor's consultation with their individual Member Council.

Moved: Cr Palmer, Seconded: Cr Moore. Carried.

9. General Business

9.1 Compliance & Governance Calendars

The calendars were noted.

Meeting closed 1:10pm

3. Confirmation of Minutes & Business Arising from Minutes

Recommendation:

- That the minutes of the previous meetings of 16 February 2023 be adopted

3.1 Hunter Joint Organisation Board 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 (no update since March 21)	Mar 2021: 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).
HJO-20-63	<u>Cities Power Partnership Options</u> 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.	Apr-21	Underway	December 2021 May 2022 December 2022 April 2023	April 23. A draft MOU has been prepared for the Hunter JO Board to consider for endorsement. Refer Agenda Item 7.3 February 2023: A draft Regional Partnership Agreement has been drafted on which we are awaiting the outcomes of a final review from CPP. Pending this feedback it is expected that the Agreement will be provided to the April 2023 Hunter JO Board meeting for consideration. The draft Agreement is strongly aligned to the strategic priorities included in the Hunter JO Strategic Plan 2022-32 December 2022: No change from previous update

I.D	Action	Mtg Date	Status	Due	Notes
					<p>September 2022 - Following the 11 Councils in the Hunter joining the Cities Power Partnership Program, the Hunter Joint Organisation (Hunter JO) in March 2021 accepted an invitation from the Cities Power Partnership (CPP) to become its first 'Regional Partner'. We are the first region nationally to achieve this and were acknowledged in the NSW Parliament.</p> <p>The CPP pledges established have been linked and incorporated into the Climate Change IP&R Package. Hunter JO staff are currently collaborating with CPP to prepare a draft MOU. The intention of this partnership is to formalise collaboration between the organisations in order to support informed and coordinated local government climate initiatives in the Hunter region. The aim would be to ensure we enter into a partnership with mutual commitments and benefits that will support each party to achieve its aims.</p> <p>June 2022 - No change from previous update</p> <p>April 2022: The focus moving forward will be to complete formalising the partnership agreement. During the regional mapping of the CSP's as part of the Hunter JO Strategy project, we will also review the CPP Program links and objectives identified in the region. Discussion will continue with the Climate Council to formalise the draft regional priorities, engage with Council staff, bring them back to the Board and incorporate them into the Hunter JO Strategy and Partnership Agreement.</p>

I.D	Action	Mtg Date	Status	Due	Notes
					Jan2022: The collaboration with CPP, has included the incorporation and embedding of the CPP information and pledges into the Climate Change IP&R Package as a preparation step. The focus moving forward will be to complete formalising the partnership agreement.
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	<p>Feb-2022</p> <p>June-2022</p> <p>June 2023</p>	<p>April 2023: A Request for Quotation process is currently underway for a consultant to complete a major Events Feasibility study. This includes identifying the feasibility of hosting a Commonwealth Games or World Masters event, along with identifying other events the region could attract over the next five years.</p> <p>Feb 2023: In progress (as per previous updates)</p> <p>December 2022 – In progress, as per previous updates</p> <p>September 2022 – As per previous update</p> <p>August 2022 – As per previous update</p> <p>July 2022: As reported to the April 2022 Board meeting, the Major Event Feasibility component of the Accelerating Event Economies project will be assessing the feasibility, technical requirements and gaps in our region for running major sporting event e.g. Commonwealth Games, World Masters etc.</p> <p>April 2022: Refer report included in Agenda Item 7.8 - Accelerating Event Economies (A2E)</p> <p>Nov2021: Hunter JO Board resolved August 2021 to integrate consideration of 2029 World Masters Games bid opportunities and challenges within</p>

I.D	Action	Mtg Date	Status	Due	Notes
					<p>the scope of the Accelerating Event Economies (A2E) project.</p> <p>Jan2022: Project Officer has been recruited to deliver Accelerating Event Economies (A2E) project, commencing 17 Jan 2022. Stakeholder engagement and development of consultant briefs also commencing regarding undertaking a regional event and asset audit, which will underpin this action.</p>
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	Complete	Sep-22	<p>Apr23: Finalised correspondence will be sent to incoming government, due to timing of caretaker period.</p> <p>February 2023: Draft correspondence has been circulated for feedback on 27 January 2023.</p> <p>December 2022: CEO to provide draft correspondence to GMs/CEOs in advance of Nov GMAC meeting for feedback</p> <p>September 2022: Still awaiting advice from the Hunter JO Board on if this matter should still be pursued.</p> <p>Nov2021: Propose to revisit this matter in 2022 once the GNMPSC has reformed post-local government elections</p> <p>Sep2021: A draft has been completed by the CEO and has been included in Correspondence. The original intent of the correspondence has been overtaken by a government announcement on Hunter Park</p> <p>Mar2022: The CEO has now met with the Venues NSW Project lead, Phil Paris, on two occasions to discuss his process for building a business case for</p>

I.D	Action	Mtg Date	Status	Due	Notes
					Hunter Park and exploring how the Hunter JO can support the business case and stakeholder engagement.
	The Chair asked that a request be made to the Port of Newcastle and the Newcastle Airport to present to the Hunter JO Board in early 2023.	Dec 22	Underway	Jun 2023	April 23: Executive Officer in correspondence with both Port and Airport to find suitable date for presentations to Hunter JO Board
HJO-23-001	<ul style="list-style-type: none"> That the Hunter JO Board endorse the draft Funding Deed, with clarification in Part C of the Deed differentiating the Directors of Arrow and Hunter JO in terms of decision-making for each Board; Pending confirmation that the Auditor General will recognise revenue from Arrow for purposes of assessment of Hunter JO as a going concern, that the Hunter JO Chair is authorised to execution the Funding Deed on behalf of Hunter JO That, the Hunter JO Annual General Meeting be called, to take place virtually on a date after the execution of the Funding Deed and by 28 February 2023 (or such other date as OLG agrees to extend the lodgement deadline). 	16 Feb 23	Complete		Apr23: Final Funding Deed provided to Auditor and passed by Arrow Board. To be executed by Hunter JO Chair. Update at Item 7.1.
HJO-23-002:	<ul style="list-style-type: none"> That the Financial Reports for year-to-date December 2022 be received and noted. That the Board note the changes to the revised Forecast, as set out in Attachment 15, and adopt the revised annual Forecast as the revised Annual budget for FY22/23. <p>That a report be provided to the next meeting of the Hunter JO Board, alongside the Financial Reports, reconciling the original approved Hunter JO budget for 2022/23FY with grants received</p>	16 Feb 23	Underway	Apr 2023	Mar23: Reconciliation between approval 2022/23FY budget and grants received is in draft from Head of Finance with Director Hunter JO P&P. Final report to be brought to April Hunter JO Board Meeting as requested, will be circulated separately to the Board pack.

I.D	Action	Mtg Date	Status	Due	Notes
HJO-23-003:	<p>That the Board endorse the proposed advocacy priorities and communication strategies to be implemented during the final weeks of the NSW election campaign.</p> <p>That the Waste Levy be added as one of the advocacy priorities for the NSW election campaign, and added to the broader Hunter JO Advocacy priorities document</p>	16 Feb 23	Complete	25 th March 2023	Apr 23: NSW Government Election Advocacy Strategy implemented in accordance with the Board's resolution. Refer CEO Report for details on delivery and outcomes.
HJO-23-004:	That the Board note the findings and opportunities identified in the KPMG analysis and endorse the Hunter JO team working with Council staff and industry stakeholders to review and identify options for progressing implementation of the opportunities identified.	16th February 2023	In progress	30 November 2023	Apr 23: A copy of the KPMG is provided with the Board Papers – refer Agenda Item 8.5. Options for progressing implementation of the opportunities identified in the KPMG report will be reviewed in conjunction with the remaining outputs to be delivered under the Accelerating Event Economies Project (due for completion 30 June 2023), which will include the Major Events Feasibility Study.
HJO-23-005:	That the Hunter JO requests clarification from the Minister for Transport on the rationale for the distribution of the grant funds between Rural & Regional and Greater Sydney/Outer Metropolitan Councils	16th February 2023	In progress	March 2023	Apr 23: Correspondence drafted and to be provided to incoming government, due to timing of caretaker period.

3.2 Greater Newcastle Metropolitan Plan Action Register

Date: 16 February 2022

Delivery Status

Complete

In progress

Stalled / Off track

Mtg Date	Responsibility	Action	Status
16 Feb 2023	Hunter JO	Prepare background papers and invite senior State Agency representatives to provide briefings to the Subcommittee in line with endorsed schedule.	In progress Ongoing through 2023
16 Feb 2023	Hunter JO	Finalise Subcommittee Terms of Reference to reflect advice provided by the Board at 16 Feb 2023 meeting.	Complete
8 December 2022	Hunter JO	Frequency of meetings of the GNMP Subcommittee to be reduced from monthly to two monthly, to be held in person prior to the Hunter JO Board meeting.	Complete
8 December 2022	Greater Cities Commission	Concerns raised by Cr Suvaal about minimum lot sizes in the Huntlee development to be escalated by the Commissioner to Geoff Roberts, Greater Cities Chief Commissioner.	Complete
10 November 2022	Greater Cities Commission	The Commissioner to contact each Council General Manager post meeting to identify the most appropriate Council staff with whom Claire Swan should engage re catalysts areas.	Complete
17 August 2022	Hunter JO	That the Subcommittee write to the Hon Rob Stokes, Minister for Infrastructure, Minister for Cities, and Minister for Active Transport outlining that: <ul style="list-style-type: none"> the Subcommittee provides a formal governance mechanism that will support the Commissioner in their role it is the expectation of the GNMP Mayors that the Commissioner participate in the Subcommittee once they are appointed. 	Complete.
17 August 2022	Hunter JO	A workshop of the Subcommittee to be scheduled for 15 th September 2022 (10.00am) to determine agreed advocacy agenda and priorities prior to meeting with the new Lower Hunter and Greater Newcastle City Cities Commissioner.	Complete
17 August 2022	Hunter JO	An invitation be extended to GCC Chief Commissioner Geoff Roberts, for the new Lower Hunter and Greater Newcastle City Cities Commissioner, to participate in a meeting of the Subcommittee at 8.30am on	Complete

Mtg Date	Responsibility	Action	Status
		<p>Thursday 13th October (prior to the Hunter JO Board meeting), subject to confirmation of their appointment by that time.</p> <p><i>NB should the Commissioner not yet be appointed a normal meeting of the Subcommittee will still occur from 9am prior to the full Board meeting.</i></p>	
17 August 2022	Hunter JO	<p>Meetings of the Subcommittee to be scheduled for the second Thursday of each month as follows:</p> <ul style="list-style-type: none"> • At 9.00am prior to the full Hunter JO Board meeting • At 10.00am (online) in the alternate month when there is no Board meeting 	Complete
17 August 2022	Hunter JO	<p>A forward schedule of state agency briefings be drafted, and invitations extended to agencies to participate periodically in future meetings in accordance with the schedule. Priority agencies identified include:</p> <ul style="list-style-type: none"> • Department of Planning & Environment (DPE) - Planning • NSW Treasury - Energy • Transport for NSW (TfNSW) • Hunter Central Coast Development Corporation (HCCDC) • Department of Regional NSW • Greater Cities Commission (GCC) • Newcastle Airport • NSW Health • Venues NSW • Hunter Water Corporation <p><i>NB Key agencies (e.g. TfNSW, HCCDC & DPE to potentially be invited two times per annum.</i></p>	<p>Complete</p> <p>Subcommittee endorsed proposed schedule at 16 February 2023 meeting.</p>

3.3 Subcommittee for Economic Evolution Action Register

Date: 16 February 2023

Delivery Status

Complete

In progress

Stalled / Off track

Mtg Date	Responsibility	Action	Delivery Status
16 Feb 2023	Lithgow City Council	Craig Butler, CEO Lithgow City Council to arrange meeting to explore opportunities for collaborative policy and advocacy across “coal mining and coal generated energy” regions, targeting action from State and Commonwealth Governments to plan and support the economic evolution needed as a matter of urgency in these regions.	In progress
8 December 2022	Hunter JO	Wording in the Hunter JO Advocacy Framework and priorities document seeking changes to legislation and policy to provide clarity, certainty and a clear pathway for reuse of mining and industrial lands be updated to remove reference to “former” mining lands.	Complete
8 December 2022	Morven Cameron, Jason Linnane, Derek Finnigan	Provide information on each Council’s current approach / policy / processes for facilitating land use change to facilitate reuse of mining and industrial lands	In progress
8 December 2022	Morven Cameron	Invite Blackrock to present to the Subcommittee on the processes they have undertaken, and lessons learned in seeking approvals for their development involving reuse of former mining / industrial land.	Invitation to be extended pending the Blackrock development commencing.
8 December 2022	Hunter JO	Distribute PowerPoint slides presented by HunterIF at the 8 December meeting and the Hunter Innovation Festival Evaluation Report to members of the Subcommittee	Complete
13 October 2022	Boyd Blackwell, Hunter JO	Boyd Blackwell to provide an overview / presentation on examples of government led domestic and international venture funds to a future meeting of the Subcommittee.	In progress
13 October 2022	Hunter JO	Reporting of the Subcommittee’s activities and progress to the full Hunter JO Board to include the Subcommittee Action Register being included in the Board Papers, along with a synopsis of progress in the Hunter JO Subcommittees Standing Update.	Complete
13 October 2022	Hunter JO	In consultation with the Chair, where it is considered that a monthly meeting of the Subcommittee may not be required, that a written update on the status of actions be distributed in place of a meeting.	Ongoing

Mtg Date	Responsibility	Action	Delivery Status
8 th September 2022	Hunter JO	<p>Prior to providing the Hunter Venture Fund report to the full Hunter JO Board:</p> <ul style="list-style-type: none"> Continue to engage more broadly to both further test the concept, and to attempt to leverage commitments from other levels of government and stakeholders to support establishment of the Entity and Fund to ideally minimise/avoid the need for local government financial contributions Document brief examples of where this concept has worked- domestically and internationally Establish a clearer narrative as to the “why and what” of the entity and fund and the benefits to Member Councils and their communities 	In progress
11 August 2022	Shaelee Welchman / Hunter JO	Shaelee Welchman, will provide for distribution to Committee members the body of work completed by NSW Government, along with consultant brief and Project ToR (NB these materials have been distributed with the minutes)	Complete. Information distributed with minutes of 11 August meeting.
11 August 2022	Hunter JO	That the Hunter JO seek to have a representative nominated to participate on the Expert Panel, and that this representative be Joe James, CEO.	Complete. Nomination submitted 5 September 2022.
11 August 2022	Hunter JO	Update NSW election advocacy asks to reflect a “policy commitment” to a regional transition authority	Complete. “Policy commitment” integrated into draft Hunter Advocacy Framework and Priorities documentation currently under development
11 August 2022	Hunter JO	Establish a subgroup of the Subcommittee to assist with development of State and Federal Government advocacy strategies	Complete Subgroup met 14th September 2022
11 August 2022	Hunter JO	Develop and internal strategy for advocacy, including direct engagement with NSW parliamentarians by the Hunter JO Chair and Deputy Chair (i.e. walking the halls of Parliament, ideally by end of September), to canvass the ideas and approach of the Subcommittee, and to invite the input of MP’s to these (i.e. framed along the lines of “we need your assistance and we think this is the right thing for the region - what do you think?”).	Complete Advocacy strategy currently being implemented.

Mtg Date	Responsibility	Action	Delivery Status
11 August 2022	Hunter JO	Include Hunter Venture Fund on the Agenda for the next meeting of the Subcommittee to further explore the appetite for the Venture Fund and to frame the next steps needed to progress its development.	Complete. Included and discussed during 8 th September meeting.

4. Presentations

4.1 Update on outcomes from the Hunter Sports Plan Advisory Group

Presenter: Paul Burton, Community Assets Planning Team Leader, Port Stephens Council and Amanda McMahon, Coordinator Recreation and Facilities, Singleton Council

This presentation will provide an update on the implementation of the Hunter Sport and Active Recreation Plan, including an overview of a proposed delivery model for priority actions of a regional nature that have been identified by the Advisory Group for delivery through the Hunter JO.

4.2 Update on the Hunter Estuary Coastal Management Program

Presenters: Deanne Nelson-Pritchard, Principal Estuary Officer and Catherine Pepper, Manager Environment & Sustainability, Maitland City Council

This presentation will provide an update to the Board on the progress of the Hunter Estuary Coastal Management Program and its relevance to the whole of river and its catchment.

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 GMAC and the Hunter Joint Organisation Board.

Correspondence Sent:

- Attachment 1 (link): Email campaign correspondence delivered to NSW Ministers, Shadow Ministers, Hunter-based Members of Parliament and state-wide candidates re [Hunter JO Election Priorities: Our Asks for the next NSW Government](#)
- Attachment 2: Correspondence to Andrew Warrender, Executive General Manager Aviation & Air Freight Business Development - Newcastle Airport re letter of support for funding application – International Airport Terminal, 22 February 2023
- Attachment 3: Correspondence to Dan Simpkins, Director, Central and Hunter Coast - NSW Department of Planning & Environment re Nomination of Hunter JO Representative for Hunter Urban Development Program Committees, 3 March 2023
- Attachment 4: Correspondence sent to Minister for Roads re Regional and Local Roads Repair Funding Equity, 29 March 2023
- Attachment 5: Correspondence sent to elected Hunter Region MPs re Congratulations on election and appointments, 6 April 2023. Sent to the below;

State Ministers	Seat	Portfolio
Clayton Barr	Member for Cessnock	
Jodie Harrison	Member for Charlestown	Minister for Women, Minister for Seniors, Minister for the Prevention of Domestic Violence and Sexual Assault
Greg Piper	Member for Lake Macquarie	Speaker
Jenny Aitchison	Member for Maitland	Minister for Regional Transport and Roads
Tanya Thompson	Member for Myall Lakes	

Tim Crakanthorp	Member for Newcastle	Minister for the Hunter, Minister for Skills, TAFE and Tertiary Education
Leslie Williams	Member for Port Macquarie	
Kate Washington	Member for Port Stephens	Minister for Families and Communities, Minister for Disability Inclusion
Yasmin Catley	Member for Swansea	Minister for Police and Counter-terrorism
David Layzell	Member for the Upper Hunter	
Sonia Hornery	Member for Wallsend	

(Additional correspondence being finalised at time of writing, to send to incoming Ministers)

Correspondence Received:

- Attachment 6: Correspondence from Brett Miners, General Manager – Hunter Local Land Services re Hunter Region Weeds Committee: Succession Planning and Traineeships, 13 March 2023
- Attachment 7: Correspondence from NSW Deputy Premier re Hunter JO Election Priorities: Our Asks for the next NSW Government,
- Attachment 8: Correspondence received (via Lord Mayor) from The Melt re Hunter Venture Fund, 5 April 2023

Recommendations:

- **That the update report be received and noted.**
- **That Trent Bagnall be invited to present at a future meeting of the Hunter JO Board regarding the Venture Fund, in conjunction with a presentation on the outcomes and recommendations arising from the Hunter Venture Fund project delivered by the Hunter JO.**



Andrew Warrender
Executive GM Aviation & Air Freight Business Development
Newcastle Airport
Private Bag 2001,
Raymond Terrace, NSW, 2324,

22 February 2023

RE: Letter of Support: Hunter Region International Air Freight Terminal

I write to confirm our considerable support for the above funding application being submitted by Newcastle Airport Pty Limited through the NSW Government's Regional Investment Activation Fund.

We are committed to collaborating with Newcastle Airport to develop an operational Cargo Terminal to enable international air freight imports and exports from the Hunter Region and fully leverage the increased international connectivity offered by the Newcastle Airport runway and terminal upgrade.

The project directly aligns with the core regional strategy and policy directions identified by the ten Councils of the region through the [Hunter JO Strategic Plan 2032](#), which include:

- Through its port and airport, the Hunter is globally connected and economically prosperous city-region, recognised as a key international gateway, providing its communities with a vibrant and unique lifestyle and growth in products and services to replace the economic output of thermal coal
- Partner with the airport and port to identify and pursue priority actions to enable access to international markets for the benefit of the region
- Influence government policy to prioritise the importance of access to international markets for the benefit of the region
- Lead collaboration in the region between government, industry and community to ensure the benefits of international markets are region wide
- Support a transport access strategy for regional connectivity to and from the airport.

The Hunter Joint Organisation has recently been successful in securing funding for a Regional Airports Strategy through the Regional NSW Business Case Development and Strategy Fund. This project will develop:

- A strategy & business case for airfreight infrastructure investment and connectivity infrastructure for passenger and airfreight logistics for the region.
- An integrated airports strategy for the region including assessments of passenger, airfreight and transport links across the region.

Given the strategic importance that international connectivity via Newcastle Airport will contribute to the economic evolution of the Hunter region, the Hunter JO is fully committed to working with Newcastle Airport to progress development of the



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  

International Air Freight Terminal. The combination of our Regional Airports Strategy and the establishment of an International Air Freight Terminal will be instrumental in supporting regional social and economic growth in the short, medium and long-term.

Our organisational commitment and support to the project will include:

- Supporting stakeholder consultation
- Contributing expertise and facilitation of business development opportunities
- Collaboration on the creation of a regional infrastructure investment and connectivity business case

Should you have any queries or require any further information please contact Steve Wilson, Director Hunter JO on M0448 401 436 or at steve@hunterjo.com.au

Yours Sincerely

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

Joe James
CEO

Dan Simpkins
Director, Central and Hunter Coast
NSW Department of Planning & Environment
PO Box 1226
NEWCASTLE NSW 2300

Dear Mr Simpkins

Re: Nomination of Hunter JO Representative for Hunter Urban Development Program Committees

Thank you for your correspondence dated 21 December 2022 regarding the above, and for your recent briefing to the Hunter JO Board on the governance arrangements surrounding implementation of the *Hunter Regional Plan 2041*, including establishing and seeking nominations for the two Urban Development Program Committees to be established for Greater Newcastle and the Upper Hunter and MidCoast. As per the advice provided by the Hunter JO Board, I understand that you have now invited each Council directly to provide nominations for these Committees.

In addition to the nominations of individual Hunter JO Member Councils, the purpose of this letter is to also nominate a representative from the Hunter JO to participate, in the status of observer, on both the Greater Newcastle and the Upper Hunter and MidCoast UDP Committees. This representative would be Steve Wilson, Director Hunter JO.

While I recognise that the *Hunter Regional Plan 2041* does not specifically identify the Hunter JO as an organisation represented on either of the UDP Committees, the JO is the statutory regional hub for local intergovernmental collaboration, with responsibilities including identifying key regional strategic priorities, advocating for these priorities, and building collaboration around these priorities with other levels of government, industry and community.

Considering this role, participation in the UDP Committees would provide the Hunter JO with insight to the directions and issues being identified by the Committees, to which we could potentially provide support via a regional collaborative approach to policy development, advocacy and capacity building. This approach would be consistent with participation by the Hunter JO on the previous UDP Committee for Greater Newcastle and would complement further engagement by DPE with the Hunter JO Board moving forward on the progress of the Hunter Regional Plan 2041 and UDP Committees.



4 Sandringham Avenue, PO Box 3137,
Thornton NSW 2323. 02 4978 4040
www.hunterjo.com.au

It is within this context of the Hunter JOs role on the Committees that I ask you to favourably consider the nomination I put forward.

Should you have any further queries or need to discuss, please contact Steve Wilson, Hunter JO Director on M 0448 401 436 or at steve@hunterjo.com.au.

Yours Sincerely

Joe James
CEO

Mr Clayton Barr, MP
Member for Cessnock
118 Vincent Street
CESSNOCK NSW 2325

Date: 6 April 2023

Dear Clayton,

Subject: Opportunity for engagement with the Hunter JO

I am writing on behalf of the Hunter Joint Organisation (Hunter JO) to congratulate you on your re-election as Member for Cessnock.

The Hunter JO, and I as their Chair, are looking forward to continue to work and collaborate with you, and with the incoming State Government over the coming term.

As you are aware, the Hunter JO represents the ten councils of the Hunter and MidCoast; 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. The Hunter is the largest economy in Regional New South Wales, with a population of over 773,135, and a population forecast of 949,833 by 2041.

The Hunter JO has developed a clear list of [Advocacy Priorities for the Region](#), that we would like to partner with yourself, and with the State Government, to deliver for our communities.

I would like to invite you to a meeting of the Hunter JO Board, and to engage with our ten Mayors in collaboratively delivering the best for our region.

Congratulations again on your appointment, and we look forward to hearing from you.

Yours Sincerely,

A handwritten signature in black ink, appearing to read "SR Moore", is positioned below the "Yours Sincerely," text.

Cr Sue Moore
Chair, Hunter Joint Organisation
Mayor, Singleton Shire Council

The Hon. Jodie Harrison, MP
Member for Charlestown, Minister for Women, Minister for Seniors, Minister for Prevention of
Domestic Violence and Sexual Assault
118 Vincent Street
CESSNOCK NSW 2325

Date: 6 April 2023

Dear Jodie,

Subject: Opportunity for engagement with the Hunter JO

I am writing on behalf of the Hunter Joint Organisation (Hunter JO) to congratulate you on your re-election as Member for Charlestown, and on your appointment as Minister for Women, Minister for Seniors, Minister for Prevention of Domestic Violence and Sexual Assault.

The Hunter JO, and I as their Chair, are looking forward to continue to work and collaborate with you, and with the incoming State Government over the coming term.

As you are aware, the Hunter JO represents the ten councils of the Hunter and MidCoast; 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. The Hunter is the largest economy in Regional New South Wales, with a population of over 773,135, and a population forecast of 949,833 by 2041.

The Hunter JO has developed a clear list of [Advocacy Priorities for the Region](#), that we would like to partner with yourself, and with the State Government, to deliver for our communities.

I would like to invite you to a meeting of the Hunter JO Board, and to engage with our ten Mayors in collaboratively delivering the best for our region.

Congratulations again on your appointment, and we look forward to hearing from you.

Yours Sincerely,

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Cr Sue Moore
Chair, Hunter Joint Organisation
Mayor, Singleton Shire Council

Mr Greg Piper, MP
Member for Lake Macquarie
126A Carey Street
TORONTO NSW 2283

Date: 6 April 2023

Dear Greg,

Subject: Opportunity for engagement with the Hunter JO

I am writing on behalf of the Hunter Joint Organisation (Hunter JO) to congratulate you on your re-election as Member for Lake Macquarie, and your appointment as Speaker of the Legislative Assembly.

The Hunter JO, and I as their Chair, are looking forward to continue to work and collaborate with you, and with the incoming State Government over the coming term.

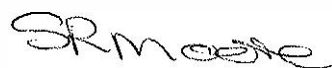
As you are aware, the Hunter JO represents the ten councils of the Hunter and MidCoast; Cessnock City Council, Dungog Shire Council, Lake Macquarie City Council, Maitland City Council, MidCoast Council, Muswellbrook Shire Council, City of Newcastle, Port Stephens Council, Singleton Council, Upper Hunter Shire Council. The Hunter is the largest economy in Regional New South Wales, with a population of over 773,135, and a population forecast of 949,833 by 2041.

The Hunter JO has developed a clear list of [Advocacy Priorities for the Region](#), that we would like to partner with yourself, and with the State Government, to deliver for our communities.

I would like to invite you to a meeting of the Hunter JO Board, and to engage with our ten Mayors in collaboratively delivering the best for our region.

Congratulations again on your appointment, and we look forward to hearing from you.

Yours Sincerely,



Cr Sue Moore
Chair, Hunter Joint Organisation
Mayor, Singleton Shire Council

The Hon. Jenny Aitchison
Member for Maitland, Minister for Regional Transport and Roads
2/12 Elgin Street
MAITLAND NSW 2320

Date: 6 April 2023

Dear Jenny,

Subject: Opportunity for engagement with the Hunter JO

I am writing on behalf of the Hunter Joint Organisation (Hunter JO) to congratulate you on your re-election as Member for Maitland, and your appointment as Minister for Regional Transport and Roads.

The Hunter JO, and I as their Chair, are looking forward to continue to work and collaborate with you, and with the incoming State Government over the coming term.


As you are aware, the Hunter JO represents the ten councils of the Hunter and MidCoast; 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. The Hunter is the largest economy in Regional New South Wales, with a population of over 773,135, and a population forecast of 949,833 by 2041.

The Hunter JO has developed a clear list of [Advocacy Priorities for the Region](#), that we would like to partner with yourself, and with the State Government, to deliver for our communities. I have attached correspondence provided to the Minister for Roads for your information, as we would like to discuss this with you in line with your ministerial appointment.

I would like to invite you to a meeting of the Hunter JO Board, and to engage with our ten Mayors in collaboratively delivering the best for our region.

Congratulations again on your appointment, and we look forward to hearing from you.

Yours Sincerely,

A handwritten signature in black ink, appearing to read "SR Moore", is positioned below the "Yours Sincerely," text.

Cr Sue Moore
Chair, Hunter Joint Organisation
Mayor, Singleton Shire Council

Tanya Thompson, MP
Member for Myall Lakes
Level 1, 1-9 Manning Street
TUNCURRY NSW 2428

Date: 6 April 2023

Dear Tanya,

Subject: Opportunity for engagement with the Hunter JO

I am writing on behalf of the Hunter Joint Organisation (Hunter JO) to congratulate you on your election as Member for Myall Lakes.

The Hunter JO, and I as their Chair, are looking forward to working and collaboration with you, and with the incoming State Government over the coming term.

As you are aware, the Hunter JO represents the ten councils of the Hunter and MidCoast; 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. The Hunter is the largest economy in Regional New South Wales, with a population of over 773,135, and a population forecast of 949,833 by 2041.

The Hunter JO has developed a clear list of [Advocacy Priorities for the Region](#), that we would like to partner with yourself, and with the State Government, to deliver for our communities.

I would like to invite you to a meeting of the Hunter JO Board, and to engage with our ten Mayors in collaboratively delivering the best for our region.

Congratulations again on your appointment, and we look forward to hearing from you.

Yours Sincerely,

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Cr Sue Moore
Chair, Hunter Joint Organisation
Mayor, Singleton Shire Council

The Hon. Tim Crakanthorp MP
Member for Newcastle, Minister for Skills, TAFE and Tertiary Education, and Minister for the Hunter
Ground Floor, 414 Hunter Street
NEWCASTLE NSW 2300

Date: 6 April 2023

Dear Tim,

Subject: Opportunity for engagement with the Hunter JO

I am writing on behalf of the Hunter Joint Organisation (Hunter JO) to congratulate you on your re-election as Member for Newcastle, and on your appointment as Minister for Skills, TAFE and Tertiary Education, and Minister for the Hunter.

The Hunter JO, and I as their Chair, are looking forward to continuing to work and collaborate with you, and with the incoming State Government over the coming term.

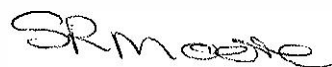
As you are aware, the Hunter JO represents the ten councils of the Hunter and MidCoast; Cessnock City Council, Dungog Shire Council, Lake Macquarie City Council, Maitland City Council, MidCoast Council, Muswellbrook Shire Council, City of Newcastle, Port Stephens Council, Singleton Council, Upper Hunter Shire Council. The Hunter is the largest economy in Regional New South Wales, with a population of over 773,135, and a population forecast of 949,833 by 2041.

The Hunter JO has developed a clear list of [Advocacy Priorities for the Region](#), that we would like to partner with yourself, and with the State Government, to deliver for our communities. A number of these advocacy priorities align to your portfolio as Minister for the Hunter, and we would love to engage with you closely on the outcomes that we can deliver.

I would like to invite you to a meeting of the Hunter JO Board, and to engage with our ten Mayors in collaboratively delivering the best for our region.

Congratulations again on your appointment, and we look forward to hearing from you.

Yours Sincerely,

A handwritten signature in black ink, appearing to read "Cr Sue Moore", is positioned below the "Yours Sincerely," text.

Cr Sue Moore
Chair, Hunter Joint Organisation
Mayor, Singleton Shire Council

Leslie Williams, MP
Member for Port Macquarie
T13/15 Chancellors Drive
PORT MACQUARIE NSW 2444

Date: 6 April 2023

Dear Leslie,

Subject: Opportunity for engagement with the Hunter JO

I am writing on behalf of the Hunter Joint Organisation (Hunter JO) to congratulate you on your re-election as Member for Port Macquarie.

The Hunter JO, and I as their Chair, are looking forward to continuing to work and collaborate with you, and with the incoming State Government over the coming term.

As you are aware, the Hunter JO represents the ten councils of the Hunter and MidCoast; 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. The Hunter is the largest economy in Regional New South Wales, with a population of over 773,135, and a population forecast of 949,833 by 2041.

The Hunter JO has developed a clear list of [Advocacy Priorities for the Region](#), that we would like to partner with yourself, and with the State Government, to deliver for our communities.

I would like to invite you to a meeting of the Hunter JO Board, and to engage with our ten Mayors in collaboratively delivering the best for our region.

Congratulations again on your appointment, and we look forward to hearing from you.

Yours Sincerely,

A handwritten signature in black ink, appearing to read "SR Moore", is positioned below the "Yours Sincerely," text.

Cr Sue Moore
Chair, Hunter Joint Organisation
Mayor, Singleton Shire Council

The Hon. Kate Washington MP
Member for Port Stephens, Minister for Families and Communities, Minister for Disability Inclusion
26 William Street
RAYMOND TERRACE NSW 2324

Date: 6 April 2023

Dear Kate,

Subject: Opportunity for engagement with the Hunter JO

I am writing on behalf of the Hunter Joint Organisation (Hunter JO) to congratulate you on your re-election as Member for Port Stephens, and your appointment as Minister for Families and Communities, and Minister for Disability Inclusion.

The Hunter JO, and I as their Chair, are looking forward to continuing to work and collaborate with you, and with the incoming State Government over the coming term.

As you are aware, the Hunter JO represents the ten councils of the Hunter and MidCoast; 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. The Hunter is the largest economy in Regional New South Wales, with a population of over 773,135, and a population forecast of 949,833 by 2041.

The Hunter JO has developed a clear list of [Advocacy Priorities for the Region](#), that we would like to partner with yourself, and with the State Government, to deliver for our communities.

I would like to invite you to a meeting of the Hunter JO Board, and to engage with our ten Mayors in collaboratively delivering the best for our region.

Congratulations again on your appointment, and we look forward to hearing from you.

Yours Sincerely,



Cr Sue Moore
Chair, Hunter Joint Organisation
Mayor, Singleton Shire Council

The Hon. Yasmin Catley MP
Member for Swansea, Minister for Police and Counter-terrorism
Shop 1, 204-206 Pacific Highway
SWANSEA NSW 2281

Date: 6 April 2023

Dear Yasmin,

Subject: Opportunity for engagement with the Hunter JO

I am writing on behalf of the Hunter Joint Organisation (Hunter JO) to congratulate you on your re-election as Member for Swansea, and your appointment as Minister for Police and Counter-terrorism.

The Hunter JO, and I as their Chair, are looking forward to continuing to work and collaborate with you, and with the incoming State Government over the coming term.

As you are aware, the Hunter JO represents the ten councils of the Hunter and MidCoast; 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. The Hunter is the largest economy in Regional New South Wales, with a population of over 773,135, and a population forecast of 949,833 by 2041.

The Hunter JO has developed a clear list of [Advocacy Priorities for the Region](#), that we would like to partner with yourself, and with the State Government, to deliver for our communities.

I would like to invite you to a meeting of the Hunter JO Board, and to engage with our ten Mayors in collaboratively delivering the best for our region.

Congratulations again on your appointment, and we look forward to hearing from you.

Yours Sincerely,

A handwritten signature in black ink, appearing to read "SR Moore".

Cr Sue Moore
Chair, Hunter Joint Organisation
Mayor, Singleton Shire Council

David Layzell, MP
Member for Upper Hunter
20 Bridge Street
MUSWELLBROOK NSW 2333

Date: 6 April 2023

Dear David,

Subject: Opportunity for engagement with the Hunter JO

I am writing on behalf of the Hunter Joint Organisation (Hunter JO) to congratulate you on your re-election as Member for Upper Hunter.

The Hunter JO, and I as their Chair, are looking forward to continuing to work and collaborate with you, and with the incoming State Government over the coming term.

As you are aware, the Hunter JO represents the ten councils of the Hunter and MidCoast; 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. The Hunter is the largest economy in Regional New South Wales, with a population of over 773,135, and a population forecast of 949,833 by 2041.

The Hunter JO has developed a clear list of [Advocacy Priorities for the Region](#), that we would like to partner with yourself, and with the State Government, to deliver for our communities.

I would like to invite you to a meeting of the Hunter JO Board, and to engage with our ten Mayors in collaboratively delivering the best for our region.

Congratulations again on your appointment, and we look forward to hearing from you.

Yours Sincerely,

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Cr Sue Moore
Chair, Hunter Joint Organisation
Mayor, Singleton Shire Council

Sonia Hornery, MP
Member for Wallsend
67 Nelson Street
WALLSEND NSW 2287

Date: 6 April 2023

Dear Sonia,

Subject: Opportunity for engagement with the Hunter JO

I am writing on behalf of the Hunter Joint Organisation (Hunter JO) to congratulate you on your re-election as Member for Wallsend.

The Hunter JO, and I as their Chair, are looking forward to continuing to work and collaborate with you, and with the incoming State Government over the coming term.

As you are aware, the Hunter JO represents the ten councils of the Hunter and MidCoast; 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. The Hunter is the largest economy in Regional New South Wales, with a population of over 773,135, and a population forecast of 949,833 by 2041.

The Hunter JO has developed a clear list of [Advocacy Priorities for the Region](#), that we would like to partner with yourself, and with the State Government, to deliver for our communities.

I would like to invite you to a meeting of the Hunter JO Board, and to engage with our ten Mayors in collaboratively delivering the best for our region.

Congratulations again on your appointment, and we look forward to hearing from you.

Yours Sincerely,

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Cr Sue Moore
Chair, Hunter Joint Organisation
Mayor, Singleton Shire Council



The Hon. John Graham, MLC
Minister for Roads
Parliament House, Macquarie Street
SYDNEY NSW 2000

Cc: The Hon. Jo Haylen MP, Minister for Transport

Date: 29 March 2023

Dear Minister Graham,

Subject: Regional and Local Roads Repair Funding

Firstly, congratulations on your re-election to the Legislative Council, and on your appointment as Minister for Roads. We look forward to engaging with you, and the incoming government, over the coming term.

On behalf of our Member Councils, the Hunter Joint Organisation (Hunter JO) is requesting clarification from the Minister on the Regional and Local Roads Repair Funding, and the inequity of funding between Rural/Regional and Greater Sydney/Outer Metropolitan Councils.

The funds distributed under this program, while appreciated by the Councils of the Hunter Region, appear to show a large disparity between the funding that has been allocated to Rural/Regional areas, and that which has been provided to Greater Sydney/Outer Metropolitan areas.

Staff at Singleton Council have completed an analysis of the total allocated funds for the Hunter Region's Councils, based on grants commission data using Time Series 20-21 from the Office of Local Government to determine Rural & Regional and Greater Sydney & Outer Metropolitan Council Classification.

This analysis has shown the disparity of funding between Rural/Regional and Greater Sydney/Outer Metropolitan to the tune of \$1:\$5.4 per kilometre of road. The below table provides a summary of the analysis;

Classification	Road Length (km)	Grant Funding	\$/km
Rural / Regional	128,949.4	\$280,000,000	\$ 2,171.40
Greater Sydney / Outer Metro	18,668.1	\$220,000,000	\$11,784.79
Total	147,617.5	\$500,000,000	\$ 3,387.13



The Hunter JO asks that the Minister provide clarification on the methodology and rationale used to determine this distribution, particularly in light of the spate of severe weather events that the Hunter Region has experienced in the past two years.

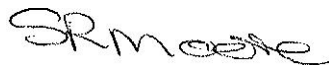
The Hunter Region's roads require vital repairs in order to safely serve our communities, and equity of funding is an important factor in serving our communities well.

We therefore request that;

- the Minister for Roads release the rationale and calculation for the distribution of the funds under the Regional and Local Roads Repair Program between Rural & Regional and Greater Sydney/Outer Metropolitan Councils; and
- A commitment be made by the incoming NSW Government to:
 - Equalise the per kilometre funding across all areas
 - In collaboration with local government, develop and apply a more equitable model for allocating roads funding across metropolitan and regional areas

The Hunter JO's Joint Advocacy Priorities are attached, to provide further background on this issue, and its importance for the Hunter Region and our communities.

Yours Sincerely,



Cr Sue Moore

Chair, Hunter Joint Organisation

Mayor, Singleton Shire Council

From: [Sophie Jones](#) on behalf of [Brett Miners](#)
To: [Steve Wilson](#)
Subject: Hunter Region Weeds Committee : Succession Planning and Traineeships
Date: Monday, 13 March 2023 8:09:23 AM
Attachments: [image001.png](#)

To the General Managers Advisory Committee

The Hunter Region Weeds Committee (RWC) discussed succession planning and traineeships at its February meeting.

With an ageing Biosecurity (Weeds) Officers cohort of the Hunter's Local Control Authorities/Councils the RWC has identified succession planning and training as important to continue effective implementation of the Regional Strategic Weed Management Plan. Significant successes have been achieved via Implementation of the Strategic Weed Plan over the past five years, with the experience and quality of the Biosecurity Officers considered to be an essential contributor to this success.

The RWC recently reviewed the range of approaches to succession planning across the Hunter region and has requested the General Managers Advisory Committee to consider the merits of a regional traineeship program where Trainee Biosecurity (Weeds) Officers are collectively recruited and initially trained in a coordinated approach across some or all of the LCAs of the Hunter region.

The RWC considered the benefits of a broader approach to succession planning could include:

- Transfer of knowledge from retiring personnel to a new cohort of weeds officers, and formalisation of the transfer into actual documents or records for retention by the LCA and the region
- Cross pollination of best practices between LCAs via the trainee and the supervisors interactions
- Increased local talent to recruit from, as applicants for Biosecurity Weeds officers roles currently have low level of skills applicants
- Increase the skills of weed professionals through a shared approach to training in the early years of career development

It has been suggested the Hunter JO could be a possible organisation for the hosting and coordinating of these trainee roles. From a brief discussion with Steve Wilson (Hunter JO) and Judy Ravell (Local Government Training Institute) this program seems to have potential to fit within the scope of the JO and be greatly facilitated by the LGTI.

The RWC seeks feedback from the GMAC on the merits of this proposal.

Regional funding via Weeds Action Program can be assigned to this program to supplement funding or other resources which Council funds would normally commit to within Council succession planning and recruitment. There may be some cost efficiencies realised by taking a regional approach and drawing in funds from training programs.

For your consideration

Brett Miners
Chair Hunter Regional Weed Committee

Brett Miners

General Manager | State Director Land Management

Local Land Services | Hunter

T 02 4938 4900 M 0427 346 263 E brett.miners@lls.nsw.gov.au

lls.nsw.gov.au

816 Tocal Road (Private Bag 2010) | PATERSON NSW 2421



Local Land Services

We stand on Country that always was and always will be Aboriginal land. We acknowledge the Traditional Custodians of the land and waters, and we show our respect for Elders past, present and emerging. We are committed to providing places in which Aboriginal people are included socially, culturally and economically through thoughtful and collaborative approaches to our work.



The Hon. Paul Toole MP
Deputy Premier
Minister for Regional New South Wales
Minister for Police

Mr Joe James
CEO
Hunter Joint Organisation
Email: ceo@hunterjo.com.au

Dear Mr James,

I'm writing on behalf of the NSW Liberals and Nationals to acknowledge your correspondence regarding several recommendations and proposals ahead of the NSW election.

Thank you again for the important work and advocacy you do.

We are sincerely grateful for your constructive engagement, because one of the core beliefs of a Perrottet-Toole Government is that embracing new ideas, not politics-as-usual, is the key to navigating the challenges ahead and securing our state's long-term success.

That's why we believe genuine engagement and investment is vital. I am proud that the NSW Liberal and Nationals Government has a proven track record of supporting regional communities and we will continue to do so into the future.

A re-elected NSW Liberal and Nationals Government looks forward to meeting with you and working with you in the next term of government to further consider your proposals.

Thank you again for taking the time to bring these matters to our attention.

Yours sincerely,

The Hon. Paul Toole MP
Deputy Premier
Minister for Regional New South Wales
Minister for Police

From: Lord Mayor's Office
Sent: Wednesday, April 5, 2023 3:19 PM
To: 'Trent Bagnall' <trent@themelt.io>
Subject: RE: The Hunter's First Venture Fund

Good Afternoon Trent,

I am emailing on behalf of the Lord Mayor to thank you for your correspondence.

I have forwarded your correspondence to the Hunter Joint Organisation <https://www.hunterjo.com.au/> and have asked (on behalf of the Lord Mayor) that you be invited to the next meeting on Thursday 13 May 2023 to brief the HJO.

Please do not hesitate to contact me on the below if you have any queries.

Kind regards,
Corrie

Corrie Holford | Manager Executive Office

City of Newcastle | Lord Mayor's Office

E: lordmayor@ncc.nsw.gov.au | T: [+61249742000](tel:+61249742000)



*Newcastle is a liveable, sustainable, inclusive global city.
Cooperation | Respect | Excellence | Wellbeing*

*City of Newcastle acknowledges the Traditional Custodians of the land
of the Newcastle LGA, the Awabakal and Worimi peoples.*



NEWCASTLE

From: Trent Bagnall <trent@themelt.io>
Sent: Monday, April 3, 2023 10:53 AM
To: Lord Mayor's Office <lordmayor@ncc.nsw.gov.au>
Cc: TERM - Erin Horder <ehorder@ncc.nsw.gov.au>
Subject: The Hunter's First Venture Fund

Good Morning Nuatali

As you may be aware Melt Ventures announced late last year Australia's first Advanced Manufacturing Fund and the first Venture Fund to be based in the Hunter

We are pleased to let you know that we have raised the initial \$10m and are on our way to raising \$20m by the end of this financial year.

The Fund is focused on investing into regional startups and we expect to invest a significant proportion of its capital in Hunter based startups where a significant skills base for these companies already exists. We also expect to attract new businesses to the Hunter.

Australia's move in the past towards a knowledge or services-oriented economy and corresponding decline in manufacturing left, in our opinion, many regions with spare technical capacity and encountering difficulties in transitioning their regional economies after, for example, the departure of a major production facility or the looming closure of the largest thermal coal power stations and Australia's largest thermal coal mines.

Despite the decline of manufacturing in recent decades, manufacturing skills still exist in the Hunter; current and future renewable energy companies (for example) will benefit from the existing skill sets already found in the Hunter where deep skills in agriculture, logistics, power and resources and infrastructure such as power grids and export logistics have been developed over many years.

We are about to embark on a number of initiatives with the new state government and are seeking your and all Hunter Councils support for these programs. We would appreciate it if you had some time to discuss these and we would love to also give you an update on the upcoming Melt facilities and our expansion plans for these manufacturing centres including the new sites being built at Muswellbrook and at The John Hunter Hospital.

I have attached some more information on the Fund to this email

--



Trent Bagnall

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6. Items for the Hunter JO Board - For Decision

6.1 Hunter JO Audit Procurement Issue

Report Author: Louisa Bulley, Executive Officer

Responsible Officer: Joe James, CEO

Update to be provided verbally at the Hunter JO Board Meeting on Thursday 13 April 2023 by the Chair to resolve this matter. A copy of the paper provided to the Hunter JO Board meeting of 9 June 2022 on this issue has been included below as Annexure A.

Annexure A: Hunter JO 2021-22 Audit Response – Procurement Issue (June 2022)

Executive Summary

The Hunter JO Audited Financials and accompanying reports for the 2021-22 financial year were delivered to the Board at its Annual General Meeting on 1 December 2021.

Within the Auditors Closing Report and the Report on the Conduct of the Audit, the Auditor General's Office raised a 'significant audit observation' regarding the Hunter JO directly engaging Arrow Collaborative Services (**Arrow**), an entity owned by the same member councils, to support delivery of both its statutory functions and grant funded projects.

The Management response to the Auditor General, contained with the Closing Report, recommended a solution to the audit observation in the form of a resolution by the Hunter JO Board, under section 55(3)(i) of the Local Government Act, that a satisfactory result to support delivery of both its statutory functions and grant funded projects will not be achieved by inviting tenders in which Arrow competes with third parties.

This report sets out the basis of the recommendation to address the issues raised by the audit observation.

Background

From the beginning of formal local government collaborative, the Hunter region has led the way in developing innovative models to build institutional capacity and operationalise council collaboration.

The architecture of the current relationship between Hunter JO, Arrow Collaborative Services, and other related entities within the structure, has developed organically throughout the significant history of the organisation.

A brief summary of the history of the organisation and its entities is provided below, which the purpose of providing is showing the extensive period of which the current structure has developed and the intimate involvement of the NSW Government throughout that period.

1955	Informal collaboration between councils in the Hunter Region to respond to floods	
1956	Formally constituted as Hunter Valley Local Government Association	
1973	Hunter Region Association of Councils formed	
1990	Hunter Regional Organisation of Councils (HROC) established under 'Integrated Local Area Council' philosophy	
1992	Business Manager employed under HROC	
1996	Lower Hunter Central Coast Regional Environmental Management Strategy (LHCCREMS) program established by HROC	

1997	Additional business services offered through HROC (training, purchasing, etc.)	
2002	HROC establishes Hunter Councils Incorporated (incorporated association)	Constitution under the Associations Incorporation Act 2009
2003	HROC established Hunter Councils Limited (trading company) to house Hunter Records Storage business. Approval given by Harry Woods, Minister for Local Government to enable HROC to operate Records Business under Hunter Council Limited (included at end of papers)	Constitution under Corporations Act 2001, Company Limited by Guarantee and not having a Share Capital
2012	Hunter Councils Limited established Hunter Councils Legal Services entity	Constitution under Corporations Act 2001, Public Company Limited by Guarantee
2014	Hunter Councils Limited changes name to Strategic Services Australia	As per Hunter Councils Ltd
2015	Boards of Hunter Councils Incorporated and Strategic Services Australia recommend to Paul Toole, Minister for Local Government that all commercial operations and business activities be shifted from Hunter Councils Incorporated to Strategic Services Australia (included at end of papers). This recommendation was supported at the time by both Department of Fair Trading and the Office of Local Government, as per attached report (included at end of papers). Minister's advice provided that approval is not required (included at end of papers) Advice sought from DFK Crosbie to support restructure. Commercial activities shifted out of Hunter Council Incorporated to Strategic Services Australia.	
2016	Hunter Councils Incorporated members undertake trial as a pilot Joint Organisation under 'Fit for the Future'	
2018	Hunter Joint Organisation formally established under Local Government Act	Under Local Government Act
2020	Service Level Agreement developed between Hunter JO, Strategic Services Australia, and related entities	
2021	Strategic Services Australia re-brands as Arrow Collaborative Services	As per Hunter Councils Ltd

Audit Report FY21/22

The following summary was provided within the Auditor's Report;

Non-compliance with the procurement regulations under the Local Government Act 1993

Since its establishment the Hunter Joint Organisation (HJO) has been engaging Arrow Collaborative Services Limited (Arrow), to deliver entirely all of the HJO's grant programs funded by State and Local Governments.

In doing so, HJO has not complied with the requirements of Circular 09-39 Tendering Guidelines for NSW Local Government (Procurement Regulations) issued by the Office of Local Government within the Department of Planning, Industry and Environment under section 23A of the Local

Government Act 1993. Procurement activities in Local Government are governed by strict considerations of probity, transparency and accountability, as they involve expenditure of public funds for public purposes.

Management's view is that:

1. the compliance issue raised by the Auditor is fully rectified should the Board pass the recommended resolution by the Hunter JO Board, under section 55(3)(i) of the Local Government Act; and
2. in considering probity, transparency and accountability in Hunter JO's expenditure of public funds for public purposes, both the Hunter JO Board and the Auditor General should have regard to the following:
 - a. All businesses within Arrow Collaborative Services comply with the Hunter JO's Procurement Policy, as endorsed by both the Hunter JO and Arrow Boards;
 - b. The blended rate for Regional Policy and Program team (including all on-costs) is approximately \$130/hour. This is not a rate that the private sector can compete with.
 - c. The Regional Policy & Programs team, was borne out of the Lower Hunter Central Coast Regional Environmental Management Strategy (LHCCREMS) program established by HROC in 1996. The specific organisational competency and capability that the team provides has been refined over a 26 year period.
 - d. Since the piloting of joint organisations, and in a deliberate strategy since February 2020, the Hunter JO has invested in the team expanding its portfolios / policy areas and systemising its operation to be a bespoke and sophisticated service provider, with a unique combination of organisational competency and capability to support the value chain required to deliver Hunter JO's statutory functions and grant funded projects;
 - e. That Management recommends that the service level agreement with Arrow be amended to explicitly include that:
 - i. Arrow must follow the tendering/procurement policies of HJO; and
 - ii. Arrow report to HJO on Arrow's compliance with the tendering/procurement policies;

to enable Hunter JO to demonstrate transparency and accountability in the expenditure of public funds (note that this information is already available to member councils in full and that this is simply a formalisation of current operational arrangements).

Recommendation:

- **Pursuant to section 55(3)(i) of the Local Government Act, that a satisfactory result will not be achieved by inviting tenders where a tender would neither represent value for money for the HJO, nor a fair process for invited tenderers given:**
 - (a) such a tenderer would be competing against Arrow, as a related entity of the HJO, that has built specific organisational competency and capability over many years, and**
 - (b) comparison of market rates and Arrow cost base for providing these services.**
- **That the service level agreement with Arrow be amended to explicitly include that:**
 - (a) Arrow must follow the tendering/procurement policies of HJO; and**
 - (b) Arrow report to HJO on Arrow's compliance with the tendering/procurement policies.**

Report Author: Chris Dart, Regional Environmental Projects Officer

Responsible Officer: Steve Wilson, Director Hunter JO

Purpose:

To provide an update and seek endorsement on the Regional Partnership Agreement between the Hunter JO and Cities Power Partnership.

Alignment with [Hunter JO Strategic Plan 2032](#)

Objectives	2.1 We are recognised as innovative leaders in Council capacity building and policy support for climate change action, resilience and disaster preparedness. 2.2 We take leadership and drive regional best practice in climate action. 4.4 Supporting our region to be on the path to net zero emissions and paving the way with smart innovative solutions that increase liveability.
Strategic Directions	2.1.2 We drive council capacity building opportunities supported by an evidence base to improve regional resilience and community awareness. 2.2.1 We lead the way in regional best practice and work with all levels of government to drive policy and strategy on climate change. 2.2.2 Engage and provide thought leadership in local, national and global climate change and resilience networks. 4.4.1 Provide support and identify opportunities on regional collaboration around Electric Vehicles. 4.4.2 Support regional collaboration around clean energy and future energy initiatives and industries

Background

Cities Power Partnership (CPP) is Australia's largest network of local governments committed to taking meaningful action on climate change, providing local governments throughout Australia with the tools, connections and momentum needed to take meaningful action on climate change. Councils who join CPP commit to five climate action pledges of their choosing, and CPP supports member Councils to realise these pledges by providing access to:

- An exclusive online knowledge hub and forum
- Knowledge sharing events
- Media profiling, training, and support
- Emissions reporting software.

Each of the 10 Hunter JO member Councils, as well as Central Coast Council, are members of the CPP and have selected their pledges. This made the Hunter and Central Coast the first region nationally to have all Councils as CPP members.

In November 2021 the Hunter JO and CPP collaborated to deliver the CPP Hunter and Central Coast Regional Forum, where staff from the 11 Councils identified the following six regional priorities for collaborative delivery across the region:

1. Regional Electric Vehicle Charging Strategy and provision of fast-charging infrastructure throughout key locations.

2. Ensuring Council fleet purchases meet strict greenhouse gas emissions requirements and support the uptake of electric vehicles.
3. Supporting and encouraging Community based Renewable Energy.
4. Supporting and encouraging Council based Renewable Energy.
5. Supporting and facilitating amendments to planning laws and controls to encourage community and industry to adopt renewable energy.
6. Facilitating advocacy and coordinating business cases that address tensions and reluctance around initiatives.

In light of the achievement of the Hunter becoming the first region nationally to join CCP and the outcomes of the regional workshop, the Hunter JO Board resolved at its April 2021 meeting:

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.

(Option 3 involves the Hunter JO committing to actions that support collaborative climate initiatives between the member Councils and within the region).

Since that time the Hunter JO has been working with CPP through an informal relationship to coordinate and facilitate local government climate initiatives in the Hunter region, and to progress development of an appropriate partnership arrangement (refer Attachment 9) in line with the Board's resolution.

Regional Partnership agreement

The purpose of the Partnership Agreement is to establish a collaborative relationship between CPP and the Hunter JO, and to identify partnership goals and activities that will be undertaken to achieve these. It also defines the roles and responsibilities for delivering these activities as well as processes for the governance, monitoring, evaluation and review of the partnership.

The priority areas identified for collaboration within the Agreement, which are drawn from the six regional pledges identified by Councils and from the Hunter JO Strategic Plan 2032, include:

1. **Regional collaboration** - Support regional collaboration around Electric Vehicles by assisting member councils to identify opportunities and work together in delivering solutions.
2. **Regional collaboration** - Support the region's evolution to a clean energy future by facilitating regional collaboration, planning and project delivery and/or information sharing.
3. **Advocacy** - Work with the Cities Power Partnership to amplify local government priorities and advocate to state and federal government to improve energy efficiency and reduce emissions in the Hunter region.
4. **Knowledge exchange** - Support collaboration within and outside the Hunter region by sharing knowledge and learning with the Cities Power Partnership network.

In practical terms, implementation of the partnership agreement will enhance the capacity, information, resources and reach available to the Hunter JO to support delivery of the regional pledges identified by Member Councils, and on several objectives and strategic directions identified in the Hunter JO Strategic Plan 2032. The pledges identified in the partnership agreement relate to Hunter JO programs that currently have a level of grant funded resources allocated to them.

Recommendation:

That the Board endorse the Regional Partnership Agreement with Cities Power Partnership.

Regional Partnership Agreement

Cities Power Partnership and Hunter Joint Organisation

1. Background

The Cities Power Partnership (CPP) and the Hunter Joint Organisation (Hunter JO) have identified shared goals that can be enhanced via collaboration between the two organisations. Both organisations are interested in formalising this collaboration via a Regional Partnership.

2. Purpose of the partnership

The purpose of this partnership is to establish a collaborative relationship between CPP and Hunter JO that will enable the two organisations to work towards shared objectives through mutually agreed activities.

3. Purpose of this framework

This framework establishes partnership goals and identifies the relevant activities that will be undertaken to achieve them. It also defines the roles and responsibilities for delivering these activities as well as processes for the governance, monitoring, evaluation and review of the partnership.

This document is intended to provide a clear framework for the operation of the partnership while providing the flexibility needed to respond to any opportunities or changes in priorities between the two organisations.

4. Relevant organisational objectives

CPP

CPP is Australia's largest local government climate network. Its mission is to accelerate Australia's transition to net zero emissions by supporting councils and their communities to achieve steep emissions reduction during the 2020s and act as a collective force for national change. It does this by giving local governments the tools, connections and momentum to take meaningful action on climate.

CPP's Five-Year Strategy 2021-22 includes the following goals that will be supported by this partnership:

- Provide member councils with practical information and advice on emissions reduction actions and pathways.
- Facilitate the exchange of knowledge between member councils to break down barriers and encourage the replication of impactful climate projects
- Support member councils to collaborate on tangible, high impact projects.

- Influence the public narrative and state and federal climate policy by empowering diverse local government spokespeople to speak publicly and effectively on climate change to the media and their community.

Hunter JO

The Hunter Joint Organisation (JO) is the hub for local government collaboration, striving to strengthen communities by facilitating evidence-based strategic outcomes for the Region. The statutory functions established under the NSW Local Government Act for the Hunter JO include:

- Regional strategic planning and priority setting
- Intergovernmental collaboration
- Shared regional leadership and advocacy

The Hunter JO facilitates regional collaboration between Councils, and with State and Commonwealth Government agencies, Universities, industry and community groups. The Hunter JO Strategic Plan 2032 outlines key regional priority areas identified by member Councils, including the following objectives that will be supported by this partnership:

- 2.1 We are recognised as innovative leaders in Council capacity building and policy support for climate change action, resilience and disaster preparedness.
- 2.2 We take leadership and drive regional best practice in climate action.
- 2.3 Our region is resilient to environment risks, natural hazards and climate change.
- 4.4 Supporting our region to be on the path to net zero emissions and paving the way with smart innovative solutions that increase liveability.

Shared value of the partnership between CPP and Hunter JO:

- Assist in amplifying the efforts of Hunter JO member councils in delivering the CPP program through coordinated collaboration
- Support CPP to more effectively engage with Hunter JO member councils in the delivery of shared CPP objectives
- Draw on the knowledge of the CPP network in delivering regional-scale climate action/strategic priorities for the Hunter Region
- Improved sharing of practical information with CPP member councils across Australia by drawing on the collective experience and achievement of councils in the Hunter Region, including the experience of the Hunter JO in coordinating regional-scale strategies

- Promote opportunities for collaboration between CPP member councils to influence policy directions and outcomes across all levels of government to scale impact
- Coordinated media and communications will enable CPP, the Hunter JO and member Councils to increase influence on decision makers and the general public in areas of shared interest
- Shared advocacy and alignment of communications, including upskilling of people in the Hunter Region in advocating for local climate issues

5. Partnership administration and governance

Duration

This partnership agreement will take effect on the date that it is signed by both parties. The partnership will operate on a 12-month timeframe and will be reviewed annually. Either party may terminate the agreement by giving 30 days written notice.

Financial obligations

This partnership will not place financial obligations on either party. Any future resourcing requirements will be agreed on a project-by-project basis.

Planning and progress meetings

CPP and Hunter JO will agree on shared goals, objectives and responsibilities at the commencement of this agreement (see **Appendix 1**). These are to be planned and delivered over a 12 month period and reviewed annually. CPP and Hunter JO will hold quarterly 1.5hr work in progress meetings to coordinate and report on planned activities. These meetings will be coordinated by CPP. See the Partnership Schedule in **Appendix 2** for further details.

Performance monitoring and evaluation

CPP and Hunter JO will agree on shared goals, activities and metrics that will be used to monitor partnership progress on a quarterly basis during work in progress meetings, and inform a high-level annual review of partnership outcomes, led by CPP. An annual evaluation will be led by CPP with the assistance of Hunter JO.

Key contacts

The following persons are nominated as the primary contact and liaison to facilitate the effective administration of the partnership.

Portia Odell
Director
Cities Power Partnership
portia.odell@climatecouncil.org.au

Tim Askew
Director of Programs
Hunter Joint Organisation
tima@hunterjo.com.au

Appendix 1. Partnership goals and activities 2022-23

<u>Goal</u>	<u>Objective</u>	<u>Activities and responsibilities</u>
Goal 1. Build capacity within Hunter Region Councils by facilitating collaboration with the network of CPP Councils	<ul style="list-style-type: none"> Hunter JO member Councils have increased engagement with the CPP network, improving access to information, resources and case studies on net-zero activities. 	<ul style="list-style-type: none"> Hunter JO to encourage Councils to attend the CPP Afternoon Tea Q&A webinar sessions to increase awareness of the CPP network
Goal 2. Increase Australian councils' and community awareness of Hunter JO's relevant climate initiatives and share practical information on how these initiatives can be replicated elsewhere.	<ul style="list-style-type: none"> All CPP member councils have access to information and resources regarding Hunter JO's relevant projects and pledges by the end of the 2023 calendar year. These projects will include: <ul style="list-style-type: none"> Regional Net Zero Acceleration activities Regional EV strategy 	<ul style="list-style-type: none"> Two CPP Afternoon Tea Q&A webinar sessions (30 minutes each) will be allocated for Hunter JO to present information on their relevant projects to CPP's member councils. The schedule and topics for these sessions will be agreed by Hunter JO and CPP on a 6-month basis. A Hunter JO Regional Partner page will be established on CPP's website. This will include: <ul style="list-style-type: none"> A description of the Regional Partnership, its purpose and key activities. A full list of Hunter JO's relevant projects (provided by Hunter JO) A description of Hunter JO's Regional Partnership pledges, intended outcomes and how they will be measured. Progress against these

		<p>pledges will be noted on the webpage on an annual basis.</p> <ul style="list-style-type: none"> ○ Links to relevant resources and further information. ● Hunter JO will provide relevant project resources and templates to be linked on CPP's Resource Library. ● CPP will promote relevant Hunter JO project milestones and collaboration opportunities from time to time via the 'News' section of its website, social media channels and in its member newsletter. ● CPP will provide priority opportunities for Hunter JO to present its relevant case studies at CPP's National Summit.
<p>Goal 3. Leverage opportunities for collaboration between Hunter JO councils and other CPP member councils and regional organisations of councils outside of the Hunter region.</p>	<ul style="list-style-type: none"> ● Hunter JO is able to effectively communicate with CPP member councils by sharing knowledge, advice and discussing collaboration opportunities. 	<ul style="list-style-type: none"> ● CPP will provide opportunities for Hunter JO to share information via CPP ATQ&A webinars (as above) ● CPP will enable ongoing discussion with interested CPP member councils by providing relevant Hunter JO staff access to CPP's Council Connect platform. ● CPP will create a 'Regional Collaboration' Team on the Council Connect platform to enable the discussion of regional collaboration opportunities and best practice.

		Hunter JO will participate in discussion on this platform.
<p>Goal 4. Influence policymakers and public narratives by amplifying the voices of Hunter region councils on key climate and energy issues.</p>	<ul style="list-style-type: none"> • Greater number of elected and non-elected representatives from Hunter region join CPP's Local Leaders program. • Recruited spokespeople increase their media interview skills through an online training course. • A media bio is developed for each spokesperson and they are put forward for media opportunities. 	<ul style="list-style-type: none"> • Chair of Hunter JO Board will be invited to join CPP's Local Leaders group. • Hunter JO to raise awareness of CPP's Local Leaders group among Hunter JO member councils and connect CPP with elected representatives from Hunter JO who are interested in joining. • CPP will provide opportunities for spokespeople from the Hunter Region to sign joint statements and provide statements to the media on relevant topics. • Hunter JO will promote opportunities to sign relevant CPP joint statements among Hunter JO member councils. • Hunter JO to sign joint statements as an organisation if appropriate and agreed by Hunter JO.
<p>Goal 5. Demonstrate Hunter JO's progress in achieving regional-scale climate goals.</p>	<ul style="list-style-type: none"> • Hunter JO to set and report progress on 4 pledges relating to its regional activities and/or corporate emissions. 	<ul style="list-style-type: none"> • Pledges to be published on Hunter JO's CPP member page and progress reported in CPP's annual 'Snapshot Report on Progress'. • Hunter JO to propose high-level pledges and progress for CPP's agreement. • Hunter JO to deliver action on pledges and report progress against metrics to CPP on an annual basis.

<p>Goal 6. Demonstrate the value of regional collaboration by promoting CPP/Hunter JO's Regional Partnership</p>	<ul style="list-style-type: none"> • Promote the regional partnership among all CPP/Hunter JO member councils and stakeholders. 	<ul style="list-style-type: none"> • List Hunter JO as a Regional Partner on CPP's website and create Hunter JO member page detailing pledges and relevant activities. • CPP to prepare and publish a media statement regarding the partnership to be approved by Hunter JO and published on CPP and Hunter JO websites, newsletters and social media channels. • CPP to publish partnership progress updates on Hunter JO's CPP webpage on an annual basis. • Hunter JO to promote member engagement with the CPP program by attending events, contributing to the online forum and completing pledges.
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Appendix 2. Partnership Schedule 2023

Milestone	Date
Partnership agreement and annual goals/activities confirmed by both parties	April 2023
Quarterly WIP meetings	June, September, December & March
Annual evaluation of partnership performance and outcomes, including mutual progress on delivery of pledges and committed activities. Progress reported on Hunter JO CPP webpage.	November-December
Planning and confirmation of 2024 activities	December

Appendix 3. Pledges (DRAFT)

The Hunter JO facilitates collaboration, advocacy, strategic planning and capacity building on key regional priority areas identified by Member Councils. Priorities identified by Hunter JO Member Councils and endorsed by the Hunter JO Board include emissions reduction and climate action, as evidenced by the Hunter JO Strategic Plan 2032 and the six Hunter CPP Regional Priorities listed below. The Hunter JO Board has endorsed the Hunter JO adopting specific actions to support collaborative climate initiatives between the Cities Power Partnership, its member Councils and within its region.

Hunter JO Strategic Plan

- Objective 2.1 We are recognised as innovative leaders in Council capacity building and policy support for climate change action, resilience and disaster preparedness.
- Objective 2.2 We take leadership and drive regional best practice in climate action.
- Objective 2.3 Our region is resilient to environment risks, natural hazards and climate change.
- Objective 4.4 Supporting our region to be on the path to net zero emissions and paving the way with smart innovative solutions that increase liveability.

Shared CPP Regional Priorities determined by Hunter JO Member Councils

1. Regional Electric Vehicle Charging Strategy and provision of fast-charging infrastructure throughout key locations.
2. Ensuring Council fleet purchases meet strict greenhouse gas emissions requirements and support the uptake of electric vehicles.
3. Supporting and encouraging Community based Renewable Energy.
4. Supporting and encouraging Council based Renewable Energy.
5. Supporting and facilitating amendments to planning laws and controls to encourage community and industry to adopt renewable energy.
6. Facilitating advocacy and coordinating business cases that address tensions and reluctance around initiatives.

Hunter JO Pledges

1. **Regional collaboration** - Support regional collaboration around Electric Vehicles by assisting member councils to identify opportunities and work together in delivering solutions.
2. **Regional collaboration** - Support the region's evolution to a clean energy future by facilitating regional collaboration, planning and project delivery and/or information sharing.
3. **Advocacy** - Work with the Cities Power Partnership to amplify local government priorities and advocate to state and federal government to improve energy efficiency and reduce emissions in the Hunter region.
4. **Knowledge exchange** - Support collaboration within and outside the Hunter region by sharing knowledge and learning with the Cities Power Partnership network.

Report Author: Steve Wilson, Director Hunter JO

Responsible Officer: Joe James, CEO

Background

In the context of the Hunter JO Strategy 2032, we are continuing to evolve our advocacy systems and processes based on the Advocacy Priorities and Framework approved by the Board in 2022 and informed by the two distinct phases of engagement with Ministers and Shadow Ministers in the lead-up to the NSW State Election (reported on in this and prior CEO Reports).

Planning for the upcoming advocacy priorities is also shaped and informed by:

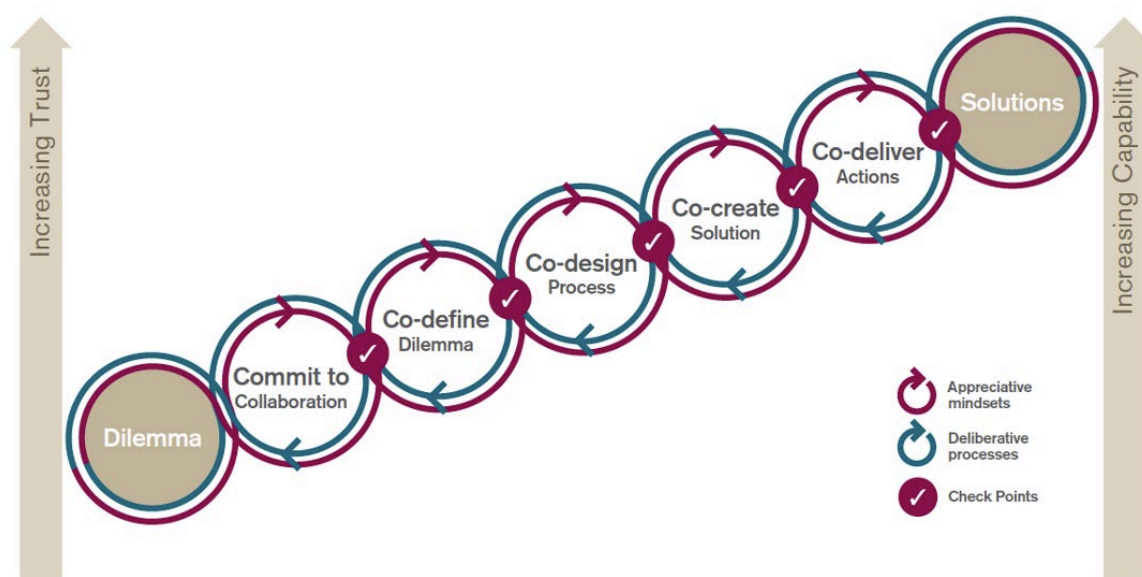
- the planning for the FY2023/24 Hunter JO Budget;
- the strategic review that will establish available funding from Arrow for the FY2023/24; and
- the Board's request to:
 - o Develop and gain Board approval for processes to review workload/commitments of the Hunter JO;
 - o Develop a proactive and politically appropriate engagement program that is prepared, agreed to by HJO and Arrow Chairs, and deployed to Mayoral expectations; and
 - o to have report on deployment and outcomes achieved at HJO Board meetings.

Advocacy planning principles

With the NSW pre-election advocacy campaign now completed, there is a need to review and refine the focus and scope of the Hunter JOs advocacy efforts moving forward. At a broad level it is recommended that this planning:

1. Have at its foundation the collaboration theory that underpins the JOs work (refer Figure 1.)

Figure 1. What is Collaboration (source: Twyfords)



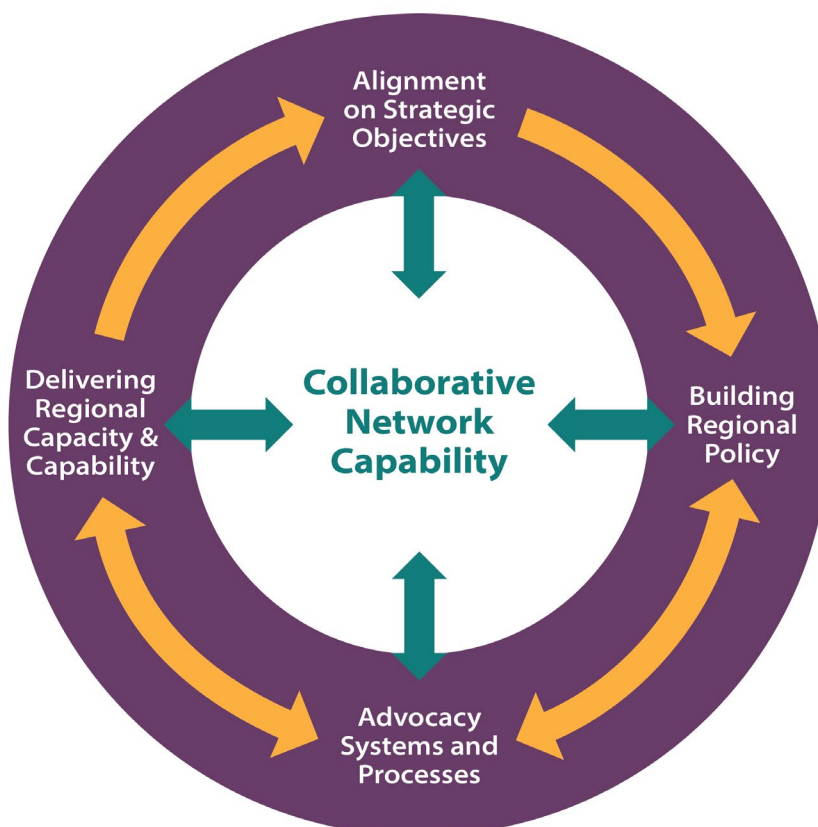
2. Similarly to the NSW Election advocacy, predominantly focus on a “short list” (4-5 maximum) of advocacy priorities that represent the key regional priorities / messages of relevance and

significance to all Hunter JO Member Councils. These would become the main advocacy focus areas of the JO for a defined period.

NB this does not exclude opportunistic advocacy still occurring on the wider range of priorities included in the Hunter JO Advocacy Framework and Priorities document and Hunter JO Strategic Plan. These would still occur through the delivery of the broader grant funded value chain functions (Figure 2), and through targeted advocacy activities where an appropriate opportunity exists.

3. Focus on achieving maximum outcomes from the relatively limited resources available to the Hunter JO. For example, this includes:
 - selecting priorities and asks that align with those of other key regional stakeholder organisations, so that cross organisational collaboration can maximise outcomes from the shared resources available.
 - Defining the number and scope of campaigns that can be delivered within the available resource envelope
 - Identifying the activities and resources within Member Councils that can contribute to supporting and amplifying our regional voice and influence
4. Clearly identify the focus and target audience (i.e. the decision maker) for each advocacy focus and advocacy “ask”.

Figure 2. Hunter JO Value Chain Functions



5. Implement a relationship management plan for a selected number of key decision makers (based on the short list identified in item 4). Commencement of building relationships, through initial

introductory meetings with a smaller sub-group of key central players can be initiated immediately after the election (based on feedback from the Board).

6. Clearly identify and define the “outputs” versus “outcomes” that we are planning to deliver in each advocacy focus area.

Scoping advocacy to current resourcing and making it measurable

Considering the above, it is recommended that a more project-based approach be taken to the next stage of advocacy work to be delivered by the JO. Under this approach, for each advocacy focus area or “campaign”, there would be defined and agreed:

1. Objectives and expectations (i.e. outcomes) for the campaign
2. Project deliverables (i.e. outputs) and timeframes for their delivery
3. Resources allocated to project delivery (i.e. money and staffing)
4. Reporting frequency and processes for monitoring (and revaluating where required), changes in campaign schedule, resources and scope.

A workshop is scheduled with the Board on 13th April 2023 to further explore and refine this proposed approach, focusing on:

1. A “short list” of advocacy priorities (including the “light on the hill” for that priority) moving forward
2. Exploring the advocacy asks (ie outcomes) and target audiences for each of the short listed priorities
3. Exploring the expectations from the Board as to the focus and nature of activities (ie outputs) that would need to be delivered to achieve identified outcomes for each priority
4. Identifying key relationships that are likely be relevant to influencing or being part of decision making on most of our ‘asks’.

Subject to the Board’s endorsement, the outcomes from the workshop session will be used to:

- Inform the development of more detailed “project / campaign plans” for each of the priority areas identified, that can be delivered within the resource envelope available to the JO. These plans will be brought back to the Board for review and endorsement.
- Identify those areas in which the advocacy resources and activities of Member Councils have the potential to be aligned or contribute directly to the agreed regional advocacy priorities and plans.
- Identify opportunities for the establishment of introductory meetings with ‘key relationships’ targets.

Recommendation:

That the Board endorse the proposed approach for refocusing and refining the next stage of advocacy priorities and planning.

Report Author: Steve Wilson, Director Hunter JO

Responsible Officer: Joe James, CEO

Purpose:

To ensure all Hunter JO Board Members are aware of the proposal for an offshore wind zone off the Hunter coast, and to determine whether the Hunter JO Board is interested in formulating an aligned regional position in regard to the proposal.

Alignment with [HunterJO Strategic Plan 2032](#)

Strategic Theme(s)	<p>2. Resilience - we are prepared for change and ready to withstand, adapt and recover from natural and human induced risks.</p> <p>3. Jobs & A Growing Economy - The Hunter economy continues to grow and evolve as a powerhouse of the state and national economies, providing more and higher quality jobs.</p> <p>4. Liveability - Protect, preserve and improve the high standard of liveability and pristine environments that we enjoy in our region</p>
Objective(s)	<p>2.2 We take leadership and drive regional best practice in climate action.</p> <p>3.1 Coordinated planning and investment by all levels of government that empowers the region and its residents to maintain and grow jobs, economic opportunities and quality of life.</p> <p>3.3 A globally focused region that drives talent attraction and retention.</p> <p>4.4 Supporting our region to be on the path to net zero emissions and paving the way with smart innovative solutions that increase liveability</p> <p>4.4 Supporting our region to be on the path to net zero emissions and paving the way with smart innovative solutions that increase liveability.</p>
Strategic Direction(s)	<p>2.2.1 We lead the way in regional best practice and work with all levels of government to drive policy and strategy on climate change.</p> <p>3.1.1 Support a clear, place-based, integrated whole-of-government policy and planning approach to drive the region's economic evolution and jobs of the future.</p> <p>3.1.4 Drive collaboration to provide clarity, certainty and fairness in land-use policy and regulation as it relates to the use of former industrial and mining land and assets, or where local communities bear the impacts or have restrictions arising from the contribution of that place to broader regional or state benefits.</p> <p>3.1.5 Support government policy and planning that prioritise the investment into key regional catalyst areas.</p> <p>3.3.1 Support efforts that position the Hunter globally in its areas of competitive and comparative strength.</p> <p>4.4.2 Support regional collaboration around clean energy and future energy initiatives and industries.</p>

Background

Representatives from the Australian Government Department of Climate Change, Energy, the Environment and Water, recently met with the Hunter JO team to provide an overview of the key elements of the proposal for an offshore wind zone off the Hunter Coast, and to outline the development stages that would be undertaken should the proposal continue to proceed.

The Department is currently undertaking community consultation, the focus of which is to invite feedback on the proposed area for the offshore wind farm. This represents the first opportunity for Councils and their communities to provide feedback. The Department advised that as part of the consultation they are undertaking they have met, or are intending to meet with representatives from each coastal council in the region, however at that time they could not confirm the nature of that engagement (i.e. whether it is occurring with Mayors, Councillors, Managers or staff).

At this point in time there is no agreed position of the Mayors, through the Hunter JO, on the proposed offshore wind zone.

Report

The information prepared by the Commonwealth (refer Attachment 10) identifies that:

1. The Hunter region is well suited for potential projects, particularly offshore wind, because:
 - It has strong, consistent winds
 - It is close to areas of high electricity demand and existing connections to the grid
 - Industry is very interested in developing projects in the area
 - Coal-fired power stations in the Hunter including Lidell, Eraring and Bayswater are planning to shut down in future years
 - The area is within the New South Wales (NSW) Government's proposed Hunter-Central Coast Renewable Energy Zone (REZ).
2. Because of its long coastline and extensive continental shelf, New South Wales has immense potential for offshore wind power generation. The capacity of the Hunter-Central Coast REZ is likely to increase over time with the growth of offshore wind.
3. The construction, maintenance and ongoing operations of offshore renewable energy projects must be well-integrated and support the local Hunter economy. The Global Wind Energy Council estimates approximately 8,650 jobs are created over the lifetime of a typical 500 MW offshore wind project. This is due to generally longer project timelines and more complex construction, assembly and installation activities, when compared to onshore wind. Additionally, the Blue Economy CRC report into Offshore Wind in Australia, suggests that the development of offshore wind could potentially offer alternative employment for workers in the coal industry.
4. Over time, electricity generated by offshore wind projects in the area may replace the output of coal-fired power stations in the region as they reach the end of their useful life.

As can be seen from the "Alignment with Hunter JO Strategic Plan" table above, the proposal aligns with numerous objectives and strategic directions identified in the Hunter JO Strategic Plan. While geographically located off the region's coastline, it is anticipated that the social, economic and environmental benefits of the proposal would extend across all Member Council areas, providing an important contribution to the region's economic evolution. Given this high level of alignment, this paper seeks to confirm whether the Board:

1. Has an interest at this point in time in establishing an aligned regional policy position on the offshore wind zone proposal (NB if a position is established it can be provided as a formal submission to the current exhibition process)
2. Prefers to defer a policy position until the outcomes of the current consultation process are known (NB this would assist Board Members in further understanding the nature and focus of feedback that has been provided by their local communities and regional stakeholders).

Recommendation:

- That the Board confirm its position as to whether it wishes to formulate an agreed regional policy position on the offshore wind zone proposal.
- That where the Board agrees to adopt a regional policy position, that it provides advice as to the key elements that the position should comprise.
- That the Board authorise the Hunter JO CEO to prepare and provide a submission in line with the Board's advice, which also draws on the Strategic Plan to demonstrate the project's alignment with the strategic directions of the Councils.



Overview of the Proposed Area - Hunter, New South Wales

An area off the Hunter Region of New South Wales is being considered for offshore wind and other renewable energy projects.

This initial area is a **proposal** for feedback. It is **not** the final declaration.

Starting the conversation

This is your first opportunity to provide feedback.

If a declaration is made in the future, developers will also be required to seek feedback on any proposed projects and demonstrate how they will share the area with existing users.

Jump to:

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[Provide your feedback](#)

[The offshore renewable energy process](#)

[The area under consideration](#)

[The benefits of offshore renewable energy in the Hunter](#)

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The Hunter region

This area is the traditional Land and Sea Country of the Awabakal, Bahtabah, Biraban, Darkinjung, Karuah, Mindaribba, and Worimi peoples. This is an important consideration, as an offshore renewable energy industry will involve the installation of infrastructure across land and sea country in order to integrate with the New South Wales electricity grid.

The region features coastal and valley landscapes, internationally renowned wine production, important natural areas, both urban and rural lifestyles and extensive mining resources. The Hunter is Australia's largest regional economy, valued at over \$40 billion. The region prospers economically and socially, supported by a highly professional and skilled industrial workforce and strong research, health, tourism, manufacturing, and defence sectors. The region is well known for manufacturing, mining and energy exports, and energy-intensive industries such as aluminium and steel. The future focus is shifting to renewable energy and the role it could play as the region transitions away from coal-fired electricity generation.

The benefits of offshore renewable energy in the Hunter

The Australian Government has set a target of net zero emissions by 2050 and is looking to reduce emissions by 43%, and by 2030 reach 82 per cent of Australia's electricity generated from renewable sources. Offshore renewable energy projects can assist in achieving these goals. Offshore renewable energy has strong

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generation potential around Australia, including the Hunter region, and can be a source of significant new power generation for manufacturing hydrogen, green steel, and green aluminium.

Offshore renewable energy is thriving in many regions around the world, particularly offshore wind projects in the United Kingdom and Europe. Currently, offshore renewable development interest in Australia is mostly focused on potential offshore wind projects. This



could change in the future as more technologies come to market. Future licences could be granted for offshore solar, wave or tidal energy, or other forms of energy generation from renewable sources.

The Hunter region is well suited for potential projects, particularly offshore wind, because:

- It has strong, consistent winds
- It is close to areas of high electricity demand and existing connections to the grid
- Industry is very interested in developing projects in the area
- Coal-fired power stations in the Hunter including Lidell, Eraring and Bayswater are planning to shut down in future years
- The area is within the New South Wales (NSW) Government's proposed Hunter-Central Coast Renewable Energy Zone (REZ).

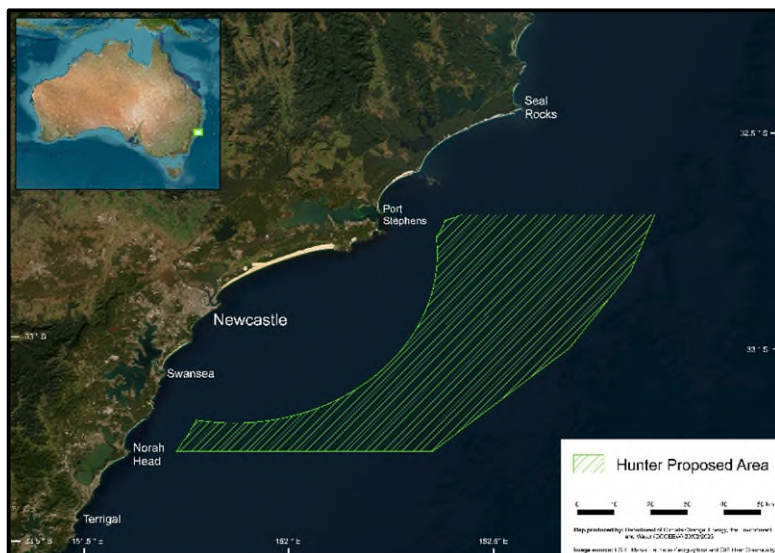
The NSW Government is targeting the construction of 12 GW of renewable energy by 2030, enough to power the equivalent of 5.8 million homes, as well as 2 GW of long duration storage like pumped hydro. Because of its long coastline and extensive continental shelf, New South Wales has immense potential for offshore wind power generation. The capacity of the Hunter-Central Coast REZ is likely to increase over time with the growth of offshore wind.

The construction, maintenance and ongoing operations of offshore renewable energy projects must be well-integrated and support the local Hunter economy. The Global Wind Energy Council estimates approximately 8,650 jobs are created over the lifetime of a typical 500 MW offshore wind project. This is due to generally longer project timelines and more complex construction, assembly and installation activities, when compared to onshore wind. Additionally, the Blue Economy CRC report into Offshore Wind in Australia, suggests that the development of offshore wind could potentially offer alternative employment for workers in the coal industry.

Over time, electricity generated by offshore wind projects in the area may replace the output of coal-fired power stations in the region as they reach the end of their useful life.

The area under consideration

The Minister for Climate Change and Energy has proposed an area in the Commonwealth waters off the Hunter Region of NSW for offshore renewable energy projects, such as offshore wind. The Australia Government is looking to harness renewable energy resources to help decarbonise the economy with year-round clean energy generation. This will reduce emissions and boost the share of renewables in the electricity grid.



This initial area is a **proposal** and consultation is now open. We are seeking your feedback on the proposal and how offshore renewable energy projects could share the area with other users and interests. The Minister will consider the submissions and may remove parts of the proposed area or place conditions on all or part of the area, before making a final declaration.

In defining the boundaries of the proposed area, a number of factors have been considered, including initial feedback received from Commonwealth and New South Wales Government agencies, and technical limitations identified in the Blue Economy CRC report into Offshore Wind in Australia.

We have also developed a map that allows users to interact with the Hunter area under consideration and geographic information relevant to other users and interests in the area. The map, other tools, visualisations and data relevant to Offshore Renewable Energy in Australian waters are also available on the [Australian Marine Spatial Information System](#) portal.

Visual amenity

The area being considered begins at least 5.4 nautical miles (approximately 10 kilometres) from shore. Offshore wind turbines are the tallest renewable energy option being proposed in the area, with current heights of up to approximately 250m above sea level. The relative height and visual effect decreases with distance, especially due to the curvature of the earth.

We understand that the visibility of wind turbines may be of particular interest to local communities. This may be especially so if there are multiple offshore wind projects in the area. While the exact locations of future projects and number of turbines are not yet known, we encourage you to make a submission if you have suggestions as to how visual impacts could be managed.

Prospective developers will need to consult on the location and placement of any future turbines as part of their management plans, and to support assessment under the [Environment Protection and Biodiversity Conservation Act 1999](#).

Overseas experience

Denmark is one of the major leaders in the offshore wind industry, with years of experience developing these projects. The Denmark's Ministry of Foreign Affairs, and The Danish Energy Agency have created a [video demonstration](#) helping to show what offshore wind farms look like from certain distances from the shore. This may help to visualise what potential wind farms will look like.

Future offshore renewable energy projects must demonstrate how they will share the area with existing users and interests.

Marine users and interests

The Australian Government wants to manage the offshore marine environment in a way that recognises all users and balances competing interests. Understanding existing users and interests in and near the area under consideration is important and will help the Minister for Climate Change and Energy's decide whether the area is suitable for offshore renewable energy developments. **Future offshore renewable energy projects must share the area with other users and interests.**

Some sections of the area may not be suitable for some offshore renewable energy activities because of existing constraints. Potential constraints include but are not limited to:

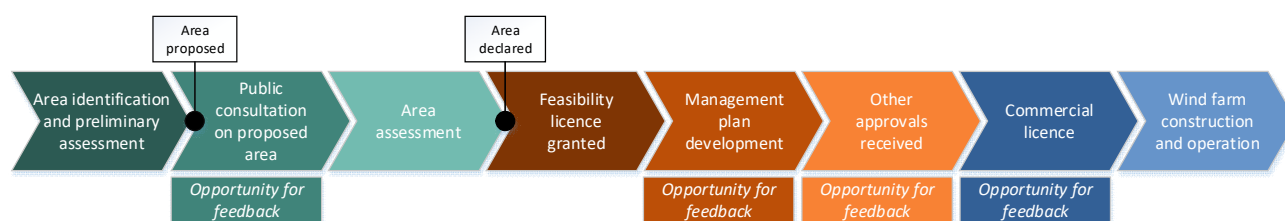
- Significant Defence areas
- BOM weather radars like at Lemon Tree Passage
- Air space around Newcastle Airport and RAAF Williamtown
- Matters of National Environmental Significance under the *Environment Protection and Biodiversity Conservation Act 1999*

Prospective proponents are required to consult with the appropriate government agencies to ensure constraints are thoroughly considered and addressed throughout their projects.

For detailed information on existing users and interests in the vicinity of the area, please read *Marine Users, Interests and the Environment in the Hunter Region, New South Wales*.

The offshore renewable energy process

This is your first opportunity to provide feedback on the proposed area. In the future and if an area is declared, developers will be required to seek feedback on their proposed projects and must demonstrate, to the satisfaction of the Offshore Infrastructure Regulator, how they will share the area with existing users. A process diagram, with consultation points identified, is provided below.



Once the consultation period has ended, the Minister will consider all submissions and the potential impacts offshore renewable energy projects may have on other users and interests. Your feedback will help inform the Minister's decision on whether the proposed area is suitable for offshore renewable energy.

If the Minister declares the area, and feasibility licences are granted, developers will be allowed to investigate an area and begin planning their project. During the feasibility licence period, which is up to 7 years, developers must prepare a management plan. As part of the preparation of these plans, **developers will need to consult with the local community and demonstrate how they will share the area with other users.** Licence holders (developers) will also need to have a plan for gathering and responding to ongoing feedback from stakeholders throughout the life of the project.

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The management plan must be approved by the Offshore Infrastructure Regulator before an application for a commercial licence can be granted. Before deciding whether to grant a commercial licence, **the Minister may require the developer to conduct specific kinds of consultation.** Developers must also ensure they have received all other relevant approvals, and undertake any other consultation processes, before they can apply for a commercial licence. This includes environmental approvals. It is not until a commercial licence is granted, which is for a period of 40 years, that construction of the offshore renewable energy infrastructure can commence.

We want to make sure everyone understands the proposal and process for providing feedback. We will be running a series of information sessions virtually, and in person across the Hunter region.

Provide your feedback

This is your first opportunity to provide feedback. We want your feedback on the proposal to declare an area and how offshore renewable energy projects could share the area with other users and interests. We encourage your feedback through a submission in our [Consultation Hub](#). Your feedback will help inform the Minister's decision on whether the proposed area is suitable for offshore renewable energy. **Your feedback must be provided through the Consultation Hub by the submission deadline of Friday 28 April 2023.**

There will be more opportunities to provide your feedback on specific projects and project locations. Once the area is declared, developers will need to consult with the local community and demonstrate how they will share the area with other users. Licence holders will also need to have a plan for gathering and responding to ongoing feedback from stakeholders throughout the life of the project.



Frequently asked questions

What is being proposed?

The Australian Government has established a legislative framework to enable offshore infrastructure projects to be undertaken in Australian Commonwealth waters (>3 nautical miles from shore, extending to the boundary of Australia's exclusive economic zone). To read more about what is being proposed, please see "[The area under consideration](#)".

Consultation on this proposal is now open and we want your feedback on the proposal and how offshore renewable energy projects could share the area with other users and interests. To read more about feedback, please see "[Provide your feedback](#)".

Why is offshore renewable energy being considered?

The Australian Government has set a target of net zero emissions by 2050 and is looking to reduce emissions by 43%, and by 2030 with 82% of Australia's electricity generated from renewable sources. Offshore renewable energy projects off the Hunter Region can help the Australian Government meet these targets.

The NSW Government is targeting the construction of 12 GW of renewable energy by 2030. The offshore area of the Hunter-Central Coast REZ has been identified as a potential future offshore wind zone.

To read more on why offshore renewable energy is being considered, please see "[The benefits of offshore renewable energy in the Hunter](#)".

How will this benefit the local community?

Hunter offshore wind projects can help decarbonise the economy with year-round clean energy generation and drive regional jobs growth, with a need for skills in engineering and construction, as well strong transferable skills from other sectors including high-voltage electrical, logistics and offshore work. To read more about the benefits for the local community, please see "[The benefits of offshore renewable energy in the Hunter](#)".

What sort of projects might be built in the area?

Currently, development interest is mostly focused on potential offshore wind projects. This could change in the future as more technologies come to market. Future licences could be granted for offshore solar, wave or tidal energy, or other forms of energy generation from renewable sources.

Will I still be able to access the area?

Yes – to the extent possible to ensure a safe marine space. The Australian Government will manage the offshore marine environment in a way that recognises all users and balances competing interests. **Future offshore renewable energy projects must work with existing users and interests to ensure the area is shared, while maintaining a safe marine space during construction, operation and maintenance phases.**

Will I be able to fish in the area?

Yes – to the extent possible to ensure a safe marine space. It is Australian Government policy that offshore renewable energy projects will need to share the marine space with existing users. Restrictions may be placed around specific infrastructure to manage safety. It is expected that project developers will consult with fishers and other impacted users to minimise any disruptions. For detailed information on fishing in the vicinity of the area, please read *Marine Users, Interests and the Environment in the Hunter Region, New South Wales*.

How many wind turbines could there be, and will I be able to see them?

Offshore wind turbines are likely to be visible from the shore. Their visual effect will depend on their distance to the shore, and the location and number of approved projects and where they are viewed from. The exact location of projects and number of turbines within the declared area is yet to be determined. To read more about visual amenity, please see "[Visual amenity](#)".

What marine users and interests are in the area?

We have undertaken initial consultation with Commonwealth and NSW Government agencies to identify interests in the vicinity of the area. Examples of marine users and interests in the area include; Native Title holders, various species of marine animal life, Defence industry, vessel traffic, weather radars, commercial and recreational fishing, owners of existing infrastructure, and tourism industry. For more detailed information, please read *Marine Users, Interests and the Environment in the Hunter Region, New South Wales*.

How will the environment be protected?

We have consulted extensively and continue to work across Government, including with agencies responsible for the protection of the environment. Developers must receive approval under the EPBC Act for their proposals. This will include an assessment of the relevant impacts and proposed avoidance, management, mitigation and, where appropriate, offset measures, to demonstrate appropriate environmental outcomes can be achieved, and ensure minimal impact on the marine environment. For more information on how the environment will be protected, please see *Marine Users, Interests and the Environment in the Hunter Region, New South Wales*.

How will electricity generated in the area be transmitted and used?

Electricity generated by renewable energy infrastructure in the area may be transmitted onshore to be fed into the National Electricity Market (NEM) or be used to supply a specific end user, such as heavy industry.

Existing connection infrastructure may have capacity limitations that could put an upper limit on the number of prospective projects that could connect. It is the responsibility of prospective developers to understand existing and future capacity requirements and consider the prospective end use of future electricity generated in the area.

Do existing legal requirements continue to apply?

Yes. Prospective developers are responsible for obtaining all relevant approvals under Commonwealth and NSW Government legislation. Developers are required to be aware of all other rights and obligations that may apply to their respective projects. This may include, but is not limited to, [Underwater Cultural Heritage](#), [Biosecurity](#), [Navigation](#), [Immigration](#), [Customs](#), [Native Title](#), [Environment Protection and Biodiversity Conservation](#) and [Air Services](#).

How long will the area be declared for?

When declaring an area suitable for offshore energy, the Minister is not required to specify how long the declaration will last for. If the declaration instrument does not state an end date, it will remain in force until it is revoked. To revoke the declared area, the Minister must undertake a consultation process and consider any submissions received. If a declaration is revoked, or otherwise ends, any licences that have already been issued will remain; however, they cannot be changed or renewed.

How can I have my say?

This is your first opportunity to provide feedback. We want your feedback on the proposal and how offshore renewable energy projects could share the area with other users and interests. We encourage your feedback through a submission in our [Consultation Hub](#). To find out more about providing feedback, please see "[Provide your feedback](#)".

Is this the only chance to have my say?

No. This is your first opportunity to provide feedback.

As part of the preparation of management plans, developers will need to consult with the local community and other interested stakeholders. The Australian Government is currently developing regulations that will set out the details and requirements of management plans, including the requirement to consult with community. As above, to find out more about providing feedback, please see “[Provide your feedback](#)”.

Further information

For more information on how marine users, interests and the environment in the area under consideration off Hunter, New South Wales, please see *Marine Users, Interests and the Environment in the Hunter Region, New South Wales*.

For information on the *Offshore Electricity Infrastructure Act 2021* please visit the [Establishing offshore renewable energy infrastructure web page](#). If you have any questions, you can [email our team](#).

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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:

- Advocacy (other than is reported in a project update or through a standing engagement)
- Collaboration and Stakeholder Engagement
- Political Engagements
- Hunter JO convened workshops, forums and events
- Existing Standing Engagements (convened by local government)
- Existing Standing Engagements (convened by others)
- Proposed New Standing Engagements
- Additional Strategic Engagements (if any)
- Submissions (in development or lodged)
- Regional Funding Applications (status) and Opportunities

Advocacy

NSW Election

At its February 2023 meeting the Board endorsed an advocacy focus for the remaining 6 weeks of the NSW Election campaign that would be:

- Targeted (i.e. 5 key regional priorities / messages of relevance and significance to all Hunter JO Member Councils)
- Focused on achieving maximum exposure from the time and resources available to the Hunter JO
- Aligned to the core messages of other key regional stakeholder organisations with whom the Hunter JO has been collaborating to identify key areas of alignment.

In line with these principles, the following advocacy focus areas and advocacy asks were confirmed by the Board for the remaining weeks of the election campaign:

Advocacy Focus	Advocacy Ask
1. The region needs a clear and place-based policy and planning approach to drive the Region's economic evolution that is integrated across all levels of government.	A commitment that the next NSW Government will partner with the region's Councils, through the Hunter JO, to jointly approach the Commonwealth Government to explore a city-region deal for the Hunter, including specifically exploring and progressing opportunities to establish an entity that has the authority and resources from the Commonwealth and NSW Governments necessary to drive and deliver the Region's economic evolution.

Advocacy Focus	Advocacy Ask
2. There is an urgent need for legislation and policy change to provide clarity, certainty and a clear pathway to enable adaptation and reuse of mining and industrial lands to support the region's economic evolution	A commitment from the next NSW Government that it will establish a clear and properly resourced process, with the necessary support and engagement from relevant government agencies and local government to provide recommendations on policy and legislative change that would change to provide a clear planning pathway to encourage the adaptation and reuse of mining and industrial lands as a key driver to support the region's economic evolution.
3. Development of an Integrated Transport Plan for the region that supports housing and employment outcomes	<p>A commitment that the next NSW Government, working with the region's Councils, will fund, resource and complete a study within 12 months of the election, that establishes a clear vision, credible concept plans and staged delivery plans for:</p> <ul style="list-style-type: none"> (i) Integrated public transport solutions for the metropolitan heart of the region (ii) Delivery of consistent, rapid services into the metropolitan heart from surrounding strategic centres, with sufficient increased frequency to make them a practical commuter option.
4. Policy and funding should not leave some communities worse off but should address the current structural inequity where regional communities bear an undue road-funding burden compared with capital city counterparts.	<ul style="list-style-type: none"> • Request the Minister for Transport to release the rationale and calculation for the distribution of the funds under the Regional and Local Roads Repair Program between Rural & Regional and Greater Sydney/Outer Metropolitan Councils • A commitment that the next NSW Government will: <ul style="list-style-type: none"> (i) Equalise the per kilometre funding across all areas (ii) In collaboration with local government, develop and apply a more equitable model for allocating roads funding across metropolitan and regional areas.
5. Significant funding and investment is needed to implement circular economy and waste management initiatives to unlock economic growth and sustainability for the Hunter region.	A commitment that the next NSW Government return 100% of Section 88 Domestic Waste Management Service Charge (the "waste levy") funds to Local Government for investment in local and regional communities.

Communication of Advocacy Priorities

The communication strategies employed and indicators of success in relation to these are provided in the following table:

Communication Strategy	Activity & Indicators of Success
<p>Adapting existing advocacy collateral from the Advocacy Framework and Priorities document in to a succinct and graphically appealing email format, to be used as the basis of an email campaign targeting:</p> <ul style="list-style-type: none"> • NSW Government Ministers • Shadow Ministers • Hunter based MPs and candidates. • Media organisations • Key regional stakeholder organisations 	<p>Campaign email (Hunter JO Election Priorities: Our Asks for the next NSW Government) developed and disseminated over three stages:</p> <p>Stage 1 - Government Ministers, Shadow Ministers and Hunter based MPs - to communicate the Hunter JOs priorities to key influencers and decision makers</p> <p>Stage 2 –Known candidates across all NSW electorates (prior to nominations closing) - to broadly communicate across NSW the priorities and issues affecting the Hunter.</p> <p>Stage 3 – All candidates for Hunter based electorates (following publication of final candidate details) - to raise awareness of the aligned priorities of the region’s Councils.</p> <p>A staged approach to dissemination was undertaken to:</p> <ul style="list-style-type: none"> • Capitalise on early intelligence received that NSW Labor may be announcing a commitment to establish a regional transition entity • Align timing of the broader distribution to follow release of the Mayor’s OpEd • To capture all candidates for Hunter based elections following the close of nominations. <p><u>Measures of Success</u></p> <p>Stage 1 - Current Ministers, Shadow Ministers and Hunter based MPs</p> <ul style="list-style-type: none"> • Recipients – 61 • Delivery rate – 100% • Open rate – 40.98% • Click rate - 11.48% <p>Stage 2 - All known candidates (state-wide)</p> <ul style="list-style-type: none"> • Recipients – 159 • Delivery rate – 94.34% • Open rate – 68% • Click rate – 40% <p>Stage 3. Hunter based Candidates.</p> <ul style="list-style-type: none"> • Recipients – 46 • Delivery rate – 97.83% • Open rate – 68.89% • Click rate – 35.56% <p><i>NB click rate isn’t important for this campaign as the primary information was included in the body of the email. The clicks taken were to the full Hunter JO Advocacy Framework and Priorities document on the Hunter JO website for those wanting further information.</i></p>

Communication Strategy	Activity & Indicators of Success
Development and publication of a joint OpEd featuring all 10 of the region's mayors	<ul style="list-style-type: none"> • OpEd developed and provided to Newcastle Herald as an exclusive. Printed as a story on page 3 of the Newcastle Herald 13th March, and included online in 14 other local papers across the region • The Maitland Mercury summarised the Newcastle Herald article and further articulated the bipartisan approach of the councils and how a similar approach is needed by state and federal government. <p><i>Refer "Media Coverage" below for details and links to coverage.</i></p>
Media releases outlining the shared advocacy priorities of the Region's ten Mayors	<ul style="list-style-type: none"> • Interview with Cr Jay Suvaal about the Regional and Local Roads Repair Program and the inequity between Sydney and regional funding included in the Maitland Mercury and Cessnock Advertiser on Tuesday 14th March. The article mentioned the impact across the region and the advocacy efforts of the Hunter JO. •

Outcomes

Key outcomes of note arising from the activities of the Hunter JO and of other regional stakeholder organisations in the lead up to the election include:

1. The announcement by NSW Labor during March that it has committed to creating a Hunter clean energy transition authority to help the region adjust to unprecedented social and economic change in coming years, is both a welcome announcement and important recognition of the collaborative advocacy efforts of Member Councils through the Hunter JO, and of key partners involved in these efforts. The development of this policy position was a primary outcome of the collaborative work led by the Hunter JO through the 2050 Foundation, and one on which both the Hunter JO and regional partners have been advocating to achieve over the last few years. Pending the outcome of the election, ensuring local government involvement and influence in this process will be a key focus of advocacy and engagement by the Hunter JO moving forward.
2. Strong alignment in the advocacy positioned being communicated across key regional stakeholder groups (e.g. Committee for the Hunter, Hunter Jobs Alliance, Business Hunter, UDIA, Property Council) has been clearly evident through this election campaign. This represents a very strong outcome for the region and is a direct reflection of the strong relationships that have been built in recent years, and of the collaborative efforts between these organisations in which the Hunter JO is very actively involved.

Feedback from the Board around the timing and most effective use of JO resources (i.e. focusing available resources to after the election to engage with the newly elected government), meant that the Hunter JO did not publicly participate in the "United Voice" campaign. However, our active participation in the collaborative effort leading up to the campaign facilitated strong alignment in the messaging of the campaign with those advocacy messages being articulated by the Hunter JO.

Regional Submissions

There were no regional submissions during the reporting period.

Media Coverage

Media Outlet(s)	Focus	Summary of coverage
<p>Newcastle Herald, The Maitland Mercury, The Great Lakes Advocate, The Singleton Argus, Camden Haven Courier, The Gloucester Advocate, Port Macquarie News, Manning River Times, The Port Stephens Examiner, The Muswellbrook Chronicle, Dungog Chronicle, The Hunter Valley News, The Macleay Argus, The Scone Advocate, The Cessnock Advertiser</p> <p><i>Monday 13th March 2023</i></p>	<p>Hunter JO NSW Election Advocacy Priorities</p>	<p>A joint statement from the ten Mayors was provided as an exclusive to the Newcastle Herald. The Newcastle Herald used this statement to summarise the advocacy asks in an editorial titled "A 'please explain' and five asks of the next state government from the leader's of NSW's 'powerhouse'".</p> <p>Link to Article (Newcastle Herald)</p>
<p>The Maitland Mercury</p> <p><i>Monday 13th March 2023</i></p>	<p>Councils shift NSW election focus to what the Hunter needs</p>	<p>The Maitland Mercury summarised the Newcastle Herald article and articulated the bipartisan approach of the councils and how a similar approach is needed by state and federal government.</p> <p>Link to Article</p>
<p>The Maitland Mercury, The Cessnock Advertiser</p> <p><i>Tuesday 14th March 2023</i></p>	<p>Cessnock Mayor Jay Suvaal calls for equal funding for regional roads</p>	<p>Interview with Cr Jay Suvaal about the Regional and Local Roads Repair Program and the inequity between Sydney and regional funding. The article mentioned the impact across the region and the advocacy efforts of the Hunter JO.</p> <p>Link to Article</p>
<p>Newcastle Herald</p> <p><i>16th February 2023</i></p>	<p>NSW election 2023: Singleton, Muswellbrook mayors want new Hunter authority as government keeps throwing money at western Sydney</p>	<p>Cr Sue Moore and Muswellbrook Mayor Steven Reynolds called on the NSW government to establish a statutory body to support the Hunter's economic transition.</p> <p>Cr Moore and Cr Reynolds want all candidates at next month's state election and the major parties to commit to setting up a statutory body with the legislative power and resources to provide "leadership, strategy, policy, governance and accountability to drive a whole-of-region approach to economic evolution now, and for generations to come".</p> <p>Link to Article</p>

Media Outlet(s)	Focus	Summary of coverage
Newcastle Herald 15th March 2023	NSW Labor commits to the establishment of a Hunter clean energy transition authority	State Labor has committed to creating a Hunter clean energy transition authority to help the region adjust to unprecedented social and economic change in coming years. "A Hunter Authority is an important asset for our region to help maximise the jobs opportunities of emerging industries as part of the energy transition, along with reskilling and redeploying the existing workforce" Link to Article

Collaboration & Stakeholder Engagement

Key Stakeholder Engagement	Purpose / Outcomes (where relevant)
Political Engagements (upcoming)	
Upcoming political engagements to be confirmed pending the outcomes of the review and refocus of the Hunter JO advocacy and engagement plan (Refer Item 6.3). Correspondence to be forwarded to incoming Ministers and Hunter based MPs congratulating them on their election and subsequent appointments and confirming our interest to work with them on the regional priorities that have been identified by the Mayors.	
Political Engagements (completed)	
<ul style="list-style-type: none"> • NSW Government Ministers • NSW Shadow Ministers • Hunter based MPs • NSW Election candidates (state-wide) 	<p>E-mail communications campaign focusing on the Hunter JOs top five priorities for the NSW Election campaign:</p> <ol style="list-style-type: none"> 1. A clear, place-based, integrated whole of government policy and planning approach to drive economic evolution. 2. Legislation and policy change to provide clarity, certainty and a clear pathway to enable adaptation and reuse of mining and industrial lands. 3. Integrated Transport Plan for the region 4. Disparity in NSW Government roads funding 5. Return of the waste levy to Local Government for investment in local and regional communities. <p>View email campaign materials: Hunter JO Election Priorities: Our Asks for the next NSW Government</p>
The Hon. Samuel Faraway, MLC, Minister for Regional Transport and Roads	Correspondence forwarded to the Minister requesting clarification on the rationale for the distribution of grants funds under the Regional and Local Roads Repair Program, and a commitment that the next NSW Government will apply a more equitable model for allocating roads funding across metropolitan and regional areas.
Hunter JO convened workshops, forums and events	

Key Stakeholder Engagement	Purpose / Outcomes (where relevant)
Accelerating Event Economies branding workshops <i>18 January & 15 February 2023</i>	Representatives from Member Councils, Destination Sydney Surrounds North and Committee for the Hunter attended two workshops (Jan and Feb) to discuss and agree on brand position for events in the region. This brand approach is now being developed into the website and marketing collateral.
Pitch session for Councils - Circular Economy Cooperative Research Centre (CRC) Waste to Wealth proposal <i>14 February 2023</i>	Hunter JO hosted an online pitch session for the Waste to Wealth CRC to seek support and participation from Councils in the region for a federal government funding application.
Systems Thinking for a Circular Economy workshop <i>23 February 2023</i>	Hunter JO and NSW Sustainability Advantage program hosted a capacity building event with Dr Leyla Acarglu. Twenty attendees made up of members of the Circular Economy Sub Committee, plus CE practitioners and key actors in the region, were invited together to learn the value of tools like systems mapping to circular problem solving and collaboration efforts.
Contaminated Land Regional Forum - Triggering a Preliminary Site Investigation (PSI) and the NSW Auditor system <i>27 February 2023</i>	Representatives from all Member Councils participated to hear from guest speakers including NSW EPA, NSW DPE, legal, auditor and Council representatives on when to trigger a contaminated land investigation through the planning process and the NSW Auditor system.
Existing Standing Engagement (convened by Hunter JO and Local Government)	
NSW Joint Organisation Chairs Forum <i>Convened by Canberra Region JO</i> <i>16 March 2023</i>	<p>Key items of discussion / outcomes included:</p> <ul style="list-style-type: none"> • Impact of severe weather conditions on regional, rural and remote roads • Inequity between Metro and Regional and Local Roads Repair Program Funding (NB this discussion based on Hunter JO February Board Report item) • Inadequacy of NSW Treasury Common Planning Assumptions for informing regional planning • IPART review of local government rating system – release of report extended by 3 months to facilitate road testing of recommendations with industry experts within Councils • Concerns with NSW Government Grant Programs: <ul style="list-style-type: none"> • Increased level of administrative requirements accompanying new projects (and in some cases being retrospectively applied) negatively impacting the capacity of Councils and JOs to efficiently and effectively deliver projects • Grant projects needing to be completed within impractical timelines, and not having capacity or flexibility to accommodate significant increases in project costs.

Key Stakeholder Engagement	Purpose / Outcomes (where relevant)
<p>NSW Joint Organisation Executive Officers Network</p> <p><i>Convened by Central NSW JO</i></p> <p><i>Fortnightly</i></p>	<p>This network continues to meet on a fortnightly basis. Current focus areas include:</p> <ul style="list-style-type: none"> Identifying opportunities for cross regional information sharing and collaboration in delivery of the Disaster Resilience and Net Zero grant programs, under which a number of JOs received funding Identifying opportunities for more direct collaboration and engagement with state agencies for the delivery of place-based programs
<p>Regional IP&R Network</p> <p><i>Convened by LMCC</i></p> <p><i>7 February 2023</i></p>	<p>Councils provided updates on their current work and discussed timelines for their draft Operational Plans.</p>
<p>A2E stakeholder group</p> <p><i>Convened by: Hunter JO</i></p> <p><i>Monthly</i></p>	<p>Meetings to steer outcomes of the remaining website and brand prospectus projects are continuing. Stakeholders are also being asked to consider different options for continuing a coordinated approach to event attraction beyond the 30 June 2023 completion date of the current grant funded project.</p>
Existing standing engagements (convened by others)	
<p>Resources for Rejuvenation - Hunter Regional Expert Panel</p> <p><i>Convened by Regional NSW</i></p> <p><i>21 March 2023</i></p>	<p>Meeting summaries for the first two Expert Panel meetings are included at Attachment 11.</p> <p>The recent meeting was focused on adaptive reuse of mining and industrial land. Singleton and Muswellbrook Council presented.</p>
<p>Hunter Central Coastal Management Program Practitioners Roundtable</p> <p><i>16 February 2023</i></p>	<p>A range of interesting presentations focused on coastal management were provided, including an update on the Marine Estate Management Strategy (MEMS) initiatives. A number of new staff from across Councils and DPE joined the Roundtable for the first time.</p>
<p>State and Regional Waste Managers Network</p> <p><i>Convened by NSW EPA</i></p> <p><i>16 February 2023</i></p>	<p>A number of presentations from various EPA sections were provided to Metro Regional Waste Coordinators. Discussions focussed around the issues presented to councils from storage and handling of lithium ion batteries (at CRCs and other waste management facilities). EPA are working towards providing some support to councils on this issue.</p>
<p>Hunter Cruise Committee</p> <p><i>Convened by Regional NSW</i></p>	<p>NSW Port Authority have advised they have developed an MOU with Port of Newcastle and will be responsible for the coordination of cruise in the Hunter region. They will be developing a stakeholder group with representatives from Destination Sydney Surrounds North, Newcastle, Lake Macquarie, Maitland, Cessnock and Port Stephens. Hunter JO have advised that since there are multiple council representatives involved, the Hunter JO will not participate in the stakeholder group.</p>
<p>Resources NSW Meeting</p> <p><i>Convened by NSW Energy & Resources Knowledge Hub (based in NIER)</i></p>	<p>Three presentations underpinned this meeting:</p> <ul style="list-style-type: none"> Lisa McLean, CEO Circular Australia, focusing on strategic priorities of the National Ministerial Circular Economy Advisory Group and National Circular Economy Council

Key Stakeholder Engagement	Purpose / Outcomes (where relevant)
17 March 2023	<ul style="list-style-type: none"> Tim Askew, Director of Programs Hunter JO, focusing on Hunter Circular Economy Roadmap and Circular Economy Precincts initiative. Steve Wilson, Director Hunter JO, focusing on Hunter Venture Fund and Innovation Entity concept
New Standing Engagements	
Sustainable Education Group <i>Convened by Hunter JO</i> 13 March 2023	The first face-to-face meeting of this group was held on Monday 13th March. Whilst cross-promotion and resource sharing is key theme for this group, moving forward it will be looking at working collaboratively on regional campaigns that could be either co-funded or funding sought to deliver.
Additional Strategic Engagements	
Consultation on proposed offshore wind zone off the Hunter Coast <i>Convened by the Australian Department of Climate Change, Energy, the Environment & Water</i> 9 March 2023	The Commonwealth provided an overview of the key elements of the proposal and the stages of the consultation and development process that will be undertaken, including the consultation process currently underway.
Community of Practice workshop - Hunter Regional Plan 17 Feb 2023	Attended by Council and agency staff from across the region, this workshop focused on: <ul style="list-style-type: none"> The new policy setting in the Hunter Regional Plan 2041 and a re-cap on key concepts The feedback received on the Western Sydney Precinct Tour and further detail on Place-Delivery Groups Work underway and planned for the new Urban Development Program
Hunter SDG Indicators Project - Sustainability Advantage and UON <i>Convened by: University of Newcastle and Sustainability Advantage</i> 31 January 2023	University of Newcastle presented an overview and update of the SDG indicators project. This included an update on the dashboard which will host the data generated by the project, which should provide a valuable tool for the region when completed later in 2023.
Empowering Women and Girls in the Circular Economy event 7 March 2023	Eloise Lobsey participated in a panel discussion alongside Nicole Garafao from the PlanetArk's AceHub which was aimed at inspiring and empowering women to take up roles in the circular economy transition. Proceeds raised went to a Hunter charity - Got Your Back Sista
Hunter Regional Sports and Recreation Taskforce <i>Convened by NSW Sport</i>	Kim Carland (Regional Projects Officer - Tourism and Events) delivered a presentation on the outcomes of the Accelerating Event Economies project and Shiraz to Shore project to the Taskforce to identify and discuss areas of alignment.

Key Stakeholder Engagement	Purpose / Outcomes (where relevant)
1 March 2023	
<p>Regional Investment Attraction Workshop</p> <p><i>Convened by Investment NSW</i></p> <p>14 March 2023</p>	<p>This Workshop was delivered as part of the NSW Regional Investment Activation Program (RIAP), which was initiated by the NSW Government to activate the economic potential of priority precincts and key industries in regions. The workshop was delivered by Andreas Dressler from FDI Center, who has more than 20 years' experience as a specialist consultant in location analysis, site selection, investment incentives, location benchmarking, and investment attraction and promotion. The workshop was attended by agency and council staff from across the region, focusing on:</p> <ul style="list-style-type: none"> • Overview of Investment Attraction • The Role of Local Government and working with the NSW Government • Defining Target Groups for Investment Attraction • Developing Value Propositions for Key Target Groups • Developing Promotional Materials • Compiling Data and Information for Response to Investor Requests • Organising Site Visits for Potential Investors • Tracking and Maintaining Relationships with Existing Investors (Reinvestment).
<p>Integrated Water Management Opportunities and Priorities Stakeholder Workshop</p> <p><i>Convened by Hunter Water</i></p> <p>3rd April 2023</p>	<p>This workshop involving Hunter Water, Councils, Greater Cities Commission, Department of Planning and Environment, and business and industry representatives (UDIA, HIA), explored opportunities and priorities for a more collaborative approach to improving adoption of an Integrated Water Management (IWM) planning approach across the region.</p>
<p>Consultation - Hunter Venture Fund and Innovation Entity</p> <p><i>Convened by: Hunter JO</i></p> <p>9 March 2023 & 15 March 2023</p>	<p>Meeting held with Claire Swan (Director, Lower Hunter - Greater Newcastle City Plan) and Courtney Molloy (Director Innovation District Ecosystem, Central Coast) - Greater Cities Commission, and with Corrie Germin (Director, Innovation and Entrepreneurship Programs) - Investment NSW regarding the outcomes and recommendations of the Hunter Venture Fund report, and alignment with GCC and Investment NSW policy directions and programs.</p> <p>Meeting held with Alex Zelinski (Vice Chancellor), Warwick Dawson (Pro Vice Chancellor - Industry & Engagement) and Siobhan Curran (Assistant Director, I2N Operations and Innovation) - University of Newcastle, regarding the outcomes and recommendations of the Hunter Venture Fund report.</p> <p>Further interest expressed by University on progressing the concept.</p>

Status of Regional Funding Applications

The following table provides an overview of grant applications that have been submitted or are in development.

Funding Program	Project Summary	Amount Requested	Status
EPA Sustainability Partnerships Program 2023-24 <i>Submitted 2 March 2023</i>	Landfill Emissions Data Management Program (Landfill Emissions DMP) <i>Focus:</i> Establishing a landfill emission data management program for councils to assist in understanding their baseline landfill emissions and building a model data management framework and tools to support the collation and interpretation of landfill emission data.	EOI stage only. Budget N/A at this point.	Submitted - Advice Pending
Get NSW Active Program <i>Submitted 6th January 2022</i>	Shiraz to Shore Feasibility and Route Selection (Hunter Wine Country) <i>Focus:</i> To undertake a strategic assessment to determine the feasibility and preferred route of the Hunter vineyards section of the widely supported Shiraz to Shore 100km cycle trail, connecting communities, tourists and local businesses. The project will: <ul style="list-style-type: none"> • balance safety, amenity, feasibility and local landholder and stakeholder inputs for the route following an extensive local stakeholder engagement program. • produce the indicative costs and key elements to enable the project to move through to the next stage. 	\$220,495	Submitted - Advice Pending

Recommendation: That the report be received and noted.

Royalties for Rejuvenation Fund

Hunter Expert Panel Meeting No.2 - Summary

Details

Location: DRNSW Office, 117 Bull Street,
Newcastle West - L02.15 and MS
Teams

Date/time: 15 February 2023, 1:00pm-5:00pm

Chairperson: Bob Hawes

Panel members in attendance

1. **Chairperson:** Bob Hawes (Chairperson)
2. Joe James
3. James Barben
4. John Turner
5. Warrick Jordan
6. Fiona Plesman
7. Roberta Ryan (via MS Teams)
8. Elizabeth Watts (via MS Teams)

Meeting Summary

1 Acknowledgement of Country and Welcome

The Chair, Bob Hawes, welcomed all participants and acknowledged that the meeting was being held on Awabakal country.

The Chair call for any Declarations of Interests and no new conflicts were declared at the meeting.

2 Expert Panel Meeting - Opening and update since last meeting

The Panel endorsed the Minutes and noted the Actions from the previous meeting.

3 Election of the Deputy Chair

The Expert Panel elected Fiona Plesman as Deputy Chair of the Hunter Expert Panel.

4 Royalties for Rejuvenation Fund (RRF) Probity

Rod Lambert from Procure Group provided a presentation on Probity.

5 Communications Plan

The Department provided an overview of the draft Media and Communications Plan.

6 Overview of RRF Program Components

The Department facilitated a workshop with the Expert Panel to inform the development of a Theory of Change, Program Logic and Program Guidelines for the Royalties for Rejuvenation Fund.

7 Updated Hunter Regional Economic Development Strategy

The Department provided a presentation on the draft updated Hunter Regional Economic Development Strategy (REDS).

8 Strategic Projects process discussion

The Department provided a presentation on the Strategic Projects process.

9 Strategic discussion on priorities

The Expert Panel discussed a number of immediate priorities requiring greater examination by the Hunter Expert Panel, including mapping the skills and enabling infrastructure available and required in the region; and understanding the possible land use issues that may be preventing alternative land uses of coal mining sites planning closure.

The Expert Panel agreed to invite the Department of Planning and Environment to present on the Hunter Regional Plan 2041 at the next meeting.

10 General Business

The Forward Program for meetings was discussed. Expert Panel members agreed to provide suggestions to the Secretariat for future presentation topics which support the functions and operations of the Expert Panel.

11 Actions and close

The Chair thanked the Expert Panel members and closed the meeting.

Royalties for Rejuvenation Fund

Hunter Regional Expert Panel Meeting No.1 - Summary

Details

Location: Boronia Room, Singleton Diggers Alroy Park and MS Teams

Date/time: 15 December 2022
10:00am-11:30am

Chairperson: Bob Hawes

Panel members in attendance

1. **Chairperson:** Bob Hawes
2. James Barben
3. Joe James
4. Warrick Jordan
5. Brendan Moyle (via teams)
6. Fiona Plesman
7. Prof Roberta Ryan
8. John Turner
9. Elizabeth Watts
10. Robin Williams

Meeting Summary

1 Acknowledgement of Country and Welcome

The Department of Regional NSW (the Department) welcomed all participants and noted the Deputy Premier has appointed Mr Bob Hawes to act as Chair for the meetings of the Hunter Regional Expert Panel.

The Chair, Bob Hawes, welcomed all participants and acknowledged the meeting was being held on Wonnarua country, which always was and always will be Aboriginal land.

All Expert Panel members introduced themselves and confirmed they have completed a Declaration of Interests. The Chair confirmed that a standard agenda item at the start of all meetings will be to enable Panel members to declare any relevant conflicts. No new conflicts were declared at the meeting.

2 Royalties for Rejuvenation Fund Overview

The Department provided an overview of the Fund and the enabling legislation, the Royalties for Rejuvenation Program and current strategic projects for the Hunter region.

The Expert Panel discussed the public consultation provisions in the Regulation. Specifically, that the Expert Panels may undertake public consultation for the purposes of advising the Deputy Premier about:

- the consequences and opportunities associated with moving away from coal mining, particularly in relation to the impact on employment and economic activity in the affected coal mining region
- alternative land uses of coal mining sites
- options to support the economic diversification of the affected coal mining region in alternative industries.

3 Overview of Expert Panel Governance

The Department provided a presentation on the Governance framework for the Royalties for Rejuvenation Fund and noted a Probity Advisor has been engaged to provide advice and assistance to all four Expert Panels.

4 Forward Meeting Schedule and Planning

The Expert Panel discussed potential forward agenda items and proposed the next meeting be held in February 2023.

5 Close

The Chair thanked the Expert Panel members and closed the meeting.

Report Author: Lisa Lord, Head of Finance

Responsible Officer: Joe James, CEO

A copy of the Hunter JO Financial Reports for December has been provided at Attachment 12.

Recommendation: That the Financial Reports for year-to-date February 2023 be received and noted.

HUNTER JOINT ORGANISATION

INCOME STATEMENT - SUMMARY

REVENUE	Actual	Current	Budget (Dec 22)	Current	% Variance Current	Actual	Current	Budget (Dec 22)	Current	% Variance Current	(Dec 22) Annual Budget	Annual Budget	Forecast	on variances of 10% or more of a line item or 2.5% of revenue or expenditure total	
MEMBERSHIP SUBSCRIPTIONS															
Member Councils		47,058		47,058	0%		376,464		376,464	0%		564,696	564,696	0%	
Other		-		-			-		-			-	-		
PROJECT FUNDING															
Commonwealth Grants		-		-			-		-			-	-		
State Grants		98,095		-			1,139,891		244,822	366%		244,822	2,952,771	1106%	Additional grants received
Member Councils Project Funding		-		-			298,870		298,870	0%		298,870	298,870	0%	
Other Project Funding		-		-			-		-			-	-		
Internal Project Funding _Arrow		20,663		20,663	0%		277,800		277,800	0%		360,450	360,450	0%	
Internal Project Funding - LGL		4,592		4,592	0%		61,733		61,733	0%		80,100	80,100	0%	
Internal Project Funding - Goodchat		2,296		2,296	0%		30,867		30,867	0%		40,050	40,050	0%	
MISCELLANEOUS															
Trainee Incentives		-		-			-		-			-	-		
Miscellaneous Income		-		-			2,180		4,160	-48%		4,160	4,160	0%	
Other		20,469		20,877	-2%		185,138		186,560	-1%		270,068	270,068	0%	
Revenue - Total		193,172		95,485	102%		2,372,943		1,481,275	60%		1,863,215	4,571,164		
GROSS MARGIN		193,172		95,485	102%		2,372,943		1,481,275	60%		1,863,215	4,571,164		
Gross Margin %		100%		100%			100%		100%			100%	100%		
GENERAL & ADMINISTRATION															
Accounting Fees		-		80	-100%		236		636	-63%		956	956	0%	
Advertising & Promotions		-		-			-		-			-	-		
Audit & Assurance		1,290		1,290	0%		10,320		10,320	0%		15,480	15,480	0%	
Bad Debts		-		-			-		-			-	-		
Bank Charges		21		35	-41%		189		254	-26%		394	394	0%	
Catering & Functions		325		600	-46%		3,240		2,994	8%		8,594	8,594	0%	
Corporate Overheads		10,570		10,570	0%		84,560		84,560	0%		126,840	126,840	0%	
Filing Fees		-		-			-		-			-	-		
Insurance - PI & PL		755		755	0%		6,041		6,040	0%		9,060	9,060	0%	
Insurance - Volunteers		-		-			-		-			-	-		
Legal Fees		472		-			5,653		5,181	9%		5,181	5,181	0%	
Miscellaneous		(587)		-			904		1,372	-34%		1,372	1,372	0%	Adjusted \$680.91(GST Excl) to HC Inc. deposit made in Oct22 to Shedquarters for new \$
Photocopier charges		-		50	-100%		-		250	-100%		450	450	0%	
Postage		-		-			13		73	-83%		73	73	0%	
Printing & Stationery		14		20	-31%		198		757	-74%		2,317	2,317	0%	
Professional Fees		-		-			-		-			-	-		
Quality Assurance & Audit		-		150	-100%		-		750	-100%		1,350	1,350	0%	
Records Storage / destruction		-		-			-		-			-	-		
Scanner - Lease payments		-		-			-		-			-	-		
Subscriptions and Licences		809		685	18%		7,442		5,803	28%		8,542	8,542	0%	
Telephone - Landline		40		30	33%		251		241	4%		361	361	0%	
Telephone - Mobile		91		150	-39%		800		1,168	-32%		1,768	1,768	0%	
Board Functions - Venue Hire		-		750	-100%		2,356		2,204	7%		2,954	2,954	0%	
OCCUPANCY COSTS															
Rent & Outgoings		1,154		1,155	0%		31,749		31,753	0%		36,373	36,373	0%	
DEPRECIATION															
Depreciation - Building		-		-			-		-			-	-		
Depreciation - Computer		62		18	238%		366		147	149%		221	221	0%	
Depreciation - Furniture & Fittings		-		-			-		-			-	-		
Depreciation - Motor Vehicles		1,804		1,804	0%		14,434		14,434	0%		21,650	21,650	0%	
INFORMATION TECHNOLOGY															
IT Management		392		333	18%		3,011		2,927	3%		4,259	4,259	0%	
Repairs & Maintenance - IT		-		-			-		-			-	-		
IT Software Maintenance / Support		-		222	-100%		-		1,438	-100%		2,326	2,326	0%	
Website Maintenance / Support		13		68	-81%		304		339	-10%		609	609	0%	
OVERHEAD LABOUR															
Wages & Salaries		33,233		31,339	6%		295,798		287,564	3%		412,920	412,920	0%	
Superannuation		3,478		3,291	6%		31,012		30,194	3%		43,357	43,357	0%	
Payroll Tax		-		-			-		-			-	-		
Workers Compensation		750		743	1%		5,799		8,441	-31%		11,412	11,412	0%	
FBT		1,940		1,940	0%		15,520		15,522	0%		23,283	23,283	0%	
Leave Provisions		2,835		1,730	64%		13,793		16,906	-18%		23,826	23,826	0%	
EMPLOYEE COSTS															
Recruitment		-		-			-		-			-	-		
Training & Development		-		-			3,952		5,688	-31%		5,688	5,688	0%	
Uniforms		-		-			-		-			-	-		
Staff Aementities		-		-			-		-			-	-		
TRAVEL & ACCOMODATION															
Meals & Accomodation		14		100	-86%		1,230		1,219	1%		1,819	1,819	0%	
Fares & Parking		791		580	36%		6,729		4,639	45%		6,959	6,959	0%	
Milleage Allowance		-		-			-		-			-	-		
MOTOR VEHICLE															
Fuels & oils		1,046		1,035	1%		7,507		8,141	-8%		12,281	12,281	0%	
Insurance - Motor Vehicle		345		345	0%		4,258		2,758	54%		4,137	4,137	0%	
Registration and CTP Insurance		-		186	-100%		1,825		2,756	-34%		3,500	3,500	0%	
Repairs & Maintenance - Motor Vehicle		-		-			1,586		2,017	-21%		2,017	2,017	0%	
Vehicle Hire		-		-			-		-			-	-		
PROJECT EXPENSES															
Project Funding Disbursement		98,095		-			1,438,761		543,692	165%		543,692	3,251,641	498%	Transfer of funding Invoiced by HJO to Arrow - additional grants received
Grant Disbursement		-		-			-		-			-	-		
Consultants		-		-			-		-			-	-		
Hunter JO Board Papers: 13 April 2023															
Overhead Expenses - Total		159,751		60,053	166%		1,999,837		1,103,178	81%		1,346,022	4,053,970	5	
% of Revenue		83%		63%	162%		84%		74%	135%		72%	89%		

NET PROFIT - OPERATIONS	33,421	35,432	-6%	373,106	378,097	-1%	517,194	517,194	
Net Profit Margin	17%	37%		16%	26%		28%	11%	
OTHER INCOME / (EXPENSES)									
OTHER INCOME									
Profit / Loss on sale of asset	-	-		-	-		-	-	
Interest	-	-		-	-		-	-	
OTHER EXPENSES									
Interest	-	-		-	-		-	-	
RPPD Funding	(3,081)	(29,281)	-89%	(358,044)	(384,244)	-7%	(501,366)	(370,367)	-26%
								-	
								-	
Other Income / (Expenses) - Total	(3,081)	(29,281)	-89%	(358,044)	(384,244)	-7%	(501,366)	(370,367) -	0
NET PROFIT BEFORE TAX	30,341	6,151		15,062	(6,147)	-345%	15,828	146,827	

Reduction due to increased grant revenue received

Report Author: Steve Wilson, Director Hunter JO

Responsible Officer: Joe James, CEO

7.3.1 Greater Newcastle Metropolitan Plan Steering Committee

The most recent meeting of the Subcommittee was held on 16 February 2023. Key focus areas included:

- An update from the Greater Cities Commissioner Matt Endacott on the progress and activities of the Commission including:
 - Engagement with the Commonwealth Government on housing priorities
 - Focus and status of development of the City Plan
 - GCC Commissioners to meet in the Hunter in April – the first time a meeting of the Commissioners has been held outside of Sydney
- Endorsing a schedule of briefings to be requested from by State Government Agencies over the course of 2023 (refer table below)
- Endorsing a Terms of Reference for the Subcommittee to reflect its current purpose and operations.

Table 1. Roundtable with the GNMP Mayors: Schedule Agency Briefings

GNMP Subcommittee	Agencies	Potential Focus Areas / Issues to be Addressed
April 2023	• Transport for NSW	<ul style="list-style-type: none"> • Hunter Regional Transport Plan • Need for an Integrated Regional Transport Plan • Transport Infrastructure Delays
June 2023	Department of Regional NSW	<ul style="list-style-type: none"> • Government priorities and Agency directions post NSW Government election. • Hunter Identify and Positioning Strategy – outcomes and directions
	Greater Cities Commission	Government priorities and Agency directions post NSW Government election
	Department of Planning & Environment	Government priorities and Agency directions post NSW Government election
August 2023	• Transport for NSW (2)	<ul style="list-style-type: none"> • Hunter Regional Transport Plan • Integrated Regional Transport Plan • Transport Infrastructure Delays
	<ul style="list-style-type: none"> • Department of Regional NSW • HCCDC • Venues NSW • Hunter New England Health 	Progress, Directions & Challenges Areas <ul style="list-style-type: none"> • Williamstown SAP • Hunter Park • John Hunter Health & Innovation Precinct • Northwest Catalyst Area • East Maitland Catalyst Area
October 2023	Department of Treasury & Energy	Progress, Directions and Challenges – Hunter Central Coast Renewable Energy Zone
	Greater Cities Commission	Progress, Directions and Challenges – City Plan
December 2023	Transport for NSW (3)	Progress, achievements and ongoing challenges in planning and delivering regional transport connectivity
	Hunter Water Corporation	Opportunities for collaborating with Local Government

7.3.2 Circular Economy Sub Committee

The Subcommittee last met on 28 February 2023, at which an update on the Hunter Circular Website upgrade was provided. This upgrade is due for completion in April 2023.

Actions identified for the Subcommittee to progress included:

- Dungog Council asked for assistance in soft plastics and waste planning funding sources.
- Lake Macquarie City Council to assist with providing connections within Transport for NSW on CE procurement and provide information for case studies for the new Hunter Circular website
- Lake Macquarie Council to potentially host the next meeting of the sub-committee at the CELL
- Correspondence to be drafted from the Sub-committee to the national Circular Economy Advisory Body being setup by the Hon. Tanya Plibersek, outlining our achievements and willingness to support the work of the Advisory Body.

7.3.3 Subcommittee for Economic Evolution

The most recent meeting of the Subcommittee was held on 16 February 2023. Key focus areas included:

- A presentation was provided by Craig Butler, CEO Lithgow City Council to explore opportunities for working cross regionally to develop and deliver aligned policy and advocacy across “coal mining and coal generated energy” regions, targeting action from State and Commonwealth Governments to plan and support the economic evolution needed as a matter of urgency in these areas. Craig will be organising a follow up meeting to further explore this opportunity.
- Potential strategies for more specific engagement to support and engender commitments by both major parties to the establishment of a regional co-ordination entity.
- Progress update from meetings of the Royalties for Rejuvenation Expert Panel on which Joe James sits as a representative.

Recommendation: That the Board note the updates on the Hunter JO Sub-Committees

Report Author: Chris Dart, Senior Projects Coordinator

Responsible Officer: Steve Wilson, Director Hunter JO

Purpose:

To provide an update on the delivery status and outcomes of the *Simtables for Community Empowerment* program being delivered by the Hunter JO.

Alignment with [HunterJO Strategic Plan 2032](#)

Strategic Theme(s)	Resilience
Objective(s)	2.1 We are recognised as innovative leaders in Council capacity building and policy support for climate change action, resilience and disaster preparedness. 2.3 Our region is resilient to environment risks, natural hazards, and climate change.
Strategic Direction(s)	2.1.2 We drive council capacity building opportunities supported by an evidence base to improve regional resilience and community awareness. 2.3.1 Apply and obtain financial grants for regional programs that support a resilient region. 2.3.2 Facilitate and manage regional programs that support a resilient region.

Background

The *Simtables for Community Empowerment* program is funded by the Bushfire Community Recovery and Resilience Fund (BCRRF), for delivery in the eight LGAs that were disaster declared during the 2019-20 Black Summer season (excludes Newcastle, Maitland, and Port Stephens).

The project has involved the purchase of two Simtables by the Hunter JO, for use in community emergency preparedness workshops across the region, with the objective of:

- Supporting bushfire affected Councils to identify vulnerable populations and implement disaster risk reduction community engagement activities.
- Helping communities to better understand their local disaster risk.
- Providing communities with tools and resources to better prepare for future emergencies.
- Building capacity amongst Council staff and other stakeholders to use the Simtables independently as a resource for ongoing local community engagement.

The Project Officer (Chris Dart) commenced in February 2022, and the project is due to be completed by 1 June 2023.

Report

Since acquisition of the Simtables in early 2022, including a presentation on its capability to the Hunter JO Board in April 2022, significant progress has been made on the delivery of the project via a range of engagement activities across the region.

The focus of the program has been to utilise the Simtables to deliver bushfire community engagement activities, whilst also building awareness and capability in using the Simtables amongst Council staff and other key stakeholders through demonstrations or training sessions.

During community workshops or events, the Simtable has been used to display relevant spatial data – including past fires, location of hazard reduction treatments, flood modelling – and to run bushfire simulations for the local area. The sessions also include discussion about bushfire behaviour, social and geographical risk factors or vulnerabilities, and personal and property preparedness. Attendees are usually encouraged to complete a Bushfire Survival Plan and access other resources that may be available.

Wherever possible, workshops or events have been delivered in conjunction with Council staff, staff or volunteers from the NSW RFS or Fire and Rescue, and other stakeholders including NSW Reconstruction Authority (previously Resilience NSW), Red Cross, Lifeline, and NSW Health.

A summary of the activities that have been delivered under the project to date is as follows:

Simtable activities, all LGAs

Activity Type	No.
Workshop/ event	43
Demonstration/ training	23
Loan (for independent use by Council or agency)	3

Community workshops/ events by LGA

LGA	Number delivered
Central Coast	3
Cessnock	1
Dungog	1
Lake Macquarie	13
Maitland*	0
MidCoast	17
Muswellbrook	2
Newcastle*	0
Port Stephens*	1
Singleton	2
Upper Hunter	3
Total	43

** Not technically eligible (as per grant guidelines) for involvement in BCRRF project, however, offers to participate in the program were provided by the Hunter JO.*

A particular program highlight from the community workshops that have been delivered across Councils, has been the use of the Simtable in MidCoast Council's Bushfire Preparedness Workshop series. These workshops are being held in all communities affected by the 2019-20 bushfires and aim to increase individual household preparedness through the completion of a Bushfire Survival Plan. The responsible officer, Peter Brown, has learned to use the Simtable and now delivers these workshops without the

assistance of the Hunter JO. This is consistent with the goal of the program to build capacity amongst Council staff and other stakeholders to use the Simtable independently in their own programs or activities. Opportunity exists for all Member Councils to access and utilise the Simtables for ongoing application in this way.

Other key deliverables of the Simtable program include:

- Simtable User Guide and workshop outline.
- Development of a Community Case Study Video, featuring the Burrell Creek community (MidCoast) – to be filmed 30 and 31 March 2023
- Procurement of Community Support Resources for ongoing use:
 - Bushfire Survival Plans and Farm Fire Plans
 - Emergency kit fridge magnets
 - Get Ready branded bags
 - Emergency Plan flyers
 - Workshop promotional flyer template
 - Workshop evaluation survey template

Comparison to project targets

The following table provides a comparison of the activities delivered under the project compared to those forecast in the funding application. The significantly larger number of activities that have been delivered are a direct reflection of the strong interest in use of the Simtables that has been experienced not only from Member Councils but from a range of agencies and regional stakeholder organisations.

Activity type	Target	Actual
Workshop/ event	24 (3 per LGA)	43
Demonstration/ training	3	24
Loan	<i>No target</i>	3

Future delivery

The Hunter JO has recently been successful in securing further funding through the Disaster Risk Reduction Fund (DRRF) to continue the use of the Simtables in the *Simtables for Multi-Hazard Disaster Engagement* program. This new project will aim to encompass a broader range of hazard types within the Simtables, which will involve acquiring relevant data from participating Councils and other sources to share with the community. All Hunter JO Member Councils will be eligible to participate in the new project.

A continued emphasis will remain on building capacity amongst Council staff and other stakeholders to independently use the Simtables, and on developing high-quality supporting materials. The long-term view is to make the Simtables available for loan from the Hunter JO, without a dedicated Hunter JO staff member needing to be present to deliver the workshops.

Further information

Should Board Members be interested in receiving further information on the Simtables project, a briefing can be arranged from Chris Dart (Simtables Project Officer) for a future meeting of the Board. Chris is also available to come and present to individual Councils (Councillors and/or staff) on existing and potential opportunities for further utilising Simtables in Council-led community engagement and other disaster resilience initiatives of Council.

Recommendation: That the Board Note the information provided in the report.

Report Author: Kim Carland, Project Coordinator – Events and Tourism

Responsible Officer: Steve Wilson, Director Hunter JO.

Purpose:

To provide the Board with the KPMG Hunter Event Economic Analysis Report and Economic Modelling Tool, which focus on the impact of, and opportunity for events in the Hunter. This work was delivered under the Accelerating Event Economies project.

Alignment with [HunterJO Strategic Plan 2032](#)

Strategic Theme(s)	<p>Themes include:</p> <ul style="list-style-type: none"> • Connectivity • Jobs & A Growing Economy • Liveability
Objective(s)	<ul style="list-style-type: none"> • A globally connected region whose residents enjoy transport and digital infrastructure and systems that enhance their economic and lifestyle opportunities. • The Hunter economy continues to grow and evolve as a powerhouse of the state and national economies, providing more and higher quality jobs. • Protect, preserve and improve the high standard of liveability and pristine environments that we enjoy in our region.
Strategic Direction(s)	<p>1.1.2 - Proactively facilitate collaboration with key state agencies to support delivery of connectivity solutions that suit the regions current and future needs.</p> <p>1.2.3 - Leading collaboration in the region between government, industry and community to ensure the benefits of international markets are region wide.</p> <p>3.1.1 - Support a clear, place-based, integrated whole-of-government policy and planning approach to drive the region's economic evolution and jobs of the future.</p> <p>3.3.1 - Support efforts that position the Hunter globally in its areas of competitive and comparative strength.</p> <p>4.1.1 - Support a coordinated approach and collaborate around events and tourism.</p> <p>4.1.2 - Identify opportunities for growth and diversification of the regional events and tourism economy.</p> <p>4.6.2 - Support an increase in the availability of jobs and services closer to people.</p>

Background

The Hunter JO was successful in securing over \$860k through the Bushfire Local Economic Recovery Fund (BLERF) to undertake the Accelerating Event Economies (A2E) project. This project, which will complete projects until June 2023 to build a foundation for events attraction to the region.

A dedicated regional stakeholder group that has been meeting monthly to guide the delivery of all actions, including representatives from each member Council, State Government agencies and industry.

The objectives of A2E project are to:

- Streamline event management and planning in the region across council boundaries to create efficiencies for event managers and planners and attract them to our region, building economic recovery, resilience and diversification in response to the bushfires and other rising uncertainty.
- Encourage investment through identified gaps and opportunities for event assets across the region
- Build on the collective tourism objectives for the region to be recognised as a destination of choice

Hunter Events Economic Analysis

A presentation was provided to the February meeting of the Hunter JO Board, which provided an overview of the findings and recommendations arising from the economic analysis work completed by KPMG, and of the resources developed by KPMG to support Member Councils to understand and evaluate the economic value of events. In follow up to that briefing, the following project outputs accompany this report:

1. KPMG Economic Analysis Report (Attachment 13)
 - Analysis of the Hunter regional event economy, including return on investment and business case data, and to identify opportunities to help accelerate events attraction in the Hunter.
 - Options for Event Attraction Business Models that would involve an experienced event professional within the Hunter JO to focus on attracting events that will deliver economic benefits across multiple LGAs.
2. Event Assessment and Prioritisation Framework (Attachment 14)
 - A calculation model used to simulate Gross Regional Product (GRP) and employment multipliers with respect to key event parameters related to ticketing revenue, organiser expenditure and patron expenditure.
 - Average parameters (numbers) that can be used in the model if not all data is available.

The following information is also provided as additional context to the February presentation, and in response to specific queries raised by Board Members:

- KPMG analysed 402 events across the Hunter region for the KPMG Economic Analysis Report from 2017 until present.
- Data was received on 275 events from 6 of the 10 councils of the Hunter region.
- KPMG have advised that while the event information provided as part of this study was not inclusive of all councils, it is sufficient to provide insights into the nature of the different types of events hosted across the Hunter region and allows for an indicative understanding of the region's events profile.
- In response to the specific query as to whether Destination NSW will trust KPMG's economic modelling for event grant submissions, a meeting was held with A/Associate Director, Event Investment – Destination Events, Natalie Dyce on 16 March to discuss. The outcome of the meeting was that DNSW were interested in the economic modelling tool, which is now being further reviewed by their economics staff. The advice provided was that while they currently have their own models, the KPMG analysis would be respected in the context of future grant applications.

Recommendation: That the Board note the information provided.

7.6 Hunter JO Program Status Report

Report Author: Steve Wilson, Director Hunter JO

Responsible Officer: Steve Wilson, Director Hunter JO

The Program Status Report included in Attachment 15 is a new reporting initiative that aims to provide the Board with an “at-a-glance” overview of the range of operational projects currently being delivered by the Hunter JO. Key Information provided by the report includes:

3. Alignment of each project to the strategic themes included in the Hunter JO Strategic Plan 2032
4. Project name
5. Source of project funding
6. Status of project delivery in relation to project schedule, resourcing and scope
7. Scheduled delivery date.
8. A brief update where impacts on project schedule, resourcing and scope are being experienced.

Subject to the outcomes of the workshop with the Board to refocus and refine regional advocacy priorities and planning, it is intended that a similar status report would be provided in future on the range of Advocacy initiatives being delivered by the Hunter JO.

Recommendation: That the report be received and noted.

7.7 Hunter JO Program Delivery Highlights and Report

Report Author: Steve Wilson, Director Hunter JO

Responsible Officer: Joe James, CEO

This report provides a selection of highlights from the broader Hunter JO delivery program. These highlights generally reflect where new or updated initiatives or key project achievements are occurring.

More information on the full range of projects being delivered by the Hunter JO team, along with recent intergovernmental collaboration activities, is also provided in the attached Hunter JO Program Report (refer Attachment 15). Please note that a refresh of the focus, format and structure of this report has occurred in order to:

1. Reflect the updated strategic themes, objectives and directions included in the new Hunter JO Strategic Plan adopted by the Board in December 2022
2. Demonstrate the direct alignment between projects being delivered and the objectives and strategic direction(s) included in the Strategic Plan

The revamped program report is a key resource that will be utilised to communicate to external audiences on a regular basis, alongside other communication mechanisms, the priorities, activities and achievements of the Hunter JO in delivering on the Hunter JO Strategic Plan 2032.

HIGHLIGHTS

1. Connectivity

Objective 1.1 Within the region there is a robust integrated transport solution that underpins the experience/liveability and productivity of its residents and visitors comparable to its global peers.

Cycle Tourism Strategy (Shiraz to Shore)	
Program / Project Lead	Kim Carland

Purpose:

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 Management Plan for the region.

Project Update

\$368,750 has been successfully secured from the Regional NSW Business Case and Strategy Development Fund to deliver a project plan, concept designs and indicative costs for the Shiraz to Shore cycle route. This project will also include development of a Hunter Cycle Tourism Strategy. Recruitment is currently underway for a project officer to support delivery of this project.

Related Strategic Directions

1.1.2 Proactively facilitate collaboration with key state agencies to support delivery of connectivity solutions that suit the regions current and future needs.

1.1.5 Identify and facilitate regional approaches for active transport outcomes that deliver connectivity, health, liveability and economic benefits.

1.4.1 Embed the direction of net-zero in all our connectivity strategies to provide a pathway and level of confidence to investors and community to support the transition to more sustainable transport outcomes

4.1.2 Identify opportunities for growth and diversification of the regional events and tourism economy.

4.1.2 Identify opportunities for growth and diversification of the regional events and tourism economy.

Objective 1.2 Through its Port and Airport the Hunter is a globally connected and economically prosperous city-region, recognised as a key international gateway, providing its communities with a vibrant and unique lifestyle and growth in products and services to replace the economic output of thermal coal.

Airports Strategy (Freight and Logistics)

Program / Project Lead	Kim Carland
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Purpose:

The purpose of this project is to develop:

- A strategy & business case for airfreight and passenger infrastructure and connectivity logistics for the region.
- An integrated airports strategy for the region including assessments of passenger, airfreight and transport links across the region.

Project Update

\$500,000 has been successfully secured from the Regional NSW Business Case and Strategy Development Fund to deliver this project. Recruitment is currently underway for a project officer to support delivery.

Related Strategic Directions

1.2.1 Partnering with airport and port to identify and pursue priority actions to enable access to international markets for the benefit of the region.

1.2.2 Influence government policy to prioritise the importance of access to international markets for the benefit of the region.

1.2.3 Leading collaboration in the region between government, industry and community to ensure the benefits of international markets are region wide.

2. Resilience

Objective 2.1. We are recognised as innovative leaders in Council capacity building and policy support for climate change action, resilience and disaster preparedness.

Transforming Resilience with the IP&R Framework

Program / Project Lead	Anna Flack
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Purpose:

To support Member Councils embed resilience principles and projects into their Integrated Planning and Reporting Framework (IP&R), in order to support their ability to allocate recurrent funds and commit to long term resourcing (financial and staff) for resilience projects.

Project Update

Consultation sessions have been completed with staff representatives from all bushfire-declared Member Councils to complete a "Resilience Health Check". The focus of these sessions included:

- What are the biggest resilience challenges being faced by Council?
- What does Council see as its role in resilience?
- What makes a resilient Council? And community?

The outcomes of the Healthcheck have been collated and are now informing the design of the final elements of the project, which include:

- Hunter Resilience Health and Improvement Games
- Completion of the Resilience IP&R Package

A six-month extension to the completion date for this project (ie from 30 June to 15 December 2023) is being requested from the grant authority to facilitate more effective design and delivery of these final outputs, and to accommodate the current onboarding by staff of new grant funded disaster projects received by the Hunter JO through the Disaster Risk Reduction Fund.

Related Strategic Directions

2.1.1 We provide guidance and support packages to embed Climate Change action, resilience and disaster preparedness into Councils Integrated Planning and Reporting (IP&R) framework.

2.1.2 We drive council capacity building opportunities supported by an evidence base to improve regional resilience and community awareness.

2.3.1 Apply and obtain financial grants for regional programs that support a resilient region.

2.3.2 Facilitate and manage regional programs that support a resilient region.

Reducing regional disaster risk through early action	
Program / Project Lead	Anna Flack
<p>Purpose:</p> <p>To facilitate place-based regional collaboration across four sub projects to empower Councils and communities in the region to reduce disaster risk through early action. The focus of the sub-projects includes:</p> <ul style="list-style-type: none"> • Regional Support and Capacity Building - embedding disaster resilience into Council operations and building capacity to communicate disaster resilience to local communities. • Disaster waste management and resource recovery preparedness - assisting Councils to plan place-based solutions for effective disaster waste management and resource recovery systems • Delivering a regional transport vulnerability and connectivity assessment and mitigation plan • Continued refinement and expansion of the use of Simtables regionally for multi-hazard disaster engagement 	
<p>Project Update</p> <p>\$1,493,856 has been successfully secured from the NSW Disaster Risk Reduction Program to deliver this project. Key activities undertaken to date include acceptance and signing of the funding agreement, allocating existing staff resources to the coordination and delivery of the sub projects, and commencing recruitment of a project officer to further support project delivery. A Project Implementation Plan and Risk Register has been submitted to the NSW Reconstruction Authority, the Administration Authority for the grant.</p> <p>The Hunter JO will be collaborating with seven other Joint Organisations around NSW who are also recipients of funding through the Disaster Risk Reduction Program. This collaboration will occur through an integrated governance structure and Program Management Framework to promote and embed synergies and efficiencies in approaches and implementation across the JOs. Meetings of the Steering Committee overseeing this process have commenced.</p>	
<p>Related Strategic Directions</p> <p>2.1.1 We provide guidance and support packages to embed Climate Change action, resilience and disaster preparedness into Councils Integrated Planning and Reporting (IP&R) framework.</p> <p>2.1.2 We drive council capacity building opportunities supported by an evidence base to improve regional resilience and community awareness.</p> <p>2.1.3 We drive opportunities to collaborate, adopt system thinking and circular economy opportunities to reduce our impact on climate change and increase resilience.</p> <p>2.2.2 Engage and provide thought leadership in local, national and global climate change and resilience networks.</p> <p>2.3.1 Apply and obtain financial grants for regional programs that support a resilient region.</p> <p>2.3.2 Facilitate and manage regional programs that support a resilient region.</p>	

3. Jobs & A Growing Economy

Objective 3.4. A region that is built around Circular Economy principles as a driver of future jobs.

Circular Economy Precincts and Futures Hub

Program / Project Lead	Tim Askew
Purpose: <p>To deliver concept plans and business cases for four multi-element circular economy precincts, that would each represent a key part of the Hunter. Project outputs will outline the potential for circular processing, renewable energy production and value-added businesses, delivering diversified employment opportunities and new industries to the region. Key project deliverables will include:</p> <ul style="list-style-type: none"> • A concept plan and strategy for Circular Economy Precincts, including an Anaerobic Digestion component for the circular processing of organics and biogas or energy production for the precinct. • A concept plan and strategy for establishing a Circular Economy Futures Hub. 	
Project Update <p>\$878,600 has been successfully secured from the Regional NSW Business Case and Strategy Development Fund to deliver this project. Recruitment is underway for a project officer to support delivery of this project, while planning has also commenced on a tender process to select and engage a lead consultant to manage the various delivery components of this project.</p>	
Related Strategic Directions <p>3.4.1 Support knowledge sharing and embed Circular Economy principles in our strategies and plans to provide a pathway to future jobs creation in our local supply chains and services.</p> <p>4.2.2 Reduce carbon emissions through better waste and materials management.</p> <p>4.4.2 Support regional collaboration around clean energy and future energy initiatives and industries.</p>	

Objective 3.5 We are recognised as a destination of choice for international and domestic visitors.

Hunter Global Tourism	
Program / Project Lead	Kim Carland
Purpose: <p>To identify the international tourism opportunities of the Hunter region in preparation of the Newcastle Airport international upgrade. Key elements include:</p> <ul style="list-style-type: none"> • Stakeholder engagement to bring all tourism, marketing and economic development organisations across the region together to identify how we want to position, brand and market the region as one to potential visitors. • Undertaking a review of the region to identify priority tourism infrastructure needed to attract international visitors. 	
Project Update <p>\$500,00 has been successfully secured from the Regional NSW Business Case and Strategy Development Fund to deliver this project. Stakeholder engagement has commenced, and recruitment is currently underway for a project officer to support delivery.</p>	

Related Strategic Directions

3.5.1 Support a coordinated approach and collaborate around regional tourism promotion to grow jobs in the region.

3.5.2 Identify opportunities for growth and diversification of employment based in the tourism economy.

4.1.1 Support a coordinated approach and collaborate around events and tourism.

1.2.1 Partnering with airport and port to identify and pursue priority actions to enable access to international markets for the benefit of the region.

1.2.2 Influence government policy to prioritise the importance of access to international markets for the benefit of the region.

1.2.3 Leading collaboration in the region between government, industry and community to ensure the benefits of international markets are region wide.

Objective 3.1. Coordinated planning and investment by all levels of government that empowers the region and its residents to maintain and grow jobs, economic opportunities and quality of life.

Priority Infrastructure List

Program / Project Lead	Tim Askew
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Purpose:

To develop a methodology for determining regional infrastructure priorities to support:

- Building and advocating a stronger case for investment in infrastructure priorities across the region
- Identifying the potential for shared interests and collaboration between Councils and other stakeholders in delivering local and regional scale infrastructure initiatives.
- Identifying 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

Project Update

All deliverables from this project have now been completed and provided by the consultants delivering the project, Marsden Jacob Associates. These include:

- A prioritisation methodology / framework to objectively identify the importance and ranking of regionally significant infrastructure projects
- A Google based survey tool to facilitate the capture of infrastructure project data from Member Councils and Agencies
- A database tool that automates the assessment and analysis of data provided by Councils and Agency partners, against the prioritisation framework

Hunter JO staff have recently completed training with the consultant on the application of these tools and will now pilot the methodology and database using initial data provided by Councils, using the new Google based survey tool, in December. Now the project is completed, the process moving forward will be to design and implement an annual recurring process to acquire and analyse data from Councils in order to formulate an annual Regional Priority Infrastructure List(s).

Related Strategic Directions

3.1.1 Support a clear, place-based, integrated whole-of-government policy and planning approach to drive the region's economic evolution and jobs of the future.

3.1.5 Support government policy and planning that prioritise the investment into key regional catalyst areas.

4.5.1 Support Improved planning outcomes to enhance liveability and lifestyle

4. Liveability

Objective 4.4 Supporting our region to be on the path to net zero emissions and paving the way with smart innovative solutions that increase liveability.

Net Zero Acceleration

Program / Project Lead	Anna Flack
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Purpose:

To support Member Councils reduce their carbon emissions to achieve their part in the State's Net Zero target of 50 per cent reduction by 2030 and Net Zero by 2050. This includes employing a staff member dedicated to progressing the JO and its member councils toward net zero emissions, and to provide a link to other NSW government support mechanisms.

Project Update

Recruitment is currently underway for a project officer to support delivery of this project, to be in place by May 2023. An Initial Project Plan has been submitted to the funding agency, the Office of Energy & Climate Change (OECC). Initial engagement with Council staff from across the region has been undertaken, from whom interest in the project has been strong. The relationship established through this project with OECC is already generating benefits for Member Councils, with the Agency recently committing to complete Electric Vehicle Feasibility Studies for all LGAs in the region excluding Lake Macquarie and Muswellbrook, who have recently received Destination Charging grants.

Related Strategic Directions

4.4.2 Support regional collaboration around clean energy and future energy initiatives and industries.

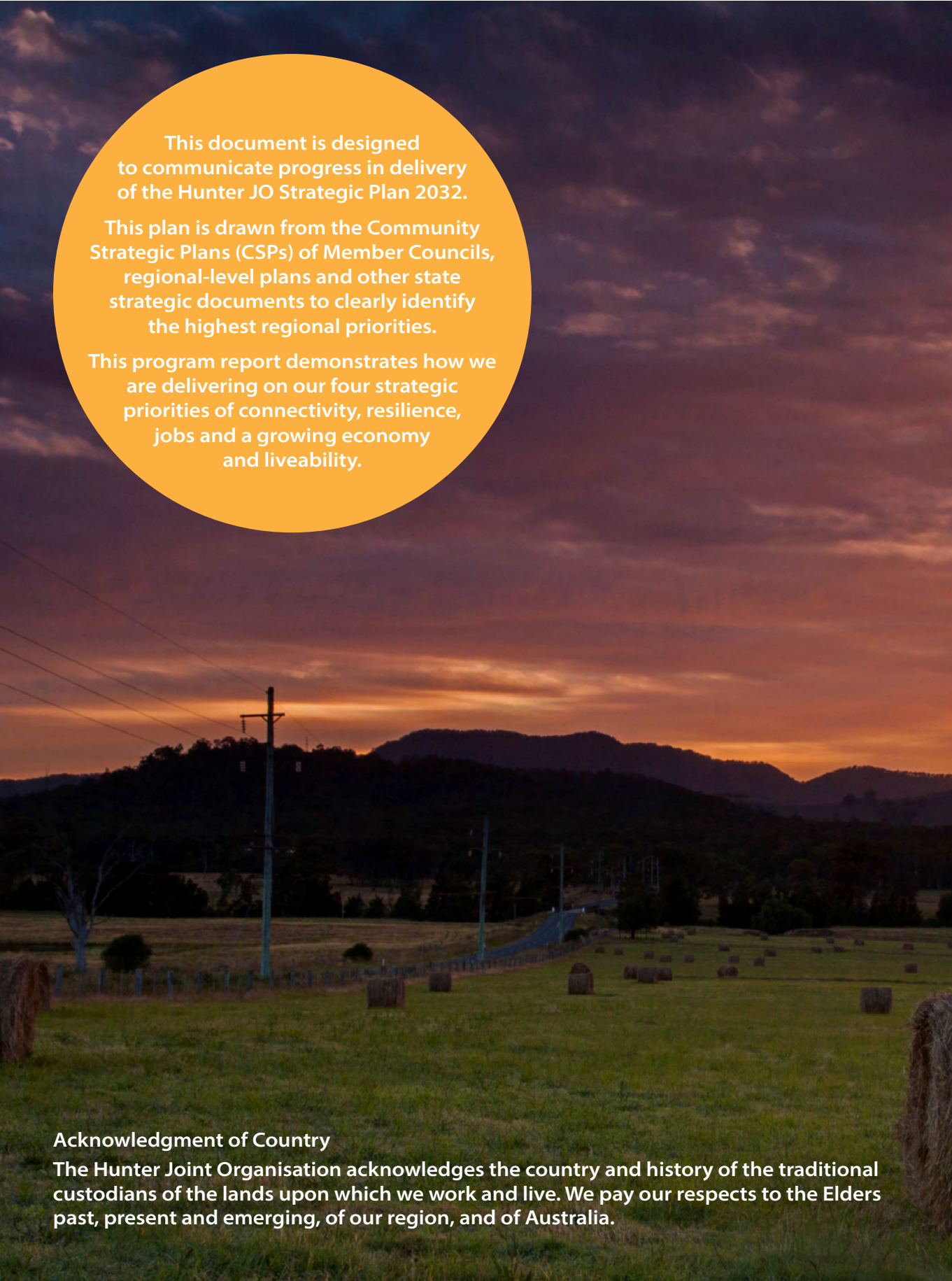
4.4.1 Provide support and identify opportunities on regional collaboration around Electric Vehicles.

2.2.1 We lead the way in regional best practice and work with all levels of government to drive policy and strategy on climate change.

2.2.2 Engage and provide thought leadership in local, national and global climate change and resilience networks.

Recommendation: That the report be received and noted.

Hunter JO Program Report April 2023



This document is designed to communicate progress in delivery of the Hunter JO Strategic Plan 2032.

This plan is drawn from the Community Strategic Plans (CSPs) of Member Councils, regional-level plans and other state strategic documents to clearly identify the highest regional priorities.

This program report demonstrates how we are delivering on our four strategic priorities of connectivity, resilience, jobs and a growing economy and liveability.

Acknowledgment of Country

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

For all enquiries please contact Hunter Joint Organisation on 02 4978 4020 or email rppd@hunterjo.com.au.
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Who we are

The Hunter Joint Organisation (Hunter JO) is a collaborative body that brings together the ten councils in the region to provide a united and local voice for our communities. 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.

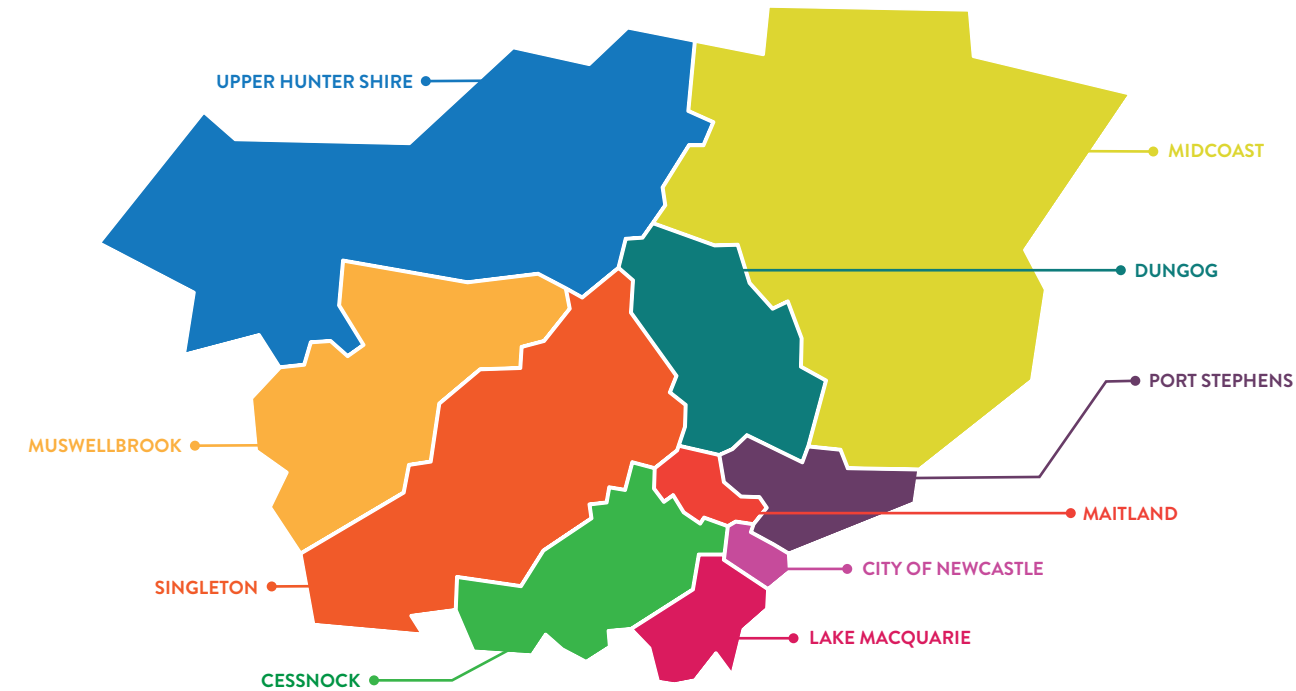
Our statutory functions defined by the NSW Local Government Amendment (Regional Joint Organisations) Act 2017 comprise:

Strategic Planning and Priority Setting
 To establish strategic regional priorities for the Joint Organisation area and to establish strategies and plans for delivering those strategic regional priorities.

Regional Leadership and Advocacy
 To provide regional leadership for the joint organisation area and to be an advocate for strategic regional priorities.

Intergovernmental Collaboration
 To identify and take up opportunities for intergovernmental co-operation on matters relating to the Joint Organisation area.

The Hunter Joint Organisation (JO) is a collaborative body that brings together the ten Councils in the region to provide a united and local voice for our communities.



Our Vision

- We are a Region that:
- Is globally connected and whose residents enjoy transport and digital infrastructure and systems that enhance their economic and lifestyle opportunities;
 - Is prepared for change and ready to withstand, adapt and recover from natural and human induced risks;
 - Has an economy that continues to grow and evolve as a powerhouse of the state and national economies, providing more and higher quality jobs; and
 - Will protect, preserve and improve the high standard of liveability and pristine environments.



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.

Our Board

The Hunter JO Board is made up of members from each of our member councils, with each Mayor as a voting representative, and the General Managers of each of the councils in a non-voting capacity. Our Board also includes a representative from NSW Government.



Cr Jay Suvaal
Mayor Cessnock City Council



Cr John Connors
Mayor Dungog Shire Council



Cr Philip Penfold
Mayor Maitland City Council



Cr Claire Pontin
Mayor MidCoast Council



Cr Nuatali Nelmes
Lord Mayor City of Newcastle



Cr Ryan Palmer
Mayor Port Stephens Council



Cr Sue Moore
Mayor Singleton Council



Cr Kay Fraser
Mayor Lake Macquarie City Council



Cr Steven Reynolds
Mayor Muswellbrook Shire Council



Cr Maurice Collison
Mayor Upper Hunter Shire Council

Our Team

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Our priorities represent the
**aligned regional interests of
the region's ten councils**
and the directions of the region's ten
democratically elected Mayors.



Our Priorities

Our Strategic Themes	
	Connectivity - A globally connected region whose residents enjoy transport and digital infrastructure and systems that enhance their economic and lifestyle opportunities.
	Resilience - We are prepared for change and ready to withstand, adapt and recover from natural and human induced risks.
	Jobs and a Growing Economy - The Hunter economy continues to grow and evolve as a powerhouse of the state and national economies, providing more and higher quality jobs.
	Liveability - Protect, preserve and improve the high standard of liveability and pristine environments that we enjoy in our Region.

*Refer to [Appendix](#) for our full list of Strategic Directions and Objectives.

Our Advocacy Priorities	
	Our unique lifestyle and attractive environment is protected and enhanced.
	A resilient region prepared for change.
	All levels of government contribute to ensuring the Hunter's successful economic evolution.
	A globally focused Hunter connected to international markets.
	Infrastructure and transport systems that connect the region.
	Improving authority and resourcing for place-led decision-making at a local and regional scale improving authority.



Intergovernmental Collaboration

Hunter JO Workshops, Forums and Events

Contaminated Land Regional Forum - Triggering a Preliminary Site Investigation (PSI) and the NSW Auditor system

Representatives from all Member Councils participated to hear from guest speakers including NSW EPA, NSW DPE, legal, auditor and Council representatives on when to trigger a contaminated land investigation through the planning process and the NSW Auditor system.

February 2023

Accelerating Event Economies branding workshops

Representatives from Member Councils, Destination Sydney Surrounds North and Committee for the Hunter attended two workshops (Jan and Feb) to discuss and agree on brand position for events in the region. This brand approach is now being developed into the website and marketing collateral.

18 January and 15 February

Hunter Regional Sports and Recreation Taskforce

Kim Carland (Regional Projects Officer - Tourism and Events) delivered a presentation on the outcomes of the Accelerating Event Economies project and Shiraz to Shore project to the Taskforce to identify and discuss areas of alignment.

1 March 2023

Systems Thinking for a Circular Economy Workshop

Hunter JO and NSW Sustainability Advantage program hosted a capacity building event with Dr Leyla Acarglu. Twenty attendees made up of members of the Circular Economy Sub Committee, plus CE practitioners and key actors in the region, were invited together to learn the value of tools like systems mapping to circular problem solving and collaboration efforts.

23 January 2023

Pitch session for Councils - Circular Economy Cooperative Research Centre (CRC) Waste to Wealth proposal

Hunter JO hosted an online pitch session for the Waste to Wealth CRC to seek support and participation from Councils in the region for a federal government funding application.

14 February 2023

Existing Standing Engagements - Convened by Hunter JO and Local Government	
Sustainable Education Group	<p>The first face-to-face meeting of this group was held on Monday 13th March. Whilst cross-promotion and resource sharing is a key theme for this group, moving forward it will be looking at working collaboratively on regional campaigns that could be either co-funded or funding sought to deliver.</p> <p>Convened by: Hunter JO</p>
NSW Joint Organisation Chairs Forum	<p>The JO Chairs Network met on 16th March. Key Agenda items included:</p> <ul style="list-style-type: none"> • Regional, rural and remote roads effect of severe weather conditions • NSW Treasury Common Planning Assumptions • Net Zero Acceleration update • Disaster Risk Reduction Fund Governance update. <p>Convened by: Hunter JO Network</p>
NSW Joint Organisation Executive Officers Network	<p>This network continues to meet on a fortnightly basis. Current focus areas include:</p> <ul style="list-style-type: none"> • Identifying opportunities for cross regional information sharing and collaboration in delivery of the Disaster Resilience and Net Zero grant programs, under which a number of JOs received funding • Identifying opportunities for more direct collaboration and engagement with state agencies for the delivery of place based programs. <p>Convened by: Hunter JO Network</p>
IP&R Network	<p>Meeting held 7 February. Councils provided updates on their current work and discussed timelines for their draft Operational Plans.</p> <p>Convened by: Hunter JO and Lake Macquarie</p>
A2E Stakeholder Group	<p>Monthly meetings to steer outcomes of the remaining website and brand prospectus projects are continuing. Stakeholders are also being asked to consider different options for continuing a coordinated approach to event attraction beyond the 30 June 2023 completion date of the current grant funded project.</p> <p>Convened by: Hunter JO</p>

Existing Standing Engagements - Convened by Others	
Hunter Central Coastal Management Program Practitioners Roundtable	<p>Meeting held 16 February 2023. A range of interesting presentations focused on coastal management were provided, including an update on the Marine Estate Management Strategy (MEMS) initiatives. A number of new staff from across Councils and DPE joined the Roundtable for the first time.</p> <p>Convened by: DPE</p>
State and Regional Waste Managers Network	<p>Metro Regional Coordinators met on the 16 February, with a number of presentations from various EPA sections. Discussions focussed around the issues presented to councils from storage and handling of lithium ion batteries (at CRCs and other waste management facilities). EPA are working towards providing some support to councils on this issue.</p> <p>Convened by: EPA</p>
Hunter Cruise Committee	<p>Port Authority of NSW have advised they have developed an MOU with Port of Newcastle and will be responsible for the coordination of cruise in the Hunter region. They will be developing a stakeholder group with representatives from Destination Sydney Surrounds North, Newcastle, Lake Macquarie, Maitland, Cessnock and Port Stephens. Hunter JO have advised that since there are multiple council representatives involved, the Hunter JO will not participate in the stakeholder group.</p> <p>Convened by: Regional NSW / Destination Sydney & Surrounds North</p>

Additional Strategic Engagements - Convened by Hunter JO and Local Government	
Consultation - Hunter Venture Fund and Innovation Entity	Meeting held with Claire Swan (Director, Lower Hunter - Greater Newcastle City Plan) and Courtney Molloy (Director Innovation District Ecosystem, Central Coast) - Greater Cities Commission, and with Corrie Germin (Director, Innovation and Entrepreneurship Programs) - Investment NSW regarding the outcomes and recommendations of the Hunter Venture Fund report, and alignment with GCC and Investment NSW policy directions and programs. Convened by: Hunter JO 9 March 2023
	Meeting held with Alex Zelinski (Vice Chancellor), Warwick Dawson (Pro Vice Chancellor - Industry & Engagement) and Siobhan Curran (Assistant Director, I2N Operations and Innovation) - University of Newcastle, regarding the outcomes and recommendations of the Hunter Venture Fund report. Convened by: Hunter JO 15 March 2023

Additional Strategic Engagements - Convened by Others	
Community of Practice workshop - Hunter Regional Plan	Attended by Council and agency staff from across the region, this workshop focused on: <ol style="list-style-type: none"> 1. The new policy setting in the Hunter Regional Plan 2041 and a re-cap on key concepts 2. The feedback received on the Western Sydney Precinct Tour and further detail on Place-Delivery Groups 3. Work underway and planned for the new Urban Development Program Convened by: Department of Planning & Environment (DPE) 17 February 2023
Hunter SDG Indicators Project - Sustainability Advantage and UON	University of Newcastle presented an overview and update of the SDG indicators project. This included an update on the dashboard which will host the data generated by the project, which should provide a valuable tool for the region when completed later in 2023. Convened by: Sustainability Advantage 31 January 2023
Empowering Women and Girls in the Circular Economy event	Eloise Lobsey participated in a panel discussion alongside Nicole Garafao from the PlanetArk's AceHub which was aimed at inspiring and empowering women to take up roles in the circular economy transition. Proceeds raises went to a Hunter charity - Got Your Back Sista Convened by: GoCircular 7 March 2023

Additional Strategic Engagements - Convened by Others (cont)	
Consultation on proposed offshore wind zone off the Hunter Coast	The Commonwealth provided an overview of the key elements of the proposal and the stages of the consultation and development process that will be undertaken, including the current consultation. Convened by: Australian Government Department of Climate Change, Energy, the Environment & Water 9 March 2023
Regional Investment Attraction Workshop	This Workshop was delivered as part of the NSW Regional Investment Activation Program (RIAP), which was initiated by the NSW Government to activate the economic potential of priority precincts and key industries in regions. The workshop was delivered by Andreas Dressler from FDI Center, who has more than 20 years' experience as a specialist consultant in location analysis, site selection, investment incentives, location benchmarking, and investment attraction and promotion. The workshop was attended by Hunter JO, agency and council staff from across the region, focusing on: <ul style="list-style-type: none"> • Overview of Investment Attraction • The Role of Local Government and working with the NSW Government • Defining Target Groups for Investment Attraction • Developing Value Propositions for Key Target Groups • Developing Promotional Materials • Compiling Data and Information for Response to Investor Requests • Organising Site Visits for Potential Investors • Tracking and Maintaining Relationships with Existing Investors (Reinvestment). Convened by: Investment NSW 14 March 2023



Regional Programs and Capacity Building

Program Status Report				
Strategic Themes		Project	Funding	Delivery Date
CONNECTIVITY				
<div><div></div><div></div><div></div></div>		Cycle Tourism Strategy (Shiraz to Shore)	Grant	30-09-2023
<div><div></div><div></div><div></div></div>		Airports Strategy (Freight and Logistics)	Grant	30-09-2023
RESILIENCE				
<div><div></div><div></div><div></div></div>		Transforming Resilience with the IP&R Framework	Grant	30-06-2023
<div><div></div><div></div><div></div></div>		Act Now on Coastal Adaptation	Grant	30-06-2023
<div><div></div><div></div><div></div></div>		Reducing Regional Disaster Risk through Early Action	Grant	30-06-2024
<div><div></div><div></div><div></div></div>		Simtables for Community Empowerment	Grant	30-06-2023
JOBS AND A GROWING ECONOMY				
<div><div></div><div></div><div></div></div>		Circular Economy Eco-System	Grant	30-06-2023
<div><div></div><div></div><div></div></div>		Circular Economy Procurement	Grant	30-06-2023
<div><div></div><div></div><div></div></div>		Circular Economy Precincts and Futures Hub	Grant	30-09-2023
<div><div></div><div></div><div></div></div>		Hunter Global Tourism	Grant	30-09-2023
<div><div></div><div></div><div></div></div>		Hunter Venture Fund	Grant & HJO	30-06-2023
<div><div></div><div></div><div></div><div></div></div>		Priority Infrastructure List	Grant & HJO	30-06-2023
<div><div></div><div></div><div></div><div></div></div>		Population Scenario Planning	Grant & HJO	30-12-2022
LIVEABILITY				
<div><div></div><div></div><div></div></div>		Accelerating Event Economies	Grant	30-06-2023
<div><div></div><div></div><div></div></div>		Regional Illegal Dumping (RID) Program	Grant	31-03-2027
<div><div></div><div></div><div></div></div>		Small Acts Big Change	Grant	30-06-2023
<div><div></div><div></div><div></div></div>		Community Recycling Centres	Grant	30-06-2023
<div><div></div><div></div><div></div><div></div></div>		Net Zero Acceleration	Grant	30-06-2024
<div><div></div><div></div><div></div></div>		Contaminated Land Program	Grant	30-06-2023



Connectivity

A globally connected region whose residents enjoy transport and digital infrastructure and systems that enhance their economic and lifestyle opportunities.

Objectives - Where do we want to be?

- | | | | |
|---|--|---|--|
| 1.1 Within the region there is a robust integrated transport solution that underpins the experience/liveability and productivity of its residents and visitors comparable to its global peers. | 1.2 Through its port and airport the Hunter is a globally connected and economically prosperous city-region, recognised as a key international gateway, providing its communities with a vibrant and unique lifestyle and growth in products and services to replace the economic output of thermal coal. | 1.3 Digital connectivity that ensures community access to core services on commuter routes across the region and between Sydney and Newcastle and to enable business development, growth and innovation. | 1.4 A region that is built around sustainable transport outcomes. |
|---|--|---|--|

Cycle Tourism Strategy (Shiraz to Shore)

Purpose	Status Update
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 Management Plan for the region.	<p>\$368,750 has been successfully secured from the the Regional NSW Business Case and Strategy Development Fund to deliver a project plan, concept designs and indicative costs for the Shiraz to Shore cycle route. This project will also include development of a Hunter Cycle Tourism Strategy. Recruitment is currently underway for a project officer to support delivery of this project.</p> <p>Advice remains pending on another funding application submitted in January 2023 to the NSW Get Active Grants program. If successful, this additional funding will be used to complete a Strategic Assessment of a section of Shiraz to Shore through Hunter Wine Country, working with Cessnock City Council as a key partner.</p>
Strategic Directions	1.1.2, 1.1.5, 1.4.1, 4.1.2

Airports Strategy (Freight and Logistics)

Purpose	Status Update
To develop: <ul style="list-style-type: none">A strategy and business case for airfreight and passenger infrastructure and connectivity logistics for the region.An integrated airports strategy for the region including assessments of passenger, airfreight and transport links across the region.	<p>\$500,000 has been successfully secured from the Regional NSW Business Case and Strategy Development Fund to deliver this project. Recruitment is currently underway for a project officer to support delivery.</p>
Strategic Directions	1.2.1, 1.2.2, 1.2.3





Resilience

We are prepared for change and ready to withstand, adapt and recover from natural and human induced risks.

Objectives - Where do we want to be?

- 2.1** We are recognised as innovative leaders in Council capacity building and policy support for climate change action, resilience and disaster preparedness.
- 2.2** We take leadership and drive regional best practice in climate action.
- 2.3** Our region is resilient to environment risks, natural hazards and climate change.

Transforming Resilience with the IP&R Framework

Purpose	Status Update
To support Member Councils embed resilience principles and projects into their Integrated Planning and Reporting Framework (IP&R), in order to support their ability to allocate recurrent funds and commit to long term resourcing (financial and staff) for resilience projects.	<p>Consultation sessions have been completed with staff representatives from all bush fire-declared Member Councils to complete a "Resilience Health Check". The focus of these sessions included:</p> <ul style="list-style-type: none">• What are the biggest resilience challenges being faced by Council?• What does Council see as its role in resilience?• What makes a resilient Council? And community? <p>The outcomes of the Health check have been collated and are now informing the design of the final elements of the project, which include:</p> <ul style="list-style-type: none">• Hunter Resilience Health and Improvement Games• Completion of the Resilience IP&R Package <p>A six-month extension to the completion date for this project (ie from 30 June to 15 December 2023) is being requested from the grant authority to facilitate more effective design and delivery of these final outputs, and to accommodate the current onboarding by staff of new grant funded disaster projects received by the Hunter JO through the Disaster Risk Reduction Fund.</p>
Strategic Directions	2.1.1, 2.1.2, 2.3.1, 2.3.2

Act Now on Coastal Adaptation

Purpose	Status Update
The objectives of this project are to: 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. 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.	A consultant has recently been engaged to deliver the final component of this project, which will be to undertake an independent improvement review of the Coastal and Estuary Support Package developed earlier in the project.
Strategic Directions	2.1.1, 2.1.2, 2.2.1, 4.3.1



Reducing regional disaster risk through early action

Purpose	Status Update
To facilitate place-based regional collaboration across four sub projects to empower Councils and communities in the region to reduce disaster risk through early action. The focus of the sub-projects includes: <ul style="list-style-type: none">• Regional Support and Capacity Building - embedding disaster resilience into Council operations and building capacity to communicate disaster resilience to local communities.• Disaster waste management and resource recovery preparedness - assisting Councils to plan place-based solutions for effective disaster waste management and resource recovery systems• Delivering a regional transport vulnerability and connectivity assessment and mitigation plan• Continued refinement and expansion of the use of Simtables regionally for multi-hazard disaster engagement	<p>\$1,493,856 has been successfully secured from the NSW Disaster Risk Reduction Program to deliver this project. Key activities undertaken to date include acceptance and signing of the funding agreement, allocating existing staff resources to the coordination and delivery of the sub projects, and commencing recruitment of a project officer to further support project delivery. A Project Implementation Plan and Risk Register has been submitted to the NSW Reconstruction Authority, the Administration Authority for the grant.</p> <p>The Hunter JO will be collaborating with seven other Joint Organisations around NSW who are also recipients of funding through the Disaster Risk Reduction Program. This collaboration will occur through an integrated governance structure and Program Management Framework to promote and embed synergies and efficiencies in approaches and implementation across the JOs. Meetings of the Steering Committee overseeing this process have commenced.</p>
Strategic Directions	2.1.1, 2.1.2, 2.1.3, 2.2.2, 2.3.1, 2.3.2

Simtables for Community Empowerment

Purpose	Status Update
Simtables provide a "State of the Art" tool that can be used to engage communities in localised place-based emergency information sessions. This project has purchased two Simtables for the collective use of Member Councils and is providing direct support to Councils in undertaking the extensive community engagement associated with their use.	<p>During the first quarter of 2023, thirteen community workshops/events have been delivered along with two demonstration/ training sessions across a number of Council areas. All up under the project to date, 35 workshops, 23 demonstrations, and 3 Simtable loans have been delivered.</p> <p>Engagement of a consultant to prepare a suite of community engagement resources to support use of the Simtables has also recently occurred, and a videographer engaged to produce a community case study video, on which production has commenced.</p>
Strategic Directions	2.1.2, 2.3.1, 2.3.2



Jobs and a Growing Economy

The Hunter economy continues to grow and evolve as a powerhouse of the state and national economies, providing more and higher quality jobs.



Objectives - Where do we want to be?

- | | | |
|--|--|---|
| 3.1 Coordinated planning and investment by all levels of government that empowers the region and its residents to maintain and grow jobs, economic opportunities and quality of life. | 3.2 Accelerated and amplified market-driven investment in innovation that capitalises on the region's existing natural strengths and attributes which create jobs in future industries. | 3.3 A globally focused region that drives talent attraction and retention. |
| 3.4 A region that is built around Circular Economy principles as a driver of future jobs. | 3.5 We are recognised as a destination of choice for international and domestic visitors. | |



Circular Economy Ecosystem

Purpose	Status Update
<ul style="list-style-type: none">Provide and improve circular economy communication for all circular economy eco-system participants in the Hunter and Central CoastBuild circular economy knowledge through education and capacity building opportunities for Hunter JO member councils and Central Coast CouncilDevelop and improve circular economy data and analytics systems for use by all circular economy eco-system participants in the Hunter and Central Coast.	A redesign of the Hunter Circular website is currently well underway, with the web designers building out the new site during March. It is anticipated the new website will be live in April.
Strategic Directions	3.4.1, 4.2.2, 4.4.2

Circular Economy Procurement

Purpose	Status Update
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.	Phase 1 of this project has been completed. Recruitment of a Circular Economy Project Officer is currently underway. When appointed this role will work on finalising outputs from Phase 1 to support their public release, and also provide the resourcing needed to commence Phase 2 of the project.
Strategic Directions	3.4.1, 4.2.2, 4.4.2

Circular Economy Precincts and Futures Hub

Purpose	Status Update
To deliver concept plans and business cases for four multi-element circular economy precincts, that would each represent a key part of the Hunter. Project outputs will outline the potential for circular processing, renewable energy production and value-added businesses, delivering diversified employment opportunities and new industries to the region. Key project deliverables will include: <ul style="list-style-type: none">A concept plan and strategy for Circular Economy Precincts, including an Anaerobic Digestion component for the circular processing of organics and biogas or energy production for the precinct.A concept plan and strategy for establishing a Circular Economy Futures Hub.	\$878,600 has been successfully secured from the Regional NSW Business Case and Strategy Development Fund to deliver this project. Recruitment is underway for a project officer to support delivery of this project, while planning has also commenced on a tender process to select and engage a lead consultant to manage the various delivery components of this project.
Strategic Directions	3.4.1, 4.2.2, 4.4.2

Hunter Global Tourism

Purpose	Status Update
To identify the international tourism opportunities of the Hunter region in preparation of the Newcastle Airport international upgrade. Key elements include: <ul style="list-style-type: none">Stakeholder engagement to bring all tourism, marketing and economic development organisations across the region together to identify how we want to position, brand and market the region as one to potential visitors.Undertaking a review of the region to identify priority tourism infrastructure needed to attract international visitors.	\$500,00 has been successfully secured from the Regional NSW Business Case and Strategy Development Fund to deliver this project. Stakeholder engagement has commenced and recruitment is currently underway for a project officer to support delivery.
Strategic Directions	1.2.1, 1.2.2, 1.2.3, 3.5.1, 3.5.2, 4.1.1

Hunter Venture Fund & Innovation Entity

Purpose	Status Update
To explore the design, feasibility and demand for: <ol style="list-style-type: none">A Hunter focused Innovation Entity, to support the commercialisation of research and other innovation in the Hunter region, through incubating, accelerating and activating the innovation ecosystem to attract investors and provide confidence that there is a pipeline of viable Hunter investment opportunitiesA Hunter Venture Fund, a place-focused venture fund with potential to be co-funded by all levels of Government, research and industry partners to accelerate the flow of capital into the Hunter region to support the innovation ecosystem and drive investment; to activate a pipeline of projects that attracts ongoing private sector investment; and to address industry concerns around access to a depth of readily available capital for early-stage ventures in the Hunter.	Consultation completed with key regional stakeholders around the report prepared for the Hunter JO by Henshall Capital in 2022, has confirmed the significant value that a venture fund and innovation entity would contribute to accelerating the innovation ecosystem and driving new investment in the region, particularly by addressing the existing lack of readily available capital for early-stage ventures in the Hunter. With this work now completed, efforts by the JO team will now focus on advocating to State and Federal Governments, the value of establishing a place-focused fund and innovation entity in the Hunter, as a policy priority for actively enabling the region's economic evolution.
Strategic Directions	3.2.1, 3.2.2



Jobs and a Growing Economy

A globally connected region whose residents enjoy transport and digital infrastructure and systems that enhance their economic and lifestyle opportunities.



Priority Infrastructure List

Purpose	Status Update
<p>To develop a methodology for determining regional infrastructure priorities to support:</p> <ul style="list-style-type: none">• Building and advocating a stronger case for investment in infrastructure priorities across the region• Identifying the potential for shared interests and collaboration between Councils and other stakeholders in delivering local and regional scale infrastructure initiatives.• Identifying 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>All deliverables from this project have now been completed and provided by the consultants delivering the project, Marsden Jacob Associates. These include:</p> <ul style="list-style-type: none">• A prioritisation methodology / framework to objectively identify the importance and ranking of regionally significant infrastructure projects• A Google based survey tool to facilitate the capture of infrastructure project data from Member Councils and Agencies• A database tool that supports the assessment and analysis of data provided by Councils and Agency partners, against the prioritisation framework <p>Hunter JO staff have recently completed training with the consultant on the application of these tools, and will now pilot the methodology and database using initial data provided by Councils, using the new Google based survey tool, in December 2022. Now these tools are completed, the process moving forward will be to identify and build capacity in the Hunter JO team to apply these tools, and to implement an annual recurring process and system to acquire and analyse data from Councils to identify regional infrastructure priorities.</p>
Strategic Directions	3.1.1, 3.1.5, 4.5.1

Population Scenario Planning

Purpose	Status Update
<p>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>	<p>This project has now been completed, with key project outputs including:</p> <ul style="list-style-type: none">• An analysis of NSW Government population forecasts against local and regional population trends being experienced by Member Councils and regional stakeholders and industry groups• Identification of regional priorities related to Housing, Transport and Connectivity, Jobs and Economic Evolution, and regionally significant projects. <p>The outcomes of this work have been integrated within the Hunter JO Strategic Plan 2032 endorsed by the Board in December 2022, and Advocacy Framework and Priorities endorsed by the Board in August 2022.</p>
Strategic Directions	3.1.1, 4.5.1



Liveability

Protect, preserve and improve the high standard of liveability and pristine environments that we enjoy in our region.

Objectives - Where do we want to be?

4.1 We are recognised as a destination for hosting world class events that align with our unique offering.	4.2 Making use of our opportunity to drive circular evolution of our region's economy.	4.3 Our natural environments including our bushland, estuaries, waterways and beaches are protected and enhanced.
4.4 Supporting our region to be on the path to net zero emissions and paving the way with smart innovative solutions that increase liveability.	4.5 A region with enriched neighborhoods and places supported by planned infrastructure that promotes community cohesion, active living and pride in culture and heritage.	4.6 A region that is connected, inclusive and a fair.

Accelerating Event Economies

Purpose	Status Update
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 even management resources including an event managers toolkit, prospectus, website and integrated council shared services, approvals and event data.	<ul style="list-style-type: none">Two workshops have recently been held with Member Councils and broader project stakeholders on the brand positioning and marketing of events in our region. Out of this process "Events10 - top 10 destinations to host your event" is being built into the website development, and in the accompanying marketing collateral.A Request for Quotation process is currently underway for a consultant to complete a major Events Feasibility study. This includes identifying the feasibility of hosting a Commonwealth Games or World Masters event, along with identifying other events the region could attract over the next five years.Conversations with project stakeholders are also currently underway to discuss options for continuing the momentum created with the Accelerating Event Economies project beyond its scheduled completion date of 30 June 2023.
Strategic Directions	1.2.1, 1.2.3, 4.1.1, 4.1.2

Regional Illegal Dumping (RID) Program

Purpose	Status Update
To support Member Councils manage illegal dumping by: <ul style="list-style-type: none">Delivering a regional approach to target illegal dumpingEmploying skilled officers to undertake compliance action against illegal dumpersUndertaking proactive measures to prevent illegal dumpingTargeting problematic and complex illegal dumping incidents.Increasing capacity to target problematic and complex illegal dumping incidents.	A Memorandum of Understanding (MoU) between Member Councils and the Hunter JO is currently being finalised, after which the Hunter JO will enter a Funding Deed with the NSW EPA to deliver the RID Program. Recruitment for the position of RID Coordinator to deliver the program has commenced.
Strategic Directions	4.3.1, 4.3.2, 4.3.3

Small Acts Big Change

Purpose	Status Update
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.	Promotion of new local business hero videos has commenced with promotion of the first three videos reaching over 500,000 people.
Strategic Directions	4.2.1, 4.3.2, 4.3.3

Community Recycling Centres

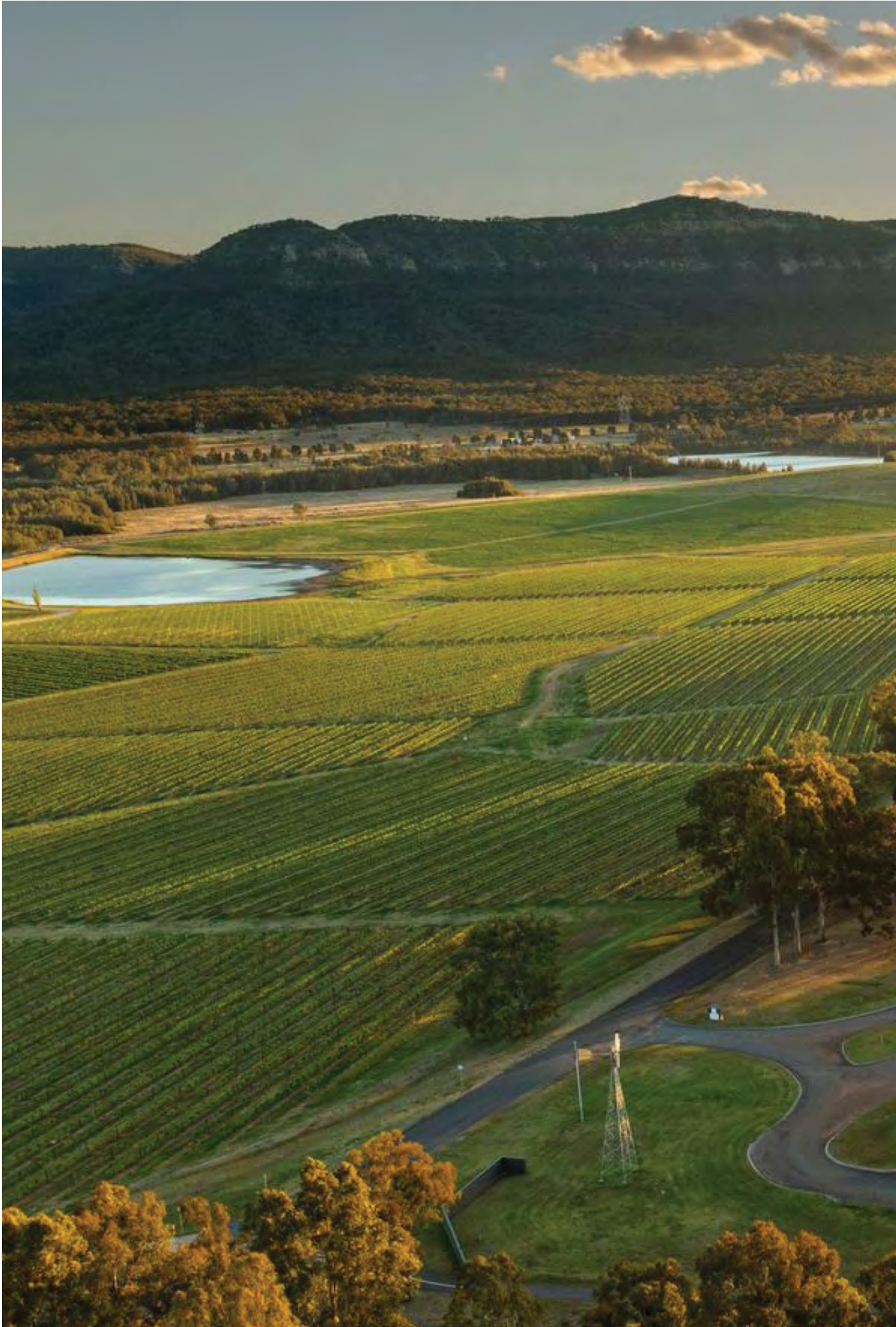
Purpose	Status Update
To deliver a regionally coordinated approach to promoting community awareness of Community Recycling Centres (CRC's).	Filming for promotional videos that showcase Community Recycling Centres in the region, has taken place at facilities in Cessnock, Scone, and Tuncurry. These videos will be promoted on the Small Acts Big Change platforms. Advertising campaigns In January and February using existing CRC videos featuring Lake Macquarie and Singleton have been viewed by almost 400,000 people across Facebook and Instagram. Over 217,000 households in the Hunter Region received a CRC flyer promoting items that should not go in bins but be safely disposed of at Community Recycling Centres for free. This CRC flyer also includes locations and contact details for all of the Community Recycling Centres across the region, including those in the Central Coast and Midcoast.
Strategic Directions	4.2.1, 4.2.2, 4.3.1, 4.3.3

Net Zero Acceleration

Purpose	Status Update
To support Member Councils reduce their carbon emissions to achieve their part in the State's Net Zero target of 50 per cent reduction by 2030 and Net Zero by 2050. This includes employing a staff member dedicated to progressing the JO and its member councils toward net zero emissions, and to provide a link to other NSW government support mechanisms.	Recruitment is currently underway for a project officer to support delivery of this project, to be in place by May 2023. An Initial Project Plan has been submitted to the funding agency, the Office of Energy & Climate Change (OECC). Initial engagement with Council staff from across the region has been undertaken, from whom interest in the project has been strong. The relationship established through this project with OECC is already generating benefits for Member Councils, with the Agency recently committing to complete Electric Vehicle Feasibility Studies for all LGAs in the region excluding Lake Macquarie and Muswellbrook, who have recently received Destination Charging grants.
Strategic Directions	2.2.1, 2.2.2, 4.4.1, 4.4.2

Contaminated Land Program

Purpose	Status Update
To build capacity and capability within Member Councils to manage contaminated sites on private and council managed land, and to support Councils transition to their new role as regulator of the Underground Petroleum Storage System (UPSS) Regulation.	<ul style="list-style-type: none">A Contaminated Land Regional Forum well attended by representatives from all Member Councils was held on 27 February. Key topics addressed by the forum included when to trigger the contaminated land process and understanding the Contaminated Land Auditor system.Updates to guideline resources on Contaminated Land Information Systems and Conditions of Consent have been completed are currently undergoing graphic design prior to being released.Verbal updates received from the NSW EPA indicate that there will be no further funding from the Agency to extend the regional program beyond the currently scheduled completion date of 30 June 2023. In anticipation of this, consultation has been undertaken with Council Officers to explore the potential for extending the delivery of key, highly utilised components of the program via a collaborative funding model between Councils.
Strategic Directions	4.3.1, 4.3.3



Regional Funding Proposals

Grants and Funding Proposals

EPA Sustainability Partnerships Program 2023-24

Landfill Emissions Data Management Program (Landfill Emissions DMP)

Focus: Establishing a landfill emission data management program for councils to assist in understanding their baseline landfill emissions, and building a model data management framework and tools to support the collation and interpretation of landfill emission data.

Status update: Advice Pending

Get NSW Active Program

Shiraz to Shore Feasibility and Route Selection (Hunter Wine Country)

Focus: To undertake a strategic assessment to determine the feasibility and preferred route of the Hunter vineyards section of the widely supported Shiraz to Shore 100km cycle trail, connecting communities, tourists and local businesses. The project will:

- balance safety, amenity, feasibility and local landholder and stakeholder inputs for the route following an extensive local stakeholder engagement program.
- produce the indicative costs and key elements to enable the project to move through to the next stage.

Status update: Advice Pending

Appendix - Strategic Objectives and Directions

Connectivity

A globally connected region whose residents enjoy transport and digital infrastructure and systems that enhance their economic and lifestyle opportunities.



Objectives - Where do we want to be?	Strategic Directions - How will we get there?
1.1 Within the region there is a robust integrated transport solution that underpins the experience/ liveability and productivity of its residents and visitors comparable to its global peers.	1.1.1 Support local government having a collective voice in the planning and delivery of major transport infrastructure and systems. 1.1.2 Proactively facilitate collaboration with key state agencies to support delivery of connectivity solutions that suit the regions current and future needs. 1.1.3 Support Member Councils to influence other levels of government on a sustainable model for delivery and maintenance of road infrastructure. 1.1.4 Support a Regional Integrated Transport Plan linking key services and centres. 1.1.5 Identify and facilitate regional approaches for active transport outcomes that deliver connectivity, health, liveability and economic benefits. 1.1.6 Private and public transport solutions operate on a net zero basis.
1.2 Through its port and airport the Hunter is a globally connected and economically prosperous city-region, recognised as a key international gateway, providing its communities with a vibrant and unique lifestyle and growth in products and services to replace the economic output of thermal coal.	1.2.1 Partnering with airport and port to identify and pursue priority actions to enable access to international markets for the benefit of the region. 1.2.2 Influence government policy to prioritise the importance of access to international markets for the benefit of the region. 1.2.3 Leading collaboration in the region between government, industry and community to ensure the benefits of international markets are region wide. 1.2.4 Support a transport access strategy for regional connectivity to and from the airport.
1.3 Digital connectivity that ensures community access to core services on commuter routes across the region and between Sydney and Newcastle and to enable business development, growth and innovation.	1.3.1 Support and encourage investment in equitable and competitive digital connectivity and the elimination of mobile black spots across the region to ensure community access to commuter routes, core health and education opportunities, and to enable business development, growth and innovation.
1.4 A region that is built around sustainable transport outcomes.	1.4.1 Embed the direction of net-zero in all our connectivity strategies to provide a pathway and level of confidence to investors and community to support the transition to more sustainable transport outcomes.

Resilience

We are prepared for change and ready to withstand, adapt and recover from natural and human induced risks.



Objectives - Where do we want to be?	Strategic Directions - How will we get there?
2.1 We are recognised as innovative leaders in Council capacity building and policy support for climate change action, resilience and disaster preparedness.	2.1.1 We provide guidance and support packages to embed Climate Change action, resilience and disaster preparedness into Councils Integrated Planning and Reporting (IP&R) framework. 2.1.2 We drive council capacity building opportunities supported by an evidence base to improve regional resilience and community awareness. 2.1.3 We drive opportunities to collaborate, adopt system thinking and circular economy opportunities to reduce our impact on climate change and increase resilience.
2.2 We take leadership and drive regional best practice in climate action.	2.2.1 We lead the way in regional best practice and work with all levels of government to drive policy and strategy on climate change. 2.2.2 Engage and provide thought leadership in local, national and global climate change and resilience networks.
2.3 Our region is resilient to environment risks, natural hazards and climate change.	2.3.1 Apply and obtain financial grants for regional programs that support a resilient region. 2.3.2 Facilitate and manage regional programs that support a resilient region.

Jobs and a Growing Economy

The Hunter economy continues to grow and evolve as a powerhouse of the state and national economies, providing more and higher quality jobs.



Objectives - Where do we want to be?	Strategic Directions - How will we get there?
3.1 Coordinated planning and investment by all levels of government that empowers the region and its residents to maintain and grow jobs, economic opportunities and quality of life.	3.1.1 Support a clear, place-based, integrated whole-of-government policy and planning approach to drive the region's economic evolution and jobs of the future. 3.1.2 Support the establishment of an entity that has the authority and resources from the Commonwealth and NSW Government necessary to provide the institutional capacity and expert and empowered, place-based planning and decision-making capability. 3.1.3 Support regional institutional capacity to assist businesses and workers impacted by changes in the economy. 3.1.4 Drive collaboration to provide clarity, certainty and fairness in land-use policy and regulation as it relates to the use of former industrial and mining land and assets, or where local communities bear the impacts or have restrictions arising from the contribution of that place to broader regional or state benefits. 3.1.5 Support government policy and planning that prioritise the investment into key regional catalyst areas. 3.1.6 Support the place-based delivery of Aboriginal partnerships and employment programs in the Hunter.
3.2 Accelerated and amplified market-driven investment in innovation that capitalises on the region's existing natural strengths and attributes which create jobs in future industries.	3.2.1 Support and mature the innovation ecosystem in order to drive commercialisation of ventures and start-ups in the region which will provide growth in future jobs. 3.2.2 Improve and accelerate the regions access to investment and capital markets to underpin the innovation ecosystem and the redevelopment of industrial and mining assets.
3.3 A globally focused region that drives talent attraction and retention.	3.3.1 Support efforts that position the Hunter globally in its areas of competitive and comparative strength.
3.4 A region that is built around Circular Economy principles as a driver of future jobs.	3.4.1 Support knowledge sharing and embed Circular Economy principles in our strategies and plans to provide a pathway to future jobs creation in our local supply chains and services. 3.4.2 Support implementation of the Hunter Central Coast Circular Economy Roadmap.
3.5 We are recognised as a destination of choice for international and domestic visitors.	3.5.1 Support a coordinated approach and collaborate around regional tourism promotion to grow jobs in the region. 3.5.2 Identify opportunities for growth and diversification of employment based in the tourism economy.

Liveability

Protect, preserve and improve the high standard of liveability and pristine environments that we enjoy in our region.



Objectives - Where do we want to be?	Strategic Directions - How will we get there?
4.1 We are recognised as a destination for hosting world class events that align with our unique offering.	4.1.1 Support a coordinated approach and collaborate around events and tourism. 4.1.2 Identify opportunities for growth and diversification of the regional events and tourism economy.
4.2 Making use of our opportunity to drive circular evolution of our region's economy.	4.2.1 Support meeting our future regional infrastructure and operations for circular outcomes. 4.2.2 Reduce carbon emissions through better waste and materials management.
4.3 Our natural environments including our bushland, estuaries, waterways and beaches are protected and enhanced.	4.3.1 Our Councils are well supported in protecting and enhancing the environment through regional programs, data collection, support resources and capacity building. 4.3.2 Provide support and identify opportunities to improve and protect the regional Blue Green Grid. 4.3.3 We drive council capacity building opportunities to protect the environment and human health from pollution. 4.3.4 Provide support for regional conservation planning to protect regional biodiversity. 4.3.5 Provide support and identify opportunities to enhance the health of the region's estuaries and other waterways.
4.4 Supporting our region to be on the path to net zero emissions and paving the way with smart innovative solutions that increase liveability.	4.4.1 Provide support and identify opportunities on regional collaboration around Electric Vehicles. 4.4.2 Support regional collaboration around clean energy and future energy initiatives and industries.
4.5 A region with enriched neighborhoods and places supported by planned infrastructure that promotes community cohesion, active living and pride in culture and heritage.	4.5.1 Support Improved planning outcomes to enhance liveability and lifestyle. 4.5.2 Support a healthy and active community. 4.5.3 Support a safe and accessible society across the region. 4.5.4 Support enhanced cultural opportunities and protected heritage.
4.6 A region that is connected, inclusive and a fair.	4.6.1 Support affordability and increased access to housing. 4.6.2 Support an increase in the availability of jobs and services closer to people. 4.6.3 Support equitable access to education and health services and facilities.



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8. Matters Raised by Members

8.1 Voice to Parliament

Raised By: Cr Jay Suvall, Mayor of Cessnock

Current status

On 23 March 2023, the Prime Minister announced the constitutional amendment and question that will be put to the Australian people later this year.

Referendum question

The question to be put to the Australian people at the 2023 referendum will be:

“A Proposed Law: to alter the Constitution to recognise the First Peoples of Australia by establishing an Aboriginal and Torres Strait Islander Voice.

Do you approve this proposed alteration?”

Constitutional amendment

The proposed law that Australians are being asked to approve at the referendum would insert a new section into the Constitution:

"Chapter IX Recognition of Aboriginal and Torres Strait Islander Peoples

129 Aboriginal and Torres Strait Islander Voice

In recognition of Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia:

- 1. There shall be a body, to be called the Aboriginal and Torres Strait Islander Voice;*
- 2. The Aboriginal and Torres Strait Islander Voice may make representations to the Parliament and the Executive Government of the Commonwealth on matters relating to Aboriginal and Torres Strait Islander peoples;*
- 3. The Parliament shall, subject to this Constitution, have power to make laws with respect to matters relating to the Aboriginal and Torres Strait Islander Voice, including its composition, functions, powers and procedures."*

Source: Australia Government, National Indigenous Australians Agency

Recommendation: The Hunter JO reaffirms its in-principal support for the Indigenous Voice to Parliament and advocates for funding to be made a to Council's who wish to hold local events in support of the Yes campaign.

8.2 Update on outcomes from the Hunter Sports Plan Advisory Group

Report Authors: Paul Burton, Community Assets Planning Team Leader, Port Stephens Council and Amanda McMahon, Coordinator Recreation and Facilities, Singleton Council

Purpose:

To provide the GMAC with an update on the implementation of the Hunter Sport and Active Recreation Plan and to seek endorsement of the proposed delivery model for priority actions.

Link to Hunter Joint Organisation Strategic Plan 2032

Relevant Planning Theme(s)	<p>4. Liveability</p> <p>Protect, preserve and improve the high standard of liveability and pristine environments that we enjoy in our region.</p>
Objective (Where do we want to be?)	<p>4.1 We are recognised as a destination for hosting world class events that align with our unique offering.</p> <p>4.5 A region with enriched neighbourhoods and places supported by planned infrastructure that promotes community cohesion, active living and pride in culture and heritage.</p>
Strategic Direction (Strategies)	<p>4.1.1 - Support a coordinated approach and collaborate around events and tourism.</p> <p>4.1.2 - Identify opportunities for growth and diversification of the regional events and tourism economy.</p> <p>4.5.1 Support Improved planning outcomes to enhance liveability and lifestyle.</p> <p>4.5.2 Support a healthy and active community.</p> <p>4.5.3 Support a safe and accessible society across the region.</p>

Background

The NSW Office of Sport released the Hunter Sport and Active Recreation Plan (the Plan) in 2018 to expand on the Hunter Regional Plan's references to expanding active transport network and improving the liveability of the Hunter. The Plan's vision is 'to lead the way in providing everyone in the hunter region access to their choice of sport and active recreation opportunities' and identifies the following outcomes:

1. Increased participation of adults and children in regular sport and active recreation.
2. Improved access to sport and active recreation for everyone in the region, regardless of background or ability.
3. Integrated performance pathways for participants in sport.
4. Fit for purpose facilities in the region.
5. Valued regional sporting events which are valued by the region.
6. Improved collaboration with the sport and active recreation sector.

The Hunter Sport and Active Recreation Steering Group (the Steering Group) was formed in 2021 to coordinate the delivery of the Plan. The group consists of members representing the NSW Office of Sport (Chair), NSW Office of Regional NSW, the Hunter Academy of Sport, Sport NSW, Outdoors NSW/ACT and the Hunter JO. Amanda McMahon (Singleton Council) and Paul Burton (Port Stephens Council) were nominated by GMAC to sit on the steering group as the Hunter JO's representatives.

In addition to the Hunter JO and the Steering Group, the Hunter Region of Councils Sport and Recreation Task Force (HROC) is a key stakeholder in delivering the initiatives of the Plan. Chaired by the NSW Office of Sport, HROC is a joint group of sport and recreation professionals representing each of the Hunter Councils. HROC meet on a quarterly basis to discuss contemporary matters relating to the provision of recreational programs and infrastructure. A list of Council HROC representatives is included in **Attachment 16**.

The Plan is approaching its 5-year review milestone which will see a revised Plan developed in the near future.

Report

Since June 2021, the Steering Group have met on several occasions to identify the priority outcomes from the Plan and to nominate project leads to coordinate the delivery of the priority initiatives. The Steering Group considered the contribution and feasibility of each of the initiatives including the ease of implementation, resource requirements and timeframe required. The Hunter JO has been identified by the Steering Group as the most suitable organisation to lead a number of these initiatives (see Table 1).

Existing initiatives already being progressed by Hunter JO that align with and are contributing to delivery of these initiatives include:

- Shiraz to Shore Cycle Trail
- Accelerating Event Economies (A2E) Project
- Priority Infrastructure List

Remaining initiatives in which the Hunter JO has been identified as lead will require further development of scope and resources with consideration to Hunter JO's capacity. The priority initiatives and actions identified for the Hunter JO to lead are listed in Table 1. A copy of the Priority Plan is included in Attachment 17.

Table 1 – Priority initiatives lead by Hunter JO

Initiative	Action	Delivery Actions	Existing Hunter JO Initiatives
1.1 - Create a Central Information Hub	Encourage full Council participation	<ul style="list-style-type: none"> • Develop local government support and a sample data model for use in information hub. • Discuss option for involvement at 'HROC' sports group. 	<ul style="list-style-type: none"> • Nil
2.3 - Facilitate more recreational walking and cycling paths	Develop a strategy to link existing facilities across the region	<ul style="list-style-type: none"> • Include for discussion – links to active travel pathway options 	<ul style="list-style-type: none"> • Shiraz to Shore (partial delivery)
4.2 - Explore locations and suitability for Regionally Significant Sports Facilities	Develop a charter of agreement to identify priorities for planning and development of significant regional facilities	<ul style="list-style-type: none"> • Include standing agenda item on regionally significant sport infrastructure collaboration • Develop public/private partnership model 	<ul style="list-style-type: none"> • Partial alignment with A2E Facility Report • Partial alignment with A2E Major Events Feasibility Study (May/June)
4.3 - Establish a collaborative approach to facility planning	Develop a Hunter Region strategic facility development plan	<ul style="list-style-type: none"> • Consult Councils across the region • Review existing Council plans • Identify potential duplication in facility plan • Establish mechanism for collaboration and prioritisation of facility development 	<ul style="list-style-type: none"> • Priority Infrastructure List
4.4 /4.5 - Explore new facilities and upgrade of existing facilities	Support the 'Future needs of Sport Infrastructure Study'	<ul style="list-style-type: none"> • Include on agenda for councils to ensure 100% feedback 	<ul style="list-style-type: none"> • Priority Infrastructure List
4.6 - Plan for female friendly amenities	Promote opportunities through member Councils	<ul style="list-style-type: none"> • Establish criteria for inclusion of female friendly facilities in Council facility plans 	<ul style="list-style-type: none"> • Nil
5.1 - Maintain and enhance successful sporting and active recreation events / Work with key stakeholders on	Promote opportunities through member Councils	<ul style="list-style-type: none"> • Identify assets that can be used for events • Audit existing and potential events for the Hunter 	<ul style="list-style-type: none"> • A2E Facility Audit • A2E Website Portal • A2E Major Event Feasibility Study

Initiative	Action	Delivery Actions	Existing Hunter JO Initiatives
events activation and legacy planning			<ul style="list-style-type: none"> KPMG Event Economic Analysis Report and Modelling Tool

Recognising the three main stakeholder groups that are involved in delivery of the plan, the following table provides a suggested delivery model for consideration by the GMAC. The proposed model includes a three tier hierarchy lead by the Steering Group acting as a Project Control Group. This group is responsible for identifying priority actions and setting a vision, which would then be further developed into a scope by the Hunter JO as the Project Sponsor. The HROC would then form project teams to develop a project brief setting out a detailed scope, budget and program and manage the delivery of the project.

Table 2 – Proposed delivery model

	Stakeholder	Roles and responsibilities (subject to available resources)	Outputs	Reporting to
Project Control (Concept)	Hunter Sport and Active Recreation Steering Group	Identify priority actions Oversee plan implementation Reporting	Milestone evaluation report Meeting minutes Concept brief	NSW Office of Sport
Project Sponsor (Initiation / Delivery)	Hunter JO	Collaborative Project scoping Securing funding Project delivery (A2E, Shiraz2Shore) Stakeholder engagement Reporting Advocacy	Sponsor brief GMAC report Grant applications Project deliverables Milestone evaluation report	Hunter Sport and Active Recreation Steering Group GMAC
Project Manager (Delivery)	Hunter Region of Councils Sport and Recreation Task Force	Establish project teams Project delivery Stakeholder engagement Reporting Collaborative project scoping	Project brief Project deliverables Project Management Plans Milestone evaluation report	Hunter JO

Resources required to complete deliverables will vary depending on the scope defined by the Hunter JO and agreed to by the Steering Group. Typical tasks may include preparing grant applications, writing briefs, background research, preparing reports, managing consultant contracts and attending meetings. The resources required would be defined in the project brief and approved by relevant stakeholders prior to commencing each project.

Recommendation: That the Hunter JO Board

- 1. Endorse the Hunter Sport and Active Recreation Priority Actions Plan.**
- 2. Endorse the proposed delivery model identified in Table 2 as a model for facilitating delivery of the priority initiatives in which the Hunter JO is identified as lead organisation.**

Representatives of the Hunter Region of Councils Sport and Recreation Task Force

Gerald Bradshaw	Office of Sport
James Turton	Office of Sport
Colin Robinson	Office of Sport
Nick Rendell	Office of Sport
Nathan Eveleigh	Cessnock City Council
Emma Crosdale	Cessnock City Council
Kate Harris	Cessnock City Council
Jo Dennis	Cessnock City Council
Tracey Lowrie	Dungog Shire Council
Brad Sutton	Lake Macquarie City Council
Stephen Prince	Lake Macquarie City Council
Steven Cowen	Lake Macquarie City Council
Bradley Smith	Lake Macquarie City Council
Ryan Strickland	Lake Macquarie City Council
Donna Mitchell	Lake Macquarie City Council
Jen Lojczyk	Lake Macquarie City Council
Darren Crumpler	Maitland City Council
Donna Olbourne	Maitland City Council
Katherine Simmons	Maitland City Council
Kelly Baldwin	Maitland City Council
Dan Aldridge	MidCoast Council
Amanda Hatton	MidCoast Council
John Parish	MidCoast Council
Brock Simpson	MidCoast Council
Murray Bowland	MidCoast Council
Liam Bulley	MidCoast Council
Neil Ames	MidCoast Council
Josh Duncombe	MidCoast Council
Paul Chandler	Muswellbrook Shire Council
Matthew Lysaught	Muswellbrook Shire Council
Mardi Eriksson	Muswellbrook Shire Council
Lisa Bradley	Newcastle City Council
Ben Barrett	Newcastle City Council

Jacqui Mackley	Newcastle City Council
Renee Read	Newcastle City Council
Laura Renehan	Port Stephens Council
Brock Lamont	Port Stephens Council
Dean Coulson	Port Stephens Council
Rachel Allen	Port Stephens Council
Paul Burton	Port Stephens Council
Amanda McMahon	Singleton Council
Mitchell Moy	Singleton Council
Nicki Western	Upper Hunter Shire Council

Priority Outcomes: Hunter Regional Steering Group

Prioritisation of the initiatives detailed in the Plan have been prioritised based on agreement of the Steering Group as to the relative contribution and feasibility of each to achieving the Outcomes including the ease of implementation, resource requirements and timeframe required. It should be noted that a number of the initiatives are already being implemented prior to assessment by the Steering Group.

Increased Participation

- 1.1 - Create a central information hub
- 1.3 - Promote the Active Kids voucher program

Improved Access

- 2.1 - Use of School Facilities
- 2.3 - Facilitate more recreational walking and cycling trails

Integrated Performance Pathways

- 3.3 - Promote the FTEM model
- 3.4 - Strengthen links between the Hunter Academy of Sport and other sector partners

Fit for purpose Facilities.

- 4.2 - Explore locations and suitability for Regionally Significant Sports Facilities
- 4.3 - Establish a collaborative approach to facility planning
- 4.4 - Explore upgrades to existing facilities
- 4.5 - Explore development of new facilities

Valued Regional Sporting Events

- 5.1 – Maintain and enhance successful sporting and active recreation events

We should note that the initiatives listed for Events and Collaboration were either not considered high priority, not feasible, outside the timeframe available or are incorporated into other agreed priorities. E.g: Collaboration is included in info hub, access to school facilities, facilities and links between sector and RAS.

Additional Outcomes

- 1.4, 1.6, 2.6, 2.7 – Supporting the Sport and Recreation Sector

Note. The outcomes below are the short-term outcomes (1 to 2 years) and on completion of this period, evaluation will take place with learnings in place for the determination of priority initiatives for inclusion in the next version of the Plan covering the medium-term outcomes (3 to 4 years).

Priority Outcomes – Hunter Region - Regional Steering Group Project Plan



Increased participation

of adults and children in regular sport and active recreation.

1.1 Create a Central Information Hub

Lead	Action	Delivery Actions	Output	1-2 yr Outcome	Support Required
Office of Sport	Investigate delivery options and scope of a CIH	<ul style="list-style-type: none"> Investigate models already in existence for an information hub Include a collaborative approach to design and implementation with partners Assess ongoing costs and resource requirements associated with managing information in a hub and if relevant identify funding sources 	<ul style="list-style-type: none"> A contemporary portal for Hunter based athletes, community, service providers and Government to access information on opportunities for the sport and recreation sector. 	<ul style="list-style-type: none"> Increase on access statistics for website access 50% of known sports clubs participate 	<ul style="list-style-type: none"> Funding and/or commitment from Local Government, OoS, Organised Sport and Community sport and Rec providers
Hunter Joint Organisation	Encourage full council participation in partner model	<ul style="list-style-type: none"> Develop local government support and a sample data model for use in an information hub Discuss option for involvement at 'HROC' sports group 	<ul style="list-style-type: none"> Agreement on participation and ongoing support of a CIH 	<ul style="list-style-type: none"> Ongoing and relevant upload of data to the hub Promotion to relevant stakeholders 	<ul style="list-style-type: none"> Agreement for participation and support

Priority Outcomes – Hunter Region - Regional Steering Group Project Plan

1.3 Promote the Active Kids Voucher Program

Lead	Action	Delivery Actions	Output	1-2 yr Outcome	Support Required
Office of Sport	Improve communication with underrepresented groups about the availability and access to the Active Kids Voucher program to support access to sport and active recreation opportunities	<ul style="list-style-type: none"> Identify communities and population groups with low Voucher uptake and redemption rates Develop culturally appropriate promotional strategies for targeted under-represented populations Identify gaps in Provider networks and assist clubs and other active recreation providers to register to the scheme Assist clubs to provide innovative 'non-traditional' opportunities in communities with low participation rates 	<ul style="list-style-type: none"> Number of programs aimed to increase participation of disengaged youth Number of new participants from underrepresented communities and population groups Number of connections made with community organisations Increase in Active Kids redemption rates Number of new Providers registering 	<ul style="list-style-type: none"> 10 % increase in Voucher uptake and redemption in identified communities Sustainable local participation opportunities with Registered Providers in communities Increase in formal participation young people. New opportunities for disengaged youth to be involved in unstructured recreational activity. 	<ul style="list-style-type: none"> NGOs Local Government Community sport SSOs Community leaders OoS Regional Delivery OoS Policy and Planning <ul style="list-style-type: none"> Active Kids team Sector Performance Data Insights team OoS Comms team OoS Diversity and Inclusion Steering Group
Office of Sport	Determine what is engaging kids and parents in the target areas	<ul style="list-style-type: none"> Analysis of existing provider network Support more sport and active recreation providers to register as AK providers in targeted communities Promote benefits or service delivery in identified communities to existing AK Providers Provide information on Active Kids for groups 	<ul style="list-style-type: none"> Target programs list Gap Analysis report including existing network of providers. 	<ul style="list-style-type: none"> New channels to inactive kids and their parents New providers identified with contemporary offerings in targeted communities 	<ul style="list-style-type: none"> New and existing Active Kids Providers in targeted communities Local council rec officers OoS Regional Delivery OoS Policy and Planning Sector Performance team

Priority Outcomes – Hunter Region - Regional Steering Group Project Plan



Improved access

to sport and active recreation for everyone in the region, regardless of background or ability.

2.1 Use of School Facilities

Lead	Action	Delivery Actions	Output	1-2 yr Outcome	Support Required
Office of Sport	Review current utilisation of school facilities and determine needs gap.	<ul style="list-style-type: none"> Consultation and analysis with Dept Education and School Infrastructure NSW Analysis of Local Government data on sport growth and need for additional usage of facilities. Analysis of Active kids' data from within schools Identify opportunities and barriers to increased utilisation of school facilities 	<ul style="list-style-type: none"> A report that identifies the current utilisation of school facilities, needs gap for community sport, opportunities, and barriers to increased access to school facilities and recommendations for action Priority locations for accessing school facilities 	<ul style="list-style-type: none"> Local Schools having an "open gate" policy that is welcoming of community service providers and community sport utilising their facilities School facilities included in community sport infrastructure planning 	<ul style="list-style-type: none"> Dept of Education SINSW OoS Regional Delivery OoS Active Kids Local Councils Sporting Schools
Office of Sport	Work collaboratively with local sport sector partners to identify gaps in facilities	<ul style="list-style-type: none"> Collaborate with Community sport, Priority Population NGOs and agencies to identify needs above current availability 	<ul style="list-style-type: none"> Program providers identified to improve participation and usage of school facilities 	<ul style="list-style-type: none"> Number of programs conducted from school facilities. 	<ul style="list-style-type: none"> OoS Regional Delivery OoS Marketing Team Regional NSW Education Local Councils NGOs Sport and Rec providers

2.3 Facilitate more recreational walking and cycling paths

Lead	Action	Delivery Actions	Output	1-2 yr Outcome	Support Required
Hunter Region of Councils	Develop a strategy to link existing facilities across the region	Include for discussion – links to active travel pathway options	<ul style="list-style-type: none"> Prioritisation on linking regional council areas where feasible 	<ul style="list-style-type: none"> Whole of region consensus for active pathway network 	<ul style="list-style-type: none">

Priority Outcomes – Hunter Region - Regional Steering Group Project Plan



Integrated performance pathways

for participants in sport.

3.3 Promote the 'FTEM' pathway model

Lead	Action	Delivery Actions	Output	1-2 yr Outcome	Support Required
Hunter Regional Academy of Sport	Focus programming on Talent Identification and progression	<ul style="list-style-type: none"> Talent Identification models for priority population groups Develop model that supports/supplements sport-based pathways Develop links with NSWIS 	<ul style="list-style-type: none"> Programming with clear links to athlete development and well-being 	<ul style="list-style-type: none"> Increase of 25% of Indigenous participants of the total numbers in the program Increase exposure to CALD communities Integrate more athletes with disability into existing programs More sport programs More regional athletes in talent Identification and development programs 	<ul style="list-style-type: none"> Marketing plan and communications resources for clubs and associations in the Hunter Coach and association education seminar explain high performance pathways with all sports invited
Office of Sport	<ul style="list-style-type: none"> Embed Foundational skill development links into S+R Centre programs Promote high performance pathway to regional families and sporting associations 	<ul style="list-style-type: none"> Engage centre program staff to develop programs that deliver Foundation level outcomes Engage with sector partners to support inclusion of FTEM levels in programs 	<ul style="list-style-type: none"> Centre programs with clear links to FTEM Foundation outcomes Clearer understanding in the region of the FTEM pathway and who manages each step in the Hunter Region 	<ul style="list-style-type: none"> Increased participation in sport and active recreation by students attending Centre programs 	<ul style="list-style-type: none"> OoS Centres Schools attending Centres A clear database of high-performance venues provided and invited to welcome high performance programs

Priority Outcomes – Hunter Region - Regional Steering Group Project Plan

3.4 Strengthen links between the Hunter Academy of Sport and other Sector Partners

Lead	Action	Delivery Actions	Output	1-2 yr Outcome	Support Required
Hunter Academy of Sport	Establish partnerships with local sports an associations with the goal of identifying local talent and providing opportunities for the to develop and then progress	<ul style="list-style-type: none">• Key meetings with associations and facilities facilitated to establish programs• Provide access to more facilities for high performance programs where community and school sport take majority of hours	Clear understanding from state sporting bodies, NSWIS and Regional Academies through to club and local associations about the high-performance targets and roles with pathway	<ul style="list-style-type: none">• Strong branding and understanding of the pathway in the Hunter Region	<ul style="list-style-type: none">• OOS marketing and communications plan promoting FTEM pathways

Priority Outcomes – Hunter Region - Regional Steering Group Project Plan



Fit for purpose facilities
in every region.

4.2 Explore locations and suitability for Regionally Significant Sports Facilities (change from Original Priority)

Lead	Action	Delivery Actions	Output	1-2 yr Outcome	Support Required
Hunter Joint Organisation	Develop a charter of agreement to identify priorities for planning and development of significant regional facilities	<ul style="list-style-type: none"> Include standing agenda item on regionally significant sport infrastructure collaboration Develop public/private partnership model 	<ul style="list-style-type: none"> Clear regionally focused facility goals for significant sites 	Aligned planning process from councils supported by the HJO	
Outdoors NSW/ACT	Develop a partnership with Hunter JO to advocate and assist with outdoor rec provision	<ul style="list-style-type: none"> Establish contact with Hunter JO Develop through regional project officers – network for advocacy and advice 	<ul style="list-style-type: none"> Articulated strengths-based support for Hunter outdoor recreation activities 	Strategic plans aligned for facility planning and funding opportunities	

4.3 Establish a collaborative approach to facility planning

Lead	Action	Delivery Actions	Output	1-2 yr Outcome	Support Required
Hunter Joint Organisation	Develop a Hunter Region strategic facility development plan.	<ul style="list-style-type: none"> Consult Councils across region Review existing Council plans Identify potential duplication and gaps in facility plan Establish mechanism for collaboration and prioritisation of 	<ul style="list-style-type: none"> Hunter Region Facility development plan Charter for collaboration between Councils and regional sporting associations 	<ul style="list-style-type: none"> Increased investment in facilities in Hunter Region – approved projects Reduction in facility need gap Consolidation of facility types 	

Priority Outcomes – Hunter Region - Regional Steering Group Project Plan

		facility development			
Regional NSW/Office of Sport	Use data from regional databases to inform grants and priority areas for funding	<ul style="list-style-type: none"> Develop accessible facility data analysis Investigate Active Exchange and its feasibility for use across multiple areas 	<ul style="list-style-type: none"> Increased accountability and cross government provision of recreation opportunities 	<ul style="list-style-type: none"> Single platform grant application process Reduction in duplication 	

4.4 and 4.5 Explore new facilities and upgrade of existing facilities

Lead	Action	Delivery Actions	Output	1-2 yr Outcome	Support Required
Hunter Joint Organisation	Support the 'Future needs of Sport Infrastructure study' - FNOSIS	<ul style="list-style-type: none"> Include on agenda for councils to ensure 100% feedback 	<ul style="list-style-type: none"> Link to above strategic facility development plan 	Ongoing support to participation in the project	
Office of Sport	Run the FNOSIS project	<ul style="list-style-type: none"> Continue the bi-annual project to collect up-to-date information 	<ul style="list-style-type: none"> Usable data for both State/Local Government to inform on trends and gaps 	Ongoing support and data provision to appropriate stakeholders	

4.6 Plan for female friendly amenities

Lead	Action	Delivery Actions	Output	1-2 yr Outcome	Support Required
Hunter Joint Organisation	Promote opportunities through member councils	<ul style="list-style-type: none"> Establish criteria for inclusion of female friendly facilities in Council facility plans 	<ul style="list-style-type: none"> Link to above strategic facility development plan 		
Office of Sport	Provide resources for regional opportunities	<ul style="list-style-type: none"> Continue with the 'Her Sport Her Way' strategy Provide funding through Infrastructure grants 	<ul style="list-style-type: none"> Contemporary local grants program in addition to regionally significant funding opportunities 	Ongoing review of grant programs to ensure contemporary design	

Priority Outcomes – Hunter Region - Regional Steering Group Project Plan

		<ul style="list-style-type: none"> Promote grant programs targeting known gaps in female friendly facilities 			
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Valued regional sporting events

which are valued by the region.

5.5 Work with key stakeholders on events activation and legacy planning

Lead	Action	Delivery Actions	Output	1-2 yr Outcome	Support Required
Hunter Joint Organisation	Promote opportunities through member councils	<ul style="list-style-type: none"> Identify Assets that can be used for events Audit existing and potential events for the Hunter 	<ul style="list-style-type: none"> Framework document for Hunter events attraction 	<ul style="list-style-type: none"> Increase in sporting events in the Hunter Feedback suggests that holding an event becomes easier 	<ul style="list-style-type: none"> BREF funding Support from 10 x LGA's

Priority Outcomes – Hunter Region - Regional Steering Group Project Plan

Combined Outcome Priorities

1.4, 1.6, 2.6, 2.7 – Supporting the Sport and Recreation Sector

Lead	Action	Delivery Actions	Output	1-2 yr Outcome	Support Required
Office of Sport	Provide essential programming where a gap is identified	<ul style="list-style-type: none"> • Deliver online based Child-Safe Training to local clubs • Investigate opportunities for 'How to' club training 	<ul style="list-style-type: none"> • Calendar of Member Protection online sessions available to the sports sector • Delivery of trial 'how to' online program 		
Sport NSW	Support the 'Future needs of Sport Infrastructure study' - FNOSIS	<ul style="list-style-type: none"> • Assist with developing a forum to better collaborate within the sports sector 		Increased uptake from Hunter based SSO's/Associations	
Outdoors NSW	Support the Active Recreation sector through Covid	<ul style="list-style-type: none"> • Support outdoor rec-based clubs to develop sustainable practices • Advocate for safe 'return to rec' practices and policies 	<ul style="list-style-type: none"> • Link outdoor recreation clubs with OoS resources • Engage with Local Councils to promote collaboration 		

Report Author: Deanne Nelson-Pritchard, Principal Estuary Officer, Maitland City Council

Responsible Officer: Catherine Pepper, Manager Environment & Sustainability, Maitland City Council

Purpose:

To update the Board on the progress of the Hunter Estuary Coastal Management Program and consider relevance to the whole of river and its catchment.

Alignment with [Hunter JO Strategic Plan 2032](#)

Relevant Planning Theme	Resilience Liveability
Objective	4.3 Our natural environments including our bushland, estuaries, waterways and beaches are protected and enhanced.
Strategic Direction	4.3.5 Provide support and identify opportunities to enhance the health of the region's estuaries and other waterways.

Background

The Hunter Estuary Coastal Management Program has been progressing with collaboration between Maitland, Newcastle, Port Stephens, Cessnock and Dungog Councils, Hunter Local Land Services and Hunter Water. Stage 1 is close to completion, including development of a scoping study and stakeholder engagement plan.

The key component of the scoping study is a preliminary risk assessment which assessed the current threats to and from the estuary and the level of knowledge on these issues. From these eight research projects are being scoped. These projects will be progressed in Stage 2.

Report

The Hunter Estuary Coastal Management Program (CMP) has been progressing through a collaboration between Newcastle, Port Stephens, Cessnock and Dungog Councils, Hunter Local Land Services and Hunter Water with leadership provided by Maitland City Council.

The Stage 1 Scoping Study has been developed internally by the project officer housed by Maitland City Council and is close to completion. The draft version has been viewed by the project management committee and comments have been compiled for action.

Community and Stakeholder Engagement Plan

Molino Stewart (Water Technology) has been commissioned to develop an engagement plan to assist with activities development for Stages 2 through to 4. Engagement with the community and river users is a critical part of preparing the CMP to align community values with the business case projects developed in the CMP.

Engagement for Stage 1 was undertaken utilising the results from several state and local projects as well as specific stakeholder engagement undertaken for the CMP, prior to the engagement of Molino Stewart.

The Community and Stakeholder Engagement Plan will be finalised as of the end of February and appended to the developed scoping study.

Preliminary Risk Assessment

Two workshops were held with stakeholders from across the region to investigate our communities' values and their risks from or to the Hunter estuary. Further individual stakeholder group meetings were held to seek refinement on the information gathered and specific needs of stakeholders. A review of the NSW Marine Estate Statewide Threat and Risk Assessment 2017 was also analysed to assist in the development of the risk database. Evaluation of level of risks was undertaken by the project management group and the project officer.

It has been noted that the attending participants to the stakeholder meetings were largely environmentally based, which potentially leaves an information gap from the economic / productivity sector. A more focused economic analysis will be investigated in Stage 2 when a more thorough risk assessment is undertaken, however many of the issues which will impact future industries in the estuary such as water quality and climate change are already noted.

Those risks rated extreme have been allocated for further investigation through the CMP with an additional high risk of sea level rise being also brought into this investigation due to its potential impact to our area.

Whilst a large number of risks are rated as extreme, the information to investigate these issues can be summarised into eight research pieces:

- Business case for lead project group beyond the development of the CMP
- Map of inundation and impact to the Hunter Estuary catchment from predicted climate change. Predictive identification of those areas to be prioritized for impact assessment and resilience actions.
- Sub-catchment evaluation of water quality and prioritising actions for those catchments that will provide greatest water quality benefit to the estuary
- Catchment review for prioritized riverbank management and user education
- Evaluation of risk from carp and impact of current carp management plans.
- Alignment of catchment management controls across all Hunter Estuary Coastal Councils.
- Habitat mapping, prioritization of rehabilitation projects particularly informed by climate change data.
- Socio-economic analysis to inform the values of the estuary

These research pieces will now form Stage 2 of the CMP leading into the development of business cases to manage the issues in Stage 3.

Next steps:

An expression of interest (EOI) will be sent to stakeholders of the estuary to seek membership for the issues working groups to be formed:

- Climate change / biodiversity / resilience
- Water Quality
- Streambank erosion / riparian corridor creation
- Economic
- Cultural and community.

Whilst these groups are being formed, the project officer will develop consultant briefs for each of the research topics for approval by the issues working groups to establish these projects in a timely fashion. Consultant quotes cannot be accepted until the Coastal and Estuary Grants group have approved the funds to be spent.

Recommendation:

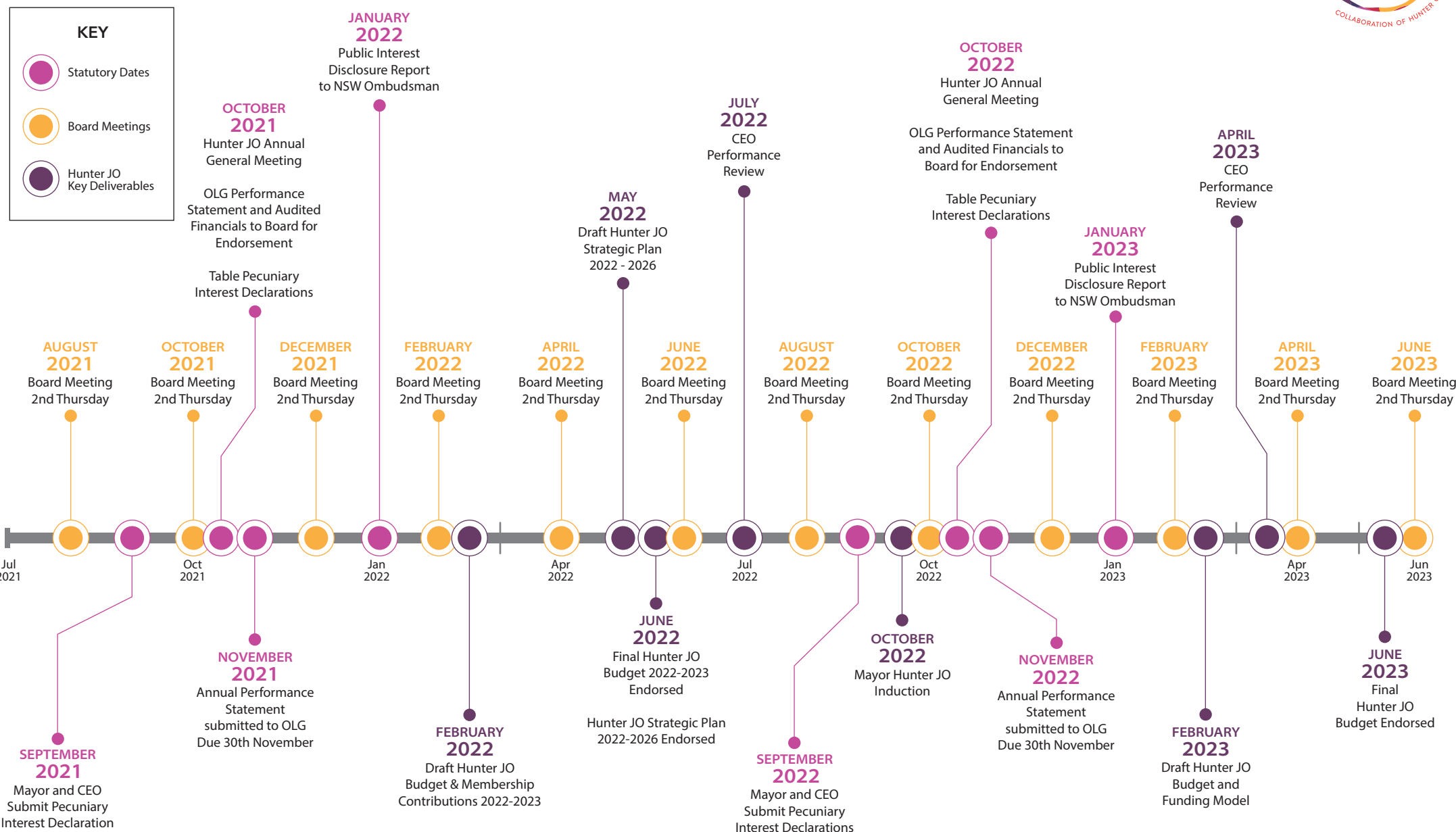
- **That the Board note the information provided in the report**

9. General Business

9.1 Compliance & Governance Calendars

- Attachment 18 - HJO Board Forward Planner and Governance Calendar
- Attachment 19 - JO-Calendar-of-Compliance-and-Reporting-Requirements-2021-2022

HUNTER JO BOARD FORWARD PLANNER & GOVERNANCE CALENDAR



JOINT ORGANISATIONS CALENDAR OF COMPLIANCE AND REPORTING REQUIREMENTS 2022-23											
JULY 2022	AUGUST 2022	SEPTEMBER 2022	OCTOBER 2022	NOVEMBER 2022	DECEMBER 2022	JANUARY 2023	FEBRUARY 2023	MARCH 2023	APRIL 2023	MAY 2023	JUNE 2023
9th: Proposed loan borrowings return to be submitted to TCorp	30th: Capacity Building Funding Stage 2 -Report to OLG with action plan, key delivery milestones and budget	30th: 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]	17th: Request for extension to lodge financial statements to be submitted in writing to OLG [LGA s416(2); Code]	30th: Annual Performance Statement due [LGReg cl 397J(1)]	4th: Joint Organisations must adopt a new policy on the payment of expenses and provision of facilities to the chairperson within 12 months of an election [LGA s252]	30th: Public Interest Disclosure Report due to the NSW Ombudsman [PIDA s6CA]			30th: Capacity Building Funding Stage 2 -Report to OLG detailing delivery progress for expenditure of the funding, benefits, and report against budget.		30th: Last day to adopt Statement of Revenue Policy and Budget [LGReg cl 397I]
30th: Public Interest Disclosures Report due to the NSW Ombudsman [PIDA s6CA]			30th: Annual Report of obligations under PIDA to the Minister and the Ombudsman [PIDA s31]		4th: Joint Organisation must review their organisation structure within 12 months of an election [LGA s333]						
31st: 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			30th: Annual Report of obligations under GIPA to the Minister and the Information Commissioner [GIPA s125]		4th: Joint Organisations must adopt a code of meeting practice within 12 months of an election [LGA s360]						
			31st: Audited Financial Statements to be lodged with OLG [LGA s417(5); Code]		4th: Joint Organisations must review their adopted codes of conduct within 12 months of an election [LGA s440(7)]						
					4th: Joint Organisations must adopt a statement of strategic regional priorities within 12 months of an election [LGReg cl397H]						
					5th: Last day for audited financial statements to be presented to the public [LGA s 418(2)]						
					28th: Last day for annual performance statement to be published [LGReg cl 397J(2)]						
					31st: Report to JO Board [MCCP cl 11.2] and OLG [MCCP cl 11.2] on code of conduct complaint statistics						

Governance

Finance

Notes:	
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
	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. PIDA = Public Interests Dislosures Act 1994. 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. GiPA = Government Information (Public Access) Act 2009. FSER = Financial Stimulus Eligibility Return. JRA = Job Retention Allowance.