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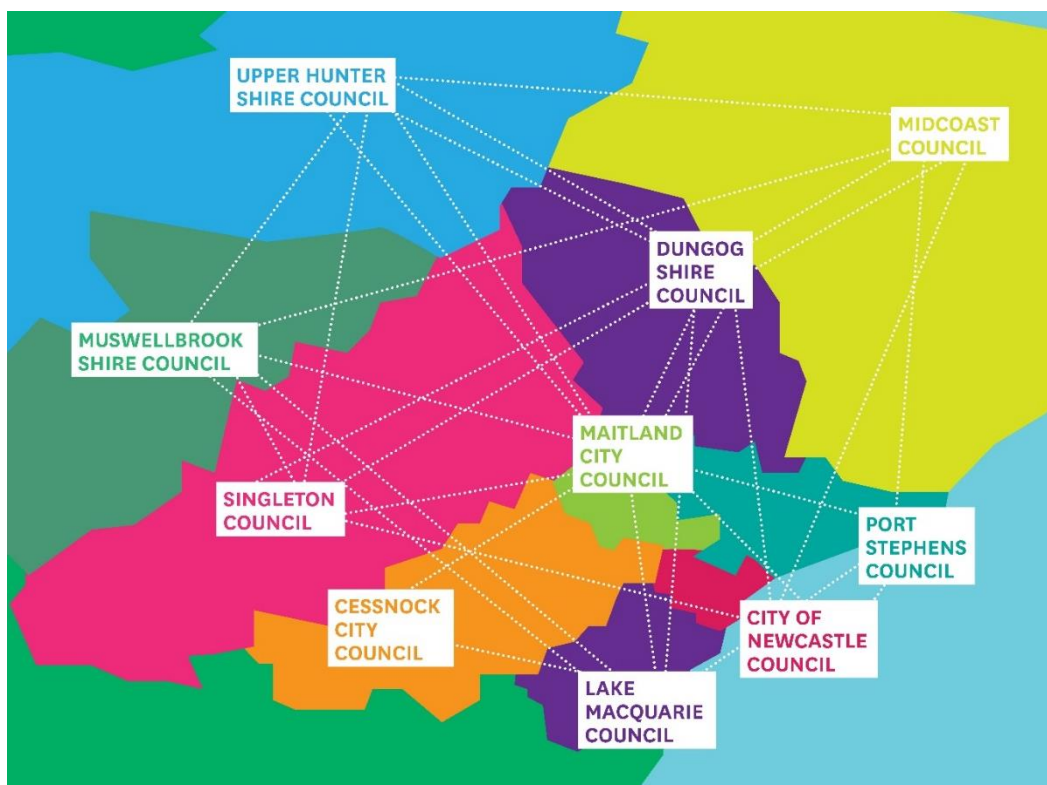
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FOLLOW OUR PROGRESS



## Hunter Joint Organisation Board Meeting Papers

10:00am, Thursday 8 April 2021



### Videoconference Details

Microsoft Teams Link: [https://teams.microsoft.com/l/meetup-join/19%3ameeting\\_NWRINjA2NDYtOGIzOC00NjUxLWI5ZmUtZDg2Y2QxZDY1Nzlk%40thre%20ad.v2/0?context=%7b%22Tid%22%3a%2284531a4d-01d8-4e2d-b5ea-5d9e22ed7c28%22%2c%22Oid%22%3a%2290e79b79-147d-4a6e-bb6a-e45e04730874%22%7d](https://teams.microsoft.com/l/meetup-join/19%3ameeting_NWRINjA2NDYtOGIzOC00NjUxLWI5ZmUtZDg2Y2QxZDY1Nzlk%40thre%20ad.v2/0?context=%7b%22Tid%22%3a%2284531a4d-01d8-4e2d-b5ea-5d9e22ed7c28%22%2c%22Oid%22%3a%2290e79b79-147d-4a6e-bb6a-e45e04730874%22%7d)

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## 1. Welcome and Apologies

### 1.1. Acknowledgement of Country

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

### 1.2. Conflicts of Interest

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*The Chair asks for any potential Conflicts of Interest to be declared from members of the Board.*

## 2. Minutes of Previous Meeting

### 2.1 Minutes of Meeting 11 February 2021

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#### **Hunter Joint Organisation Board Meeting Minutes**

**10:30 – 2:00pm, Thursday 10 December 2020**

**Cypress Lakes, Pokolbin (via Videoconference)**

#### **Voting Directors Present**

Cr Bob Pynsent,	Cessnock City Council
Cr John Connors,	Dungog Shire Council
Cr Kay Fraser,	Lake Macquarie City Council
Cr Loretta Baker,	Maitland City Council
Cr Sue Moore,	Singleton Shire Council
Cr Ryan Palmer,	Port Stephens Council
Cr Nuatali Nelmes,	Newcastle City Council
Cr David West,	MidCoast Council
Cr Maurice Collison	Upper Hunter Shire Council

#### **Non-Voting Members Present**

Lotta Jackson	General Manager, Cessnock City Council
Gareth Curtis,	General Manager, Dungog Shire Council
Morven Cameron,	CEO, Lake Macquarie City Council
David Evans,	General Manager, Maitland City Council
Adrian Panuccio,	General Manager, MidCoast Council
Wayne Wallis,	General Manager, Port Stephens Council
Jason Linnane,	General Manager, Singleton Council
Jeremy Bath,	CEO, Newcastle City Council
Greg McDonald,	General Manager, Upper Hunter Shire Council
Alison McGaffin	Director, Hunter & Central Coast, Regional NSW (DPIE)

### **Apologies**

*Cr Martin Rush,*

*Muswellbrook Shire Council*

*Fiona Plesman,*

*General Manager, Muswellbrook Shire Council*

### **Staff in attendance**

*Joe James, CEO, Hunter Joint Organisation*

*Steve Wilson, Director, Regional Policy and Program Division, Hunter JO*

*Melinda Curtis, Policy and Program Manager, Hunter JO*

*Tim Askew, Policy and Program Manager, Hunter JO*

*Boyd Blackwell, Policy and Program Manager, Hunter JO*

*Louisa Bulley, Executive Officer, Hunter JO (Secretariat)*

*The meeting opened at 10:31am.*

### **Item 1 Welcomes and Apologies**

#### **1.1 Acknowledgement of Country**

*The Chair welcomed the members to the meeting, and noted the apologies.*

**Resolved:**

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

***Moved: Sue Moore***

***Seconded: Ryan Palmer***

***Carried.***

#### **1.2 Conflicts of Interest**

*The Chair called for any conflicts of interest to be registered by members of the Board. No conflicts were noted.*

### **Item 2 Minutes of Previous Meeting**

*The minutes of the meeting of 10 December 2020 were noted.*

### **Item 3 Confirmation of Minutes & Business Arising from Minutes**

**Resolved:**

- ***That the minutes of the previous meetings of 10 December 2020, be adopted***

***Moved: Sue Moore***

***Seconded: Nuatali Nelmes***

***Carried.***

#### **3.1 Business Arising: Action Register**

*The Action Register was taken as read.*

- ***That the Action Register be noted.***

***Moved: Sue Moore***

***Seconded: Nuatali Nelmes***

***Carried.***

#### **Item 4 Presentations**

*4.1 Lower Hunter Water Plan: Community Engagement Presentation*

*4.2 Briefing on Inland Rail*

*4.3 University of Newcastle Presentation*

#### **Item 5 Correspondence**

*The correspondence was taken as read.*

**Resolved:**

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

***Moved: Kay Fraser***

***Seconded: Ryan Palmer***

***Carried.***

#### **Item 6 Reports**

##### **6.1 CEO Report**

*The report was taken as read.*

**Resolved:**

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

***Moved: Sue Moore***

***Seconded: John Connors***

***Carried.***

##### **6.2 HJO October 2020 YTD Profit & Loss Statement**

*The report was taken as read.*

**Resolved:**

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

***Moved: Loretta Baker***

***Seconded: Ryan Palmer***

***Carried.***

##### **6.3 Regional Policy and Programs Update**

*The report was taken as read.*

**Resolved:**

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

***Moved: Loretta Baker***

***Seconded: Sue Moore***

***Carried.***

##### **6.4 Hunter 2050 Foundation Update**

*The report was taken as read.*

**Resolved:**

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

***Moved: Sue Moore***

**Seconded: Loretta Baker**

**Carried.**

#### **6.5 Hunter JO Audit Completion – Related Party Disclosure**

*The report was taken as read.*

**Resolved:**

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

**Moved: John Connors**

**Seconded: Sue Moore**

**Carried.**

#### **6.6 Regional Leadership Executive (RLE) Statement of Intent**

*The report was taken as read.*

**Resolved:**

- ***That the Board note the timeframe and process through which Hunter JO regional priorities will be identified and used to inform the next review of the RLE Statement of Intent for the Hunter and Central Coast.***

**Moved: Sue Moore**

**Seconded: Ryan Palmer**

**Carried.**

#### **7. Items for the Hunter JO Board – For Decision**

##### **7.1 Proposed Hunter JO Membership Contributions 2021-22**

*The Report was taken as read.*

**Resolved:**

- ***That the approximate member contributions for the 2021-22 Hunter JO budget be endorsed by the Hunter JO Board to inform the full operational budget to be provided to the Board at its June 2021 meeting.***

**Moved: Kay Fraser**

**Seconded: John Connors**

**Carried.**

##### **7.2 CEO Performance Review Panel**

*The Chair called for nominations for an additional Mayor to sit on the CEO's Performance Review Panel. Cr Nuatali Nelmes nominated Cr Kay Fraser for the panel. This was seconded by Cr Bob Pynsent. Cr Fraser accepted the nomination and was appointed to the panel.*

**Resolved:**

- ***That Cr Kay Fraser sit on the panel for the CEO's Performance Review in April 2021.***

**Moved: Nuatali Nelmes**

**Seconded: Bob Pynsent**

**Carried.**

##### **7.3 Proposed Strategic Workshop Design**

*Mel Curtis spoke to the report.*

**Resolved:**

- ***That the Board provide feedback and endorse the approach outlined for the Hunter JO Strategy 2022-2026 Workshop design.***

***Moved: Loretta Baker***

***Seconded: Kay Fraser***

***Carried.***

#### **7.4 Hunter JO Regional Planning Forum - Terms of Reference**

*The report was taken as read.*

*The Board asked that the agendas and minutes from these forums be included in the Agenda Papers to the Board as they arise.*

***Resolved:***

- ***That agendas and minutes for the Hunter JO Regional Planning Forum be included in the Hunter JO Agenda Papers as the meetings occur***
- ***That the Board endorse the draft Terms of Reference***

***Moved: John Connors***

***Seconded: Loretta Baker***

***Carried.***

#### **7.5 Hunter JO Regional Economic Development Forum - Terms of Reference**

*The report was taken as read.*

*The Board asked that the agendas and minutes from these forums be included in the Agenda Papers to the Board as they arise.*

- ***That agendas and minutes for the Hunter JO Regional Planning Forum be included in the Hunter JO Agenda Papers as the meetings occur***
- ***That the Board endorse the draft Terms of Reference***

***Moved: John Connors***

***Seconded: Loretta Baker***

***Carried.***

#### **7.6 Hunter JO Waste Strategy Review and Development**

*The report was taken as read.*

***Resolved:***

- ***That the Hunter JO Board endorse development of a new Resource Recovery Strategy 2021-2027 that creates an ambitious yet achievable plan to transition our resource recovery sector to a circular economy model.***
- ***That the Hunter JO Board support future engagement of, and reporting to the GMAC and Hunter JO Board to facilitate input to the Strategy objectives and actions.***

***Moved: Loretta Baker***

***Seconded: Kay Fraser***

***Carried.***

#### **Item 8 Matters Raised by Members**

*Nil*

#### **Item 9 General Business**

*Cr Sue Moore raised concerns over the design of the Singleton Bypass, and asked if the Hunter JO would provide support in raising these concerns with Transport for NSW and the Minister.*

**Resolved:**

- ***That the Hunter JO draft correspondence to Transport for NSW raising concerns over the Singleton Bypass, with assistance from the Singleton General Manager***
- ***That the Hunter JO seek an urgent meeting with the Minister Toole to discuss concerns over the Singleton Bypass.***

***Moved: Sue Moore***

***Seconded: Kay Fraser***

***Carried***

Meeting closed 11:56 am

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### 3. Confirmation of Minutes & Business Arising from Minutes

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**Recommendation:**

- **That the minutes of the previous meetings of 11 February 2021 be adopted**

#### 3.1 Business Arising: Action Register

I.D	Action	Meeting Date	Status	Due	Notes
HJO-19-13	That a discussion of Audit, Risk and Improvement Committees be added to the agenda for the HJO for discussion at a later date	29 Aug 2019	On hold	Revised Due date: March 2021 Revised Status: On Hold	GMAC have discussed and indicated to put on hold until the framework is finalised and provided from OLG  GMAC 25 March 2021 meeting resolution is as follows: That no further investigation of shared resourcing of ARICs be completed until the OLG Framework has been finalised, and at that point only if member councils express interest in sharing resources (if this option is allowed within the Framework)
HJO-20-45	That the CEO draft correspondence to the Deputy Premier regarding the Resources for Regions grant program, with assistance from the General Managers of Singleton and Cessnock for specific feedback.	Dec 20	Underway	Mar 21	A draft of this correspondence has been completed, but is awaiting review by the Mayors of Cessnock and Singleton before being finalised.  A copy will be included in the papers for the April Hunter JO Board Meeting.



I.D	Action	Meeting Date	Status	Due	Notes
HJO-20-46	That the CEO correspond with the Office of Local Government regarding Muswellbrook Shire Council withdrawing from the Hunter JO to ascertain next steps in the process.	Dec 20	Complete	Mar 21	The CEO has communicated with OLG regarding Muswellbrook withdrawing and has been advised that action must first be taken by MSC before the Hunter JO can take further action.
HJO-20-49	That discussion of the budgetary impacts of Muswellbrook Shire Councils' withdrawal from the Hunter JO be included in the agenda for the February 2021 meeting of the Board.	Dec 20	Complete	Feb 21	This matter was completed as part of the Hunter JO Board Meeting in Feb 2021.
HJO-20-53	<b><u>Hunter JO Regional Planning Forum - Terms of Reference</u></b> That agendas and minutes for the Hunter JO Regional Planning Forum be included in the Hunter JO Agenda Papers as the meetings occur	Feb 21	Propose removal from Action Register and insertion into Governance Calendar	Ongoing	Agendas and minutes to be provided on a quarterly basis in conjunction with schedule of meetings as part of Agenda paper or out of session with Board members as required as a standing requirement.
HJO-20-54	<b><u>Hunter JO Regional Economic Development Forum - Terms of Reference</u></b> That agendas and minutes for the Hunter JO Regional Planning Forum be included in the Hunter JO Agenda Papers as the meetings occur	Feb 21	Propose removal from Action Register and insertion into Governance Calendar	Ongoing	Agendas and minutes to be provided on a quarterly basis in conjunction with schedule of meetings as part of Agenda paper or out of session with Board members as required as a standing requirement.
HJO-20-55	<b><u>Hunter JO Waste Strategy Review and Development</u></b> <ul style="list-style-type: none"> <li>That the Hunter JO Board endorse development of a new Resource Recovery Strategy 2021-2027 that creates an ambitious yet achievable plan to transition our resource recovery sector to a circular economy model.</li> <li>That the Hunter JO Board support future engagement of, and reporting to the GMAC and Hunter JO Board to facilitate input to the</li> </ul>	Feb 21	Ongoing	Aug-21	Progress report to be provided to the Board August 2021

I.D	Action	Meeting Date	Status	Due	Notes
	Strategy objectives and actions.				
HJO-20-56	<b>General Business</b> <ul style="list-style-type: none"> <li>That the Hunter JO draft correspondence to Transport for NSW raising concerns over the Singleton Bypass, with assistance from the Singleton General Manager.</li> <li>That the Hunter JO seek an urgent meeting with the Minister to discuss concerns over the Singleton Bypass.</li> </ul>	Feb 21	Complete	Mar 21	Copy of letter is included in Correspondence. A meeting with Minister Toole occurred on 25 March 2021.

## 4. Presentations

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### 4.1. HCC Regional Contaminated Land Program - Peter Brennan, Hunter JO

Peter Brennan, Regional Program Manager – Contaminated Land, will be presenting an update on the Hunter & Central Coast Regional Contaminated Land Program.

### 4.2. Shiraz to Shore Project Concept - Tim Askew, Hunter JO

Tim Askew, Regional Policy & Program Manager, will be presenting on the Shiraz to Shore Project, on which an application was recently submitted by the Hunter JO to the Bushfire Local Economic Recovery Fund (Regional NSW).

### 4.3. Disaster Dashboards - Mel Curtis (Hunter JO) & Skye Moore (Resilience NSW)

Collaboration between the Hunter JO and Resilience NSW through the Regional Disaster Preparedness Program, has seen the development of Disaster Dashboards for all Hunter JO member Councils. A demonstration of the Dashboards will be provided along with an overview of their utilisation during the recent flood crisis.

## 5. Correspondence

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**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 the Hunter JO Board.

Correspondence Received:

- Attachment 1: Correspondence from Minister for Local Government re JO's Portal – 12 February 2021
- Attachment 2: Correspondence from NSW Electoral Commission re Meeting Arrangements for GM's - 18 February 2021
- Attachment 3: Correspondence from Lake Macquarie Council re Female Participation in Local Sporting Organisations – 8 March 2021
- Attachment 4: Correspondence from Shadow Minister for Natural Resources re Hunter Visit and Meeting Request – 17 March 2021

Correspondence Sent:

- Attachment 5: Correspondence to Minister Toole re Singleton Bypass – 9 March 2021
- Attachment 6: Correspondence to Deputy Premier re Regional Recovery Partnership – 11 March 2021
- Attachment 7: Correspondence to Deputy Prime Minister re Regional Recovery Partnership – 11 March 2021
- Attachment 8: Correspondence to Lake Macquarie Council re Letter of Support - Hunter Water Recycled Water Scheme - 11 March 2021
- Attachment 9: Correspondence to Resilience NSW re Disaster Recovery – 30 March 2021

**RECOMMENDATION:**

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

## 6. Reports

### 6.1 CEO Report – Collaboration & Advocacy

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**Report Author: Joe James, CEO**

**Responsible Officer: Joe James, CEO**

Executive Summary:

The purpose of this report is to provide an overview of key collaboration and advocacy engagement since the last meeting of the Hunter JO. This includes key networks, meetings, workshops and forums in which the CEO and staff have recently participated in to facilitate and support intergovernmental collaboration.

Please note that ***we have updated the format of the report.*** The report provides an update for the last period on:

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

**Advocacy**

**Advocacy on existing HJO initiatives**

**Hunter 2050 Foundation & the Regional Recovery Partnerships**

At the February Board meeting the CEO reported initial engagement with the Department of Industry, Transport, Regional Development and Communications (DITRDC) on this program. Since then further advocacy has occurred explicitly seeking funding to establish the Foundation from the joint Commonwealth and State Regional Recovery Partnership Program. This follows a workshop on 9 March 2021 convened by the Commonwealth that explored regional priority projects with the potential to be funded through the Program. A decision on the allocation of funding is expected to be made by the end of March 2021. Direct communication has occurred between the CEO and each of Regional NSW and DITRDC. Letters seeking a meeting have been sent from the HJO Chair and the Chair of the Standing Committee on Economic Transition to the Deputy Prime Minister and Deputy Premier (as per Correspondence).

**Hunter 2050 Media Release**

The Hunter JO circulated a Media Release regarding the potential early closure of power stations in the region, promoting the Hunter 2050 Foundation as a way to address these potential closures.

The Media Release received positive feedback, with a range of media undertaken by both Bob Pynsent, Chair, and Sue Moore, Chair of Hunter JO Regional Economic Transition Sub-Committee.

A copy of the media release has been included at Attachment 10.

**Upper House Inquiry into the integrity, efficacy and value for money of NSW Government Grant Programs**

The report for the Public Accountability Committee has now been released and tabled with the Clerk of Parliaments on 30 March 2021. The Chair and CEO of the Hunter JO, as well as the Director Regional Policy & Programs, gave evidence at a hearing of the Committee in November 2020 based on a submission provided to the Committee on behalf of the Hunter JO. This report can be viewed on the NSW Parliament Website [HERE](#).

*Other advocacy requested by Board or through Chair or CEO since last meeting*

### **Disaster Recovery**

Following on from the GMAC meeting of Thursday 25 March 2021, the Hunter JO have written to Resilience NSW Commissioner Shane Fitzsimmons, regarding recovery efforts following recent storms, floods, and disaster declaration. Within the region MidCoast Council have been particularly impacted, with the correspondence asking for assistance in disaster recovery, particular in relation to waste. This letter has been included in Correspondence as Attachment 9.

### **Singleton Bypass**

Subsequent to Correspondence sent to Minister Toole on behalf of the Hunter JO Board (as per action HJO-20-56 at February Board Meeting), the Hunter JO held a video meeting with Minister Toole via videoconference on Thursday 25 March 2021, with the Chair, the Mayor of Singleton and the CEO in attendance.

In summary, the key points raised in the meeting were that

- concept designs and supporting modelling for the bypass did not properly address growth being experienced within the region;
- this decision, and similar infrastructure decisions, play a role in accelerating or limiting future growth and placemaking outcomes by shaping connection between and access to towns like Singleton;
- that the Hunter JO Board unanimously support regional advocacy on this matter because of similar experiences and the need for the State to have regard to local leadership and experience on the matter.

The Minister indicated that he would: (1) ask for a briefing from TfNSW on how the modelling has accounted for growth and whether TfNSW has considered how the access and connection inherent in the current design contribute to future growth and placemaking outcomes; and (2) direct TfNSW to then engage further with Singleton Council.

### **Collaboration & Stakeholder Engagement**

Key Stakeholder Engagement	Outcomes (where relevant)
<b>Political Engagements</b>	
Office of the Minister for the Environment (Minister Kean)	Briefing Peter Polous and Departmental advisers on the Hunter 2050 Foundation and discussing the status of the REZ in the Hunter.  Follow-up meetings with the new Department contacts are being arranged.
Michael Johnsen, MP	Briefed on BLERF funding applications. As a result of the briefings, Michael has facilitated and participated in briefings to Minister Tudehope and Minister Ayres
Damien Tudehope, Minister for Finance & Small Business &	Briefed on Hunter 2050 Foundation on 16 March. Michael Johnsen in attendance. Was interested in seeing further development of the Fund concept. Was unsure about

Key Stakeholder Engagement	Outcomes (where relevant)
MP Taylor Martin, Parliamentary Secretary for the Hunter	timing to get the Foundation funded through budget. Suggested some potential portfolios.
Stuart Ayres, Minister for Jobs, Investment, Tourism & Western Sydney.	Briefed on Shiraz to Shore, Accelerating Event Economies and Hunter 2050 Foundation. Michael Johnsen in attendance.  Suggested following up Minister Keen and Treasurer on Green Bonds (for Hunter 2050 Foundation Fund) and provided contact for Destination NSW to follow-up other projects. Interested in hearing outcome of BLERF Funding, particularly on Shiraz to Shore.
<b>Existing Standing Engagement (convened by Local Government)</b>	
Hunter RMS Reference Group (Project) (convened by LMCC & Hunter JO)	A presentation by Damien Pfeiffer (A/Director Land Use Regional and Outer Metropolitan - Transport for NSW) – being is scheduled for the Hunter JO Board meeting to provide an overview of the achievements and outcomes that have resulted from this regional working group.
Greater Newcastle Metro Plan Steering Committee (convened by City of Newcastle on behalf of Hunter JO)	At its March 2021 meeting the Steering Committee endorsed delivery of a project by the Hunter JO to identify and explore potential regional governance models and/or legislative change that would ensure more integrated, collaborative and effective delivery of the Greater Newcastle Metropolitan Plan – refer Agenda Item 6.5 - Summary Project Briefs - Hunter JO Delivery Program.
Regional Planning Forum and Regional Economic Development Forum (convened by Hunter JO)	A joint session of these two regional forums was held on 30 March 2021 to look at common focus areas including updates on the Hunter Regional Plan review (DPIE) and Hunter Regional Transport Plan (TfNSW). To view the agenda for the joint session held on 30 March 2021, refer Attachment 11.
Hunter JO Circular Economy Sub-Committee (convened by Hunter JO)	The most recent meeting of the Sub-Committee was held on 24 February 2021, at which an overview of a range of both new and ongoing Circular Economy initiatives being delivered by the JO and member Councils was provided. For greater detail, refer Agenda Item 6.5 - Summary Project Briefs - Hunter JO Delivery Program.
Hunter Circular Facilitators Group (jointly convened by Hunter JO & DPIE)	This Group continues to meet on a 2-monthly basis to collaboratively drive and jointly deliver a range of Circular Economy initiatives by the JO and partner organisations. A recent example of this includes the Hunter JO working with Lake Macquarie City Council, Newcastle Council, Central Coast Council and University of Newcastle to jointly fund the piloting of the city scan tool as method to analyse circular economy data for the benefit of the Hunter and Central Coast eco-system.

Key Stakeholder Engagement	Outcomes (where relevant)
Workshop - Exploring a Collaborative Approach to Rezoning in the Hunter (convened by Hunter JO and Port Stephens Council)	<p>The Hunter JO worked with Port Stephens Council to deliver a workshop involving DPIE and other JO members Councils on 18 March 2021 to:</p> <ul style="list-style-type: none"> <li>• Explore and define existing shared issues and barriers currently being experienced around rezoning processes,</li> <li>• Identify opportunities and priorities for greater regional collaboration and consistency surrounding rezoning processes; and</li> <li>• Identify approaches for collaboratively progressing delivery of agreed priorities.</li> </ul>
<p>Additional networks and regional forums:</p> <ul style="list-style-type: none"> <li>• Regional Contaminated Land Working Group (convened by Hunter JO)</li> <li>• Hunter Regional Waste Strategy Group (convened by Hunter JO)</li> </ul>	<p>Participation in these network regional forums continues to facilitate information sharing and collaboration across a range of shared interest focus areas between member councils, government agencies and other stakeholder organisations.</p>
<b>Existing standing engagements (convened by others)</b>	
Hunter & Central Coast Regional Leadership Executive (convened by Regional NSW)	A report was provided on the status of Hunter JO Programs (refer Attachment 12). The meeting was attended by the Chair of GMAC, David Evans.
RLE Economic Development Sub-Committee (convened by Regional NSW)	Current focus areas for the Committee include the Hunter Identity and Positioning Strategy, Upper Hunter Futures project and business investment attraction.
RLE Recovery & Resilience Sub-Committee jointly convened by Regional NSW and Resilience NSW)	<p>The JO is leading a committee task group to:</p> <ul style="list-style-type: none"> <li>• Confirm the specific issues / opportunities to improve sharing of best practice, building of connections across Councils and any other related issues; and</li> <li>• Identify specific priority actions that agencies can jointly deliver on to support / drive more regional approaches (and avoid duplication).</li> </ul>
RLE Human Services Sub-Committee (convened by Regional NSW)	The most recent meeting identified opportunities for linking the JO's population scenario planning work (about to commence) with a number of the Committees focus areas.
Hunter Regional Plan Steering Committee (convened by DPIE)	A presentation was provided by Transport for NSW on the process they are undertaking to develop a Hunter Regional Transport Plan. The JO is arranging for this to also be presented to the next (joint meeting) of the JO Regional Planning and Economic Development Forums. This presentation will include a regional synopsis of the outcomes of joint consultation sessions undertaken by

Key Stakeholder Engagement	Outcomes (where relevant)
	TfNSW and DPIE with each member Council during February.
Urban Development Program Committee (convened by DPIE)	The JO has agreed to lead a discussion with member Councils on the nature of economic data utilised by Councils and the potential for a more regional approach to its collection and analysis. This would have the potential to inform the priorities and evaluation processes undertaken by the Committee, as well as contribute to the broader range of economic development initiatives being delivered across the region.
Transition Hunter Central Coast (HCC) working group (convened by DPIE)	The Hunter JO is actively participating in a stakeholder and project mapping exercise, being undertaken by this group, to inform the group's priorities and the development of an agency wide Regional Climate Change Adaptation Action Plan.
<ul style="list-style-type: none"> <li>• Upper Hunter Economic Diversification Working Group (convened by Regional NSW)</li> <li>• Upper Hunter Futures Working Group (Project Working Group) – convened by Regional NSW</li> </ul>	Workshop held in February to review outcomes from Upper Hunter Futures Project Report identifying priority actions for the next 1-2 years and 3-5 years for the Upper Hunter. Workshop outcomes are being collated by Regional NSW for reporting back to the next Working Group meeting.
Project Control Group Hunter Identity and Positioning & Hunter Identity and Positioning Local Government Reference Group (convened by Regional NSW)	The Hunter JO is represented on both the Project Control Group and the Local Government Reference Group which met in January 2021 and March 2021. A consultant has been engaged under the project to assist in defining the project scope and develop the brand and identity key elements with stakeholders.
Hunter (HROC) Sport and Recreation Group (convened by NSW Office of Sport)	A presentation was provided to this regional group of Council Sport and Recreation Officers on the current focus and structure of the Hunter JO, and potential opportunities for collaboration between the JO and this group. The group was also invited to nominate a representative to sit as a local government representative on the Advisory Committee overseeing the review of the Hunter Regional Sports Plan.
<p>Additional networks and regional forums:</p> <ul style="list-style-type: none"> <li>• Metropolitan Regional Waste Coordinators Group (convened by NSW EPA)</li> <li>• Coastal Practitioners Working Group (convened by DPIE)</li> <li>• Climate Action Professional Officers Group NSW (convened by LGNSW)</li> <li>• Resources NSW - Steering Committee (NSW Energy &amp;</li> </ul>	Participation in these network regional forums continues to facilitate information sharing and collaboration across a range of shared interest focus areas between member councils, government agencies and other stakeholder organisations.



Key Stakeholder Engagement	Outcomes (where relevant)
<p>Resources Knowledge Hub) (convened by NIER)</p> <ul style="list-style-type: none"> <li>• EPA Local Government Advisory Group (convened by NSW EPA)</li> <li>• Business Attraction Committee (convened by Regional NSW)</li> <li>• Hunter Water Regional Water Plan Advisory Committee (convened by Hunter Water Corporation)</li> </ul> <p>Committee for the Hunter (MOU monthly check-ins to discuss existing and potential collaboration opportunities)</p>	
<b>Proposed New Standing Engagements</b>	
<p>Freight and Supply Chain Taskforce (convened by Committee for the Hunter)</p>	<p>This meeting aimed to engage participation and support for the development of a place and evidence based, industry led, cross government and sector plan to pivot the Hunter's supply chain assets to diversify and strengthen the region's economy. There is significant shared interest between this initiative and the strategic focus of the Hunter JO Strategic Plan. A JO staff member will be nominated to continue to participate in this initiative.</p>
<b>Additional Strategic Engagements</b>	
<p>NSW JO Chairs Forum</p>	<p>The most recent meeting of the JO Chairs occurred on 4 March 2021. Key Agenda items included:</p> <ul style="list-style-type: none"> <li>• Joint Organisations Monitoring and Evaluation Project</li> <li>• Fire and Emergency Services Levy Increases</li> <li>• 20-year Waste Strategy and opportunities for JO's</li> <li>• Support for Local Water Utilities</li> <li>• Community Land Trust Investigation Proposal</li> <li>• Application of NSW EPA&amp;A Act s7.12 Fixed Development Consent Levies to State Significant Developments</li> <li>• Cross agency workshop between JO's and NSW</li> </ul>
<p>JO Network EOs Meetings</p>	<p>The Hunter JO collaborated in the design and delivery of a joint workshop with other JO's and NSW Government Agencies that was delivered in Sydney on 5 March 2021. The Workshop was attended by senior representatives of Regional NSW, TfNSW, DPIE Water and Resilience NSW.</p> <p>The purpose of the workshop was to explore opportunities for more systemised planning and collaboration between JO's and government agencies in the delivery of state government programs across regional NSW.</p> <p>The CEO and Divisional Manager, RPP, prepared and presented an introduction to State Agencies on the need</p>

Key Stakeholder Engagement	Outcomes (where relevant)
	for core funding for Joint Organisations and the need for a systematic approach to engagement by the State.
Hunter Innovation / Venture Fund – working group within Hunter 2050 Foundation	Following a December 2020 meeting with public and private sector representatives of the Hunter innovation and investment community, on 1 April 2021 the H2050F project team convened a small group to refine the brief for a consultancy project to validate the need for a Hunter Ventures Fund and develop a report and pitch deck that can be used to engage government and investors on this aspect of the Foundation.

### **Regional Submissions**

The following regional technical submissions are currently being considered and/or prepared in collaboration with Council officers:

#### **1. Preparing environmental management plans for contaminated land.**

Technical submission to draft EPA practice note providing detailed guidance on the preparation of environmental management plans for management of contaminated land.

#### **2. Contaminated Land Consultant Certification Policy**

Released in 2017, this policy sets out the EPA's requirements for reports submitted under the *Contamination Land Management Act 1997* to be prepared by a suitably qualified and certified consultant. The policy also sets out certification schemes recognised by the EPA. The EPA is currently consulting with invited stakeholders to review the policy, to make sure it is meeting its objectives.

### **Status of Regional Funding Applications**

Funding Program	Grant Title	Amount Requested	Status
Increasing Resilience to Climate Change Grant (Round 3) - (LG NSW)	<b>Act now on Adaptation: Coastal Wise Communities project</b>  This project aims to develop a communication framework and supporting resources around coastal hazards across the region's coastal councils.	\$120,000	Successful
Bushfire Community Recovery & Resilience Fund Phase 2 (Resilience NSW)	<b>Transforming Resilience with the Integrated Planning &amp; Reporting Framework Project</b>  This project would provide an innovative approach to support our bush fire affected Councils to embed resilience principles and projects into their IP&R which in turn will provide Council the ability to allocate recurrent funds and commit to long term resourcing (financial and staff) for resilience projects.	\$300,000	Application Submitted 11 Dec 2020 – advice pending
Bushfire Community	<b>Simtables for Community Empowerment</b>	\$300,000	Application Submitted

<b>Funding Program</b>	<b>Grant Title</b>	<b>Amount Requested</b>	<b>Status</b>
Recovery & Resilience Fund Phase 2 (Resilience NSW)	Simtables provide a “State of the Art” tool that can be used to engage communities in localised place-based emergency information sessions. This project seeks to purchase a Simtable for the collective use of member Councils and to provide direct support to Councils in undertaking the extensive community engagement associated with their use.		11 Dec 2020 – advice pending
Bushfire Local Economic Recovery Fund  (Regional NSW)	<b>Hunter 2050 Foundation</b> Funding has been sought to: <ul style="list-style-type: none"> <li>• Support initial cost of design and feasibility work, at both the organisational and project level, for new energy, agribusiness and SME transformation and growth in the region,</li> <li>• Deliver supply chain transition support to 30 highly vulnerable businesses in the region; and</li> <li>• Support up to 2000 workers in making critical career transitions, as the economy recovers and begins to transform.</li> </ul>	\$4,000,000	Application Submitted 28 February 2021 – advice pending
Bushfire Local Economic Recovery Fund (Regional NSW)	<b>Accelerating Event Economies</b> This project seeks to strengthen the region’s collective voice and the capacity of Councils to collaboratively pitch for major events for the region. It includes undertaking an events and opportunity audit, and identifying, preparing and implementing shared destination and event management resources including an event managers toolkit, prospectus, website and integrated council shared services, approvals and event data.	\$861,476	Application Submitted 28 February 2021 – advice pending
Bushfire Local Economic Recovery Fund (Regional NSW)	<b>Hunter BioCircular</b> This focuses on delivering concept plans for 4 multi-element circular economy waste processing precincts in the region. Each precinct would represent a key part of the Hunter and outline the potential for circular processing, green energy and value-added businesses delivering diversified employment opportunities and new industries to the Hunter.	\$795,600	Application Submitted 28 February 2021 – advice pending
Bushfire Local Economic Recovery Fund	<b>Shiraz to Shore</b> Significant opportunity exists to link existing and planned cycleway infrastructure across	\$19,515,600	Application Submitted 28 February

Funding Program	Grant Title	Amount Requested	Status
(Regional NSW)	<p>member Councils; to create an integrated region wide network. This would provide both a valuable region wide recreational resource for residents, and the foundation upon which to generate economic and business development by holistically promoting the region as a key cycling destination.</p> <p>This project would:</p> <ul style="list-style-type: none"> <li>• Gather all existing cycle tourism experiences across the Hunter Region, including mountain biking and road and recreation cycling opportunities, and package them up into a cohesive cycle tourism plan including a brand, marketing plan, product development, training and website; and</li> <li>• Develop the concept and planning for a connected cycling trail called “Shiraz to Shore” extending over 100km among the vineyards of the Hunter Valley, through heritage towns and rail trails to the beach and lake experiences of the Hunter. Funding will also be sought for a build program that could construct all sections of the Shiraz to Shore Trail, including the Richmond Vale Rail Trail section.</li> </ul>		2021 – advice pending

**Recommendation:**

- That the 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 (February 2021) for the Hunter Joint Organisation.

A full copy of the P&Ls for February 2021 is included at the end of the papers as Attachment 13.

Comments on line items and any variances between forecasted and actual budget have been included within the report.

**Recommendation:**

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

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

**Responsible Officer: Steve Wilson, Director – Policy and Programs Division**

**PROGRAM DELIVERY HIGHLIGHTS**

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

*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*

Project / Program Name	Regional Disaster Preparedness Officer Program
Program / Project Lead	Skye Moore
<b>Disaster Dashboards</b> <p>Disaster Dashboards have been prepared for all Hunter JO member Councils and Central Coast Council. These websites provide a consistent platform across Council areas that consolidate emergency information and alerts, utility outages, basic preparedness advice and local recovery information into one location. At this point in time Councils who have activated their Disaster Dashboard include Central Coast, Cessnock, Lake Macquarie, MidCoast, City of Newcastle and Port Stephens. The Regional Disaster Preparedness Officer will continue to work with the remaining councils to support them to release their dashboards. A training resource and online forum will also be developed to assist Council communication and IT staff.</p> <b>New Get Ready Program Resources</b> <p>Get Ready is a program run by Resilience NSW to generate participation in disaster preparedness activities, with the aim of improving the disaster resilience of people in NSW. Get Ready branding and resources have been tailored for all Councils in the Hunter JO and Central Coast Council. A “Get Ready” for Summer social media resource pack was provided to Councils in December 2020. The next round of Get Ready information materials focusing on “Get Ready - Animals” will be provided to Hunter JO member Councils in March 2021.</p>	

Project / Program Name	Act now on Adaptation: Coastal Wise Communities
Program / Project Lead	Melinda Curtis
<b>Project Commencement and Regional Survey</b> <p>This \$120,000 project to deliver coastal adaptation communication and engagement resources for coastal councils and embed climate change resilience into the Integrated Planning and Reporting framework has now commenced and is in the project design and inception stage.</p> <p>A pre-project “Act on Adaptation” Survey, will be conducted by project partner the Department of Planning, Industry and Environment (DPIE) Social Research Unit and Regional Office. The purpose of the research is to better understand residents’ experience of living, working in and visiting our coastal communities, and the impact of various coastal hazards (erosion, sea level rise, inundation, storms) people may have experienced. The draft survey is currently being reviewed by Councils and other key stakeholders prior to being implemented.</p>	

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

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

<b>Project / Program Name</b>	<b>Contaminated Land Capacity Building Program</b>
Program / Project Lead	Peter Brennan
<b>Regional Contaminated Land Information Management System Pilot Project</b> <p>A consultant has been engaged to pilot the design and development (prior to broader regional roll out) of a Contaminated Land Information database with Cessnock and Maitland Councils, who are each contributing \$10,000 to the project. The pilot project will:</p> <ul style="list-style-type: none"> <li>• Develop regionally consistent classification categories</li> <li>• Source information on a regional basis to populate new and/or upgraded information systems of Councils</li> </ul>	

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

<b>Project / Program Name</b>	<b>Circular Economy Program</b>
Program / Project Lead	Tim Askew
<b>Circular Economy Roadmap</b> <p>This project aims to:</p> <ul style="list-style-type: none"> <li>• Develop a common understanding and definition for the circular economy of the region relevant to all stakeholders – government, business and academia,</li> <li>• Develop a strategic roadmap for the region that is: <ul style="list-style-type: none"> <li>• aspirational and helps partners and stakeholders understand roles and measures of success; and</li> <li>• practical in that it manages and objectively prioritises the range of ideas and initiatives being put forward by stakeholders.</li> </ul> </li> <li>• Create an identity for the region as a leader in the transition to a circular economy and as a place to do circular economy activities, providing business attraction and local support for the circular economy.</li> </ul> <p>A broad stakeholder workshop to generate input to development of the Roadmap is scheduled for 13 April 2021.</p> <b>Circular Economy Eco-System Project (Stage 2)</b> <p>This project seeks to:</p> <ul style="list-style-type: none"> <li>• Provide and improve circular economy communication for all circular economy eco-system participants in the Hunter and Central Coast,</li> <li>• Build circular economy knowledge through education and capacity building opportunities for Hunter JO member councils and Central Coast Council; and</li> <li>• Develop and improve circular economy data and analytics systems for use by all circular economy eco-system participants in the Hunter and Central Coast.</li> </ul> <p>Key project activities at present include:</p> <ul style="list-style-type: none"> <li>• Circular Economy training for Council Executive staff scheduled on 18<sup>th</sup> March 2021,</li> <li>• The Hunter JO, Lake Macquarie City Council, City of Newcastle and Central Coast Council are co-funding a research initiative to be managed by the University of Newcastle, that is exploring the city scan tool as a method to analyse circular economy data for the benefit of the Hunter and Central Coast eco-system. This work has recently commenced.</li> </ul>	

<b>Project / Program Name</b>	<b>Waste and Recycling Program</b>
Program / Project Lead	Siobhan Isherwood
<p><b>Green Caffeen Swap-and-Go Coffee Cup scheme</b></p> <p>Following joint media and other promotion undertaken by the Hunter JO, participating Councils and Green Caffeen; to encourage cafes to participate in Green Caffeen, at the official launch of the program on 10 March 2021, 47 cafes had registered their participation across the region. On a Local Government Area basis these included Maitland (9), Muswellbrook (2), Port Stephens (17), Cessnock (4), Lake Macquarie (12), Upper Hunter (1) and Singleton (2).</p> <p><b>Smartphone Filming Masterclass</b></p> <p>A Masterclass in smartphone filming was provided to Council staff on 4 March 2021. With video currently representing the most engaging content on social media, the workshop aimed to build the capability of Council staff to capture great video (using the resources available to them) to utilise in Council social media channels to support local community awareness, education and engagement programs.</p>	

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

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

<b>Project / Program Name</b>	<b>Greater Newcastle Metropolitan Plan</b>
Program / Project Lead	Steve Wilson
<p><b>Review of Regional Governance Options</b></p> <p>A briefing paper was prepared for and considered by the Greater Newcastle Metropolitan Plan Steering Committee (GNMPSC) at its meeting on 4 March 2021. The recommendation of the Paper was endorsed, which is for the Hunter JO to now develop an options paper that:</p> <ol style="list-style-type: none"> <li>1. Ideally, considers the governance review undertaken by ARUP on the delivery of the GNMP,</li> <li>2. Reviews existing regional governance models and legislative mechanisms established to drive collaborative delivery of regional plans (including the Delivery, Co-ordination and Monitoring Committee role in other regions),</li> <li>3. Identifies potential alternative governance models and legislative mechanisms that could also be appropriate for delivering on the principles established within the MoU for GNMP delivery; and</li> <li>4. Provides recommendations on a preferred model and a process for progressing its establishment in collaboration with the NSW Government.</li> </ol> <p><b>Exploring a Collaborative Approach to Rezoning in the Hunter</b></p> <p>During 2020, Port Stephens Council developed and presented to the Hunter JO and its member Councils a proposal for pursuing a more collaborative and consistent approach to rezoning processes across the region. It is considered that such an approach would:</p> <ul style="list-style-type: none"> <li>• Streamline, simplify and standardise processes for Hunter councils and proponents,</li> <li>• Target key barriers to delivery in the planning proposal process; and</li> </ul>	



- Ensure Hunter councils and DPIE (and the community) see a return on the investment in regional and local strategic planning and the adoption of Local Strategic Planning Statements.

The Hunter JO worked with Port Stephens Council to deliver a workshop involving DPIE and other JO members Councils on 18 March to:

- Explore and define existing shared issues and barriers currently being experienced by Councils,
- Identify opportunities and priorities for greater regional collaboration and consistency surrounding rezoning processes; and
- Identify approaches for collaboratively progressing delivery of agreed priorities.

### **Full Hunter JO Program Delivery Report**

Refer Attachment 14 “Hunter JO Program Activity Report” for information on the full range of programs being delivered. In reading the report it should be noted that:

- The report is now provided in an updated format that will enable it to be readily distributed as a standalone report to a broader range of Council, Agency and other stakeholders post Board meetings to provide a regular update on the direction and status of Hunter JO programs and activities.
- Previous Program Activity Reports provided information only on those actions from the Hunter JO Strategic Plan (Aspire.Act.Achieve.) in which active planning or delivery was underway. The updated version of the report now incorporates all actions from the Strategic Plan.

### **Recommendation:**

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

**Report Authors: Alison McGaffin, Director Regional NSW, Hunter and Central Coast**

**Responsible Officer: Alison McGaffin, Director Regional NSW, Hunter and Central Coast**

### **Purpose**

To provide an update on key activities of the Department of Regional NSW, specifically focussing on the outcomes of the most recent Hunter Central Coast Regional Leadership Executive meeting on 2 March and the recovery activities being led by Resilience NSW in response to the recent extreme weather and flood event.

### **Report**

#### Hunter Central Coast Regional Leadership Executive (RLE)

The Hunter Central Coast RLE most recently met on Tuesday 2 March 2021. The outcomes of the meeting are outlined in the Communique at **Attachment 15**.

The outcomes of greatest relevance to the Hunter Joint Organisation Board relate to the discussion on:

- The annual refresh of the Statement of Intent (Sol),
- The inaugural meeting of the Regional Recovery and Resilience Sub-Committee,
- The Regional Talent Management initiative and future collaborative work with the NSW Public Service Commission.

#### Refresh of the Statement of Intent (Sol)

With the RLE's Sol due for refresh in May 2021, an initial discussion on emerging issues, challenges and opportunities in the region raised the following for further investigation and analysis:

- Housing affordability
- Supply and demand for social housing
- Lack of re-engagement with school following COVID-19 lockdowns
- Need for better integration of Land use and Transport Planning
- Regional transport and connectivity
- Danger of a two-speed economy.

The RLE noted that the research being conducted by the Department of Premier and Cabinet (also referenced in the Communique) to inform effective interventions to mitigate the social impacts of COVID-19, highlighted the potential need for housing assistance in the Hunter and Central Coast.

At the February 2021 meeting of the HJO Board, the Board considered a report on the opportunity and timeframe through which the Hunter JO might influence the focus of the RLE Sol. A report on the current RLE Sol was provided to the Hunter JO Board in October 2020.

In the week prior to the next RLE meeting, the Hunter JO Board will have completed its strategic planning workshop which will aim to identify priorities for each of the Hunter JO's Strategic Priority Areas. The agreed regional priorities identified through this workshop process can then be used to directly inform the RLE Sol refresh.

#### Regional Recovery and Resilience Sub-Committee

The inaugural meeting of the Regional Recovery and Resilience (RRR) Sub-Committee in December 2020 confirmed the scope of recovery and resilience work that will guide the long-term efforts of this Sub-Committee.

Seven themes emerged as the focus for the RRR Sub-Committee:

- Transitioning from recovery to resilience efforts, particularly getting the balance right

- Taking a regional approach e.g. sharing best practice and learnings, building connections
- Minimising service duplication and lack of coordination
- Awareness of funding opportunities and promoting collaborative community events
- Engagement with Aboriginal communities and vulnerable cohorts in the region
- Assistance for businesses
- Mental Health support.

#### Hunter Central Coast Regional Recovery Committee

In response to the recent flood events in the region, a **Hunter Central Coast Regional Recovery Committee** is being activated. The inaugural meeting is scheduled to be held on **Thursday 1 April 2021 at 11.30am**. (Note: The Regional Recovery Committee has a specific immediate role and purpose, distinct from the longer term RLE Sub-Committee referenced above.)

The Regional Recovery Committee is being chaired by Resilience NSW and will encompass the 8 LGAs in the Hunter Central Coast region that have been disaster declared including Central Coast, Cessnock, Dungog, Lake Macquarie, Maitland, Newcastle, Port Stephens and Singleton. (Note: MidCoast Council has elected to be part of the North Coast Recovery Committee.)

Resilience NSW and the Department of Regional NSW briefed the HJO GMAC on 25 March 2021 and discussed and agreed appropriate communication and briefing structures relating to the recovery process.

As part of the Regional Recovery Committee structure there will also be three regional subcommittees that focus on: Health & Wellbeing; Business, Industry & Tourism; and Animals & Agriculture.

The State Recovery Committee has re-commenced regular meetings to begin impact assessment and the design of specific recovery actions.

Service NSW are providing a one stop shop for people and businesses to access all available flood recovery services including accommodation advice, relevant charitable services, mental health and well-being services, support for businesses, financial assistance, insurance and legal support and replacing ID. **Contact is through 13 77 88 or [service.nsw.gov.au](https://service.nsw.gov.au).**

It will be important to ensure that ongoing recovery strategies in response to bushfires, drought and the COVID-19 pandemic are integrated and coordinated with flood recovery.

#### **Recommendation:**

##### **That the Board note:**

- **the outcomes of the meeting of the Hunter Central Coast Regional Leadership Executive (RLE) on 2 March 2021 as outlined in the Communique at Attachment 15;**
- **the timeframe and process through which Hunter JO regional priorities will be identified and used to inform the next review of the RLE Statement of Intent in May 2021;**
- **the establishment of the Hunter Central Coast Regional Recovery Committee in response to the recent flood events, with the inaugural meeting to be held 1 April 2021.**

**Report Authors: Steve Wilson, Director – Regional Policy and Programs**

**Responsible Officer: Joe James, CEO**

### **Report**

Over recent months Hunter JO staff have become aware of an increasing number of programs and initiatives occurring in or adjacent to the Hunter Region, or programs targeting regions, that seek to improve or have the potential to improve outcomes in relation to regional freight and transport logistics. Recent examples of note include:

1. The Inland Rail Project, on which a presentation was provided to the Hunter JO Board in February, provides a significant opportunity to improve freight and transport infrastructure and connections between the inland rail route and the Port of Newcastle.
2. The Freight and Supply Chain Taskforce currently established by the Committee for the Hunter, will be developing a place and evidence based, industry led, cross government and sector plan to pivot the Hunter's supply chain assets to diversify and strengthen the region's economy.
3. The Snowy Hydro Legacy Fund Freight Registration of Interest process, is aiming to identify:
  - enabling infrastructure projects that will address key constraints to regional NSW freight and supply chains and facilitate the export of regional NSW products,
  - opportunities to facilitate economic development in regional NSW through supply chain improvements; and
  - opportunities to establish partnerships between government, industry and private sector.

These initiatives and others all present opportunities for progressing delivery of actions included in the Hunter JO Strategic Plan, particularly within the Action Areas of:

- Our economy is multifaceted, resilient and is Australia's leading smart regional economy,
- Our people and products move across the region easily on integrated and accessible transport networks.

To assist the Hunter JO in determining how best to capitalise upon these existing and emerging opportunities within the resources available to it, and to most efficiently plan programs and initiatives where there exists areas of shared interest with other stakeholders (e.g. Committee for the Hunter), the following steps are proposed:

1. A Hunter JO staff representative will be nominated to participate on the Committee for the Hunter Freight and Supply Chain Taskforce; and
2. Hunter JO staff, when undertaking the "Regional Economic Development and Attraction Plan" project (refer Agenda Item 6.5), research the range of existing programs and opportunities related to regional freight and logistics for the Hunter, and within the Action Plan that is developed, identify the specific roles and priorities for the Hunter JO for moving forward in this space.

### **Recommendation:**

- **That the Board endorse the proposed steps for determining the specific roles and priorities for the Hunter JO in relation to regional freight and logistics opportunities.**

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

**Responsible Officer: Steve Wilson, Director – Policy and Programs Division**

This information provided in this agenda item is intended to provide the Board with an overview of the focus and direction of a suite of new projects currently in the planning or early delivery stages by the Hunter JO team. The information is provided in the form of “Summary Project Briefs”, which as part of the JO’s evolving project management systems are now developed for all new projects.

Summary Project Briefs are attached for the following initiatives:

Project	Priority and/or Background Information
Hunter 2050 Foundation	Identified by the Hunter JO Board as High priority projects at the time of endorsing the funding and establishment of the mid-range Regional Policy and Programs delivery model in February 2020.
Economic Development and Attraction Plan	
Greater Newcastle Metropolitan Plan	
Hunter ReCircular	
Hunter JO Strategic Plan 2022-2026	Project concept and approach endorsed by Hunter JO Board February 2021, December 2020 and October 2020
Circular Economy Roadmap	Projects all identified as a priority and supported by the Hunter JO Circular Economy Subcommittee and Circular Economy Facilitators Group. These projects continue to build upon the Circular Economy foundational work previously completed by the Hunter JO and its project partners.
Circular Economy Innovation Hub	
Circular Economy Procurement Program	
Circular Economy Ecosystem Stage 2	
Act Now on Coastal Adaptation	<p>Endorsed as a priority project for delivery by:</p> <ul style="list-style-type: none"> <li>Each of the region’s coastal councils, including Central Coast Council; and</li> <li>Regional Coastal Practitioners Working Group (comprising technical officers from each of the region’s coastal councils and DPIE).</li> </ul> <p>Funding received February 2021 from the NSW Government’s “Increasing Resilience to Climate Change Grant” program to deliver the project by February 2022.</p>

**Recommendation:**

- That the focus and scope of the projects identified within the Summary Project Brief’s be noted and their delivery endorsed.

<b>Project Name</b>	<b>Hunter 2050 Foundation (H2050F)</b>
<b>Project Manager</b>	<b>Boyd Blackwell</b>
<b>Priority Status</b>	High
<b>Project Summary</b>	The H2050F program will deliver resilience, economic diversification and business and workforce adaptation to uncertainty by: 1) driving new investment and industrial redevelopment in the Hunter as a specialised local investment and transformation agency; 2) supporting businesses and workers impacted by change using dedicated innovation and transition support services as key facilities close; and 3) providing a platform for better information, collaboration and agreement on the diversification strategy for the Hunter.
<b>Alignment to Hunter JO Strategy</b>	Action Area 3: Our Economy is multifaceted, resilient and is Australia's leading smart regional economy  Transition the economies of the Hunter; Hunter Regional Plan: The Leading Regional Economy in Australia; Greater Newcastle Metropolitan Plan: Create a workforce skilled and ready for the new economy; Vision Refresh - 20YR Economic Vision for Regional NSW: Sustainable Economies and Communities are better able to recover from shocks: Promote agility by diversifying regional economies
<b>Project Objectives</b>	Over the next 12 months, to: <ul style="list-style-type: none"> <li>• continue to advocate for need of the foundation</li> <li>• garner support and funding to establish the foundation and</li> <li>• design and develop the corporate entity to deliver the foundation.</li> </ul>
<b>Key Projects Outputs / Deliverables</b>	Over the next 12 months, the Hunter 2050 Foundation program will: <ol style="list-style-type: none"> <li>1. Advance support for the need for the foundation and support for the foundation itself from governments, politicians, industry, and community groups;</li> <li>2. Secure necessary funding for the foundation from state and federal governments and industry to start the foundation and/or funding for investment or business / workforce program elements of the foundation</li> <li>3. Promote the purpose, nature and need of the foundation and the foundation as a solution to the need through a communication and engagement strategy including through social media platforms as a test case for the HJO more broadly</li> <li>4. Design or establish the organisation, its Board and management including the creation of 15 local jobs in the organisation itself</li> </ol>
<b>Key Project Partners</b>	All member councils, AGL, Bengalla Mining, Malabar Coal, University of Newcastle, Committee for the Hunter, RDA Hunter, Newcastle Airport, Hunter Renewal, HunterNET, Enova, HunteriF, Hunter Region Employment Facilitator and HunterAngels
<b>Project Methodology / Process</b>	<ol style="list-style-type: none"> <li>1. Establish a working group from project partners to guide, develop and promote the program.</li> <li>2. Research, identify and secure funding to establish the foundation.</li> <li>3. Continue to build the necessary relationships to develop political understanding and appreciation of the purpose, nature and need for the foundation, concurrently leading to funding support.</li> <li>4. Develop and implement a communication and engagement strategy for the foundation.</li> <li>5. Implement the plan to engage a consultant, through the separate project working group, to report on the preferred design and development of the corporate entity, the fund, and to support the foundation's start-up.</li> </ol>

<b>Project Name</b>	<b>Regional Strategy Review: Exploring the Role of Local Government in regional economic development strategy for the Hunter</b>
<b>Project Manager</b>	<b>Boyd Blackwell</b>
<b>Project Summary</b>	<p>There are currently a range of strategies and initiatives being prepared and/or implemented across the region at various scales (local to federal), and by various agencies that are targeting economic development and investment attraction. The Hunter JO is participating in many of these, for example, the Hunter Regional Plan Review Steering Committee, Greater Newcastle Metropolitan Plan Steering Committee, Hunter 2050 Foundation, Upper Hunter Economic Diversification Working Group, Upper Hunter Futures Project, and Hunter Identity and Positioning Strategy. Initial scoping by the recently established Hunter JO Regional Economic Development Forum has also identified a number of areas of shared interest between Councils with the potential to be pursued.</p> <p>The purpose of this project is to identify and review the focus and activities of the many initiatives currently in play in the region, so as to identify those priority areas of shared interest and/or gaps that the Hunter JO needs to be actively involved in addressing. This seeks to avoid duplication with existing programs, improve alignment between them, and ensure the shared interests of Councils are being considered. The outcome of this work will be a priority list of clear actions for the Hunter JO to pursue that are consistent with its statutory functions and strategic plan.</p>
<b>Alignment to Hunter JO Strategy</b>	<p>Action Area 3: Our Economy is multifaceted, resilient and is Australia's leading smart regional economy</p> <p>Action 3.2: Work with the Hunter Research Foundation, University of Newcastle and other research partners to gather and analyse economic data and develop a regional attraction plan based on regional strengths</p>
<b>Project Objectives</b>	<ol style="list-style-type: none"> <li>1. To identify and synthesise existing economic development initiatives and plans from across the region, being delivered by all levels of government</li> <li>2. To identify the role and priorities of the Hunter JO, through new &amp; existing programs and activities, that will deliver on areas of shared interest &amp; add regional value (while avoiding duplication) to the range of existing initiatives underway.</li> <li>3. To develop a Hunter JO regional action plan to deliver agreed regional priorities.</li> </ol>
<b>Key Projects Outputs / Deliverables</b>	<ul style="list-style-type: none"> <li>• Documentation, synthesis and mapping of the various existing local and regional economic development and attraction plans and programs currently being delivered across the region, and those organisations responsible for their delivery.</li> <li>• Continue to convene the Hunter JO Regional Economic Development and Planning Forums as the key consultative mechanism through which to review existing programs and to identify shared interests and priorities across member Councils and agencies</li> <li>• Preparation of a clear action plan identifying the priorities and role of the Hunter JO in the regional economic development and attraction space, that align with the Hunter JO Strategic Plan.</li> </ul>
<b>Key Project Partners</b>	All JO member councils, Regional NSW, The Committee for the Hunter, DPIE (Planning), HCCDC, Hunter RDA, University of Newcastle (HRF), DSSN (Destination Sydney & Surrounds North), Transport for NSW.
<b>Project Methodology / Process</b>	<ol style="list-style-type: none"> <li>1. Research, synthesise and map existing local and regional strategies and initiatives in the local economic development and attraction space.</li> <li>2. Workshop research outcomes with key stakeholders to identify gaps, priorities and potential regional initiatives to be delivered by the Hunter JO</li> <li>3. Prepare action plan identifying the priorities and role of the Hunter JO in the regional economic development and attraction space</li> </ol>

<b>Project Name</b>	<b>Greater Newcastle Metropolitan Plan: Regional Governance Options</b>
<b>Project Manager</b>	<b>Steve Wilson</b>
<b>Project Summary</b>	To research and identify potential regional governance models and/or legislative change that would ensure more integrated, collaborative and effective delivery of the Greater Newcastle Metropolitan Plan.
<b>Alignment to Hunter JO Strategy</b>	<p>Action Area 3: Our Economy is multifaceted, resilient and is Australia's leading smart regional economy</p> <p>Action 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.</p>
<b>Project Objectives</b>	<p>To identify an appropriate governance model and/or supporting legislation to provide:</p> <ol style="list-style-type: none"> <li>1. A greater level of self-determination for the region, to be achieved via enhanced local and regional planning decisions on projects and initiatives that will principally shape the region and its future, and which are essentially not matters of State significance.</li> <li>2. Greater accountability for program management outcomes. Responsibility and accountability for the delivery of actions within the GNMP is presently dispersed and fragmented across a range of agencies and stakeholder organisations.</li> <li>3. Greater local and regional influence over the prioritisation and sequencing of expenditure and resources necessary to deliver the agreed priority actions in the GNMP.</li> </ol>
<b>Key Projects Outputs / Deliverables</b>	<ol style="list-style-type: none"> <li>1. Preparation of an Options Paper that: <ul style="list-style-type: none"> <li>• (Ideally), provides a review of the governance review undertaken by ARUP on the delivery of the GNMP;</li> <li>• Reviews existing regional governance models and legislative mechanisms established to drive collaborative delivery of regional plans (including the Delivery, Co-ordination and Monitoring Committee role in other regions);</li> <li>• Identifies potential alternative governance models and legislative mechanisms that could also be appropriate for delivering on the principles established within the MoU for GNMP delivery; and</li> <li>• Provides recommendations on a preferred model and a process for progressing its establishment in collaboration with the NSW Government.</li> </ul> </li> <li>2. Development of an implementation plan to progress establishment of the preferred governance model.</li> </ol>
<b>Key Project Partners</b>	Greater Newcastle Metropolitan Plan Steering Committee, NSW Department of Planning, Industry & Environment, Hunter and Central Coast Regional Development Corporation
<b>Project Methodology / Process</b>	<ol style="list-style-type: none"> <li>1. Research existing regional governance models and legislative mechanisms already established to drive collaborative delivery of regional plans</li> <li>2. Prepare an Options Paper for consideration by the GNMP Steering Committee that identifies potential alternative governance models and legislative mechanisms that could be appropriate for delivering on the principles established within the MoU for GNMP delivery</li> <li>3. Work with the GNMP Steering Committee and key project partners to: <ul style="list-style-type: none"> <li>• confirm a preferred regional governance model</li> <li>• progress establishment of the preferred governance model.</li> </ul> </li> </ol>



<b>Project Name</b>	<b>Hunter ReCircular Project</b>
<b>Project Manager</b>	<b>Tim Askew</b>
<b>Project Summary</b>	<p>The focus of the Hunter ReCircular Project is to identify and implement a collaborative regional approach by Hunter JO member Councils to maximise the value and circularity of recyclables (yellow bin), by taking a circular economy approach to the processing of these materials.</p> <p>A regional response to this issue is currently being led by Lake Macquarie City Council (LMCC) and Hunter Resource Recovery (HRR), which is aiming to develop an EOI process to find market based solutions for the recycling of the yellow bin materials. Hunter JO staff are participating in (but not leading) this regional process.</p>
<b>Alignment to Hunter JO Strategy</b>	<ul style="list-style-type: none"> <li>• Action Area 2: Our enviable environment is protected for future generations and our resources are used efficiently; Action 2.3. Work together to find an effective recycling solution for the region</li> <li>• Action Area 3: Our economy is multifaceted, resilient and is Australia's leading smart regional economy; Action 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</li> <li>• NSW Government Circular Economy Policy and 20- year Waste Strategy</li> </ul>
<b>Project Objectives</b>	<p>The objectives of Hunter JO participation in the regional investigations process currently underway are to:</p> <ol style="list-style-type: none"> <li>1. Continue to contribute regional information and perspectives to the investigations of preferred options for development of a new regional materials recovery facility being led by LMCC and HRR</li> <li>2. Assist with identifying and facilitating opportunities for enhanced regional collaboration arising from the regional investigations process</li> <li>3. To assess regional alignment of the solutions identified through the investigations process with the region's broader Circular Economy Agenda, including the potential to integrate recyclables within more broadly focused circular economy innovation precincts (including recycling, energy and associated industries)</li> </ol>
<b>Key Projects Outputs / Deliverables</b>	<ol style="list-style-type: none"> <li>1. Identification of a collaborative regional recycling solution providing benefits for all HJO member Councils that aligns with the region's broader Circular Economy Agenda</li> <li>2. Integration of recycling within more broadly focused circular economy innovation precincts (including recycling, energy and associated industries)</li> </ol>
<b>Key Project Partners</b>	<ul style="list-style-type: none"> <li>• Member Councils</li> <li>• Hunter Resource Recovery</li> <li>• NSW Environment Protection Authority</li> </ul>
<b>Project Methodology / Process</b>	<ol style="list-style-type: none"> <li>1. Hunter JO staff continue to participate in and contribute (as defined above) to regional working group led by Lake Macquarie City Council and Hunter Resource Recovery</li> </ol>

<b>Project Name</b>	<b>Hunter JO Strategic Plan 2022-2026</b>
<b>Project Manager</b>	<b>Melinda Curtis</b>
<b>Project Summary</b>	<p>The project will develop a new Hunter JO Strategic Plan for the period 2022-2026. The new strategy will align with the Local Government Integrated Planning and Reporting (IP&amp;R) Framework, which will:</p> <ul style="list-style-type: none"> <li>• Improve alignment between the Hunter JO Strategy and strategic planning documents of member Councils</li> <li>• Provide increased support to member Councils to assist with integrating shared regional priorities and actions within their local planning processes.</li> </ul>
<b>Alignment to Hunter JO Strategy</b>	This project does not relate to an individual priority action area but to the Hunter Joint Organisation Strategic Plan 2018-2021 as a whole. This project guides the preparation for the next Strategic Plan cycle and the development of the Hunter Joint Organisation Strategic Plan 2022-2026.
<b>Project Objectives</b>	<ol style="list-style-type: none"> <li>1. To develop a new Hunter JO Strategic Plan 2022-2026 and associated documents which is strategic, proactive, inclusive and creates improved strategic alignment with Council's IP&amp;R framework.</li> <li>2. To Identify pathways and opportunities for greater and more systematised alignment and collaboration between the Joint Organisation, NSW Government Agencies and Councils.</li> </ol>
<b>Key Projects Outputs / Deliverables</b>	<ol style="list-style-type: none"> <li>1. Hunter JO Strategic Plan 2022-2026,</li> <li>2. Hunter JO Delivery Program 2022/2023-2024/2025</li> <li>3. Hunter JO Operational Plan 2022/2023.</li> </ol>
<b>Key Project Partners</b>	10-member Councils of the Hunter JO; State Government Agencies
<b>Project Methodology / Process</b>	<p>The key project phases are:</p> <ol style="list-style-type: none"> <li>1. Engagement Planning and Future Strategy, including Hunter JO Board Planning Day</li> <li>2. Hunter JO Roadshow / Council Engagement</li> <li>3. Engagement Analysis and Draft Strategy Development</li> <li>4. Draft Hunter Joint Organisation Strategic Plan 2022-2026 development (Working Draft)</li> <li>5. Council Engagement on Draft Hunter Joint Organisation Strategic Plan 2022-2026, Delivery Program 2022/2023-2024/2025 and Operational Plan 2022/2023</li> <li>6. Finalise and endorse Hunter Joint Organisation Strategic Plan 2022-2026, Delivery Program 2022/2023-2024/2025 and Operational Plan 2022/2023</li> </ol>

<b>Project Name</b>	<b>Circular Economy Roadmap Project</b>
<b>Project Manager</b>	<b>Tim Askew</b>
<b>Project Summary</b>	<p>The Circular Economy Roadmap Project aims to develop a common understanding and vision for circular economy in the region via a strategic planning process that engages a range of relevant stakeholders across government, business and academia.</p> <p>The “roadmap” established for the Hunter and Central Coast region will provide aspirational and practical circular economy goals, assist stakeholders to understand their roles and develop measures of success. The roadmap will include a decision-making framework to objectively prioritise any initiatives being put forward into the future.</p> <p>Through the roadmap the region will be seen as a leader in the transition to a circular economy and as a place to do circular economy activities and business.</p>
<b>Alignment to Hunter JO Strategy</b>	<ul style="list-style-type: none"> <li>• Action Area 2: Our enviable environment is protected for future generations and our resources are used efficiently; Action 2.3. Work together to find an effective recycling solution for the region</li> <li>• Action Area 3: Our economy is multifaceted, resilient and is Australia’s leading smart regional economy; Action 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</li> <li>• NSW Government Circular Economy Policy and 20- year Waste Strategy</li> </ul>
<b>Project Objectives</b>	<ol style="list-style-type: none"> <li>1. Develop a common understanding and definition for the circular economy of the region relevant to all stakeholders – government, business and academia.</li> <li>2. Gain broad regional support and engagement for the development of a circular economy in the Hunter and Central Coast region.</li> <li>3. Develop a strategic roadmap for the region that is: <ul style="list-style-type: none"> <li>• aspirational and helps partners and stakeholders understand roles and measures of success</li> <li>• practical in that it manages and objectively prioritises the range of ideas and initiatives being put forward by stakeholders</li> </ul> </li> <li>4. To create an identity for the region as a leader in the transition to a circular economy and as a place to do circular economy activities, providing business attraction and local support for the circular economy</li> <li>5. To provide leverage and connect with other key circular economy frameworks and strategies at all levels of government</li> </ol>
<b>Key Projects Outputs / Deliverables</b>	<p>A strategic Circular Economy roadmap for the Hunter and Central Coast region that is:</p> <ul style="list-style-type: none"> <li>• aspirational and helps partners and stakeholders understand roles and measures of success</li> <li>• practical in that it manages and objectively prioritises the range of ideas and initiatives being put forward by stakeholders</li> </ul>
<b>Key Project Partners</b>	Member Councils; Central Coast Council; relevant NSW State Government agencies; Local business associations; key organisations in the region – Hunter Water, Newcastle University, Hunter NE Health, Port of Newcastle.
<b>Project Methodology / Process</b>	<ol style="list-style-type: none"> <li>1. Engage consultant to deliver roadmap project activities by 30 June 2021</li> <li>2. Develop and undertake two workshops – the first with CE champions in the region and the second with a broader range of stakeholders</li> <li>3. Develop draft roadmap themes and decision-making framework for workshop review</li> <li>4. Develop a draft roadmap for stakeholder review</li> <li>5. Develop a final roadmap for Hunter JO Board review, including presentation</li> </ol>

<b>Project Name</b>	<b>Hunter and Central Coast Circular Economy Innovation Hub</b>
<b>Project Manager</b>	<b>Tim Askew</b>
<b>Project Summary</b>	<p>The Circular Economy (CE) Innovation Hub concept is designed to be the central CE repository and coordinator of knowledge, research, analysis, voice and problem solving in the region.</p> <p>The project brings together key stakeholders from across the region in the development of the proposal, not to replace existing or proposed CE facilities, but to formally connect them together. Both virtual and physical hubs are being explored in the proposal document.</p> <p>The University of Newcastle and other partners have been working on elements of an innovation hub including a CRC and a living lab concept with Lake Macquarie Council. These elements will be aligned to the CE Innovation Hub proposal.</p>
<b>Alignment to Hunter JO Strategy</b>	<ul style="list-style-type: none"> <li>• Action Area 2: Our enviable environment is protected for future generations and our resources are used efficiently; Action 2.3. Work together to find an effective recycling solution for the region</li> <li>• Action Area 3: Our economy is multifaceted, resilient and is Australia's leading smart regional economy; Action 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</li> <li>• NSW Government Circular Economy Policy and 20- year Waste Strategy</li> </ul>
<b>Project Objectives</b>	<ol style="list-style-type: none"> <li>1. Facilitate the sharing of CE research and information among stakeholders in the CE including the provision of a "problem concierge" to help solve CE issues</li> <li>2. Facilitate joint projects and initiatives across organisations</li> <li>3. Consistent and coordinated promotion of the region to government, researchers, innovators and investors</li> <li>4. Building knowledge in the region to capture and translate CE innovation and best practice into day to day operations, through a living laboratory for the region.</li> </ol>
<b>Key Projects Outputs / Deliverables</b>	<ol style="list-style-type: none"> <li>1. Stakeholder engagement framework</li> <li>2. CE Innovation Hub proposal document (grant ready) – aligning and incorporating the Living Lab proposal and associated governance framework</li> </ol>
<b>Key Project Partners</b>	Hunter JO Member Councils; Central Coast Council; University of Newcastle; Blue Tribe; 1804; Hunter If; NSW DPIE
<b>Project Methodology / Process</b>	<ol style="list-style-type: none"> <li>1. Review current stakeholders and develop engagement framework</li> <li>2. Organise workshop to refine the project scope with key stakeholder organisations</li> <li>3. Work with Lake Macquarie Council and University of Newcastle Living Laboratory project and develop alignment plan with Circular Economy Innovation Hub</li> <li>4. Develop a Circular Economy Innovation Hub proposal document to be 'grant ready' for funding opportunities</li> </ol>

<b>Project Name</b>	<b>Circular Economy Procurement Project</b>
<b>Project Manager</b>	<b>Tim Askew</b>
<b>Project Summary</b>	<p>The Circular Economy Procurement Project intends to increase the level of recycled content products and circular economy services purchased by Councils. It will comprise several initiatives to increase the level of understanding, spend and measurement of circular economy procurement.</p> <p>The project will provide Councils the tools and knowledge to make informed decisions in the procurement of recycled goods and services and help establish circular economy markets, so that Council can play a key role as a circular economy demand driver.</p>
<b>Alignment to Hunter JO Strategy</b>	<ul style="list-style-type: none"> <li>• Action Area 2: Our enviable environment is protected for future generations and our resources are used efficiently; Action 2.3. Work together to find an effective recycling solution for the region</li> <li>• Action Area 3: Our economy is multifaceted, resilient and is Australia's leading smart regional economy; Action 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</li> <li>• NSW Government Circular Economy Policy and 20- year Waste Strategy</li> </ul>
<b>Project Objectives</b>	<ol style="list-style-type: none"> <li>1. To establish a shared commitment by Hunter JO member Councils to the procurement of recycled materials</li> <li>2. To support Councils to prioritise recycled materials and circular economy services in their procurement systems and processes, and</li> <li>3. To develop a common framework for the joint regional procurement of recycled materials.</li> <li>4. To provide Councils with common tools and training to assist purchasing decision makers, procurement officers and elected officials make informed decisions regarding circular procurement</li> </ol>
<b>Key Projects Outputs / Deliverables</b>	<ul style="list-style-type: none"> <li>• Circular Economy Procurement MoU endorsed by Hunter JO Board and signed by Councils</li> <li>• Case studies and methodology report to document existing purchases and systems in place within member councils</li> <li>• Delivery of Council engagement workshop to verify initial findings and agree on the focus of an "Opportunities Report" to identify priority products and services in which a regional approach to procurement is recommended</li> <li>• An Opportunities Report documenting data, specifications, costings and systems to support procurement by Councils of products and services utilising recycled content</li> <li>• A Circular Economy procurement implementation plan, framework and toolkit for Councils</li> <li>• Delivery of a Council education program, workshop and event to assist with implementation</li> </ul>
<b>Key Project Partners</b>	<p>Hunter JO Member Councils</p> <p>Central Coast Council</p>
<b>Project Methodology / Process</b>	<ul style="list-style-type: none"> <li>• Develop a Circular Economy Procurement MoU based on those adopted in other regions and seek endorsement and signing by member councils</li> <li>• Engage external consultant to design and deliver core project deliverables.</li> <li>• Deliver presentations to Hunter JO Circular Economy Sub-committee on project progress and outcomes</li> </ul>

<b>Project Name</b>	<b>Circular Economy Eco-System Project Stage 2</b>
<b>Project Manager</b>	<b>Tim Askew</b>
<b>Project Summary</b>	<p>The Circular Economy (CE) Eco-System Program Stage 2 builds on the success of the initial CE Eco-system project and the development of a CE database, website and case study and situational report. This next stage will develop tools to utilise the CE database to communicate and connect participants in the local circular economy, through newsletters, events, training and other capacity building opportunities.</p> <p>The project will also investigate methods of CE data collection and analytics to assist the eco-system understand and build upon the existing local circular economy. Different systems will be assessed to find the best options for all CE eco-system participants in the Hunter and Central Coast.</p>
<b>Alignment to Hunter JO Strategy</b>	<ul style="list-style-type: none"> <li>• Action Area 2: Our enviable environment is protected for future generations and our resources are used efficiently; Action 2.3. Work together to find an effective recycling solution for the region</li> <li>• Action Area 3: Our economy is multifaceted, resilient and is Australia's leading smart regional economy; Action 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</li> <li>• NSW Government Circular Economy Policy and 20- year Waste Strategy</li> </ul>
<b>Project Objectives</b>	<ol style="list-style-type: none"> <li>1. To provide and improve CE communication for all CE eco-system participants in the Hunter and Central Coast</li> <li>2. To build CE knowledge through education and capacity building opportunities for Hunter JO member councils and Central Coast Council</li> <li>3. To develop and improve CE data and analytics systems for use by all CE eco-system participants in the Hunter and Central Coast</li> </ol>
<b>Key Projects Outputs / Deliverables</b>	<ul style="list-style-type: none"> <li>• The Hunter Circular website is maintained and improved over time</li> <li>• Quarterly newsletters emailed to mailing list outlining CE activities and news</li> <li>• Delivery of events and education opportunities with partner organisations and agencies</li> <li>• Delivery of capacity building and education opportunities for Hunter JO member councils and Central Coast Council for CE decision makers, general staff and Executive.</li> <li>• Investigation of methods of CE data collection and analytics completed and documented in a report, including selection of best of breed system/s for use by all CE eco-system participants in the Hunter and Central Coast</li> </ul>
<b>Key Project Partners</b>	Hunter JO member Councils; Central Coast Council; CE Facilitators Group
<b>Project Methodology / Process</b>	<ol style="list-style-type: none"> <li>1. Develop a Hunter Circular Website content update and promotion program</li> <li>2. Develop a newsletter process for delivering quarterly newsletters to the CE Eco-System mailing list</li> <li>3. Develop an events and education calendar with stakeholders and partners</li> <li>4. Engage Consultant to design and deliver training – executive and staff</li> <li>5. Investigate sustainable procurement data analytics tool and dashboard</li> <li>6. Investigate the potential for the material flow analysis to be converted into a data and analytics tool for assessing and developing CE scenario models and CE systems for Councils</li> </ol>

<b>Project Name</b>	<b>Act Now on Adaptation: Coastal Wise Communities (Act Now) Project</b>
<b>Project Manager</b>	<b>Melinda Curtis</b>
<b>Project Summary</b>	The project will deliver a proactive evidence based coastal adaptation communication and engagement resource for the Hunter and Central Coast region and provide a pathway to embed Climate Change Resilience into the Integrated Planning and Reporting (IP&R) Framework of Councils.
<b>Alignment to Hunter JO Strategy</b>	<p>Action Area 1 – Our communities stay inclusive, proud and safe and celebrate diversity.</p> <p>Action 1.4 – Continue to work together to deliver programs to increase community resilience and resilience for natural disasters</p> <p>Action Area 2 – Our enviable environment is protected for future generations and our resources are used efficiently.</p> <p>Action 2.2 – Establish a Coastal Resilience Sub Committee made up of representatives from Hunter JO Councils, to increase collaboration in planning for climate change</p>
<b>Project Objectives</b>	<ol style="list-style-type: none"> <li>1. To develop an Integrated Planning and Reporting (IP&amp;R) Package which embeds resilience to Climate Change into Councils operations through incorporation into the overarching IP&amp;R documents.</li> <li>2. To provide a coastal adaptation communication framework, media templates and suite of practical resources to directly build the capacity of the coastal councils to engage with local communities around coastal adaptation planning and coastal hazards</li> <li>3. To build capacity within Councils to reduce risks, increase resilience and reduce climate vulnerability by collaboratively building community understanding and literacy around coastal management and adaptation issues, and through bridging the gap between the IP&amp;R framework and prioritisation of Climate Change resilience.</li> </ol>
<b>Key Projects Outputs / Deliverables</b>	<ol style="list-style-type: none"> <li>1. Coastal Communications Package</li> <li>2. Integrated Planning and Reporting Package</li> </ol>
<b>Key Project Partners</b>	<ul style="list-style-type: none"> <li>• Central Coast Council, MidCoast Council, Lake Macquarie City Council, Maitland City Council, City of Newcastle and Port Stephens Council</li> <li>• Department of Planning, Industry and Environment - Biodiversity and Conservation and Social Research branches</li> <li>• The University of Newcastle</li> </ul>
<b>Project Methodology / Process</b>	<p>The key project phases are:</p> <ol style="list-style-type: none"> <li>1. Project design and inception</li> <li>2. Initial engagement and capacity building</li> <li>3. Design communication campaign and media protocol</li> <li>4. Development of communication resources and materials</li> <li>5. Development of Integrated Planning and Reporting (IP&amp;R) Package</li> <li>6. Project Evaluation, Integration and Dissemination</li> </ol>

## 7. Items for the Hunter JO Board - For Decision

### 7.1 CEO Performance Review Panel

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**Report Author: Louisa Bulley, Executive Officer**

**Responsible Officer: Joe James, CEO**

The CEO's Annual Performance Review is currently being scheduled for April 2021, with the panel to consist of;

- Bob Pynsent, Chair of Hunter JO Board
- Kay Fraser, Member of Hunter JO Board
- Wayne Wallis, Chair of ARROW / SSA Board
- David Evan, Chair of General Managers Advisory Committee

The review will be based upon the CEO's Performance, measured against the CEO Personal Performance Agreement, and the KPIs agreed by the panel in 2020, and endorsed by the Hunter JO Board on 13 August 2020.

The process for the review will be;

1. CEO Personal Performance Agreement and KPIs circulated to Panel
2. Feedback gathered from each Board, as per recommendation below, for incorporation into panel discussion
3. Panel to meet to discuss documents prior to meeting with CEO
4. CEO Performance Review to take place in April with full panel
5. Performance Agreement and Revised KPIs to be brought to the Hunter JO Board in June 2021, and to the ARROW/SSA Board in July 2021, for endorsement by each Board respectively.

For any Hunter JO Board Members wanting to provide their own specific feedback on the CEO's Performance within either entity, this should be sent directly to their respective Chairs, to be incorporated into the performance review.

**Recommendation:**

- **That Hunter JO Board Members provide any feedback on the CEO's performance to the Hunter JO Chair, Bob Pynsent, via email by Friday 16<sup>th</sup> April for inclusion in the CEO's Annual Performance Review**



**Report Author: Melinda Curtis, Regional Policy and Program Manager**

**Responsible Officer: Steve Wilson, Director Policy and Programs**

**Purpose:**

To recommend that the Hunter JO proceed with exploring a Collaboration Pledges Partnership arrangement with the Cities Power Partnership Program.

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

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

### Background

The Cities Power Partnership (CPP) is Australia's largest network of local governments committed to taking meaningful action on climate change. To date, Hunter JO has been working with CPP through an informal relationship to coordinate and inform local government climate initiatives in the Hunter region.

CPP is a free, membership-based program of the Climate Council. It exists to ensure that local governments throughout Australia have the tools, connections and momentum needed to take meaningful action on climate change.

Councils who join CPP commit to five climate action pledges ranging from renewable energy, energy efficiency, transport and advocacy. CPP supports member councils to achieve these pledges by providing access to:

- an exclusive online Knowledge Hub and Forum
- knowledge sharing events
- media profiling, training and support
- emissions reporting software

### Report

As of Tuesday 23rd March 2021, all 10 of the Hunter JO's member councils and Central Coast Council are now members of CPP or have endorsed becoming a member of CPP.

As a result, the Hunter JO region is now the first region nationally to have achieved all Councils becoming CPP members.

Considering this achievement, it has been suggested by member Councils that the Hunter JO enter a formal partnership with CPP, in order to lead by example and to demonstrate ongoing commitment by the Hunter JO to program delivery. The following options have been identified by CCP as a potential way forward in this regard.

#### Partnership options

As Hunter JO is not an individual council it is not eligible to become a CPP Member Council. However, a formal partnership may offer opportunities for Hunter JO to share many of the benefits offered by CPP.

As such the CPP Program have proposed that the Hunter JO enter a formal partnership with CPP as a 'Regional Partner'. This would represent a new category of partnership, which may be replicated in

other regions of Australia. This partnership could include a number of mutual commitments and benefits, as shown in Appendix 1.

The potential options identified by the CPP for the Hunter JO to become a Regional Partner include:

- **Option 1: No pledges** - Hunter JO commits to a formal partnership with CPP as outlined in Appendix 1, but does not make public 'pledges' regarding the specific actions it will take, as is the case with Council memberships.
- **Option 2: Operational emissions pledges** - Hunter JO makes pledges relating to how it will act on its own operational emissions (e.g. actions to reduce electricity and transport emissions).
- **Option 3: Collaboration pledges partnership** - Hunter JO publicly states a number of specific actions it will take to support collaborative climate initiatives between its member councils and within its region. This may include commitments to deliver specific joint projects, coordinating funding, facilitating knowledge exchange, etc.

These options were considered by the General Managers Advisory Committee at its meeting on 25th March 2021, which concurred that Option 3 most aligns with the statutory functions of the Hunter JO and strategic program objectives that have been identified in collaboration with Councils for CPP program delivery in the Hunter and Central Coast.

It is considered that establishing a regional partnership arrangement between the Hunter JO and CPP will further build the region's reputation and profile as a location in which Councils are successfully collaborating to take meaningful action on climate change. In turn, this is anticipated to support efforts by both individual Councils and the Hunter JO to attract funding, expertise and resources to the region to deliver on the pledges identified by both individual Councils, and on those strategic regional program objectives that have been identified by Councils. Attracting resources to deliver programs where regional alignment exists will directly support each Council achieve their own pledges where these align with the established regional program priorities.

**Recommendation:**

- **That the Board endorse the Hunter JO exploring a Regional Partner arrangement with CCP (the first region in Australia to do so) in line with Option 3: Collaboration Pledges Partnership.**

**Report Author: Graham Dean, Finance and Admin Manager**

**Responsible Officer: Joe James, CEO**

**Purpose:**

To present the Related Party Disclosures Policy, refer Attachment 16, to the Hunter JO Board for adoption.

**Report:**

With the completion of the Hunter JO Audit for 2020-21, the only issue raised as a consequence of the audit was an unresolved issue from 2018/19 being the lack of a “Related party disclosure policy”.

To address this issue, it was proposed that a suitable policy be drafted by DFK Crosbie (SSA’s Auditors). The drafted policy has now been finalised and is included at Attachment 16.

On the basis the same issue is applicable to both SSA and LGL, it is proposed to also present the same policy to the boards of those entities for adoption.

Members will also be aware the accounting standard for Related party disclosure is also applicable to Council reporting standards. Some member councils may have had this raised in their own Management Letter for the 2019/20 financial year, in particular those councils audited by RSM (as agent for the NSW audit office). HJO could make this policy, once adopted, available to member councils should they wish to adapt same to suit their own needs. This would save council the trouble and potential expense of drafting their own policy. This would also provide a level of consistency across the group given each council, SSA, LGL and HJO fall within the definition of a Related party with each other.

**Recommendation:**

- **That the Hunter JO Board adopt the Hunter JO Related Party Disclosures Policy**

## 8. Matters Raised by Members

### 8.1 World Masters Games

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**Report Author: Wayne Wallis, General Manager of Port Stephens Council**

**Responsible Officer: Ryan Palmer, Mayor of Port Stephens Council**

**Purpose:**

The purpose of this memo is to request support for the following:

- Establish a Regional Events Strategy Working Group
- Review opportunities and costs associated with hosting the World Masters Games
- Develop a scoping document on what would be required for a bid for the 2029 World Masters Games on behalf of the Hunter Region
- Review existing strategies and develop a roadmap for the implementation of key actions to attract major events to the region

**Background**

The World Masters Games are an international multi-sport athletic competition held every four years by the International Masters Games Association (IMGA) for athletes over the age of 30. The event is held every four years, generally the year following the Olympic Games. The 2022 (postponed from 2021 due to COVID-19) World Masters Games will be held in Kansai, Japan with Taipei, Taiwan hosting the 2025 event.

Participants in the World Masters Games have been steadily growing since the inaugural games in 1985. The event now attracts three times as many athletes as the Summer Olympics and is officially the worlds large mass participated national sports events and attract tens of thousands of athletes to the host destination.

The World Masters Games is managed by the International Masters Games Association (IMGA). The organisation was founded in 1995 to support the Olympic movement and 'sport for all' philosophy. The IMGA is non-profit organisation recognised by the International Olympic Committee.

**World Masters Games, Auckland NZ**

In 2017, Auckland hosted the World Masters Games which included 28 sports across 48 venues and more than 28,000 participants and 3,200 volunteers. An independent economic assessment commissioned by the IMGA highlighted that the World Masters Games attracted 302,000 visitor nights and contributed \$63 million GDP to the NZ economy.

The event was supported by the NZ Government who contributed \$11 million into the event along with \$11.75 million from Auckland Tourism Events and Economic Development (ATEED).

**Hunter Regional Events Strategy**

Following on from the development of the Hunter Signature Events Strategy, in July 2020, The Hunter JO Board identified as a priority the development of a coordinated and outcome focused event strategy for the Hunter region focused on improving and maximising the economic, social and cultural outcomes for the Hunter and its residents.

The Regional Events Strategy would aim to strengthen the collective voice of the region and build the capacity of Hunter councils to collaboratively pitch for major events. This would be managed via a Regional Events Strategy Working Group comprised of member councils and key project partners as appropriate.

The World Masters Games provides an opportunity to initiate this working group to both drive actions and also, work towards a more integrated approach to events.

### **Regional Events Strategy Working Group**

This working group would require a commitment of time and expertise only from member councils.

It is anticipated that the working group would be coordinated via the JO with support from members Councils and meet on a monthly basis online with quarterly meetings in person.

### **Recommendations**

- **Establish a Regional Events Strategy Working Group**
- **Review opportunities and costs associated with hosting the World Masters Games**
- **Develop a bid for the 2029 World Masters Games on behalf of the Hunter Region**
- **Review existing strategies and develop a roadmap for the implementation of key actions to attract major events to the region**

## **9. General Business**

### **9.1 Update on Hunter JO Strategic Workshop**

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**Report Author: Mel Curtis, Regional Policy & Programs Manager & Louisa Bulley, Executive Officer**

**Responsible Officer: Joe James, CEO**

The dates for the Hunter JO Strategic Workshop have now been set, with the 20-21 May set for the initial Board consultation on the development of the new Strategic Plan for the organisation.

As part of the Hunter JO's preparation for this workshop, we plan to hold individual meetings with the Mayor and General Manager of each LGA prior to the workshop in early May. These individual meetings will provide an opportunity for the Hunter JO to explore the strategic priorities within each LGA with their Mayor and General Manager, to identify areas of shared interest and potential areas for collaboration, ahead of the workshop itself.

By gathering and collating this information prior to the workshop, we will be able to provide a regional view and analysis of the priorities across the member councils.

The Executive Officer will be in contact with each member council to organise these pre-meetings, which will be attended by the CEO, Director RPP, and Regional Policy & Program Manager.

### **Recommendation:**

- **That the Board note the update on the Hunter JO's strategic planning process.**

### **9.2 Compliance & Governance Calendars**

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### **Standing Attachments Included:**

- Attachment 17 - HJO Board Forward Planner and Governance Calendar
- Attachment 18 - JO-Calendar-of-Compliance-and-Reporting-Requirements-2020-2021