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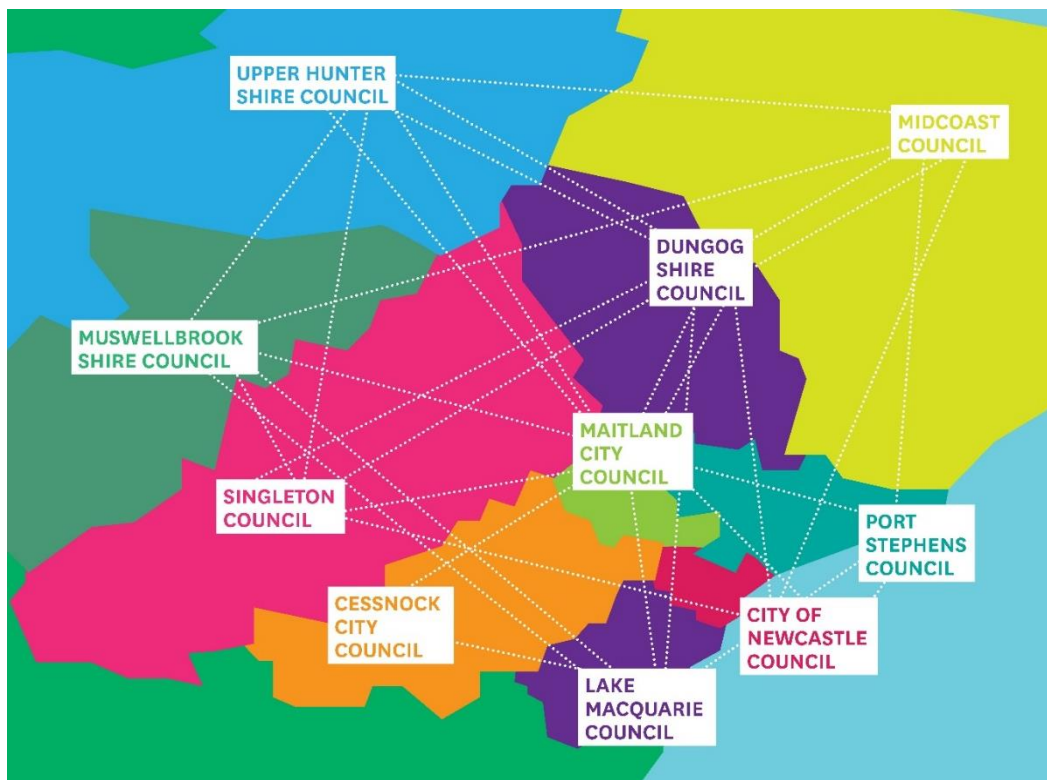
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FOLLOW OUR PROGRESS



Hunter Joint Organisation Board Meeting Papers

10:30am, Thursday 11 June 2020



Videoconference

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1. Welcome and Apologies

1.1 Acknowledgement of Country

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

2. Minutes of Previous Meeting

2.1 Minutes of Meeting 9 April 2020

Hunter Joint Organisation Board Meeting Minutes

10:30 – 3:00pm, Thursday 9 April 2020

HJO Boardroom, 4 Sandringham Ave, Thornton (via Videoconference)

Voting Directors Present

Cr Bob Pynsent,	Cessnock City Council
Cr John Connors,	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
Cr David West,	MidCoast Council

Non-Voting Members Present

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

Apologies

Cr Ryan Palmer,	Port Stephens Council
Cr Martin Rush,	Muswellbrook Shire Council
Cr Loretta Baker,	Maitland 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

Leesa Swan, Office of Local Government

Item 1 Welcomes and Apologies

The Chair welcomed the members to the meeting, and welcomed John Connors to his first meeting as the Mayor of Dungog.

Resolved:

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

Moved: Wayne Bedggood

Seconded: Sue Moore

Carried.

Item 2 Minutes of Previous Meeting

The minutes of the meeting of 13 February 2020 were noted, with the amendment that Mark McClean from Regional NSW was in attendance in the place of Alison McGaffin.

Item 3 Confirmation of Minutes & Business Arising from Minutes

Resolved:

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

Moved: Sue Moore

Seconded: Wayne Bedggood

Carried.

3.1 Business Arising: Action Register

The Action Register was taken as read.

Item 4 Presentations

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

- 4.1 Circular Economy Update (Tim Askew)
- 4.2 HJO Communications and Website Update (Louisa Bulley)
- 4.3 HJO Branding: Logo (Xanthe Addison)

Item 5 Correspondence

The correspondence was taken as read. The Chair noted the correspondence received from Cr Tracy Norman marking her resignation as Mayor of Dungog. The Board acknowledged the contribution of Cr Norman during her time on the Hunter JO Board.

Resolved:

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

Moved: Kay Fraser

Seconded: Nuatali Nelmes

Carried.

Item 6 Reports

6.1 CEO Report

The report was taken as read.

The Board discussed the update on the CEO's Performance Review as noted in the report, and discussed the makeup of the review panel. It was proposed that the makeup of the panel be reviewed, with the opportunity for additional Mayors to be included, and with gender equity to be considered. It was also proposed that Mayors provide any additional feedback on the CEO's performance to the Chair of the Board to be included in the performance review.

Resolved:

- ***That the update report be received and noted.***
- ***That Mayors provide any additional feedback on the CEO's performance over the last 12 months to the Chair of the Board by COB Thursday 16 April 2020, for inclusion in the performance review.***

Moved: Sue Moore

Seconded: Wayne Bedggood

Carried.

6.2 Financial Reports YTD February 2020

The report was taken as read. The Board discussed the issue of the audit fee charged to the Hunter JO, and the variation from what had been forecast for the 2019-20 financial year.

Resolved:

- ***That the Profit and Loss Statement for period ending February 2020 be received and noted***

Moved: Wayne Bedggood

Seconded: David West

Carried.

6.3 Regional Policy and Programs Division Report

The report was taken as read.

Resolved:

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

Moved: David West

Seconded: Kay Fraser

Carried.

6.4 Code of Conduct Panel Review

The report was taken as read.

Resolved:

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

Moved: Sue Moore

Seconded: David West

Carried.

6.5 Review of Hunter JO Charter

The report was taken as read.

Resolved:

- ***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.***

Moved: Wayne Bedggood

Seconded: Sue Moore

Carried.

6.6 Acknowledgement of Country

The report was taken as read.

Resolved:

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

Moved: David West

Seconded: Sue Moore

Carried.

6.7 Hunter Economic Transition Foundation Update

The report was taken as read.

Resolved:

- **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.**

Moved: Sue Moore

Seconded: Wayne Bedggood

Carried.

6.8 Circular Economy Update

The report was taken as read.

Resolved:

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***

Moved: Kay Fraser

Seconded: Sue Moore

Carried.

6.9 HJO Communications Update

The report was taken as read.

Resolved:

- ***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.***

Moved: David West

Seconded: Sue Moore

Carried.

6.10 HJO Branding: Logo

The report was taken as read.

The Board proposed that the logo be amended to use the word 'councils' in the title, with the inclusion of more of the colour blue to reflect the coastline of the region.

Resolved:

- ***That the preferred logo option be adapted to the use the word 'councils' within the name of the organisation, and with the inclusion of more of the colour blue.***
- ***That the final decision on the logo for the organisation be made via circular resolution of the Board, to be adopted at the next meeting in June.***

Moved: Wayne Bedggood

Seconded: Nuatali Nelmes

Carried.

6.11 Hunter JO Statement of Expectations

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

Resolved:

- ***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.***

Moved: Bob Pynsent

Seconded: David West

Carried.

7. Matters Raised by Voting & Non-Voting Members

7.1 Recognition of Joanne McCarthy on her Retirement

Cr Nuatali Nelmes spoke to the proposed letter and recognition of Joanne McCarthy.

Resolved:

- *That the Hunter JO Board recognise the work of Joanne McCarthy on her retirement from journalism*
- *That correspondence be drafted as a letter of support recognising Joanne McCarthy, signed by the Chair of the Hunter JO*

Moved: Nuatali Nelmes

Seconded: David West

Carried.

Item 8 General Business

The CEO raised discussion of correspondence from the Board's Sub-Committees, noting that Sub-Committees may send correspondence on behalf of the Board where necessary.

Meeting closed 1:30 pm

3. Confirmation of Minutes & Business Arising from Minutes

Recommendation:

- That the minutes of the previous meetings of 9 April 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	11 July 19	Ongoing	The CEO will provide a report to the Board at their August meeting
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 August 2020
HJO-20-02	That a sunset committee be formed, with Singleton Council, Upper Hunter Shire Council, Muswellbrook Shire Council, and any other Committee that provides a nomination by 5pm Friday 22nd November, to investigate and respond to the request previously made from the Upper Hunter County Council made to the Hunter Joint Organisation.	14 Nov 19	Ongoing	An update on this action has been provided at Item 6.12
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 Partnership, to track progress on these pledges	13 Feb 20	Complete	A report has been provided on this action at Item 6.10
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	13 Feb 20	Complete	A report has been provided on this action at Item 6.11

	cooperation with the six member councils affected in the recent bushfires, to facilitate a coordinated response to the Economic Recovery & Community Resilience Grant.			
HJO-20-010	That a formal Service Level Agreement between SSA & HJO be developed, incorporating the related parties agreement provided to both the SSA & HJO Boards in 2019, as a recommendation from the 2019 audit processes of both entities. This policy will include a Related Parties Disclosure Arrangement.	AGM 2019	Underway	The formal Service Level Agreement is in draft currently, and will be finalised once 2020-21 FY budgets are endorsed for both entities, in order that the agreement address the financial operations of the RPPM division. Will be provided to the August meeting of the Board.
HJO-20-011	That Mayors provide any additional feedback on the CEO's performance over the last 12 months to the Chair of the Board by COB Thursday 16 April 2020, for inclusion in the performance review.	9 Apr 20	Complete	Feedback has been contributed to the CEO Performance Review, to be addressed at this meeting.
HJO-20-012	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.	9 Apr 20	Complete	Charter has been updated and provided on the new Hunter JO Website
HJO-20-013	That the proposed Acknowledgement of Country be endorsed for use in Hunter JO Board Meetings and Committee Meetings	9 Apr 20	Complete	Acknowledgement of Country has been included in the Board Papers for the Hunter JO and GMAC as a new standing item
HJO-20-014	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.	9 Apr 20	Complete	Arrangements for formation of the Foundation have been provided at Item 6.4
HJO-20-015	<ul style="list-style-type: none"> That the preferred logo option be adapted to the use the word 'councils' within the name of the organisation, and with the inclusion of more of the colour blue. That the final decision on the logo for the organisation be made via circular resolution of the Board, to be adopted at the next meeting in June. 	9 Apr 20	Complete	A logo was selected via circular resolution of the Board. Following designer feedback that the logo had too many words and would be confusing in small use cases, a majority of the Board provided feedback that the emphasis should focus on our identity as 'Hunter Joint Organisation'. To this end, the CEO selected a modified design with the modified colours requested by the board, the prominent core text being 'Hunter Joint Org.' and a tagline,

				incorporated in larger use cases, referring to the organisation as 'A collaboration of Hunter Councils'.
HJO-20-016	<ul style="list-style-type: none"> • That the Hunter Joint Organisation Board endorse the Statement of Expectations as a standard framework to be used for meetings of the Board • That the Statement of Expectations be used as part of an Induction Pack for new members of the Hunter JO Board • That each member of the Board, both voting and non-voting, sign a copy of the Statement of Expectations once it has been adopted. 	9 Apr 20	Underway	It is planned that a group signing of this document take place at the August meeting of the Board

4. Presentations

4.1 Disaster Resilience Update

A joint presentation will be provided by Siobhan Isherwood (HJO), Skye Moore (OEM/HJO), and David Butt (OEM) accompanies the report provided at Item 7.6.

4.2 Overview of launch of Hunter Circular Website

Tim Askew will provide a short update on the anticipated launch of the Hunter Circular web and MFA launch, as per his presentation to the last GMAC Meeting.

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 received from LEP-Synergen re: Waste to Energy proposal
- Attachment 2: Response received from RFS Commissioner re: Hunter JO Letter of Support
- Attachment 3: Correspondence received from Department of Infrastructure re: ROSI Consultations (w/ accompanying report)
- Attachment 4: Letter of Support received from Lock the Gate Alliance re: Hunter 2050 Foundation
- Attachment 5: Letter of Support received from Hunter Region Employment Facilitator re: Hunter 2050 Foundation
- Attachment 6: Letter of Support received from Newcastle Airport re: Hunter 2050 Foundation
- Attachment 7: Letter of Support received from Committee for the Hunter re: Hunter 2050 Foundation
- Attachment 8: Letter of Support received from Bengalla Investment Committee re: Hunter 2050 Foundation

Correspondence Sent:

- Attachment 9: Correspondence to Venues NSW re: GNMP & Hunter Sports and Entertainment Precinct
- Attachment 10: Correspondence to Cr Tracy Norman re: Resignation as Mayor of Dungog
- Attachment 11: Correspondence to Joanne McCarthy re: Retirement from Journalism
- Attachment 12: Letter of Support for Runway at Newcastle Airport
- Attachment 13: Correspondence to Minister Toole re: RMS Delays Meeting & Next Steps
- Attachment 14: Correspondence to Minister Hancock re: Establishing a Hunter 2050 Foundation

RECOMMENDATION:

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

6. Reports

6.1 CEO Performance Review (Confidential Item)

Report Author: Louisa Bulley, Executive Officer

Responsible Officer: Joe James, CEO

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

Report:

As mentioned in the Hunter JO Meeting of 9 April 2020, the CEO's performance review has been completed, with a panel of representatives from Strategic Services Australia and Hunter JO, 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 has been provided as a confidential item to the Hunter JO Board to be discussed in a closed session.

The CEO Performance Review will also be provided for discussion as a confidential item to the SSA Board at its next meeting in July 2020.

A discussion of the performance review process and the makeup of the panel for future reviews is recommended for nothing in the minutes.

RECOMMENDATIONS:

- **THAT the report be received and noted.**
- **THAT the process for the CEO Performance Review for 2021-22 be decided, along with recommendations for the makeup of the review panel**

Report Author: Joe James, CEO

Responsible Officer: Joe James, CEO

Report:

It should be noted that the role of the Executive Assistant has been reviewed as part of the performance review process. This position has become a key role to both the Hunter JO and Strategic Services Australia, taking on the Human Resources function for the business, and a high level of stakeholder and project management. In recognition of these responsibilities, the role has been transitioned to an Executive Officer, with Louisa Bulley acting as a key point of contact for the Hunter JO.

Joint Organisation Standing Committees and Working Groups	
Hunter Joint Organisation Leadership Team Meetings	A monthly meeting of the Hunter JO Chair, the CEO, and the Chair of GMAC has now become a standing item.
Greater Newcastle Metropolitan Plan Steering Committee	Minister Stokes has confirmed his intent to sign the Greater Newcastle Metropolitan Plan MOU with the five Mayors of the Lower Hunter. Due to the logistical restraints of the COVID-19 Public Health Order, a group signing of the MOU has been delayed, however the Executive Officer is in talks with Minister Stokes' office to see if a virtual group signing may be arranged. This would avoid any delay in signing of the MoU and moving forward with developing governance guidelines for the MoU, while also allowed opportunities for a media release around the MoU.
Circular Economy Working Group	At the time of writing the next Working Group Meeting was being scheduled for late-May, early-June.
Strategic Projects / Programs	
Intergovernmental Partnerships	While no formal advocacy has occurred in relation to City/Regional Deals for some months, the CEO has continued direct engagement with Newcastle Airport to support its advocacy efforts regarding its runway expansion and terminal upgrade. As part of the Airport's advocacy strategy, the Chair and CEO of the HJO will sign, along with numerous other regional stakeholders, a joint letter of support seeking funding directly from the federal government.
Hunter Economic Transition	An update is provided at Item 6.4
Standing Collaborations and stakeholder engagement	
Upper Hunter Economic Diversification Working Group	The Working Group met via videoconference on Friday 17 April 2020. With the Working Group now having been engaged for a period of two years, a review of the Terms of Reference has been completed and endorsed. A key implementation priority for the group has been the development of the Upper Hunter Web Portal, on which a

	<p>presentation was provided to the Hunter JO Board in September 2019 by Stephen Wills. With the site now nearing launch, the EO has developed a working group with the Economic Development and Comms Officers from each of the four councils involved in the group. Initially, this group will review the Comms Strategy drafted by Regional NSW and the processes for upkeep of content on the site, before the final site is presented to the Mayors and ready for launch. The group will holding their first meeting on Friday 22 May.</p> <p>The launch of this website is planned to follow on from the Hunter JO Board Meeting on 11 June 2020, with Michael Johnsen MP launching the site for State Government, in partnership with the Upper Hunter Mayors and Regional NSW.</p>
Hunter RLE	The next meeting of the Regional Leadership Executive is planned for Tuesday 26 May 2020. A verbal update can be provided to GMAC from the CEO.
Hunter Business Attraction Committee	<p>The Hunter Business Attraction Committee met on Tuesday 19 May 2020.</p> <p>This Committee now has very extensive regional stakeholder representation and has been a valuable forum to promote the HJO and its programs, in particular the Hunter 2050 Foundation.</p> <p>Plans are being formulated for discreet working groups in defence, health, and energy, as priority sectors.</p>
JO NSW Network	The JO Chairs meeting is schedule for 28 May. Tim Askew will be attending in place of the CEO to support Mayor Pynsent. An update will be provided to HJO Board meeting.
Advocacy / Collaboration / Stakeholder engagement since last board meeting	
Cruise Industry Working Group	<p>Before going on maternity leave, the Cruise Coordinator Sarah Foster provided a report to the Cruise Industry Working Group, providing a summary of the 2019-2020 cruise season. This report also looked at opportunities for improvement and growth for cruise in the Hunter as part of a SWOT analysis of this period. A copy of this report has been included at Attachment 15.</p> <p>COVID-19 resulted in the cancellation of 4 cruise visits for the season, with the Working Group now looking at how the 2020-21 cruise season will be affected, with a high level of impact anticipated. Sarah will be returning from maternity leave on reduced hours in August 2020. The Working Group will continue to meet during this period to look at the viability of the role, and focus on recovery of cruise in the Hunter beyond COVID-19.</p>
Committee for the Hunter	The CEO has been in discussions with the Alice Thompson, the newly appointed CEO, on both possible properties of an MoU between the Hunter JO and the Committee for the Hunter as

	<p>well as potential joint advocacy and partnerships for anticipate COVID-19 regional recovery programs.</p> <p>The CEO and RPPM team are exploring how to work these into the HJO program for FY20/21.</p>
External Comms Update	<p>Since the last meeting of the Board, the first Hunter JO Monthly Newsletter was released, in line with the Comms Strategy. The newsletter was sent out at the start of May, and a lot of positive feedback has been received in response from various stakeholders. We are also focusing on growing our stakeholder database through the newsletter, as well as aligning systems and processes internally to deliver the comms strategy.</p> <p>At the time of writing, a number of external comms items were in draft being scheduled for release;</p> <ul style="list-style-type: none"> - RMS Ministerial Briefing Media Release: planned for release on Friday 22 May - Hunter Circular Media Release: planned for release on Friday 29 May to accompany launch of website - Upper Hunter Web Portal Media Release: planned for release in early June to accompany launch of website

RECOMMENDATIONS:

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

Report Author: Graham Dean, Manager - Finance & Administration

Responsible Officer: Joe James, CEO

Executive Summary: The purpose of this report is to provide financial results for the year to date (30 April 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;

- Audit fees were only forecast at \$5k, with actual fees being charged at \$15k. The forecasted budget for this item was based on previous fees for Hunter Councils Inc.
- Salaries budget had included Policy Officer plus 0.5 of a Full Time Comms Officer. Budget is therefore underspent on both items, however this has been allocated to the Hunter 2050 Foundation project
- Business Development Consultant fees of \$37K had not been budgeted for, however was used to offset lower wages cost for the financial year

A full copy of the P&Ls for April 2020 is included at Attachment 16.

Hunter Joint Organisation												
Profit & Loss Summary												
1 July 19 to 31 May 20												
					May Actual	May Budget	Variance		YTD Actual	YTD Budget	Variance	Approved Budget 2019/20
Administration												
	Revenue				8,521	8,333	188		259,450	256,530	2,920	264,867
	Expenditure				(32,099)	(42,405)	10,306		(519,879)	(612,606)	92,727	(658,005)
	Total Admin				(23,578)	(34,072)	10,494		(260,429)	(356,076)	95,647	(393,138)
Projects												
	Revenue				65,812	-	65,812		1,301,429	1,385,949	(84,520)	1,385,949
	Expenditure				(97,937)	-	(97,937)		(1,383,809)	(1,385,949)	2,140	(1,385,949)
	Total Projects				(32,125)	-	(32,125)		(82,380)	-	(82,380)	-
Surplus / (Deficit)					(55,703)	(34,072)	(21,631)		(342,809)	(356,076)	13,267	(393,138)

Recommendation:

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

Report Author: Jack Archer

Responsible Officer: Joe James, CEO

Purpose: To discuss the establishment of the Hunter 2050 Foundation

Summary

The Hunter 2050 Foundation (the Foundation) is being created by Hunter local governments and industry in the region to drive diversification and new economic opportunities in Australia's largest regional economy.

Driving diversification in a region the size of the Hunter requires the building of an organisation with significant scale and capability. The Hunter 2050 Foundation will be tasked with enabling billions of dollars in investment in local industries, providing targeted innovation support for many hundreds of local businesses and offering targeted support to the many thousands of workers who will make big career shifts in the coming three decades.

The approved *Blueprint for the Hunter 2050 Foundation* outlines the design of the Foundation in some detail. This document provides a summary of the strategy and budget for the start-up period which will commence with the establishment of the organisation in mid-2020. A total of \$15m is being sought from industry and government partners to provide for the start-up of the Hunter 2050 Foundation including a \$1.5m investment by the HJO. This funding provides for:

- The establishment of three substantial investment funds targeting new energy, industrial development and business innovation across the Hunter region
- A business innovation program supporting 300 local SME's and an annual new industry capability program targeting growth sectors
- A career transition program to provide support to 6000 workers in the region looking to pursue new opportunities
- A modest research fund to undertake detailed studies of industrial change issues, and
- The establishment of the organisation, its Board and management.

The COVID-19 pandemic and resulting economic crisis, which has occurred in the midst of the project to design and establish the organisation has had an impact on immediate priorities.

Prior to the economic impacts of COVID-19, it was anticipated that the business and workforce support programs would initially be modest, growing as the organisation and needs did in the Hunter's economy. These activities have now shifted into being the largest area for expenditure in the early years so the Foundation can assist directly in the recovery from the crisis.

The sections below provide a summary of the strategy for each major area of operations.

Establishing the Investment Facility and Redevelopment Initiatives

The Hunter has a range of investment and development options that the Foundation, as a sophisticated local investor, can help to accelerate and bring to fruition. Three funds will be established during the startup period with the aim of securing hundreds of millions of dollars of investment in the region.

The Funds

Firstly the Foundation will work to accelerate a series of significant new energy projects being developed by companies in the region. These will provide initial project options for the *New Energy Fund* with the goal of maximising the Hunter's future position as an energy industry hub and supplier of energy to local industry and the national grid post scheduled coal fired power station closures.

The redevelopment activities of the Foundation will commence with a detailed audit of industrial development opportunities in the region, focusing on the repurposing of mining and other industrial lands. This work will identify a strategy for the Foundation in targeting the redevelopment of the most important areas for the Hunter economy.

Alongside this, the Foundation will also pursue the opportunity to play a leading role in the redevelopment of the land and water resources associated with the Liddell Power Station. The potential to work with other mining and energy companies looking at the future use of their buffer and rehabilitated land holdings will also be pursued.

The *Land Redevelopment Fund* will then enable the Foundation to bring resources to bear to secure ownership and finance development initiatives.

Businesses in the region in need of capital to grow will be the target of the final fund, with local feedback identifying the gap in the local market that restricts business success in the region. A partnership with Hunter Angels, who had already begun work to develop a *Business Innovation Fund* is being progressed to secure local investment and support and identify the first group of local businesses who can benefit from this Foundation investment fund.

Fund Development Strategy

Engagement of an investment specialist to undertake a next phase of detailed scoping work prior to the establishment of the Foundation is currently being initiated. This work will validate the opportunities further, provide an assessment of the scale of capital required, and identify options for fund design and the best firms to engage with to seek partnerships.

The Foundation will seek partnerships with established investment firms to accelerate development and pathway to successfully securing private capital and investment from the State and Federal Government to assist in building the balance sheet of the Foundation.

Funding for the recruitment of a small team of highly skilled professionals and a supporting budget for the anticipated research, legal and other costs has been allocated in the startup budget. The team will be challenged to initiate the funds as early as possible within the three year period to begin the acceleration of local projects in new energy, land redevelopment and business innovation.

Business Innovation Programs

Business innovation programs will be modelled on those utilised in the La Trobe Valley with adaptations to leverage the existing ecosystem of support and capability in the Hunter.

Provision has been made in the startup budget for supporting 100 SMEs a year to receive individual advice and support on growing new markets or moving away from areas of declining demand. This will target local firms that are heavily impacted by the COVID-19 crisis in the short term and move to supporting diversification amongst the energy and mining supply chain businesses and new industry development once the immediate COVID crisis has passed.

The Foundation will leverage partnerships with service providers rather than developing capability in house, with the team focusing on connecting businesses with the right advice and financing opportunities.

An immediate opportunity to partner with HunterNET's Hunter Defence and Goal Group to deliver a targeted defence industry readiness program to Hunter SMEs has been included in the model for the first year of operation. Allocations to support similar targeted industry capacity programs in years two and three have also been made.

Workforce Support

Start-up funds will be used to establish a regional service providing widely-accessible career counselling and related worker transition assistance. This type of service is crucial for workers looking to successfully shift into new opportunities and is currently not available in the Hunter.

The Hunter Career Counselling Service will provide individually-tailored, fee-free career assistance that:

- a) Reduces risks of lasting unemployment for individuals who lose work
- b) Efficiently directs unemployed labour to productive uses
- c) Transitions workers to new opportunities in times of crisis and structural change
- d) Provides vulnerable workers with help to adapt to change and stay in work

Modelled on a successful Victorian service, counsellors will provide one-on-one tailored career counselling services through mobile, digital, and phone methods as well as face-to-face at community and council facilities throughout the region. It is expected that up to 2000 people in the region will receive support on an annual basis.

Diversification Research Fund

Provision has been made for a research function including one team member and a small \$0.5m annual diversification research fund. A small supporting communications and events function will provide opportunities for the Foundation to communicate its work, outcomes of research and initiatives and connect with the Hunter community and industry and professional groups.

Organisational Establishment

The Hunter 2050 Foundation, as a not-for-profit company limited by guarantee governed by an independent Board of Directors and working on behalf of the communities, will need to maintain high quality governance and management and ensure strong accountability and transparency.

In addition to the resources for the initiatives above, the start-up plan provides for the recruitment of a high calibre CEO to lead the organisation with support from a senior and experienced investment and innovation focused executives as well as the usual costs of financial management, office rental etc. that an organisation like the Foundation will incur.

Background

At the April Board meeting Mayors:

- Approved 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.
- Noted:
 - 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.

This decision was built on the consideration by the Steering Group and GMAC of the final draft Blueprint document (attached) which outlined the conclusions and recommended model for the Hunter 2050 Foundation as well as the constitution and letter seeking Ministerial consent for HJO to participate in the Foundation establishment.

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.

Recommendations:

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

6.5 Hunter JO Chairperson Elections

Report Author: Louisa Bulley, Executive Officer

Responsible Officer: Joe James, CEO

At their first meeting as a Joint Organisation on 28 June 2018, the Hunter JO Board elected Cr Bob Pynsent as Chairperson of the organisation in keeping with the OLG Implementation Guidance. The Chairperson of a Joint Organisation is elected for a period of two years, or any time the position becomes vacant. As the Hunter JO Board Meeting of Thursday 11 June 2020 therefore falls directly before the two-year term expires, the Board must again elect a Chairperson for the next two year period.

The Returning Officer will be the CEO, Joe James, for this election process, as per Schedule 7A(2a).

In line with Schedule 7A of the *Local Government (General) Regulation 2005* the following steps must be taken for such an election:

- The Returning Officer will give notice of the occurrence of the vacancy of the Hunter JO to the General Managers of the member councils. This notice will set out the manner in which a person may be nominated as a candidate for election as chairperson
- Voting representative of the Hunter JO (a mayor of a member council) may be nominated without notice for election as Chairperson
- Nomination should be made in writing (using the form provided below as Annexure A) by two or more mayors of member councils. The nomination is not valid unless the nominee has indicated consent to the nomination in writing.
- The Returning Officer will announce the names of the nominees at the board meeting at which the election is to be held.
- If only one voting representative is nominated, that candidate is elected. If more than one voting representatives is nominated, the Board must resolve whether the election is to proceed by preferential ballot, by ordinary ballot or by open voting.

There is no guidance provided in the Regulation, the Hunter JO Code of Conduct or the Hunter JO Charter that a previous Chairperson cannot be re-elected, therefore all ten Mayors of the Hunter JO are eligible for nomination.

Recommendation:

- **That this GMAC meeting of 28 May 2020 be taken as notice from the Returning Officer to the General Managers that the election will take place at the Hunter JO Board Meeting of 11 June 2020**

- That any nominations be provided in writing using the form to the CEO ahead of or at the Hunter JO Board Meeting of 11 June 2020
- That a Chairperson be elected by the Board for a period of two (2) years from June 2020 until June 2022

Annexure A:

Hunter Joint Organisation – Nomination for the position of Chairperson

Note: This nomination is to be made by two or more Mayors of Member Councils of the Hunter Joint Organisation (one of whom may be the nominee) and is not valid unless the nominee has indicated consent, in writing, to be nominated.

This nomination is to be delivered or sent to the Returning Officer (Joe James, CEO), this can be done via email to ceo@hunterjo.com.au

We, as voting representatives of the Hunter Joint Organisation,
nominate:

Cr _____
as a candidate for the Office of Chairperson of the Hunter Joint
Organisation for the period 2020 to 2022.

Cr _____ Mayor of _____ Date _____

Cr _____ Mayor of _____ Date _____

Cr _____ Mayor of _____ Date _____

I _____ (insert name of person proposed
for nomination)

accept nomination as a candidate for the Office of Chairperson of the
Hunter Joint Organisation for the period 2020 to 2022

Signature of nominee

Date

Report Author: Graham Dean, Manager - Finance & Administration

Responsible Officer: Joe James, CEO

At their meeting of Thursday 13 February 2020, the Hunter JO Board 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;*
 - o *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;*
 - o *Contribution from SSA Surplus of \$100,000*
 - o *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.*

In keeping with these resolutions a draft budget has been prepared for the Hunter JO for the 2020-21 Financial Year. The following assumptions have been taken into consideration in the budget;

- The CEO and the Executive Officer will remain the only staff members employed under the Hunter JO and the Local Government Award.
- As discussed previously with the Hunter JO Board, the Regional Policy & Program Team, while reporting to the Hunter JO in a practical sense and in its program of activities, will remain under the Strategic Services Australia entity.
- The Draft Budget therefore shows a contribution of \$629,931 to Strategic Services Australia for the employment and operating costs that will underpin the operation of the Mid-Range Funding Model, including 0.5 EFT Director Role, 0.5 EFT Administration Coordinator, and 2 x EFT Regional Policy & Program Managers, plus a budget for consultants.
- The Budget is forecast to break even at the end of the 2020-21 financial year

A summary of member council contributions to the Hunter JO has been included below:

Cessnock City Council	\$47,190
Dungog Shire Council	\$28,516
Lake Macquarie City Council	\$104,666
Maitland City Council	\$58,195
MidCoast Council	\$64,864
Muswellbrook Shire Council	\$32,899
City of Newcastle	\$98,143
Port Stephens Council	\$51,716
Singleton Council	\$35,240
Upper Hunter Shire Council	\$31,070

Recommendation:

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

Hunter Joint Organisation																		
Budget 2020/21						July '20	Aug '20	Sept '20	Oct '20	Nov '20	Dec '20	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	Total
Income																		
Joint Organisation Funding																		
	Subscriptions		JO Core Funding			552,500	-	-	-	-	-	-	-	-	-	-	-	552,500
	SSA fee		to pursue strategic roles			41,667	41,667	41,667	41,667	41,667	41,667	41,667	41,667	41,667	41,667	41,667	41,663	500,000
	Legal Services fee		to pursue strategic roles			8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	100,000
	JO Capacity Building - Admin fee					1,944	1,944	1,944	1,944	1,944	556	556	556	556	556	556	556	15,000
Total Income						604,445	51,945	51,945	51,945	51,945	51,945	50,556	50,556	50,556	50,556	50,556	50,552	1,167,500
Expenses																		
General & Administrative																		
	Admin & O'heads - Internal					7,575	7,575	7,575	7,575	7,575	7,575	7,575	7,575	7,575	7,575	7,575	7,575	90,901
	Audit & Assurance					-	-	-	-	-	-	-	-	-	-	-	19,000	19,000
	Insurance - PI & PL					8,000	-	-	-	-	-	-	-	-	-	-	-	8,000
	Miscellaneous					100	100	100	100	100	100	100	100	100	100	100	100	1,200
	Printing - Photocopier					50	50	50	50	50	50	50	50	50	50	50	50	600
	Subscriptions					50	50	50	50	50	50	50	50	50	50	50	50	600
	Telephone - Landline & Fax					112	112	112	112	112	112	112	112	112	112	112	112	1,344
	Telephone - Mobile					80	80	80	80	80	80	80	80	80	80	80	80	960
	Website / Computer Facilities																	-
Employment																		
	Salaries & Superannuation					19,930	19,930	29,895	19,930	19,930	19,930	19,930	19,930	29,895	19,930	19,930	19,930	259,092
	Fringe Benefits Tax					-	-	3,004	-	-	3,004	-	-	3,004	-	-	3,101	12,113
	Workers' Compensation					100	100	149	100	100	100	100	100	149	100	100	100	1,295
	Staff Amenities & Misc.					80	80	80	80	80	80	80	80	80	80	80	80	960
	Uniforms					-	400	-	-	-	-	-	-	-	-	-	-	400
	Professional Development					250	250	500	250	250	500	250	250	500	250	250	500	4,000
Computer Network																		
	IT Maintenance					500	500	500	500	500	500	500	500	500	500	500	500	6,000
	Internet/Website					150	150	150	150	150	150	150	150	150	150	150	150	1,800
Board Meetings & Conference																		
	Catering & Functions					-	600	-	600	5,000	-	-	600	-	600	-	600	8,000
	Accomodation					-	-	-	-	5,000	-	-	-	-	-	-	-	5,000
Communications and marketing						1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18,000
Vehicles & Transport																		
	Fuel & Oils					675	675	675	675	675	675	675	675	675	675	675	675	8,100
	Vehicle Repair & Maint.					350	1,200	-	350	-	350	-	-	350	-	-	350	2,950
	Rego & Insurance					1,200	-	-	-	-	-	1,100	-	-	-	-	-	2,300
Buildings & Accommodation																		
	Rent - SSA Admin - CEO office					1,450	1,450	1,450	1,450	1,450	1,450	1,450	1,450	1,450	1,450	1,450	1,450	17,396
	Rent - JO Boardroom					3,004	3,004	3,004	3,004	3,004	3,004	3,004	3,004	3,004	3,004	3,004	3,004	36,042
Direct Project Costs																		
	Regional Policy & Programs Division - Contribution					53,328	53,328	53,328	53,328	53,328	53,328	53,328	53,328	53,328	53,328	53,328	53,328	639,931
Travel & Accommodation																		
	Accommodation and travel					460	460	460	460	460	460	460	460	460	460	460	440	5,500
	Fares & Parking					250	250	250	250	250	250	250	250	250	250	250	250	3,000
	Meals/Sustenance					80	50	80	50	80	50	80	50	80	50	80	50	780
Depreciation & Amortisation																		
	Vehicles					928	928	928	928	928	928	928	928	928	928	928	928	11,136
	Computer Hardware					52	52	52	52	52	52	52	52	52	52	52	52	624
Finance																		
	Bank Charges					35	35	35	35	35	35	35	35	35	35	35	89	474
Total Expenses						100,288	92,908	104,007	91,658	100,738	94,312	91,838	91,308	104,357	91,308	90,738	114,043	1,167,500
Surplus / (Deficit) on Operations						504,157	- 40,963	- 52,062	- 39,713	- 48,793	- 42,367	- 41,282	- 40,752	- 53,801	- 40,752	- 40,182	- 63,491	0

Strategic Services Australia																
Budget 2020/21				July '20	Aug '20	Sept '20	Oct '20	Nov '20	Dec '20	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	Total
Hunter 2050 Foundation																
Income																
Joint Organisation Funding																
	NSW Gov't	JO Capacity Building	83,333	-	-	-	-	-	-	-	-	-	-	-	83,333	
	AGL contribution		-	30,000	-	-	-	-	-	-	-	-	-	-	30,000	
Total Income			83,333	30,000	-	-	-	-	-	-	-	-	-	-	113,333	
Expenses																
General & Administrative																
	Admin & O'heads - SSA		1,389	1,389	1,389	1,389	1,389	1,389	-						8,333	
	Miscellaneous		0	-	-	-	-	865							865	
Direct Project Costs																
	Communications		3,000	3,000	3,000	3,000	3,000	3,000							18,000	
	Entity Design and Stakeholder Engagement		7,000	7,000	7,000	7,000	7,000	7,000							42,000	
	Investment Fund Scoping		6,667	6,667	6,667	6,667	6,667	6,667							40,000	
Travel & Accommodation			689	689	689	689	689	689							4,134	
Total Expenses			18,745	18,745	18,745	18,745	18,745	19,610	-	-	-	-	-	-	113,333	
Surplus / (Deficit)			64,588	11,255	- 18,745	- 18,745	- 18,745	- 19,610	-	-	-	-	-	-	0	

[illegible]

[illegible]

Report Author: Louisa Bulley, Executive Officer

Responsible Officer: Joe James, CEO

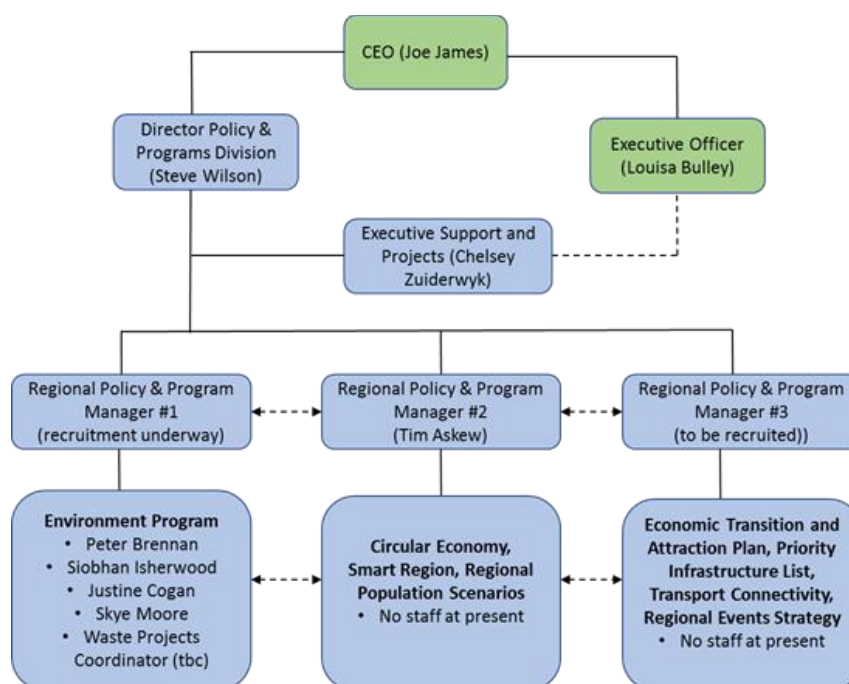
Alongside the 2020-21 Draft Budget, the Hunter JO and the Regional Policy & Programs Division will be working on a program to progress delivery of the following projects (N.B these are in addition to current initiatives and projects being delivered by the Hunter JO team and through the Environment Program:

- Hunter Economic Transition
- Events Strategy and coordination
- Drive local government role in delivery of GNMP
- Upper Hunter Economic Diversification Project
- Regional population scenario models and migration strategy
- Regional economic development framework
- Circular Economy Project – Recycling – Hunter ReCircular
- Circular Economy Project – Organics – Hunter BioCircular
- Infrastructure List – Hunter Priorities
- City Deal / Intergovernmental Projects

As the above projects are scoped up for delivery, they will become part of the RPPM Division Report. While the 'Full Operational Model' was not ultimately endorsed by the Board in terms of budgeting for the delivery of programs, the Hunter JO will also be working on scoping the additional projects that were offered under this model, to see if they can be incorporated into the delivery program for 2020-21.

The above list of projects will become part of the Performance Review process for both the CEO of the Hunter JO and the Director of the Regional Policy & Programs Division, as per the resolution of the Board.

Draft Organisational Structure – Hunter JO & RPPM Team



Recommendation:

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

6.8 Regional Policy & Programs Update

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
Weekly- fortnightly	COVID 19 Waste Management Updates	Hunter JO
28 & 25 May 2020	Communicating Disasters – Lower Hunter and Central Coast - Building Council Collaboration & Resilience	Hunter JO
18 May 2020	University of Newcastle Sustainable Communities and Waste	University of Newcastle
18 May & 20 April 2020	Regional UPSS Working Group	Hunter JO
15 May 2020	NSW 20-Year Waste Strategy – Infrastructure Steering Committee	NSW Department of Planning, Industry and Environment (DPIE)
12 May 2020	Lower Hunter Water Security Plan Community Liaison Group	Hunter Water Corporation
20 & 21 April 2020	NSW 20-Year Waste Strategy Issues Paper - Regional and Metro Planning and Infrastructure discussion group	NSW Department of Planning, Industry and Environment (DPIE)
12 May 2020	Environmental Water Advisory Group for the Hunter and Paterson Regulated Rivers	DPIE
30 April 2020	Hunter Central Coast Regional Illegal Dumping (RID) Management Committee	Hunter Central Coast RID Squad
30 April 2020	Biomethane Networking Event	Jemena
28 April 2020	Hunter Drought Taskforce	Regional NSW
24 April 2020	Hunter Circular Facilitators Group	DPIE

Regional Leadership and Advocacy

Regional Submissions

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

Draft Guidelines for Consultants Reporting on Contaminated Land

During 2019 the Division coordinated a joint regional submission on the NSW EPA's draft guidelines for Consultants Reporting on Contaminated Land. These guidelines have now been published and of the 18 recommendations made in the submission, 12 have been directly included, while an additional 4 have resulted in a commitment to, or consideration of additional action to be undertaken by the EPA outside of the guidelines.

PROGRAM DELIVERY HIGHLIGHTS

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

AAA ACTION	PROGRAM ACTIVITY
1.4. Continue to work together to deliver the programs to increase community resilience and preparedness for natural disasters through the Hunter and Central Coast Regional Environmental Management Strategy	<p><u>Disaster Communications Project</u></p> <p><i>This project has developed guidance materials and preparedness resources to support Councils with internal and external communication processes before, during and after a disaster. These products have been developed with the support of expertise from the Office of Emergency Management, disaster and communication experts and Council staff in our region.</i></p> <p><i>Two sub regional webinars are scheduled for Council staff on 25 and 28 May to:</i></p> <ul style="list-style-type: none"> <i>Familiarise participants with the guidance materials</i> <i>Share further recent experiences of communicating around disasters</i> <i>Identify processes for embedding the resources with Council processes.</i> <p><i>The webinars are targeting Council staff in the roles of media and communications, community engagement, emergency management, customer service and community development / social planning.</i></p>
	<p><u>Regional Disaster Preparedness Officer Program</u></p> <p><i>This program is currently focused on the design of consultation and evaluation processes through which to assess and benchmark the existing status of Council disaster preparedness, and to identify local and regional priorities that Councils would like to see addressed by the program.</i></p> <p><i>A briefing paper and presentation accompany this report.</i></p>

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

AAA ACTION	PROGRAM ACTIVITY
2.3. Work together to find an effective recycling solution for the region	<p><u>“Small Acts Big Change” Campaign Television Advertising</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. During May and June 2020 the campaign will extend upon its current website and social media campaign to include television commercials broadcast across the region on NBN television. These will feature the waste avoidance and recycling activities of local community champions and groups from Council areas across the region, starting with the Maitland Men’s Shed and Upcycle Newcastle.</p>
	<p><u>Community Recycling Centres Regional Campaign & COVID-19</u></p> <p>The Division is coordinating a regional approach to the promotion of local Community Recycling Centres (CRC’s). Current messaging is focused on managing the impacts of COVID-19, encouraging the community to hold onto their household problem waste for now. These will be broadcast via commercial radio, newspapers and social media.</p>

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

AAA ACTION	PROGRAM ACTIVITY
3.9. Explore and act on smart ways to transform local and global disruptions, such as the disruption of recycling services, into economic opportunities for the Hunter	<p><u>Circular Ecosystem Database and Material Flow Analysis Projects</u></p> <p><i>These two projects have now been completed. Outputs include:</i></p> <ul style="list-style-type: none"> • A report on the status of the region’s Circular Economy “eco-system”, as it relates to waste streams and resource recovery, showcasing what is already happening in the region and what some of the next steps are to further the region’s Circular Economy • Development of a Hunter Circular website www.huntercircular.com.au incorporating an “ecosystem” database, designed to support government, business, community and charity sectors identify and engage with each other to further grow the Circular Economy in the Hunter and Central Coast. • Identification, analysis and mapping of the material flows of 21 different waste types across each local government area in the Hunter and Central Coast, to support government and business to identify potential opportunities for collaboration and investment. This

AAA ACTION	PROGRAM ACTIVITY
	<p>information will be publicly available upon request through the Hunter Circular website.</p> <p>A media launch to promote the outputs of the two projects and their availability via the new website is scheduled for 29 May.</p>

More Information

Refer Attachment 17 “Activity Report: Regional Policy and Programs Division” for information on the broader range of programs being delivered by the Division.

COMMUNICATIONS

- Media launch – HunterCircular website (Circular Ecosystem database and Material Flow Analysis) - 29 May 2020
- Regional “Small Acts Big Change” television commercials (May – June 2020)
- Regional Community Recycling Centre campaign (radio advertising, newspapers and social media)

Recommendation:

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

Report Authors: Steve Wilson & Siobhan Isherwood (Hunter Joint Organisation) and Skye Moore & David Butt (Resilience NSW)

Responsible Officer: Joe James, CEO

The Hunter Joint Organisation Board, at its 26th February 2020 meeting resolved that:

- *The Hunter JO Board endorse a regional approach to Disaster Resilience*
- *The Hunter JO Environment Division engage with the Office of Emergency Management in cooperation with Cessnock, Singleton & MidCoast Councils to facilitate a coordinated response to the Economic Recovery & Community Resilience Grant*

The purpose of this paper is to:

- Provide information on the range of regional disaster resilience initiatives that have previously and continue to be delivered through the Regional Policy and Programs Division (formerly Environment Division) of the Hunter Joint Organisation
- Seek endorsement of the process proposed for engaging and consulting with Councils to inform the design and evaluation of the Regional Disaster Preparedness Officer Program (RDPO) that has recently commenced.
- Confirm that with commencement of the RDPO there is an opportunity to support Councils in preparing recovery grant applications, and that the RDPO can act as a conduit between Councils and Resilience NSW with any issues they may have with these processes.

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

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

Background

Hunter JO Regional Approach to Disaster Resilience

Over the last decade the Hunter JO has delivered a range of regionally focused disaster resilience initiatives that have:

- Provided local and regional scale ([Coastal Councils](#) and [Rural Councils](#)) climate change risk assessments identifying the numerous and wide-ranging risks posed to Councils and their communities from natural disasters
- Attracted over \$1.7M in State and Commonwealth grant funding and resources to deliver a suite of regionally focused disaster resilience initiatives
- Established a regional foundation of evidence based information, materials and resources through which to support Council planning, decision making and community engagement around disaster resilience
- Established collaborative partnerships within and across a range of organisations including Hunter and Central Coast Councils, State and Commonwealth government agencies, Universities and the community services sector.
- Received state-wide recognition via NSW Local Government Awards (2011, 2012 & 2016) for initiatives delivered through the regional program

- Received acknowledgment through the Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report (2013) that the region's work in developing decision support guidance for Councils around coastal adaptation was leading practice.

Refer Attachment 18 for more detailed information on the range and focus of projects that have been delivered through the Hunter JO Regional Disaster Resilience Program.

Regional Disaster Preparedness Officer Program.

This recently commenced initiative (30 March 2020) is a collaboration between the Hunter JO and Resilience NSW (formerly NSW Office of Emergency Management). A Regional Disaster Preparedness Officer will be employed for a two-year period by Resilience NSW and hosted "in region" by the Hunter JO. It is one of three similar arrangements being piloted around NSW, which recognise the value to Resilience NSW of collaborating directly with Joint Organisations to engage and work more actively with Councils. The Hunter JO has been advocating for a role of this nature since 2018. In the Hunter this role is being performed by Skye Moore, who previously worked with NSW Police as the Regional Emergency Management Officer (REMO) for the Hunter and Central Coast.

The role will be to work with Councils to:

- Increase organisational capability to prepare, respond to and recover from disasters
- Improve collaboration between local councils and agencies
- Strengthen Council local emergency management plans
- Establish local recovery plans
- Identify priority systems, strategies and investments (within and across Councils) to mitigate risks
- Integrate climate change adaption strategies into emergency management systems
- Establish regional networks focused on building Council and community resilience.

The program is currently focused on the design of consultation and evaluation processes through which to assess and benchmark the existing status of Council preparedness, and to identify local and regional priorities that Councils would like to see addressed by the program. The processes that are proposed include:

1. ***Direct engagement with Hunter Councils to identify regional priorities*** led by RDPO, Skye Moore. The proposed approach includes consultation and collaboration with General Managers, Council staff (including Local Emergency Management Officers, Infrastructure, Waste, Community Development and Planning Managers) and the establishment of regional multi-agency discussion groups. This would involve one-on-one interviews and group workshops with various self-assessments that are set up as part of this process. This will assist in identifying opportunities for current and future regional priorities for emergency management preparedness within member councils.
2. ***Development of Hunter-Central Coast Regional Disaster Preparedness project plan.*** Based upon the above engagement with member councils, an outline of the project plan will be submitted for endorsement to the Hunter JO Board at the July 2020 meeting.
3. ***Design of the evaluation framework.*** Elton Consulting have been engaged by Resilience NSW to independently evaluate the program over its lifetime. This will involve separate engagement at three points in time over the two-year period to undertake the following:
 - Council staff interviews (three per council)
 - Focus group interviews
 - Community surveys

Further introduction and information will be provided to the Hunter JO on the process that Elton will be progressing. This is a critical piece of the programme and will assist future decision making regarding the role of the RDPO.

Regional Approach to Disaster Recovery Grants

With the addition of the RDPO there is an opportunity to increase consistency and reduce undue duplication in work of recovery grant applications. The RDPO can act as a conduit between the regions councils and Resilience NSW and provide support to councils with issues they may have.

Recommendation:

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

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

Responsible Officer: Joe James, CEO

At its February 2020 meeting the Hunter JO Board 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 HJO 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 HJO.*

Communication by the HJO Policy and Programs Division with Cities Power Partnership has confirmed their interest in working collaboratively with the Hunter JO and member Councils to facilitate a regionally collaborative approach to supporting Councils join the CPP program, and to identifying some common pledges toward which to work collaboratively as a region to deliver. The process proposed to progress this work initially is for the Hunter JO to deliver a regional workshop involving representatives from each HJO member Council and the CPP that would:

1. Provide an overview of the CPP program, benefits of being a member, and the requirements and process for joining
2. Showcase the benefits that have been realised by Hunter JO members already involved in the CCP program
3. Collectively review the existing pledges that member councils have made (refer Table 1)
4. Identify some common priority pledges and projects that both existing and potentially new signatory Councils could work on collaboratively to deliver.

Table 1. Pledges of Hunter JO member Councils who are currently members of the Cities Power Partnership

Council	Pledges
Upper Hunter Shire Council	<ul style="list-style-type: none"> • Install renewable energy (solar PV and battery storage) on council buildings • Ensure Council fleet purchases meet greenhouse gas emissions requirements and support the uptake of electric vehicles • Develop education and behaviour-change programs to support local residents and businesses to tackle climate change through clean energy, energy efficiency and sustainable transport • Encourage sustainable transport use such as public transport, walking and cycling through council transport planning and design. • Provide fast-charging infrastructure throughout the city at key locations for electric vehicles.
City of Newcastle	<ul style="list-style-type: none"> • Opening up unused council managed land for renewable energy. • Support cycling through provision of adequate cycle lanes, bike parking and end-of-ride facilities. • Install renewable energy (solar PV and battery storage) on council buildings. • Roll out energy efficient lighting across the municipality.

Council	Pledges
	<ul style="list-style-type: none"> • Provide fast-charging infrastructure throughout the city at key locations for electric vehicles.
Muswellbrook Shire Council	<ul style="list-style-type: none"> • Install renewable energy (solar PV and battery storage) on council buildings. • Adopt best practice energy efficiency measures across all council buildings, and support community facilities to adopt these measures. • Support community facilities to access renewable energy through incentives, support or grants. • Facilitate large energy users collectively tendering and purchasing renewable energy at a low cost. • Power council operations by renewable energy, and set targets to increase the level of renewable power for council operations over time.
Mid Coast Council	To be determined (Councils have a six-month period from joining CPP in which to establish their pledges)
Central Coast Council (a member of the Hunter JO Environment program)	<ul style="list-style-type: none"> • Install renewable energy (solar PV and battery storage) on council buildings. • Implement landfill gas methane flaring or capture for electricity generation • Ensure Council fleet purchases meet strict greenhouse gas emissions requirements and support the uptake of electric vehicles. • Identify opportunities to turn organic waste into electricity. • Roll out energy efficient lighting across the municipality. • Support local community energy groups with their community energy initiatives

Recommendation:

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

6.11 RMS Ministerial Briefing

Report Author: Joe James, CEO

Responsible Officer: Joe James, CEO

For the past several months the Hunter JO have been working on RMS project regarding delays in the Hunter region. This had previously been captured in the Action Register as Item: GMAC-19-015 from June 2019, with Morven Cameron leading a collation of data on delayed projects within the region.

As captured in the Correspondence in the Hunter JO Board Papers for 9 April 2020 a Briefing on this matter was provided to Ministers Paul Toole and Andrew Constance, requesting a meeting to discuss the development delays and their impact in the Hunter. Accompanying the Briefing was the collated data put together by Dantia and Lake Macquarie City Council, in collaboration with the Hunter JO (including data from member councils) , Property Council of NSW, and the Urban Development Institute of Australia (UDIA).

After initial talks with the Minister's Office, a meeting has been set with Minister Toole for Thursday 21 May 2020, with the following attendees:

- Bob Pynsent, Chair of Hunter JO
- Nuatali Nelmes, Chair of Greater Newcastle Metro Plan Committee
- Joe James, CEO of Hunter JO
- Greg Piper, Member for Lake Macquarie
- Neil Petherbridge, Property Council of NSW
- Geoff Rock, UDIA
- Dan Hughes, Lake Macquarie City Council

The Minister's Office have proposed releasing a joint Media Statement after the meeting, which is currently in draft with the Hunter JO Executive Officer and Comms Officer. An update will be provided at the GMAC Meeting after the meeting with the Minister has been completed.

Recommendation:

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

6.12 Hunter JO Weeds Sunset Committee Update

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

Responsible Officer: Joe James, CEO

At its November 2019 meeting the Hunter JO Board resolved

"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"

In line with the resolution, the Sunset Committee has been established and has met twice (30 March 2020 and 20 May 2020). Representatives on the Committee include:

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

At its first meeting the Committee concurred that prior to looking at specific organisational models involving the Hunter JO, that a broader review and understanding of the existing weed management issues, systems and structures in the Hunter Region is required. To progress this the Committee resolved to develop (and is close to finalising) an Issues Scoping Paper, the purpose of which is to clarify issues associated with existing regional weed management governance models operating in the Hunter, and to

confirm the focus, scope and potential process for completing a strategic review of existing and potential alternative models.

Recommendation:

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

6.13 Code of Conduct Panel Review

Report Author: Louisa Bulley, Executive Officer

Responsible Officer: Joe James, CEO

The Hunter JO has been undergoing a revision of its Code of Conduct Reviewer Panel, as brought to GMAC in its April 2020 meeting. The refresh of the panel had been raised by some member councils, as a review would typically align with the Local Government Elections.

In the course of reviewing the validity of the current Code of Conduct Review Panel for the Hunter JO, it has become clear that the panel had not been re-appointed by the Board after becoming a Joint Organisation. The panel members had been appointed originally for a two-year period in August 2017, with the option for them to be re-appointed by the Board for an additional two years. As the appointment was not extended for the additional two years, the panel is not currently under contract.

Therefore a complete refresh of the panel is being conducted through an Expression of Interest process, to appoint a Regional Code of Conduct Review Panel. The timeframe for the Expression of Interest process has been included below;

EOI Advertised	19 May 2020
EOI Closing Date	19 June 2020
EOI Evaluation	July/August 2020
Hunter JO determines the term and formally appoints the Regional	July/August 2020
Formal commencement date	13 August 2020

Once the expressions of interest have been reviewed, the Panel can be appointed via resolution of the Hunter JO Board at their meeting of 13 August 2020. The Panel can then also be appointed by each of the Hunter JO's member councils through council resolution. A draft council resolution will be included in the papers to the Hunter JO Board Meeting in August, that will mirror the resolution of the Board, allowing member councils to adopt the same terms and timeframe for using the Regional Panel.

Recommendation:

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

6.14 HJO / SSA Procurement Policy

Report Author: Louisa Bulley, Executive Officer

Responsible Officer: Joe James, CEO

At the respective 2019 Annual General Meetings for the Hunter JO Board and the Strategic Services Australia Board, a range of recommendations were provided from the financial audits of both organisations. These recommendations largely related to the relationship between the two

organisations, and providing clarity on the financial relationship between the two entities through organisational policies and procedures.

As shown in the Action Register (HJO-20-010), a Service Level Agreement is being developed between Strategic Services Australia Ltd and the Hunter Joint Organisation to address the majority of these recommendations. However, to address recommendations regarding procurement within the entities a new Procurement Policy is being develop. While this Policy will be brought o the next meetings of both the Strategic Services Australia and Hunter JO Boards in July and August respectively, some principles have been provided below for endorsement by the Hunter JO Board, for inclusion in the policy.

The following conditions are to be included in the Policy, in order for it to operate across both SSA and the Hunter JO, in line with the *Local Government Act 1993 (NSW)*, and the recommendations from the audit process.

Procurement Processes:

Purchase Value (incl. GST)	Process	Quotation Type
\$1 - \$50	Petty Cash	Not Applicable
\$51 - \$4,999	Purchase Order / Credit Card	Not Applicable
\$5,000 - \$49,999	1 Formal Quote	Written quotation
\$50,000 - \$99,999	2 x Formal Quotes with specification	Written quotation
\$100,000 - \$249,999	3 x Formal Quotes with specification (selected / open)	Selected - Written quotation Open – written quotation, as specified in the documentation
\$250,000 and above	Formal tender Process	Formal tender process (as per <i>Local Government Act 1993</i>)

In addition to the procurement processes outlined above, Purchase Order Requisition Forms will be used for any purchases above \$500.

Financial Delegation:

- Any unbudgeted purchases to the value of \$750 (including capital purchases) must be approved by Divisional Managers
- Any unbudgeted purchases over the value of \$750 (including capital purchases) must be approved by the Chief Executive Officer
- Any unbudgeted purchases over the value of \$20,000 (included capital expenditure) must be approved by the Board of the entity.
- All unbudgeted spending will be reported to the Board as part of regular Profit & Loss financial reporting

Once this policy has been finalised and endorsed by the Boards of both entities, it will replace the previous Purchasing Policy for SSA, which has been in place without review since 2004. The review of this policy is also part of a wider project to update the internal policies for SSA and the Hunter JO.

Recommendations:

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

7. Matters Raised by Voting & Non-Voting Representatives

8. General Business
