



ANNUAL REPORT

2019 - 2020



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.

CONTACT DETAILS FOR THE HUNTER JOINT ORGANISATION

If you have any feedback or questions on our Annual Performance Statement please contact us with any enquiries.

Email your feedback or questions to: **admin@hunterjo.com.au**

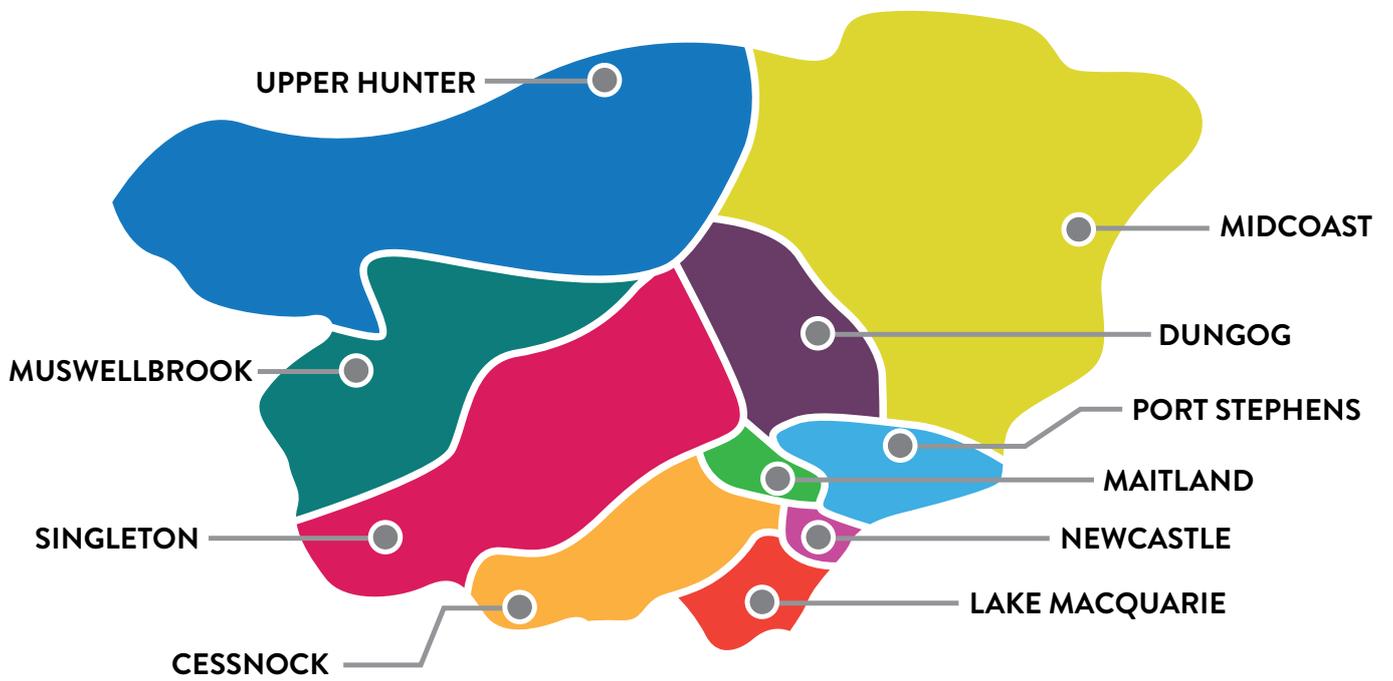
Write to us at: **Hunter JO, 59 Bonville Avenue Thornton NSW 2322**

Speak to our Administration Officer on: **4978 4040**



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PART 1

HUNTER JO SUMMARY

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WHO WE ARE / OUR REGION

The Hunter Joint Organisation is a collaborative body that brings together the ten councils in the region to provide a united and local voice for our communities. As the hub for local intergovernmental collaboration, our statutory mandate includes identifying key regional strategic priorities, advocating for these priorities, and building collaborations around these priorities with other levels of government, industry and community.

Collaboration across the Hunter region is the cornerstone of the Hunter JO. The connection and coordination between our member councils has grown and developed since the 1950s, when local government combined their efforts in the best interests of their communities to respond to floods across the region.

With two Boards made up of twenty regional leaders who dedicate contributions and influence, the opportunities and support for the Hunter JO is significant. Consisting of communities located around the Manning and Hunter River Valleys, the Hunter JO is responsible to over 730,000 people – growing to at least 860,000 by 2036. We have the largest share of both regional population and regional employment and are located in the State's fastest growing corridor – from the northern edge of Sydney to Newcastle. The Hunter boasts a diverse natural environment, and one of the fastest growing regional economies in Australia.

Our communities are also diverse; encompassing coastal hamlets, historic villages, growing suburbs, country towns, regional centres, and an emerging global city. Our region has been home to many

generations of the Awabakal, Biripi, Darkinjung, Geawegal, Wonarua and Worimi people, with over ten Local Aboriginal Land Councils spanning the region.

The Hunter JO is a leading JO in New South Wales for a great many reasons, mostly because it invites true collaboration from its Member Councils in a consistent and regular way. Where the vision and goal is clear, the responsibility and work required across different entities is much more easily shared, and the possibility of great outcomes is highly attainable.



At its first formal meeting on Thursday 28 June 2018, The Hunter JO adopted its Strategic Plan for the region. This document has helped to guide the operations of the Hunter JO by identifying strategic priorities for the region, structured around six key areas;



In all that it delivers the Hunter JO is focused on:

- Research and analysis to ensure evidence-based planning and advocacy
- Knowledge and learning to the benefit of all Member Councils
- Collaborative foresight and direction for regional priorities and outcomes.
- Joint action on areas where a real difference can be achieved for the region
- Uniting to create a strong voice and enabling advocacy for the needs and interests of the region.

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

OUR HUNTER JO VALUES

COLLABORATION



Through true collaboration we are able to achieve great outcomes for the Hunter region. As a relationship-focussed organisation we come from a place of listening and inclusion to create win-win opportunities and further develop strong foundations for our regional community.

CONNECTION



We believe in creating deep connections with our Hunter Region, Member Councils and broader community. When we all feel a sense of deep connection to one another's success we can offer and deliver our best support and service.

TRUST



We know trust to be the currency of interactions, and through communication and clear understanding we in turn build deeper levels of trust. Our consistent delivery of results to our Member Councils and region ensures our community can continue to place faith, hope and trust in the Hunter Joint Organisation.

LEADERSHIP



The Hunter JO is responsible for providing leadership and advocacy on strategic regional priorities. We inspire, connect, collaborate and lead via the development of trusting relationships.

A WORD FROM THE CHAIR



This Annual Performance Statement outlines the Hunter JO's organisational performance in 2019/2020. It is my great pleasure to be presenting this report, as the performance of the Hunter JO over the past 12 months is really a reflection of the performance of our region over this period, showing the true value of collaboration through our efforts.

The 2019/2020 year has been one of renewing and embedding our Hunter JO model. Since our establishment as a Joint Organisation in 2018 we have seen significant growth for the organisation, and for the benefits we can deliver in the region. In light of this, February 2020 saw our Board adopt a new funding model, to enable and build capacity within the organisation. The increased capacity that this model has enabled, and the results of our continued collaboration are shown in the program and project reporting within this Annual Performance Statement.

The Hunter JO has been able to increase its role as an advocate for our region, showing the power of cross-council collaboration in providing a strong, united voice for our communities.

Our focus on intergovernmental collaboration has seen the establishment of a Memorandum of Understanding with the NSW Planning and Public Spaces Minister Rob Stokes to collaborate in the delivery of the Greater Newcastle Metropolitan Plan, as well as establishment of a Reference Group

with Transport for NSW, and industry partners to drive transport outcomes for the region.

The Hunter JO has driven Circular Economy over the past 12 months as a strategic priority for the region, with great strides being made within the Hunter BioCircular program, and with the launch of the Hunter Circular Website.

We have also build capacity across the region with new resources launched by the Hunter JO in the areas of Disaster Readiness and Communication, Contaminated Land Management, and Waste Management through our Small Acts, Big Change program.

I thank my ten fellow Mayors for their contribution to the Hunter JO over the past 12 months, and their commitment to true collaboration. Our Hunter JO Board has driven key advocacy and has delivered a wide range of projects and programs for the region. I also thank the General Managers of our ten councils for their contribution to the Hunter JO through our Board and as members of our General Managers Advisory Committee.

The incoming year will bring many new opportunities for collaboration, advocacy and leadership, and I look forward to delivering on these priorities as a part of the Hunter JO.

Cr Bob Pynsent
Mayor of Cessnock
Chair of the Hunter JO



STRATEGIC HIGHLIGHTS AND ACHIEVEMENTS 2019/20

FOUNDATIONS FOR THE FUTURE

The reporting year saw a strong focus on establishing the foundations upon which to build the Joint Organisation's capacity and capability, to effectively and sustainably deliver on our statutory mandate "Through collaboration, we strengthen our communities by facilitating evidence-based strategic outcomes for the Region"

A strong emphasis was placed on the design and implementation of organisational systems and structures to provide an ongoing capability to:

- Provide a strong and united voice to advocate for the needs and interests of the region
- Take joint action on areas where we can make a real difference for the region's communities
- Develop and communicate a strong evidence base for planning and advocacy in areas of shared regional interest
- Plan together for agreed regional priorities and outcomes in close collaboration with partners
- Share best practice and capacity building approaches to operations and service delivery for the benefit of all member councils

CORE TO ACHIEVING THIS HAS BEEN:

1. Establishing and delivering a communications strategy, platform and resources (i.e. website, newsletter and corporate branding), through which to more effectively, regularly and actively engage member Councils, partner organisations and the broader community on the activities and progress of the JO.

2. Continuing to influence and build foundational systems and partnerships across governments and their agencies, member Councils, other Joint Organisations, research organisations, business groups and the community that will be core to the ongoing work of the Joint Organisation moving forward.

3. Establishment of a Regional Policy and Programs Division (commenced 1 July 2020) to:

- Drive collaborative development of regional policy and advocacy positions
- Design and oversee delivery and resourcing of priority regional projects and initiatives
- Increase the capacity of the CEO's role to build strategic visibility of regional collaboration, and alignment with key partner organisations and decision makers.

A MESSAGE FROM THE CEO



The Hunter JO's focus for the 2019/2020 year has been on sustainable growth, and building capacity both internally and within our member councils.

The Local Government Act sets out three principal functions for joint organisations:

1. Strategic planning and priority setting
2. Regional leadership and advocacy
3. Intergovernmental collaboration

The past 12 months have seen a change in our Hunter JO funding model and delivery program, building a framework for sustainable growth and increasing out capacity to deliver these key functions.

We have significantly restructured our long-running Environment Division model, establishing a Regional Policy and Programs team, with the capability to deliver projects across the range of action areas identified in the Hunter JO's Strategic Plan.

Through this restructure we have been able to significantly increase our engagement across the region, with our member councils, with other levels of government, and with industry.

Our Hunter JO subcommittees have helped to facilitate a joint agency approach to a range of regional priorities, through the;

- Greater Newcastle Metropolitan Plan Steering Committee
- Circular Economy Working Group
- Regional Economic Transition Standing Committee

We have been able to make a number of regional submissions in a range of areas including economic and energy transition, waste and resource recovery, and contaminated land management. We have also continued to deliver the Hunter & Central Coast Regional Environment Program (HCCREMS), targeting a range of pressing issues for our environment across the region.

I am truly proud of what our team has achieved over the 2019/2020 year across all levels of our organisation; our Mayors, General Managers, Council staff, and our internal staff. All have shown their commitment to collaboration and to our mission of providing "a united and local voice for our communities."

Joe James
Chief Executive Officer

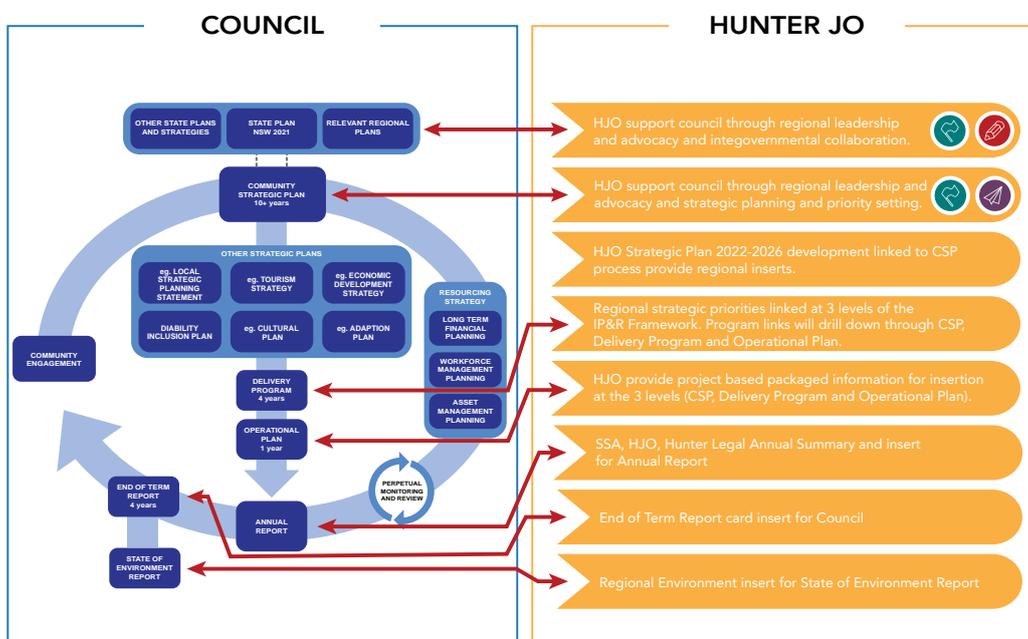


STRATEGIC PLANNING AND INTEGRATED PLANNING & REPORTING

IP&R FRAMEWORK & OUR RELATIONSHIP TO OUR MEMBER COUNCILS

The Local Government Act 1993 requires Councils to be consistent with the Local Government Integrated Planning and Reporting (IP&R) Framework, which aims to ensure a more sustainable Local Government sector. This requires Councils take a long-term view and consider social, economic and environmental aspects and the needs of the current and future generations when making decisions.

On Thursday 8 October 2020 the Hunter JO Board endorsed the development of the new Hunter JO Strategic Plan 2022-2026 to align with Councils IP&R Framework. This will strengthen the linkages between the Hunter JO and its member Councils and provide better support to our Councils.



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

STRATEGIC PLANNING AND PRIORITY SETTING
to establish strategic regional priorities for the Joint Organisation Area and to establish strategies and plans for delivering those regional priorities.

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

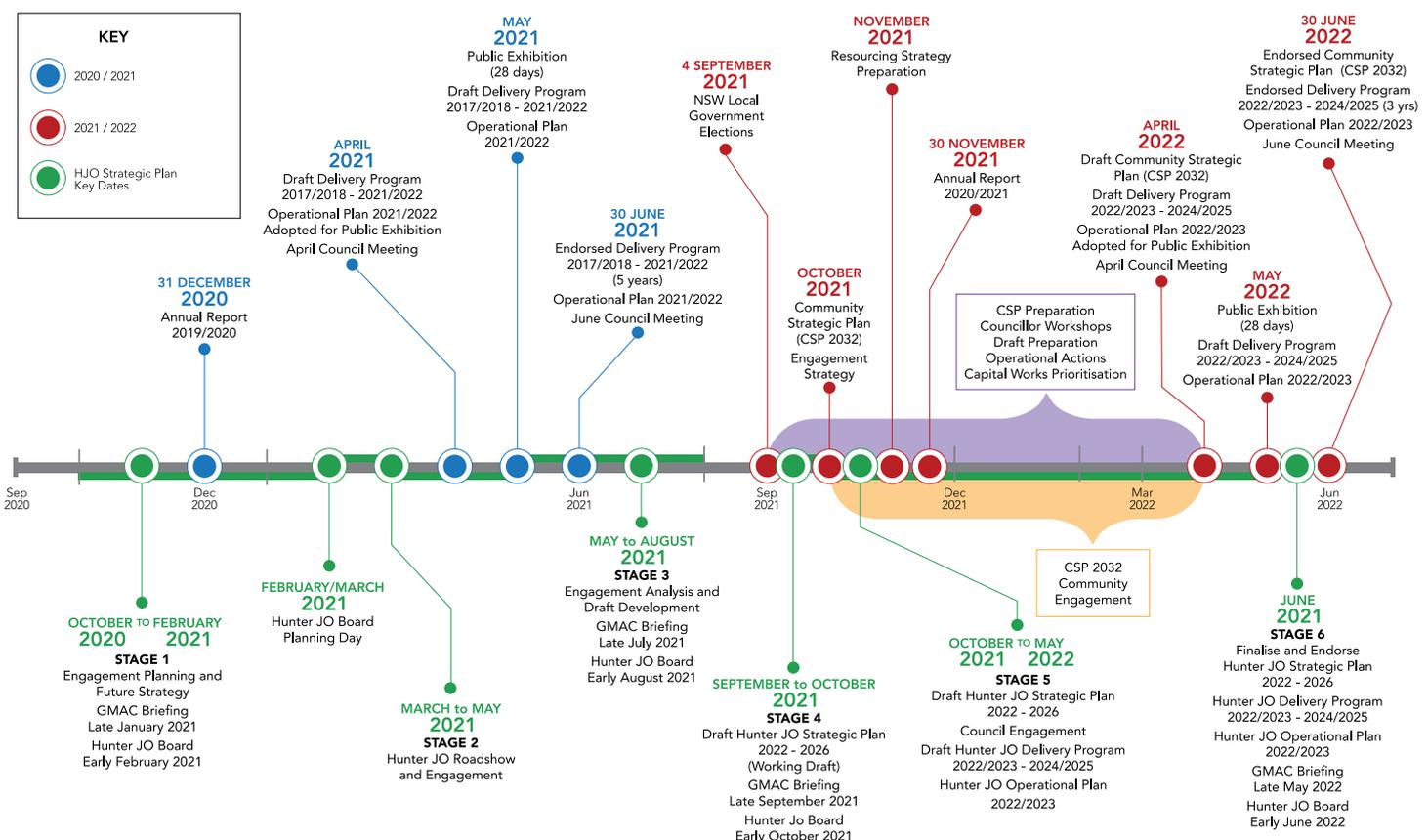
INTERGOVERNMENTAL COLLABORATION
to identify and take up the opportunity for inter government co-operation on matters relating to Joint Organisation Areas.

To achieve strategic alignment with Councils IP&R Framework, the development of the Hunter Joint Organisation Strategic Plan 2022-2026 will include key support and intersection points with Council's IP&R timeline.

The timeline below identifies the key IP&R dates for the final year of the current Delivery Program (identified in blue) and the new CSP and Delivery Plan cycle (identified in red). Identified in green is the key stages and intersection points for the development of the Hunter JO Strategic Plan 2022-2026. The normal 4-year timeframe has been amended due to COVID and the delay in the

Local Government elections, as a result of this the terms have been adjusted to a 5-year and 3-year cycle. In 2025/2026 it will return to a 4-year cycle.

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



DELIVERY HIGHLIGHTS

Key achievements across our statutory responsibilities for the reporting year include:

REGIONAL ADVOCACY

- MOU established with the NSW Planning and Public Spaces Minister Rob Stokes to work collaboratively to deliver the Greater Newcastle Metropolitan Plan 2036
- Representations made to State and Commonwealth Government Ministers, members of Parliament and departmental decision makers on establishing the Hunter 2050 Foundation.
- Continued advocacy to State and Federal Governments to establish a City and Regional Deal for the Hunter
- Regional submissions developed with member Councils on a range of topics addressing waste and resource recovery, contaminated land management, and economic and energy transition for the region.

STRATEGIC PLANNING & PRIORITIES

- Proposed focus and structure for the Hunter 2050 Foundation finalised, which would provide a regional model for economic leadership to assist the Hunter's economic transition
- Continued support and participation in the planning and delivery of the Upper Hunter Economic Diversification Strategy
- Facilitated identification of regional scale priorities and actions for inclusion by Councils in Local Strategic Planning Statements
- Established the baseline data and relationships (ecosystem) through which to prioritise and deliver ongoing Circular Economy initiatives for the region
- Continued to deliver the Hunter & Central Coast Regional Environment Program (HCCREMS), targeting priority issues and needs around Disaster Resilience, Climate Change, Waste & Resource Recovery, Circular Economy, Contaminated Land and Biodiversity Management.

INTERGOVERNMENTAL COLLABORATION

- Increased, more systemised engagement with State Government via formal JO participation in Regional Leadership Executive, and affiliated Economic Development, Human Services, and Planning & Environment Sub Committees
- Continued operation of Hunter JO Board subcommittees to facilitate joint agency and Council approaches to regional priorities:
 - Greater Newcastle Metropolitan Plan Steering Committee
 - Circular Economy Working Group
 - Sub-Committee on Economic Transition
- Regional Cruise Coordinator appointed to facilitate a collaborative, cross stakeholder approach to the cruise industry transiting Newcastle with a view to enhancing the visitor experience and increasing the number of future cruise visits to the region
- Delivering a range of regional forums, workshops and networks addressing the issues and interests of members Councils: regional planning and population; economic growth and transition; smart region; climate change and disaster resilience, circular economy and waste management; biodiversity and contaminated land.



PART 2

HUNTER JO PROGRAM

REPORT 2019-20

ACTION AREA 1

Our communities stay inclusive, proud and safe and celebrate diversity

12

ACTION AREA 2

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

15

ACTION AREA 3

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

19

ACTION AREA 1

OUR COMMUNITIES STAY INCLUSIVE, PROUD AND SAFE AND CELEBRATE DIVERSITY

The numbering below is linked to the numbering of actions in the HJO Strategic Plan 2018-21 and is not sequential as it reflects what is currently resourced and a delivery focus of the Hunter JO.

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

REGIONAL BRIEFING SESSION – NATIONAL HOUSING INFRASTRUCTURE FACILITY

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

DELIVERY STATUS: Completed

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

REGIONAL DISASTER PREPAREDNESS OFFICER PROGRAM

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

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

DELIVERY STATUS: In progress (Funded until March 2022)

REGIONAL COMMUNITY DISASTER VULNERABILITY MAPPING

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

DELIVERY STATUS: In progress

DISASTER COMMUNICATIONS PROJECT

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

PROJECT OUTPUTS:

1. Local Disaster Communication Planning Framework to assist Council staff build and prepare a Disaster Communication Team and prepare to communicate in ways that are most likely to be understood and trusted by the community
2. Disaster Communication Team (DCT) Toolkit comprising:
 - A Work and Information Flowchart
 - Disaster Communication Team - Rapid Reference Tool, a mobile-optimised guide to each DCT role (for placing on phone or tablet devices)
 - Communication Team List to keep team names and contacts up to date
 - A Context report (CONREP) Template to share important contextual information with the DCT team
 - Messaging Strategy Template to help construct messages which can achieve communication objectives
 - Key Messaging Tool message fragments to facilitate corporate sign off prior to a disaster event and to help deal with difficult and sensitive communication challenges.
3. Two disaster communication workshops delivered which:
 - Invited input from participants on Council needs to be addressed by the project
 - Tested participant knowledge through scenario based exercises
 - Piloted the application of resources developed under the project.
4. A short video showcasing disaster communication experts sharing advice on the importance of Councils being prepared for their role in disaster communications. The video provides a resource that can be used by Councils to support Councillor and staff briefings, training and induction processes.

DELIVERY STATUS: Completed

DISASTER READY COUNCILS PROJECT

PURPOSE: To raise awareness and build the capacity of Councils to become “Disaster Ready” (i.e. to anticipate the risks posed by natural disasters; regularly identify and review strategies to address risks; and actively implement and test these strategies across the range of functions and services Council provides). Key project outputs will include a suite of guideline documents for Councils focusing on:

- Is Your Council Disaster Ready? A Preparedness Guide for Local Government
- Managing Disaster Generated Waste
- Communicating Natural Disaster Information
- Preparing for Recovery
- Organisational Resilience

DELIVERY STATUS: In progress

SIX STEPS TO RESILIENCE PROJECT

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

- Regional and targeted workshops with CO’s to increase understanding of their role in emergency preparedness, response and recovery
- “Get Ready for Disasters - A Resource Kit for the Community Services Sector” produced to support Community Service Organisations identify and access information materials for engaging and building disaster resilience within their staff, customers and clients.
- Evaluation survey and report on the effectiveness of the “6 Steps Framework” in assisting CSO’s develop Business Continuity Plans.

DELIVERY STATUS: Completed

ACTION AREA 2

OUR ENVIABLE ENVIRONMENT IS PROTECTED FOR FUTURE GENERATIONS AND OUR RESOURCES ARE USED EFFICIENTLY

The numbering below is linked to the numbering of actions in the HJO Strategic Plan 2018-21 and is not sequential as it reflects what is currently resourced and a delivery focus of the Hunter JO.

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

REGIONAL CONTAMINATED LAND PROGRAM

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

Key program focus areas include:

1. Facilitating regular meetings of Regional UPSS Transition Working Group comprising representatives from all Hunter and Central Coast Councils
2. Provision of technical advice to Councils (i.e. a Helpdesk) on issues involving contaminated land management (land use planning, UPSS and public land management)
3. Delivering supporting documentation to build capacity of Council staff and raise the level of compliance of UPSS sites handed over to Councils by NSW EPA (e.g. Standard Conditions of development consent, Template Fuel System Operation Plan (FSOP) Guide, UPSS Procedures, UPSS Risk Assessment Template)
4. Design and piloting of a Contaminated Land Information database template including:
 - Determination of regionally consistent classification categories
 - Sourcing information on a regional basis to populate new and/or upgraded information systems
 - Piloting development of the template database with select Councils
5. Raising issues and queries identified by Councils to the attention of relevant NSW government agencies and Industry bodies, particularly on matters that lack implementation guidance (e.g. UPSS regulation)
6. Coordinating and facilitating joint responses in order to influence NSW statutory guidelines
7. Delivery of free training and capacity building events to Hunter and Central Coast Councils.

DELIVERY STATUS: In progress (Program funded from August 2019 – August 2023)

CITIES POWER PARTNERSHIP

PURPOSE:

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

DELIVERY STATUS: In progress

HUNTER RIVER RESERVE REHABILITATION PROJECT

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

DELIVERY STATUS: Completed

REGIONAL COLLABORATION – PEST ANIMAL MANAGEMENT

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

PROJECT OUTPUTS:

- Regional workshop to explore opportunities for improved collaboration and communication between councils and agencies toward the management of pest animals
- Template Business / Information Paper for Councils to support Executive and/or Councillor level review of the issues and obligations surrounding pest animal management for their Council and communities, and to confirm the focus and level of involvement moving forward
- Increased Local Government representation on the Regional Pest Animal Committee (RPAC).
- Establishment of an annual local government pest animal forum to be coordinated by Hunter Local Land Services.

DELIVERY STATUS: Completed

REGIONAL LITTER GOVERNANCE PROJECT

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

PROJECT OUTPUTS:

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

DELIVERY STATUS: Completed

RECREATIONAL PARKS AND SPORTS FIELD LITTER REDUCTION PROJECT

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

DELIVERY STATUS: In progress

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

REGIONAL COASTAL COUNCILS WORKING GROUP

PURPOSE:

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

DELIVERY STATUS: Ongoing

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

CIRCULAR ECONOMY WORKING GROUP

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

DELIVERY STATUS: Ongoing

HUNTER CIRCULAR FACILITATORS GROUP

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

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

DELIVERY STATUS: Ongoing

STATE AND REGIONAL WASTE MANAGERS NETWORK

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

DELIVERY STATUS: Ongoing

“SMALL ACTS BIG CHANGE” CAMPAIGN

PURPOSE: Regional communication campaign to improve community waste avoidance behaviours at the top end of the waste management hierarchy, along with reuse and recycling habits. For details on the SABC website and social media channels, [click here](#).

DELIVERY STATUS: In progress

COMMUNITY RECYCLING CENTRES AWARENESS CAMPAIGN

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

DELIVERY STATUS: In progress

CIRCULAR ECONOMY ECO-SYSTEM PROJECT

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

OUTPUTS:

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

DELIVERY STATUS: Completed

REGIONAL MATERIAL FLOW ANALYSIS PROJECT

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

OUTPUTS:

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

DELIVERY STATUS: Completed

ACTION AREA 3

OUR ECONOMY IS MULTIFACETED, RESILIENT AND IS AUSTRALIA'S LEADING SMART REGIONAL ECONOMY

The numbering below is linked to the numbering of actions in the HJO Strategic Plan 2018-21 and is not sequential as it reflects what is currently resourced and a delivery focus of the Hunter JO.

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

REGIONAL PLANNING WORKSHOP

PURPOSE:

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

DELIVERY STATUS: Completed

LOCAL STRATEGIC PLANNING STATEMENTS

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

DELIVERY STATUS: Completed

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

HUNTER 2050 FOUNDATION

PURPOSE: The Hunter 2050 Foundation is an innovative approach to manage industrial change. It will lead investment and redevelopment in the region as well as helping businesses and workers seize new opportunities. The 2050 Foundation represents an innovative model for economic leadership that is proactive, market driven and locally led. It draws on the best models in Australia, whilst moving beyond the typical suite of government-led structural adjustment policies of the past by focusing on engaging in key markets to accelerate investment and redevelopment. In April 2020 the Hunter JO Board resolved to approach the Minister for Local Government, for permission to form the Foundation, which in its first three years of operation would:

1. Establish impact investment funds to invest in energy, industrial development and business innovation projects in the Hunter, building a pipeline of capital for new economic activity and local jobs
2. Create a business innovation program supporting 300 local SME's to grow and an annual new industry capability program to grow industries including Defence
3. Build a career transition program to provide support to 6000 workers in the region looking to pursue new opportunities
4. Establish the organisation, its Board and management including the creation of 15 local jobs in the organisation itself.

DELIVERY STATUS: Completed

UPPER HUNTER ECONOMIC DIVERSIFICATION ACTION PLAN

PURPOSE: The Upper Hunter Economic Diversification Action Plan articulates the region's priorities for delivering a sustainable and secure economic future – leveraging existing regional advantages and expanding into new growth areas of agribusiness, renewable energy and the export of expertise in mining, advanced manufacturing and professional services to global markets. The Hunter JO is working with the NSW Government, University of Newcastle and its member councils to develop an integrated suite of policies to help the Upper Hunter's unique communities prosper over the long term.

DELIVERY STATUS: In progress

HUNTER AND CENTRAL COAST BIOCIRCULAR – REGIONAL ORGANICS PROCESSING

PURPOSE: 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 the regional economy, deliver new local jobs and reduce carbon emissions.

DELIVERY STATUS: In progress



PART 3

FINANCIALS &

STATUTORY STATEMENTS

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FINANCIAL STATEMENTS

A full copy of the Audited Financial Statements for the 2019/2020 year is provided on the Hunter JO website at: hunterjo.com.au

INCOME STATEMENT AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2020			
		2020	ACTUAL PERIOD 9 MAY 2018 TO 30 JUNE 2019
	NOTES	\$	\$
INCOME FROM CONTINUING OPERATIONS			
Member council contributions	2a	164,869	200,000
Grants provided for operating purposes	2b	1,736,367	660,794
Other income	2c	100,000	545,000
Interest and investment revenue	2d	2,902	4,641
TOTAL INCOME FROM CONTINUING OPERATIONS		2,004,138	1,410,435
EXPENSES FROM CONTINUING OPERATIONS			
Employee benefits and on-costs		308,378	307,590
Project expenses		1,677,859	511,880
Depreciation	6	11,766	3,348
Administrative expenses	3	179,519	138,293
TOTAL EXPENSES FROM CONTINUING OPERATIONS		2,177,522	961,111
Net result for the period		(173,384)	449,324
Other comprehensive income		-	-
TOTAL COMPREHENSIVE INCOME		(173,384)	449,324

The above Income Statement and Other Comprehensive Income should be read in conjunction with the accompanying notes.

The Joint Organisation has not restated comparatives when initially applying AASB 1058 Income of Not-for-Profit Entities, AASB 15 Revenue from Contracts with Customers and AASB 16 Leases. The comparative information has been prepared under AASB 111 Construction Contracts, AASB 118 Revenue, AASB 1004 Contributions, AASB 117 Leases and related Accounting Interpretations.

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2020

		2020	2019
		\$	\$
NOTES			
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	4	269,397	269,434
Receivables	5	118,635	196,089
Prepayments		749	777
TOTAL CURRENT ASSETS		388,781	466,300
NON-CURRENT ASSETS			
Plant and equipment	6	42,465	54,232
Other		1	-
TOTAL NON-CURRENT ASSETS		42,466	54,232
TOTAL ASSETS		431,247	520,532
LIABILITIES			
CURRENT LIABILITIES			
Payables	7	125,282	58,273
Borrowings	7	1,353	3,000
Provisions	8	25,691	9,589
TOTAL CURRENT LIABILITIES		152,326	70,862
NON-CURRENT LIABILITIES			
Provisions	8	2,981	346
Total non-current liabilities		2,981	346
TOTAL LIABILITIES		155,307	71,208
NET ASSETS		275,940	449,324
EQUITY			
Accumulated surplus		275,940	449,324
TOTAL EQUITY		275,940	449,324

The above Income Statement and Other Comprehensive Income should be read in conjunction with the accompanying notes.

The Joint Organisation has not restated comparatives when initially applying AASB 1058 Income of Not-for-Profit Entities, AASB 15 Revenue from Contracts with Customers and AASB 16 Leases. The comparative information has been prepared under AASB 111 Construction Contracts, AASB 118 Revenue, AASB 1004 Contributions, AASB 117 Leases and related Accounting Interpretations.

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2020

	2020 \$		2019 \$	
	ACCUMULATED SURPLUS	TOTAL EQUITY	ACCUMULATED SURPLUS	TOTAL EQUITY
OPENING BALANCE	449,324	449,324	-	-
Changes due to AASB 16 adoption	-	-	-	-
Changes due to AASB 15 and AASB 1058 adoption -refer Note 9	-	-	-	-
Restated opening balance	449,324	449,324	-	-
Net operating result for the period	(173,384)	(173,384)	449,324	449,324
Other comprehensive income	-	-	-	-
Total comprehensive income	-	-	449,324	449,324
CLOSING BALANCE	275,940	275,940	449,324	449,324

The above Income Statement and Other Comprehensive Income should be read in conjunction with the accompanying notes.

The Joint Organisation has not restated comparatives when initially applying AASB 1058 Income of Not-for-Profit Entities, AASB 15 Revenue from Contracts with Customers and AASB 16 Leases. The comparative information has been prepared under AASB 111 Construction Contracts, AASB 118 Revenue, AASB 1004 Contributions, AASB 117 Leases and related Accounting Interpretations.

STATEMENT OF CASH FLOWS		
	2020	PERIOD FROM 9 MAY 2018 TO 30 JUNE 2019
	\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts:		
Contributions from member councils	164,869	172,060
User charges and fees		
Investments revenue and interest	7,499	44
Grants	1,268,662	660,794
Other	683,392	381,016
Payments:		
Employees and suppliers	(2,130,459)	(889,901)
NET CASH PROVIDED FROM (OR USED) IN OPERATING ACTIVITIES	(6,037)	324,013
CASH FLOWS FROM INVESTING ACTIVITIES		
Payments:		
Purchase of property, plant and equipment	-	(57,579)
NET CASH PROVIDED FROM (OR USED IN) INVESTING ACTIVITIES	-	(57,579)
CASH FLOWS FROM FINANCING ACTIVITIES		
Receipts:		
Credit card facility	6,000	3,000
NET CASH PROVIDED FROM (OR USED IN) FINANCING ACTIVITIES	6,000	3,000
Net increase /(decrease) in cash and cash equivalents	(37)	269,434
CASH AND CASH EQUIVALENTS AT BEGINNING OF REPORTING PERIOD	269,434	-

The above Income Statement and Other Comprehensive Income should be read in conjunction with the accompanying notes.

The Joint Organisation has not restated comparatives when initially applying AASB 1058 Income of Not-for-Profit Entities, AASB 15 Revenue from Contracts with Customers and AASB 16 Leases. The comparative information has been prepared under AASB 111 Construction Contracts, AASB 118 Revenue, AASB 1004 Contributions, AASB 117 Leases and related Accounting Interpretations.



STATUTORY STATEMENTS

GOVERNMENT INFORMATION PUBLIC ACCESS (GIPA)

Hunter JO received zero formal access and zero informal applications for the reporting year under Government Information (Public Access) Act, 2009 (GIPA).

OVERSEAS TRAVEL

No representatives from the Hunter JO made any overseas trips during the 2019/2020 financial year.

EQUAL EMPLOYMENT OPPORTUNITY MANAGEMENT PLAN

Our equal employment opportunity framework and principles is underway, incorporating review of organisational policies and procedures, with full implementation planned for 2021.

REMUNERATION EXECUTIVE OFFICER

The total remuneration package of the Executive Officer for the 2019/2020 financial year was \$304,683 inclusive of salary, vehicle allowance, superannuation & fringe benefits tax payable (for the period).