

Hunter

Joint Organisation



Hunter Joint Organisation Board Meeting Papers

10:30am, Thursday 9 April 2020

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1. Welcome and Apologies
 2. Minutes of Previous Meeting
 - 2.1 Minutes of Meeting 13 February 2020
-

Hunter Joint Organisation Board Meeting Minutes

1:30 – 3:00pm, Thursday 13 February 2020

HJO Boardroom, 4 Sandringham Ave, Thornton

Voting Directors Present

Cr Bob Pynsent,	Cessnock City Council
Cr Tracy Norman,	Dungog Shire Council
Cr Sue Moore,	Singleton Shire Council
Cr Wayne Bedggood,	Upper Hunter Shire Council
Cr Nuatali Nelmes,	Newcastle City Council
Cr Kay Fraser,	Lake Macquarie City Council

Non-Voting Members Present

Steve McDonald,	General Manager, Upper Hunter Shire Council
Coralie Nichols,	General Manager, Dungog Shire Council
Jeremy Bath,	CEO, Newcastle City Council
David Evans,	General Manager, Maitland City Council
Fiona Plesman,	General Manager, Muswellbrook Shire Council
Lotta Jackson	General Manager, Cessnock City Council

Apologies

Cr David West,	MidCoast Council
Cr Ryan Palmer,	Port Stephens Council
Cr Martin Rush,	Muswellbrook Shire Council
Cr Loretta Baker,	Maitland City Council
Alison McGaffin	Director, Hunter & Central Coast, Regional NSW (DPIE)
Adrian Panuccio,	General Manager, MidCoast Council
Wayne Wallis,	General Manager, Port Stephens Council
Jason Linnane,	General Manager, Singleton Council
Morven Cameron,	CEO, Lake Macquarie City Council

Staff in attendance

Joe James, CEO, Hunter Joint Organisation
Graham Dean, Manager Finance & Administration, Strategic Services Australia
Steve Wilson, Director, Environment Division, Strategic Services Australia
Louisa Bulley, Executive Assistant to the CEO (Secretariat)

Observers

Virginia Errington, Office of Local Government

Leesa Swan, Office of Local Government

Item 1 Welcomes and Apologies

The Chair welcomed the members to the meeting.

Resolved:

- *That the apologies be noted.*

Moved: Tracy Norman

Seconded: Wayne Bedggood

Carried.

Item 2 Minutes of Previous Meeting

The minutes of the meeting of 14 November 2019 were noted.

Item 3 Confirmation of Minutes & Business Arising from Minutes

Resolved:

- *That the minutes of the previous meetings of 14 November 2019, be adopted*

Moved: Kay Fraser

Seconded: Sue Moore

Carried.

3.1 Business Arising: Action Register

Resolved:

- *That the action register be noted.*

Moved: Sue Moore

Seconded: Tracy Norman

Carried.

Item 4 Presentations

Nil presentations were given.

Item 5 Correspondence

The correspondence was taken as read.

Resolved:

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

Moved: Sue Moore

Seconded: Tracy Norman

Carried.

Item 6 Reports

6.1 CEO Report

The report was taken as read.

Resolved:

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

Moved: Wayne Bedggood

Seconded: Nuatali Nelmes

Carried.

6.2 Financial Reports YTD December 2019

The report was taken as read.

Resolved:

- *That the Profit and Loss Statement for period ending December 2019 be received and noted*

Moved: Sue Moore

Seconded: Tracy Norman

Carried.

6.3 Regional Policy and Programs Division Report

The report was taken as read.

Resolved:

- *That the report be received and noted.*

Moved: Tracy Norman

Seconded: Kay Fraser

Carried.

6.4 Hunter JO Budget Review for 2019-20

The CEO provided a short verbal update to accompany the report.

Resolved:

- *That the Hunter JO Board request the remaining deficit at the end of the 2019-20 financial year to be funded by Strategic Services Australia Limited, up to a cap of \$100,000; and*
- *Once advised of the outcome of the OLG funding application, the CEO is to communicate the outcome to the Board immediately.*

Moved: Wayne Bedggood

Seconded: Tracy Norman

Carried.

6.5 Draft Hunter JO Strategic Funding Scenarios 2020-21

The report was taken as read.

Resolved:

- *That the Hunter JO Board adopt the mid-range funding scenario as revised and circulated for the 2020-21 financial year, as per the below;*
 - *Member contributions comprised of; a fixed contribution of \$25,000 per member council, and a variable fee contribution using a hybrid model of 50% determined by population and 50% determined by rate base;*
 - *Contribution from SSA Surplus of \$100,000*
 - *Contribution requested from SSA Capital Reserves of \$500,000*
- *That KPIs be updated for the role descriptions of the CEO and Regional Program & Policy Officers as documented in the 'Indicative Projects' under the Mid-Range Model in Appendix 1 – Hunter JO Core Funding Scenarios 2020-21.*

Moved: Nuatali Nelmes

Seconded: Kay Fraser

Carried.

6.6 Additional JO Funding Update

The report was taken as read.

Resolved:

- ***THAT the update be noted.***

Moved: Wayne Bedggood

Seconded: Tracy Norman

Carried.

6.7 Hunter Economic Transition Foundation Update

The report was taken as read.

Resolved:

- ***That the update be noted.***

Moved: Wayne Bedggood

Seconded: Tracy Norman

Carried.

6.8 Regional Events Strategy

The report was taken as read.

Resolved:

- ***That the Hunter JO Board provide in-principle support for the strategic direction presented in the MI Associates Report, to allow exploration of funding and partnership options***

Moved: Tracy Norman

Seconded: Sue Moore

Carried.

6.9 Common Ground – Compass Housing Project

The report was taken as read.

Resolved:

- ***That the proposed statement be endorsed by the Hunter JO Board for inclusion in the Regional Homelessness Strategy: Common Ground Proposal***

Moved: Kay Fraser

Seconded: Nuatali Nelmes

Carried.

6.10 Hunter JO Annual Performance Report 2018-19

The report was taken as read.

The Board discussed that this performance report could be presented at member council meetings for information, accompanied by the letter from the Chair of the Hunter JO Board.

Resolved:

- ***That the Hunter JO's Annual Performance Report 2018-19 be endorsed for delivery to the Office of Local Government and for publication on the Hunter JO Website.***
- ***That a cover letter be provided by the Chair of the Board to accompany the report, to invite members to present this as an information report to their councils and to circulate to councillors.***

Moved: Sue Moore

Seconded: Wayne Bedggood

Carried.

6.11 Hunter JO Pecuniary Interest Disclosures

The report was taken as read.

Resolved:

- ***That the lodging of Pecuniary Interest returns for voting members of the Hunter JO and designated persons be noted and tabled.***

Moved: Tracy Norman

Seconded: Sue Moore

Carried.

6.12 HJO Branding: Marketing and Communications Update

The report was taken as read.

Resolved:

- ***That the update be noted.***

Moved: Sue Moore

Seconded: Wayne Bedggood

Carried.

7. Matters Raised by Voting & Non-Voting Members

7.1 Cities Power Partnership Briefing Paper

Steve Wilson provided a brief verbal update to accompany the report.

Resolved:

- ***That Hunter JO member councils who have not yet joined the Cities Power Partnership review the Actions to become a Cities Power Partner to consider joining***
- ***That the Hunter JO Environment Division will monitor progress and if all HJO councils have joined we will coordinate a media statement with the Councils, Cities Power Partnership and Hunter JO***
- ***That the Hunter JO Environment Division look for common pledges between the member councils if all member councils sign up to the Partnership, to track progress on these pledges***

Moved: Kay Fraser

Seconded: Sue Moore

Carried.

7.2 LG Super Request for Additional Contributions

Cr Norman provided additional background for this report.

Resolved:

- ***That the Hunter JO Board endorse the Chair writing to LG Super on behalf of its member councils, providing an aggregated number of additional funds being requested from its member councils by LG Super***
- ***That the proposed correspondence notes the extreme disappointment from the Hunter JO Member Councils in receiving this request for additional funds, and that the Hunter JO seeks that the demands that have been placed on local government be placed into abeyance for two years***

Moved: Tracy Norman

Seconded: Sue Moore

Carried.

7.3 Regional Economic Recovery & Community Resilience Grants

The report was taken as read, with the addition from the Chair that now a total of six member councils have been noted as bushfire affected.

Resolved:

- ***That the Hunter JO Board endorse a regional approach to Disaster Resilience***
- ***That the Hunter JO Environment Division engage with the Office of Emergency Management in cooperation with the six member councils affected in the recent bushfires, to facilitate a coordinated response to the Economic Recovery & Community Resilience Grant.***

Moved: Sue Moore

Seconded: Wayne Bedggood

Carried.

7.4 RMS Briefing re: Delayed Projects

David Evans provided additional background for this report.

Resolved:

- ***That the Hunter JO Board pass authority to sign-off on the RMS Ministerial Brief to the CEO and Chair on its behalf.***

Moved: Nuatali Nelmes

Seconded: Kay Fraser

Carried.

Item 8 General Business

The Chair acknowledged the resignation of Coralie Nichols as General Manager of Dungog Council and thanked Coralie for her contribution to the Hunter JO during her time as General Manager. Coralie thanked the Board and her fellow General Managers for the support they offer one another as peers in their roles.

Meeting closed 2:13 pm

3. Confirmation of Minutes & Business Arising from Minutes

Recommendation:

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

3.1 Business Arising: Action Register

I.D	Action	Meeting	Status	Notes
HJO-19-03	CEO to provide a report will be brought back to the Board providing a draft 'Plan of Advocacy' regarding Intergovernmental Partnerships to the next meeting of the Board	11 July 19	Paused pending strategic planning process	The CEO will provide a report to the Board in early 2020.
HJO-19-13	That a discussion of Audit, Risk and Improvement Committees be added to the agenda for the HJO for discussion at a later date	12 Sep 19	Ongoing	This item has been placed on the HJO Board Forward Planner for discussion in June 2020
HJO-20-01	That the Hunter JO write to the relevant State and Federal government ministers using the Save our Recycling campaign materials.	14 Nov 19	On Hold	Save our Recycling Campaign has halted sending correspondence to Ministers.
HJO-20-02	That a sunset committee be formed, with Singleton Council, Upper Hunter Shire Council, Muswellbrook Shire Council, and any other Committee that provides a nomination by 5pm Friday 22nd November, to investigate and respond to the request previously made from the Upper Hunter County Council made to the Hunter Joint Organisation.	14 Nov 19	Ongoing	The first meeting of the Sunset Committee on Weeds was held on Monday 30 th March and decided an issues paper on Regional Weeds management the appropriate next step. The CEO and Director of Regional Policy & Programs Team are drafting a scope for the issues paper.
HJO-20-05	That the Hunter JO give urgent consideration to an investment strategy relating to the money derived from the sale of the Bonville Ave asset.	14 Nov 19	Closed	Investment of these funds is addressed in the SSA Strategy (provided to the HJO Board as part of its last Strategy Session).
HJO-20-06	<ul style="list-style-type: none"> • That Hunter JO member councils who have not yet joined the Cities Power Partnership review the Actions to become a Cities Power Partner to consider joining • That the Hunter JO Environment Division will monitor progress and if all HJO councils have joined we will coordinate a media statement with the Councils, Cities Power Partnership and Hunter JO • That the Hunter JO Environment Division look for common pledges between the member councils if all member councils sign up to the 	13 Feb 20	Underway	Report to be provided back to the Board at its June meeting

	Partnership, to track progress on these pledges			
HJO-20-07	<ul style="list-style-type: none"> • That the Hunter JO Board endorse the Chair writing to LG Super on behalf of its member councils, providing an aggregated number of additional funds being requested from its member councils by LG Super • That the proposed correspondence note the extreme disappointment from the Hunter JO Member Councils in receiving this request for additional funds, and that the Hunter JO seeks that the demands that have been placed on local government be placed into abeyance for two years 	13 Feb 20	Complete	<p>Letter has been sent has been included in Correspondence.</p> <p>LG Super have made themselves available (email response has also been included in Correspondence) to present and answer questions at the HJO Board at its earliest convenience.</p> <p>The respective CEO's of HJO and LG Super agreed that this would preferably occur face-to-face and, therefore, not at the April HJO board meeting.</p>
HJO-20-08	<ul style="list-style-type: none"> • That the Hunter JO Board endorse a regional approach to Disaster Resilience • That the Hunter JO Environment Division engage with the Office of Emergency Management in cooperation with the six member councils affected in the recent bushfires, to facilitate a coordinated response to the Economic Recovery & Community Resilience Grant. 	13 Feb 20	Underway	Report to be provided back to the Board at its June meeting.
HJO-20-09	That the Hunter JO Board pass authority to sign-off on the RMS Ministerial Brief to the CEO and Chair on its behalf.	13 Feb 20	Complete	Letter has been included in Correspondence

4. Presentations

4.1 Circular Economy Update

Tim Askew will provide an update on the Circular Economy project. The recommendations being considered to align with this presentation and the report at Item 6.8 have been included below;

That the Hunter Joint Organisation Board;

1. *Endorse the proposed Hunter Circular Facilitators structure and membership as an important driver of the circular economy in the region.*
2. *Endorse the following actions to support further research, design and development of the Hunter BioCircular project including:*
 - a. *Development of an MOU between existing project partners*
 - b. *HJO to pursue further funding from State and Federal governments to support more detailed feasibility assessment, project design and development*
 - c. *HJO member Councils consider the progress of the Hunter BioCircular Concept Plan as a part of any decision to enter into or renew a contract for long-term processing of organic waste*

4.2 HJO Communications & Website Update

Louisa Bulley will provide an update on the redevelopment of the Hunter JO Website, in line with the communications strategy to align with her report at Item 6.9. The recommendations to accompany this report have been included below;

Recommendations:

- *That the Hunter Joint Organisation Board endorse the Communications & Engagement Plan in line with the OLG requirements for Joint Organisations, noting that the operational strategy that supports the plan has been endorsed by GMAC*
- *That the Hunter Joint Organisation Board note the updated website, and endorse its launch, to be communicated to all Mayors and GMs within the next two weeks to provide a central location for COVID-19 updates for member councils.*

4.3 HJO Branding: Logo

Xanthe Addison will provide a presentation on proposed logos for the Hunter JO. The recommendations being considered to align with this presentation and the report at Item 6.10 have been included below;

Recommendation:

- *That the Hunter Joint Organisation choose one of the logo options provided, and endorse its use in updating all external branding for the organisation, including the website.*

5. Correspondence

Report Author: Louisa Bulley, Executive Assistant to the CEO

Responsible Officer: Joe James, CEO

Executive Summary:

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

Correspondence Received:

- Attachment 1: Correspondence from Hon Shelley Hancock re: Additional Funding for JOs
- Attachment 2: Correspondence from Cr Tracy Norman re: Resignation as Mayor of Dungog and from Hunter Joint Organisation Board
- Attachment 3: Correspondence from LG Super re: Response to Hunter JO Letter
- Attachment 4: Correspondence to Minister Toole from Kay Fraser re Security of Fuel Supply to Local Government during COVID-19 Pandemic

Correspondence Sent:

- Attachment 5: Correspondence to LG Super re: Additional Contributions requested from Member Councils
- Attachment 6: Correspondence to ATEC re: Letter of Support for Meeting Place to be held in Hunter Region
- Attachment 7: Correspondence to Hon Paul Toole and Hon Andrew Constance re: RMS Delays in the Hunter Region (including attachments and letters of support from HIA, HBC and Committee for the Hunter)
- Attachment 8: Correspondence to Common Ground re: Letter of Support for Regional Homelessness Strategy
- Attachment 9: Correspondence to BZE re: Letter of Support for Grant Application to 'Increasing Resilience to Climate Change' fund
- Attachment 10: Correspondence to Mr Darren McKay re: Letter of Support for PhD Research Project on Delivering Sustainability to Urban Economies
- Attachment 11: Joint Organisation Capacity Building – Signed Funding Agreement

RECOMMENDATION:

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

6. Reports

6.1 CEO Report

Report Author: Joe James, CEO

Responsible Officer: Joe James, CEO

Executive Summary: The purpose of this report is for the CEO to report to the Hunter Joint Organisation Board to provide progress updates on activity since the last board meeting.

Coordination of COVID-19 Response

As a result of the recent COVID-19 pandemic, the General Managers Advisory Committee have discussed options for coordinating regionally on what each member council is doing in response to the pandemic. This would largely consist of information sharing at this point, to discuss each council's response regarding;

- Council Meetings
- Shutdown of offices and staffing arrangements
- Effects on operational planning
- Initiatives to support businesses and the community

Central Coast Council have also corresponded with the Hunter JO and a number of its member councils to look at taking a regional and consistent approach to the crisis.

As a first step, GMAC have agreed to try and meet as soon as possible via videoconference to share information and coordinate responses where appropriate, and will be contacting the General Manager of Central Coast Council to take part in these discussions.

CEO Performance Review

The CEO's performance review is scheduled to be completed in the week commencing Monday, 6 April 2020, with a panel consisting of;

- Bob Pynsent, Chair of the Hunter JO Board
- David Evans, Chair of General Managers Advisory Committee
- Steve McDonald, Chair of Strategic Services Australia Ltd Board

This performance review assesses the CEO's performance on both his role as CEO of the Hunter Joint Organisation and as CEO of Strategic Services Australia Ltd.

A report from the panel will be provided to the Hunter JO and SSA Boards in a closed session at the June 2020 board meeting.

Joint Organisation Standing Committees and Working Groups	
Hunter Joint Organisation Leadership Team Meetings	An update from the March meeting of the Hunter JO Leadership Team has been provided at Item 6.11
Greater Newcastle Metropolitan Plan Steering Committee	The CEO, Chair of the Hunter JO, and the Chair of the Standing Committee for the Greater Newcastle Metropolitan Plan, met with Minister Stokes in Sydney on Tuesday 11 th February to discuss the proposed MoU between the five lower Hunter councils and NSW Government. The Minister confirmed his intent to sign the MOU. The Minister's office advised he was not available to sign until

	May (the original intent being an in-person signing event with the Minister and Mayors).
Circular Economy Working Group	An update on the Circular Economy Project has been included at Item 6.8
Strategic Projects / Programs	
Intergovernmental Partnerships	<p>No further developments on a City Deal.</p> <p>However, the CEO is working directly with Newcastle Airport to support their current advocacy strategy directly with NSW Treasury.</p> <p>In the discussion regarding the GNMP MOU, Minister Stokes indicated support for pursuing a city / regional deal.</p>
Hunter Economic Transition	<p>The Hunter Economic Steering Committee met in December 2019. The outcomes of this Committee since its last meeting are addressed further in Item 6.7.</p> <p>The Hunter JO's applications to for Joint Organisation Capacity Building's fund has also been approved (signed funding deed is included at Attachment 11), which will provide funds to this project.</p>
Standing Collaborations and stakeholder engagement	
Upper Hunter Economic Diversification Working Group	<p>The Sub-Committee has not met since the last meeting of GMAC.</p> <p>The CEO met with Alison McGaffin to discuss the Upper Hunter Economic Diversification Web Portal that has been developed by Regional NSW in collaboration with the Hunter JO and the four Upper Hunter member councils (Dungog Shire Council, Upper Hunter Shire Council, Muswellbrook Shire Council, Singleton Council). It was a productive discussion regarding future management of the portal, and the launch of the portal, to ensure that its evolution as a tool for the region aligns current resources available within the JO and local government and its current functionality.</p>
Hunter RLE	<p>The HJO report to the February RLE is provided at Attachment 12.</p> <p>The February RLE also included a workshop with a focus on key drivers of population change. The CEO provide a verbal summary of the output of the regional planning session, on 7 February, attended by senior staff from all member councils.</p> <p>Meetings of the Hunter RLE have been postponed for the time being due to the COVID-19 Pandemic.</p>
JO NSW Network	The collaboration within the JO Network continues to evolve with a recent focus on collaborating on responses to

	<p>the COVID-19 pandemic, sharing of resources and information.</p> <p>The JO Chairs met on 5 March. At this point only draft meeting minutes have been provided at Attachment 13.</p>
Advocacy / Collaboration / Stakeholder engagement since last board meeting	
Cruise Industry Working Group	With the docking of all cruise ships currently cancelled due to the COVID-19 pandemic, the Cruise Coordinator is working on completion of the business plan for continuation of this position. This plan will include recommendations on recovery of the cruise industry for the 2020-21 cruise season, and will be delivered to the Cruise Industry Working Group at its meeting of Wednesday 8 April.
OEM/HJO Hosting of Regional Position	An update has been provided on recruitment of this position in the Policy & Programs Team Update in Item 6.3
Committee for the Hunter	The CEO and the Chair of the Hunter JO met with the new CEO of the Committee for the Hunter Alice Thompson, and its Chair Richard Anicich on Tuesday 17 th March. There was indicative agreement to explore a Memorandum of Understanding with the Committee for the Hunter, with the Hunter JO to prepare the first draft. The subject matter of the proposed MoU is still to be negotiated, but in principle there is agreement to work together in relation to advocacy on behalf of the region.
Tenterfield to Newcastle Corridor – Roads of Strategic Importance	The Hunter JO organised and facilitated a consultation with the Department of Infrastructure, Transport, Cities & Regional Development with the five member councils along this Corridor. A pre-consultation was facilitated by the Hunter JO with the Infrastructure Managers from each of the five councils to determine a list of priority projects along the corridor, which was then delivered to the Department at the consultation on Thursday 19th March. The Department will provide updates on their assessment of the priority project list.

Recommendation:

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

Attachments

- *Attachment 12 – Hunter & Central Coast RLE – Hunter JO Report*
- *Attachment 13 – Draft Minutes JO Chairs Meeting*

Report Author: Graham Dean, Administration & Finance Manager

Responsible Officer: Joe James, CEO

Executive Summary: The purpose of this report is to provide financial results for the year to date (29 February 2020) for the Hunter Joint Organisation.

The following comments should be taken into account in showing a variance from the budget that was forecast for this period;

- Bank interest had not been included in the forecast budget
- Audit fee for the 2019-20 financial year was significantly higher than had been anticipated and higher than previous years, due to the auditor prescribed by the Office of Local Government
- Salaries and Superannuation were both underspend due to non-employment of Policy Officer over this financial year
- Workers Compensation was higher than anticipated due to insurer not knowing our business expectation of higher wages bill. A rebate is anticipated at year end
- Business Development Consultant had not been budgeted for, however was used to offset lower wages cost for the financial year

Attachment

- *Attachment 14 – Hunter JO P&Ls February 2020*

Hunter Joint Organisation									
Profit & Loss Summary									
1 July 19 to 29 February 20									
									Approved Budget 2019/20
		February Actual	February Budget	Variance		YTD Actual	YTD Budget	Variance	
Hunter JO Admin									
	Revenue	8,583	8,333	250		233,611	231,531	2,080	264,867
	Expenditure	(41,722)	(56,405)	14,683		(417,064)	(468,091)	51,027	(658,005)
	Total Admin	(33,139)	(48,072)	14,933		(183,453)	(236,560)	53,107	(393,138)
Hunter JO Projects									
	Brought fwd (DPC projects)	-	-	-		100,800	100,800	-	100,800
	Revenue	109,999	-	109,999		1,197,276	1,110,699	86,577	1,385,949
	Expenditure	(117,928)	-	(117,928)		(1,196,336)	(1,211,499)	15,163	(1,486,749)
	Total Projects	(7,929)	-	(7,929)		101,740	-	101,740	-
	Surplus / (Deficit)	(41,068)	(48,072)	7,004		(81,713)	(236,560)	154,847	(393,138)

Recommendation:

- That the Profit and Loss Statement for period ending February 2019 be received and noted

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

Responsible Officer: Joe James, CEO

HUNTER JOINT ORGANISATION STATUTORY FUNCTIONS

Intergovernmental Collaboration

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

DATE(S)	DESCRIPTION	CONVENOR
30 th January 2020	Meeting of Environmental Water Advisory Groups for the Hunter and Paterson Regulated Rivers	NSW Department of Planning, Industry and Environment (DPIE)
7 th February 2020	Regional workshop – review of regional planning	Hunter Joint Organisation
7 th February 2020	Regional briefing – National Housing Infrastructure Facility	Hunter Joint Organisation
2 nd March 2020	Hunter Valley Western Area Bushfire response- Wildlife, Habitat, Weeds and Pests meeting	Hunter Local Land Services
12 th March 2020	Regional Coastal Councils Working Group	DPIE & Hunter JO
6 February 2020	Regional Leadership Executive (RLE) Human Services Subcommittee	Regional NSW
4 th February 2020	RLE Planning & Environment Subcommittee	Regional NSW
Fortnightly	Hunter Central Coast Recovery Subcommittee	Regional NSW

Regional Leadership and Advocacy - Regional Submissions

SUBMISSION FOCUS	CLOSING DATE	STATUS
NSW Plastics Plan Discussion Paper	8 May 2020	In progress
NSW 20-Year Waste Strategy Issues Paper	8 May 2020	In progress

Strategic Planning and Priority Setting

AAA ACTION	ACTIVITY
3.3. Deepen relationships with the Department of Planning and Environment and the Hunter Development Corporation and gain a commitment to a formal JO role in the implementation, monitoring and review of the Hunter Regional Plan 2036 and Greater Newcastle Metropolitan Plan 2036. Be an	<p><u>Review of Regional Planning Workshop</u></p> <p>Workshop convened 7th February 2020 involving Planning Directors from all HJO member Councils and Central Coast Council, focusing on:</p> <ul style="list-style-type: none"> Facilitating Council Input to Hunter Regional Leadership Executive Workshop on Population Projections Process for 5 Year Review of Hunter and Central Coast Regional Plans

effective and outcome oriented committee member

- Facilitating Council input to review of regional planning process

PROGRAM DELIVERY HIGHLIGHTS

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

AAA ACTION	PROGRAM ACTIVITY
1.4. Continue to work together to deliver the programs to increase community resilience and preparedness for natural disasters through the Hunter and Central Coast Regional Environmental Management Strategy	<p><u>Regional Disaster Preparedness Officer</u></p> <p>Skye Moore is scheduled to commence as Regional Disaster Preparedness Officer on 30th March 2020. Skye brings considerable experience and expertise to the role, having previously worked with NSW Police as the Regional Emergency Management Officer (REMO) for the Hunter and Central Coast.</p>

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

AAA ACTION	PROGRAM ACTIVITY
2.1. Continue to work together to deliver the Hunter and Central Coast Regional Environmental Management Strategy	<p><u>UPSS Training Audits for Councils</u></p> <p>Training audits of service stations are being delivered to each Council by the Regional Contaminated Land Program Manager. Their purpose is to:</p> <ul style="list-style-type: none"> • Build the skills and capacity of Council compliance staff to undertake audits of facilities with UPSS, including the application of regional templates developed to assist Councils with these activities • Assess level of compliance of UPSS sites handed over to Councils by the NSW EPA.
2.3. Work together to find an effective recycling solution for the region	<p><u>CE Facilitators Group</u></p> <p>Work completed to date on the circular economy eco-system (CE) in the region has confirmed a network of committed, knowledgeable and capable people with the potential to drive the CE program forward. As a first step in harnessing this capacity, an informal “Hunter Circular Facilitators” group has been established, the role of which is to:</p> <ul style="list-style-type: none"> • share information • harness the collective effort in the region • drive and coordinate cross stakeholder efforts toward a circular economy. • avoid duplication and foster the progress of the circular economy. <p>The group is made up of people who already have a role in the circular economy and have capacity to dedicate their time</p>

	toward a regional approach. Refer Circular Economy briefing paper (Item 6.8) for more information.
	<p><u>“Small Acts Big Change” Campaign</u></p> <p>This regional communication campaign aims to improve community waste avoidance behaviours at the top end of the waste management hierarchy, along with reuse and recycling habits. A suite of 12 short videos featuring the waste avoidance and recycling activities of local community champions and groups from Council areas across the region have been completed. Four have been released (https://smallactsbigchange.com.au/our-stories/) with preparations underway for roll out of the remainder.</p>

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

AAA ACTION	PROGRAM ACTIVITY
3.9. Explore and act on smart ways to transform local and global disruptions, such as the disruption of recycling services, into economic opportunities for the Hunter	<p><u>Hunter BioCircular - Regional Organics Processing</u></p> <p>Hunter BioCircular is a collaboration between Hunter and Central Coast Councils, industry, research and community stakeholders to embrace world-leading innovations to develop a flagship community resources recovery model. By demonstrating a Circular Economy approach, Hunter BioCircular seeks to move the region toward zero waste to landfill, and in doing so provide long term economic, social and environmental benefits from processing waste locally, which will help transition our regional economy, delivering new local jobs, greenhouse gas reductions and improvements to our soils.</p> <p>Technology, product and financial analysis completed to date has confirmed the potential benefits of proceeding further with design and delivery of Hunter BioCircular. A briefing paper outlining these opportunities and a proposed process for moving forward is provided at Item 6.8.</p>

COMMUNICATIONS

- Regional Community Recycling Centre radio advertising campaign on 102.1 Triple M commenced February 2020.
- Regional “Small Acts Big Change” social media campaign

Recommendation:

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

Attachment

- *Attachment 15 – Regional Policy & Programs Activity Report*

6.4 Code of Conduct Panel Review

Report Author: Louisa Bulley, Executive Assistant to the CEO

Responsible Officer: Joe James, CEO

The Hunter JO has been approached by Newcastle City Council to enquire if a review of the Code of Conduct Reviewer Panel will be completed before the next Local Government Elections. The Hunter JO are currently looking into the process of review of the panel. However, at the time of writing the Local Government Election have been delayed for twelve months, so this may also delay the need to review the Code of Conduct Reviewer Panel.

The CEO will be in touch with each of the councils to assess the timeline for the review of the panel, to ascertain whether member councils are working to a four-year timeline for a review, or a timeline defined by council terms.

Recommendation:

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

6.5 Review of Hunter JO Charter

Report Authors: Louisa Bulley, Executive Assistant to the CEO

Responsible Officer: Joe James, CEO

As a result of the recent resolution of the Hunter JO Board regarding financial contributions from member councils at its meeting of Thursday 13 February 2020, a review of the Hunter Joint Organisation's Charter is required.

The Charter, which was endorsed by the Hunter JO Board in June 2018, predicates that financial contributions from will be "equal contributions from Member Councils no matter their size, population base or resourcing". As the resolution of the Board at its February 2020 meeting has shifted council contributions to a variable model, it is proposed that the Charter be amended by a special resolution of the Board, to align with this change in its funding model. Amendments to the Charter are allowed by special resolution under item 1.4 in the Charter.

In reviewing the document, other small administrative changes have been suggested for amendment, as included in 'tracked changes' in Attachment 16.

Recommendation:

- **That the proposed amendments to the Charter for the Hunter Joint Organisation be endorsed by the Board and an updated Charter be published on the Hunter JO Website.**

Attachment

- *Attachment 16 – Amended Charter of the Hunter Joint Organisation*

Report Author: Louisa Bulley, Executive Assistant to the CEO

Responsible Officer: Joe James, CEO

Consistent with the practices of many public sector organisations, and following discussions that have been had amongst staff within the Hunter Joint Organisation and Strategic Services Australia divisions over the past few months, it is proposed that the Hunter Joint Organisation adopt the use of an Acknowledgment of Country in its meetings, including our Hunter JO Board Meetings.

In order to provide an acknowledgement that pays respect to the many and varied indigenous communities across our region, it is proposed that a consistent statement be used for these purposes, not referring to any specific indigenous community, and endorsed by the Board.

Proposed wording for Acknowledgment of Country for Meetings:

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.

Recommendation:

- **That the proposed Acknowledgement of Country be endorsed for use in Hunter JO Board Meetings and Committee Meetings**

Report Author: Jack Archer

Responsible Officer: Joe James, CEO

Purpose: To agree to establishment of the Hunter 2050 Foundation

Summary

Approval is sought from the Board for the HJO to establish the Hunter 2050 Foundation Limited as a company limited by guarantee to lead, in partnership with industry, the Hunter community and the three levels of government, regional efforts to diversify the Hunter economy and manage the impacts of coming industrial change. The final constitution that is proposed to govern the operations of the Foundation is also attached for approval.

To participate in the formation of the Foundation, the HJO will first need to seek consent from the Minister for Local Government under s358(1) of the Local Government Act 1993. Following Board approval to proceed with establishment, the HJO will engage with the Minister and her Department to seek this consent. The final draft letter to Minister Hancock seeking this consent is attached.

Alongside seeking consent to participate in the formation of the Foundation, the Steering Committee and project team are working to finalise the start-up strategy for the organisation. Further details and decisions to support the start-up phase including seed funding arrangements and proposed initial Directors will be brought to the Board for consideration as soon as possible at a future meeting.

The Hunter 2050 Foundation model

The attached Final Draft Hunter 2050 Foundation Blueprint describes the initial corporate strategy the Foundation will pursue to meet its objectives.

This model represents a clear departure from the traditional government led diversification models that have been pursued in Australia. Rather than being focused on facilitation, partnership and support activities (which are and will remain core functions of the HJO), it is proposed to create an entity that can genuinely and directly drive economic diversification through investment, development and dedicated transition services.

Under this proposal, the Foundation would be a specialised investment manager and industrial land development leader for the Hunter. It will work to secure and invest significant capital in new industries and Hunter businesses and own and develop strategic precincts and land redevelopments. These commercial activities will also underpin a sustainable business model not reliant on government grants, with the potential to create surplus funds that can be invested in non-commercial diversification initiatives.

Alongside the investment and development role, it is recommended that the Foundation establish supply chain diversification programs and worker transition services working in partnership with industry and government. Consultation and background research has identified key gaps in current support and the need to be much more proactive at the regional level in each area. These services will provide a local platform that can be ramped up during key industrial closure with the significant government and industry investments that typically become available once closures commence.

Finally, the Foundation will work to provide better information and support to the HJO in ensuring that industry, government and communities work together on diversification issues. Transition entities in other regions often become a hub for enduring collaborative systems and process that need to 'collectively' owned, rather than being controlled by any one participant (being it a level of government or industry sector). This may involve research and collaboration activities targeting key

diversification issues and questions. The team is working to clarify the best short-term strategies for this objective.

COVID-19 impact on the project

The COVID-19 crisis will cause some delays to the Foundation establishment project, with the goal of establishment by late May 2020 needing to be pushed out by several weeks to several months depending on Australia's success in containing the virus.

The original plan, to have in place initial agreements with partners on seed funding and to have significantly progressed discussions with State and Federal governments regarding material support for the Foundations operations, will be delayed. While this work remains vital and an urgent priority for the region, progressing seed funding conversations and investor engagement will need to be put temporarily on hold.

As an interim step letters of support from industry and community groups who have contributed to the design of the Foundation, and who will support the Foundation through membership and other partnerships following its establishment, are being secured.

These letters will be the first formal demonstration of support from the diverse group spanning the coal and energy sectors, local Hunter institutions and community groups who will form the coalition that will work alongside the HJO to establish the Foundation and support it in achieving outcomes for the Hunter. They will assist in securing consent from Minister Hancock and in further discussions with State and Federal government.

As the crisis eases in the coming weeks and organisations can see their way through to a return to more normal operations, negotiations on the contributions from industry and State and Federal Government will be recommenced to enable the start-up phase of the Foundation to commence.

Background

As per the resolution of the Hunter JO Board at its meeting of 14 November 2019, the Hunter JO has agreed to invest in a project to explore the establishment of a Hunter Economic Transition Foundation. Since this resolution was passed, AGL have agreed to provide funding toward the establishment of the committee, to the amount of \$120,000.

Joe James and Jack Archer have completed an initial round of consultation on the Foundation project with key players in Hunter Industry including AGL, Port, Airport, Mining Companies with transitioning assets, State and Federal Ministers, MPs and Departments, the University of Newcastle as well as other local organisations such as Hunter RDA, Committee for the Hunter and Hunter Renewal.

Initial consultations have focussed on briefing each of these important stakeholders on the intent of the project and discussion of the need for the Foundation, its proposed objectives and potential activities.

Feedback across these conversations has been excellent. The initiative taken by the HJO on the project and the collective commitment from Local Government to lead on this issue is appreciated as is the collaborative approach and early engagement to shape the Foundation proposal. Across the stakeholders engaged, there is widespread agreement that:

- It is essential to for the region to be proactive and move early on these issues. This means acting now when economic conditions are strong and known closures are still several years away.
- The collective leadership of local government through the Hunter Joint Organisation working in partnership with other levels of government and industry is the best way to act regionally on these issues.
- The proposed objectives and scope of activities make sense and cover the range of issues others are seeing as a priority in the region.

- Whilst industry and government already have plans and initiatives in place there are important gaps that could be filled by the Foundation in each priority area and better coordination and leadership of the regional effort is essential to success.
- The organisation should be a practical one rather than being primarily an advocate or research initiative. Advocacy roles are already well supported by the HJO, Hunter RDA and the newly formed Committee for the Hunter. Stakeholders agree that the Foundation:
 - should seek to catalyse real progress on securing investment in new businesses and projects, redeveloping land and supporting the establishment of new precincts that are hubs for future jobs and supporting businesses and workers to change is the key to success; and
 - should have an operating model that once established will be self-sustaining and be able to contribute to future projects for the community, rather than relying on regular government grants or local membership contributions to fund its operations.

Overall the consultations have revealed a significant level of agreement about the need for progress on diversification issues amongst a very diverse range of stakeholders. There is a preparedness to work in collaboration with HJO and others to better prepare the Hunter for the future.

Recommendations:

- **That the Board approve the formation of the Hunter 2050 Foundation Limited by the HJO and the Constitution of the Hunter 2050 Foundation Limited which will govern its operation.**
- **The Board note:**
 - **That the formation of the Hunter 2050 Foundation is subject to the HJO receiving consent to participate in the Foundation from Minister Hancock and the final draft letter seeking this consent.**
 - **That Board approval for the proposed start-up strategy including seed funding arrangements and initial Directors will be sought at a future meeting.**
 - **The final draft Blueprint for the Hunter 2050 Foundation which describes the proposed corporate strategy for the Hunter 2050 Foundation.**
 - **The changes to the project strategy and timing resulting from the short-term impacts of the COVID-19 crisis on government and industry partners.**

Attachments

- *Attachment 17 - Draft Hunter 2050 Foundation Blueprint*
- *Attachment 18 - Draft Hunter 2050 Foundation Constitution*
- *Attachment 19 - Draft Letter to Minister Hancock*

Report Author: Tim Askew – Regional Policy & Program Manager

Responsible Officer: Steve Wilson – Director, Regional Policy & Programs

Background

The Circular Economy Working Group (CEWG) was established at the HJO Board meeting in 2018 to develop the region's circular economy. This involves establishing a program of work identifying regional opportunities to advance circular economy solutions for member council recycling products and services. The program of works is designed to deliver on the desired outcomes of the CEWG and is currently delivering on several projects using funding from the NSW DPIE (Better Waste Recycling Fund) and through collaboration with other agencies.

Hunter JO Circular Economy (CE) Program Update

This briefing paper provides an update on two key elements of the Circular Economy program requiring consideration by the General Managers Advisory Committee and Hunter JO Board.

1. Circular Economy Program Facilitation

Significant progress has been made by the HJO in delivering the initial priorities and projects identified by the CEWG, while a broader range of CE initiatives are also being pursued by individual Councils, Universities, business associations and some areas of the State Government. Facilitating collaboration across these various stakeholders and initiatives is crucial to maximising available resources and avoiding duplication of effort, however at present there is no formal mechanism for this to occur. Furthermore, the progress that has been made to date by the HJO has only been possible due to the availability of funding from the EPA's "Better Waste Recycling Fund", provided to deliver the Regional Waste Program. With remaining funds from this source now limited, delivery of further circular economy initiatives will depend on effective collaboration with other stakeholder organisations to either deliver within available capacity, or through successfully attracting further external funding to the region.

From the circular economy eco-system work completed to date along with some events run in the region, it has become evident that there is a network of committed and knowledgeable people in the region who could drive the program forward. As a first step in harnessing this energy and knowledge an informal group has formed called the Hunter Circular Facilitators. Their role is to come together to share information and coordinate our efforts toward driving the circular economy forward in our region. The group is made up of people who already have a role in the circular economy and have capacity to dedicate toward a regional approach.

It is not intended that the Hunter Circular Facilitators will replace any existing governance structures at regional or local levels and hence does not replace the Circular Economy Working Group. Instead the Facilitator group provides the opportunity to harness the collective effort in the region, to avoid duplication of effort and foster the progress of the circular economy.

Attachment 19 provides an overview of the Hunter Circular Facilitators structure, proposed membership and relationship to broader Circular Economy stakeholders.

2. Hunter BioCircular Project

The Hunter Biocircular project demonstrates the Circular Economy in action, by using proven technologies to capture maximum value and usage from every component of our organic waste streams, to produce high value products and energy.

The project is a concept drawn from the Hunter BioValley work completed by the University of Newcastle in 2018 that was included in the Upper Hunter Economic Diversification Action Plan. As

outlined in the 2019 briefing paper, the Hunter BioCircular project was to progress toward a concept plan in 2020 and this has begun.

The HJO has been working with a small team of experts to create a 'roadmap to success' plan. The project team has so far collaborated with Hunter and Central Coast Council waste management teams, Hunter Water, Jemena, Venus Shell Systems, the German Biogas Association, Danish BioGas association, Monash University and Newcastle University, and is continuing to seek further partners to further de-risk the planning process.

Attachment 20 provides a summary of the 'Roadmap to Success' plan completed to date. The information provided in the plan is very promising for the region. The team has completed the initial technical and economic analysis to come up with a concept that captures value at every stage of the process to produce outputs that collaborators are very keen to acquire. While early stage and subject to further refinement, initial economic analysis of the concept suggests a five-year payback period and 19% internal rate of return, which suggests that the concept warrants further investigation.

This concept also solves the existing collection and processing issues for organic wastes including:

- Significant quantities of organic wastes are still being sent to landfill
- Household food organic collections are not universal across the Hunter and Central Coast
- Organics processors currently only produce one product – compost
- Organics processors are generally producing variable quality and low value product
- Greenhouse gases and embedded energy are not being captured by the processors
- Previous greenhouse gas and energy capture projects have failed by using inappropriate technologies not fit for purpose in the Australian context.

The benefits identified from proceeding with the Hunter BioCircular project to date include:

- Lower processing fees for Councils (estimated at 40% lower) due to the capture of value at all stages of the project
- Lower gate fees to attract more organic wastes out of landfill
- Reduced processing risks by matching technology to feedstocks appropriately
- Higher quality and value products can be sold, including Biochar
- Full capture of energy (methane) that can be directed into the gas grid or used to produce electricity
- Full capture of all greenhouse gases and heat produced in the process
- New agricultural and food manufacturing businesses attracted to the region due to low input costs derived through the project
- Fostering innovation and facilitating economic diversification within the Hunter and Central Coast regions.

The success of this project lies in the 'shopping centre approach' taken in the design to date. That is, all technologies and potential participants in the project have been curated to attain the maximum value and ensure every waste produced is a resource for another business / part of the process. That is, a fully 'Circular Economy' precinct design is the key to the success of the project.

The next steps in project development require the further de-risking of the concept plan and seeking funding / investment to undertake more detailed feasibility analysis and development of the business case. The next steps proposed to achieve this include:

- Establishment of a Memorandum of Understanding between the HJO and current partners, including the Hunter and Central Coast Councils, that demonstrates the intent to further develop the project among the partners and potentially unlock funding for future stages of the project.
- The HJO to seek State and Federal government funding commitments to further develop the project.
- HJO member Councils and Central Coast Council be aware that entering into long term organic waste processing contracts, without suitably flexible terms, will lower the commercial and economic viability of the concept. Without Council organic feedstocks the project is less viable and higher risk.

Recommendation:

That the Hunter Joint Organisation Board;

- 1. Endorse the proposed Hunter Circular Facilitators structure and membership as an important driver of the circular economy in the region.**
- 2. Endorse the following actions to support further research, design and development of the Hunter BioCircular project including:**
 - a. Development of an MOU between existing project partners**
 - b. HJO to pursue further funding from State and Federal governments to support more detailed feasibility assessment, project design and development**
 - c. HJO member Councils consider the progress of the Hunter BioCircular Concept Plan as a part of any decision to enter into or renew a contract for long-term processing of organic wastes**

Attachments

- *Attachment 20 - Hunter Circular Economy Facilitators Group*
- *Attachment 21 – Hunter BioCircular Project Overview*

Report Author: Louisa Bulley, Executive Assistant to the CEO

Responsible Officer: Joe James, CEO

Report:

At their meeting of 14 November 2019, a draft HJO Marketing & Communications Strategy Proposal was brought to the Hunter JO Board, which provided a review of branding and communications for the Hunter JO. This document outlined the need for a clear strategy for the Hunter JO as an organisation, in being able to develop a consistent brand that is recognisable through the region, with our Member Councils, for intergovernmental collaboration, and with all of our external partners. The proposal also outlined the confusion in the Hunter JO's current external brand, for instance the Hunter JO Website, communications channels such as email and LinkedIn, and a lack of clarity in the relationship between the Hunter JO, Strategic Services Australia Ltd, and the various business divisions that sit within SSA.

This report was noted by the Board in their November Meeting, and a Communications Strategy has now been drafted by Xanthe Addison in her role as Marketing & Communications Officer for the Hunter JO, which has been included at Attachment 22. Alongside this Communications Strategy is a more comprehensive working version of the strategy that can be continually adapted, while sticking to a clear set of objectives.

Website:

In line with the Communications Strategy, and the review of branding and communications completed in 2019, an updated website for the organisation has been developed. This review raised a number of issues with the existing website, and with the branding of the Hunter JO in general, with the Hunter JO website and staff email addresses (including that of the CEO and EA) referring largely to Strategic Services Australia. For instance, the Hunter JO website uses the URL: www.strategicservicesaustralia.com.au, creating some confusion for external stakeholders.

Since this review, staff email addresses for the Regional Policy and Programs Division (the old Environment Division), and for Hunter JO staff have been transitioned from either '@ssalimited.com.au' or '@huntercouncils.com.au' to @hunterjo.com.au. Another key outcome of this review is that a new version of the Hunter JO Website has been being developed, to meet Action Item 1.1 in the Hunter JO Strategic Plan; to 'Develop an engaging online presence which tells the story of the diverse places and people which make up the Hunter region'.

In order to create a more unified brand, and a clear identity for the Hunter Joint Organisation for all of its stakeholders, a draft version of the new website is now available for viewing. This website has moved to a simplified format, as the current website has become quite busy, and seeks to provide stakeholders with a clear idea of what the Hunter Joint Organisation is and what it does. Further discussion of this brand identity can be found in the presentation at Attachment 23, discussing the proposed logo options for the Hunter JO.

With the transition to the Regional Policy and Programs Division (from the Environment Division) also underway, a review of the HCCREMS website is also underway, which is aligning the brand of this website to the Hunter JO.

The long-term strategy is to move to one website that represents the Hunter JO and the work done by the Regional Policy and Programs Division. However, due to the focus of the current HCCREMS website, and the amount of information and resources on the site, it is anticipated that this transition may take up to 12 months. This will also give time to embed the new structure of the

Regional Policy and Programs Division, and to clearly align their projects to the Hunter JO Strategy, as per the report provided at Attachment 15, showing the current activity of the division.

Recommendation:

- **That the Hunter Joint Organisation Board endorse the Communications & Engagement Plan in line with the OLG requirements for Joint Organisations, noting that the operational strategy that supports the plan has been endorsed by GMAC**
- **That the Hunter Joint Organisation Board note the updated website, and endorse its launch, to be communicated to all Mayors and GMs within the next two weeks to provide a central location for COVID-19 updates for member councils.**

Attachments

- *Attachment 22 – Hunter JO Communications Strategy*

Report Author: Louisa Bulley, Executive Assistant to the CEO

Responsible Officer: Joe James, CEO

Development of a new logo for the Hunter JO has been underway as another action from the Marketing and Communications work being done within the organisation. As discussed above, there has been some confusion regarding the external identity of the Hunter JO, and in line with the recommendations in the Communications Strategy, and the review of the Hunter JO Website, some options for a new logo have been developed.

A copy of the presentation to be provided at the Hunter JO Board meeting has been included at Attachment 23.

Attachments

- *Attachment 23 – Hunter JO Presentation Logo Options*

Recommendations:

- **That the Hunter Joint Organisation choose one of the logo options provided, and endorse its use in updating all external branding for the organisation, including the website.**

Report Author: Louisa Bulley, Executive Assistant to the CEO

Responsible Officer: Joe James, CEO

As a result of discussions had by the Hunter JO Board as part of their recent Strategic Planning Process, and in anticipation of Local Government Elections in September 2020, the Hunter JO Leadership Team have been working on a draft set of principles for the Board, to be used as part of an induction pack for new Board Members.

The Hunter JO Leadership Team, made up of the Chair of the Board, Chair of the General Managers Advisory Committee, CEO, and Executive Assistant, have developed a 'Statement of Expectations' to provide a framework for how Board Members, both Voting and Non-Voting, relate to one another within meetings and as peers. While the Hunter JO's Code of Meeting Practice does provide principles for how the Board conducts business within its meetings, this more personalised set of expectations can be used as a framework for how the Hunter JO and all of its members and employees conduct business and interpersonal relationships.

The Draft Statement of Expectations has been included at Attachment 24, and it is proposed that, once endorsed, these become part of a standard Induction Pack for new members of the Board, as well as a standard agreement for all Board Members.

Recommendation

- **That the Hunter Joint Organisation Board endorse the Statement of Expectations as a standard framework to be used for meetings of the Board**
- **That the Statement of Expectations be used as part of an Induction Pack for new members of the Hunter JO Board**
- **That each member of the Board, both voting and non-voting, sign a copy of the Statement of Expectations once it has been adopted.**

Attachments

- *Attachment 24 – Draft Hunter JO Statement of Expectations*

7. Matters Raised by Voting & Non-Voting Representatives

8. General Business
