

59 Bonville Avenue | PO Box 3137 | Thornton NSW 2322 P(02)49784040 | F(02)49660588

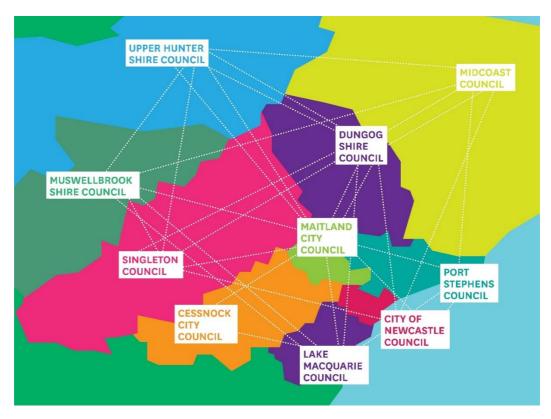
FOLLOW OUR PROGRESS (f) (in)





# **Hunter Joint Organisation Board Meeting Papers**

# 11:00am, Thursday 12 August 2021



# Videoconference Details

Microsoft Teams Link: https://teams.microsoft.com/l/meetup-

join/19%3ameeting NGI1MDAwMmYtOTlhZC00MzUyLTg4MjMtNzAyYmM5N2Q1ZWEx%40thread .v2/0?context=%7b%22Tid%22%3a%2284531a4d-01d8-4e2d-b5ea-

5d9e22ed7c28%22%2c%22Oid%22%3a%2290e79b79-147d-4a6e-bb6a-e45e04730874%22%7d



# **Contents**

1.	Wel	come and Apologies	3
	1.1	Acknowledgement of Country	3
	1.2	Conflicts of Interest	3
2.	Min	utes of Previous Meeting	3
	2.1	Minutes of Meeting 10 June 2021	3
	2.2	Minutes of Extraordinary Meeting 29 June 2021	9
3.	Con	firmation of Minutes & Business Arising from Minutes	10
	3.1	Business Arising: Action Register	11
4.	Pres	entations	15
	4.1	Hunter Central Coast Resource Recovery Strategy Presentation	15
	4.2	Updates - Circular Economy Roadmap & Procurement Projects	15
5.	Cori	espondence	16
6.	Rep	orts	42
	6.1	CEO Report – Collaboration & Advocacy	42
	6.2	Hunter JO June 2021 EOFY Profit & Loss Statement	50
	6.3	Hunter JO Program Delivery Highlights	54
	6.4	Department of Regional NSW Standing Update	89
	6.5	Transport for NSW Advocacy Update	89
7.	Iten	ns for the Hunter JO Board - For Decision	97
	7.1	Progressing the Economic Transformation Priority in 2021-22 to 2050 $\dots$	97
	7.2	Newcastle Airport Advocacy Opportunity	104
	7.3	World Masters Games Bid	107
8.	Mat	ters Raised by Members	110
9.	Gen	eral Business	110
	9.1	Hunter JO Board Induction Pack	110
	9.2	Compliance & Governance Calendars	110

# 1. Welcome and Apologies

#### 1.1 Acknowledgement of Country

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

#### 1.2 Conflicts of Interest

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

# 2. Minutes of Previous Meeting

## 2.1 Minutes of Meeting 10 June 2021

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

11:00 - 2:00pm, Thursday 10 June 2021

#### Hunter JO Boardroom, 4 Sandringham Ave Thornton

#### **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 Nuatali Nelmes, Newcastle City Council
Cr Sue Moore, Singleton Shire Council
Cr David West, MidCoast Council

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

Lotta Jackson General Manager, Cessnock City Council
Gareth Curtis, General Manager, Dungog Shire Council
Adrian Panuccio, General Manager, MidCoast Council

Wayne Wallis, General Manager, Port Stephens Council

Jeremy Bath, CEO, Newcastle City Council

Greg McDonald, General Manager, Upper Hunter Shire Council

Morven Cameron, CEO, Lake Macquarie City Council

David Evans, General Manager, Maitland City Council

Jason Linnane, General Manager, Singleton Council

Alison McGaffin Director, Hunter & Central Coast, Regional NSW (DPIE)

**Apologies** 

Cr Maurice Collison Upper Hunter Shire Council

Cr Martin Rush, Muswellbrook Shire Council

Cr Ryan Palmer, Port Stephens 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)

#### **Also Present**

Alison McGaffin Director – Regional NSW

Virginia Errington Council Engagement Manager, Office of Local Government

The meeting opened at 11:01am.

#### Item 1 Welcomes and Apologies

#### 1.1 Acknowledgment of Country

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

#### Resolved:

• That the apologies be noted.

Moved: Sue Moore

Seconded: Loretta Baker

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 8 April 2021 were noted.

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

#### Resolved:

• That the minutes of the previous meetings of 8 April 2021, be adopted.

Moved: Sue Moore

Seconded: John Connors

Carried.

## 3.1 Business Arising: Action Register

The Action Register was taken as read. Cr Nelmes asked that the action items from the Greater Newcastle Metropolitan Plan Steering Committee meetings also be included on the Hunter JO action register, as a committee of the Board

• That the Action Register be noted.

• That actions from the Greater Newcastle Metropolitan Plan Steering Committee be included on the Hunter JO Action Register for future meetings.

Moved: Nuatali Nelmes Seconded: Loretta Baker

Carried.

#### **Item 4 Presentations**

Nil.

# **Item 5 Correspondence**

The correspondence was taken as read.

#### Resolved:

That the update report be received and noted.

Moved: Sue Moore

Seconded: Bob Pynsent

Carried.

#### **Item 6 Reports**

#### 6.1 CEO Report

The CEO spoke to the report and provided an update on all engagements undertaken since writing.

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 April 2021 YTD Profit & Loss Statement

The report was taken as read.

### Resolved:

That the Profit and Loss Statement for period ending April 2021 be received and noted.

Moved: Kay Fraser

Seconded: John Connors

Carried.

# **6.3 Hunter JO Program Delivery Highlights**

Steve spoke to the report briefly and gave a brief highlights summary.

The report was taken was read.

#### Resolved:

• That the report be received and noted.

Moved: Loretta Baker Seconded: Kay Fraser

Carried.

#### 6.4 Department of Regional NSW Standing Update

Alison spoke to the report and the attached paper.

The report was taken as read.

#### Resolved:

#### That the Board note:

• That the Board note the outcomes of the meeting of the Hunter Central Coast Regional Leadership Executive (RLE) on 25 May 2021.

Moved: Sue Moore Seconded: Kay Fraser

Carried.

#### 6.5 Transfer of Secretariat – Greater Newcastle Metropolitan Plan Subcommittee

The CEO spoke to the report.

#### Resolved:

- That the Board endorse the Hunter JO assuming responsibility for the secretariat of the GNMP Subcommittee.
- That the Board endorse the proposed process and time frame for completing an evaluation of the GNMP Subcommittee

Moved: Kay Fraser Seconded: Sue Moore

Carried.

# **6.6 Resilience NSW Strategic Directions Project**

The report was taken as read.

#### Resolved:

• That the report be received and noted.

Moved: Loretta Baker Seconded: John Connors

Carried.

#### 6.7 Future Ownership of Sandringham Avenue

The report was taken as read.

#### Resolved:

• That the report be received and noted.

Moved: John Connors Seconded: Bob Pynsent

Carried.

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

#### 7.1 Hunter JO Budget 2021-22

The report was taken as read.

#### Resolved:

• That the Board endorse delivery of the Hunter JO Budget for financial year 2021-22 out of session, with formal endorsement of the budget to be given via circular resolution.

Moved: Sue Moore

Seconded: Loretta Baker

Carried.

#### 7.2 Request for Statement of Support – Renewable Energy Industrial Precinct Project

Steve Wilson spoke to the report.

#### Resolved:

• That the Board endorse providing a Statement of Support to Beyond Zero Emissions for their Renewable Energy Industrial Precinct (REIP) project

Moved: Sue Moore

Seconded: Loretta Baker

Carried.

#### 7.3 CEO Performance Review Endorsement - Confidential Item

The Chair noted that this report would be discussed after the meeting as part of a closed session. The following resolution of the Board was provided to the Secretariat at the close of the meeting.

The Chair noted that this report would be discussed after the meeting as part of a closed session. The following resolution of the Board was provided to the Secretariat at the close of the meeting.

The report was taken as read.

Cr Pynsent proposed to move the recommendation as provided within the papers.

Cr Connors seconded this recommendation.

Cr Nelmes proposed an amendment, that the CEO remuneration be adjusted by 2.5% as per the SOORT increase, but that the suggestion of a further discretionary amount be disregarded.

Cr Fraser seconded this recommendation.

The amendment was put to the Board, but was not supported by the Board.

The original motion was put to the Board, and was carried, with the Chair noting Cr Nelmes vote was recorded against the resolution.

#### Resolved:

- THAT the confidential report be received and noted.
- THAT the CEO remuneration be adjusted as outlined in the report i.e. from 19 January 2020 2.5% TRP increase (SOORT) and from 19 January 2021 1.5% TRP increase (discretionary).
- THAT the CEO performance agreement for 2021-2022 be endorsed, noting the additions provided within the meeting to the agreement.

Moved: Bob Pynsent

Seconded: John Connors

Carried.

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

#### **Hunter Sport Precinct**

Cr Pynsent raised discussion of the Hunter Sports Precinct and the funding still required for completion of this project and relocation of harness racing to the Cessnock LGA.

Cr Pynsent proposed that correspondence be drafted and send to NSW Government outlining the importance of this project and requesting support in its delivery

#### Resolved:

- THAT the Hunter JO draft correspondence to the NSW Government regarding funding and action required on the Hunter Sports Precinct in Broadmeadow
- That the drafted correspondence be reviewed out of session by the Board prior to sending.

Moved: Bob Pynsent
Seconded: Kay Fraser
Carried.

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

# 9.1 ALGA Conference Update

The report was taken as read.

#### Resolved:

• That the Board note the update

Moved: Sue Moore
Seconded: Kay Fraser
Carried.

#### 9.2 Compliance and Governance Calendars

The CEO spoke to the report and noted this as a standing item.

Meeting closed 12:25 pm

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

#### 1:00 - 2:00pm, Tuesday 29 June 2021

#### HJO Board Room, 4 Sandringham Avenue, Thornton

#### **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 Nuatali Nelmes, Newcastle City Council
Cr Sue Moore, Singleton Shire Council

Cr David West, MidCoast Council

Cr Maurice Collison Upper Hunter Shire Council
Cr Ryan Palmer, Port Stephens Council

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

Lotta Jackson General Manager, Cessnock City Council
Gareth Curtis, General Manager, Dungog Shire Council
Adrian Panuccio, General Manager, MidCoast Council

Wayne Wallis, General Manager, Port Stephens Council

Greg McDonald, General Manager, Upper Hunter Shire Council

Morven Cameron, CEO, Lake Macquarie City Council

David Evans, General Manager, Maitland City Council

**Apologies** 

Cr Martin Rush, Muswellbrook Shire Council

Jason Linnane, General Manager, Singleton Council

Fiona Plesman, General Manager, Muswellbrook Shire Council

Jeremy Bath, CEO, Newcastle City Council

Alison McGaffin Director, Hunter & Central Coast, Regional NSW (DPIE)

#### 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

Louisa Bulley, Executive Officer, Hunter JO (Secretariat)

#### **Also Present**

Virginia Errington Council Engagement Manager, Office of Local Government

The meeting opened at 11:01am.

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

#### 1.1 Acknowledgment of Country

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

#### Resolved:

• That the apologies be noted.

Moved: Sue Moore

Seconded: John Connors

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 Reports**

## 2.1 Hunter JO Draft Budget 2021-22 incl. Member Subscriptions

The CEO spoke to the report. The Board sought clarification on Muswellbrook's withdrawal from the Hunter JO and the progress. The CEO noted that her is waiting for further clarification from Muswellbrook.

The report was taken as read.

#### Resolved:

• That the Hunter JO Draft Budget for the 2021-22 financial year be endorsed and approved

Moved: Sue Moore
Seconded: Ryan Palmer

Carried.

#### 2.2 General Business

The Chair noted that there would be no general business as part of the extraordinary meeting and closed the meeting.

Meeting closed 1:10 pm

# 3. Confirmation of Minutes & Business Arising from Minutes

#### **Recommendation:**

- That the minutes of the previous meetings of 10 June 2021 be adopted
- That the minutes of the previous meetings of 29 June 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 Hunter JO for discussion at a later date	29 Aug 2019	On hold	Revised Due date: March 2021 Revised Status: On Hold	This action is to be put on hold until the framework is finalised and provided from OLG. It is proposed 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- 55	<ul> <li>Hunter JO Waste Strategy</li> <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 Strategy objectives and actions.</li> </ul>	Feb 21	Ongoing	Aug-21	Presentation being provided to the Board in their August meeting on new strategy development.
HJO-20- 60	Regional Freight and Logistics  That a Summary Brief on this project be brought back to the Board for endorsement.	Apr-21	Underway	Oct-21	Summary project brief dependent on outcomes from delivery of the project "Regional Strategy Review: Exploring the role of Local Government in regional Economic Development" endorsed by the Board at its April 2021 meeting.
HJO-20- 61	Hunter JO Delivery Program  That the Hunter 2050 Foundation project be revisited pending the success/failure of the BLERF funding.	Apr-21	Underway	Aug-21	An update on this action is provided at Item 7.1
HJO-20- 63	<u>Cities Power Partnership Options</u> That the Board endorse the Hunter JO exploring a Regional Partner arrangement with CCP (the first region in Australia to do so) in line with Option 3: Collaboration Pledges Partnership.	Apr-21	Underway	Aug-21	Discussions underway with CPP on process and timeframe for formalising preferred partnership arrangement. Collaboration continues in the interim, including delivery of regional workshop 24 <sup>th</sup> June 2021 (refer Hunter JO Program Activity Report for details)

I.D	Action	Meeting Date	Status	Due	Notes
HJO-20- 64	Hunter JO Related Party Disclosure Policy  That the reference within the Policy, to Strategic Services  Australia, be replaced with Arrow Collaborative Services.	Apr-21	Complete	Jun-21	
HJO-20- 65	<ul> <li>World Masters Games</li> <li>That the Hunter JO;</li> <li>Establish a Regional Events Strategy Working Group.</li> <li>Review opportunities and costs associated with hosting the World Masters Games.</li> <li>Scope out the development of a bid for the 2029 World Masters Games on behalf of the Hunter Region.</li> <li>Review existing strategies and develop a roadmap for the implementation of key actions to attract major events to the region.</li> </ul>	Apr-21	Underway	Oct-21	Refer to update included in Agenda Item 7.3 – World Masters Games
	<ul> <li>That an Options Paper be developed by the Hunter JO, in collaboration with GNMP Councils that:</li> <li>Reviews any existing analysis of the governance model for the GNMP as well as existing regional governance models and legislative mechanisms established to drive collaborative delivery of regional plans</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</li> <li>Provides recommendations on a preferred model and a process for progressing its establishment in collaboration with the NSW Government.</li> </ul>	Apr-21	Underway	Oct-21	Drafting of Options Paper and consultation to assist in development is underway
HJO-20- 66	That actions from the Greater Newcastle Metropolitan Plan Steering Committee be included on the Hunter JO Action Register for future meetings.	10 Jun 21	Complete	Aug-21	Will now be a standard section of the Hunter JO Action Register
HJO-20- 67	<ul> <li>That the Board endorse the Hunter JO assuming responsibility for the secretariat of the GNMP Subcommittee.</li> <li>That the Board endorse the proposed process and time frame for completing an evaluation of the GNMP Subcommittee</li> </ul>	10 Jun 21	Underway	Sep-21	Consultation process initiated to inform evaluation

I.D	Action	Meeting Date	Status	Due	Notes
HJO-20- 68	• That the Board endorse delivery of the Hunter JO Budget for financial year 2021-22 out of session, with formal endorsement of the budget to be given via circular resolution.	10 Jun 21	Complete		
HJO-20- 69	That the Board endorse providing a Statement of Support to Beyond Zero Emissions for their Renewable Energy Industrial Precinct (REIP) project	10 Jun 21	Complete		A copy of this has been included under Correspondence.
HJO-20- 70	<ul> <li>THAT the confidential report be received and noted.</li> <li>THAT the CEO remuneration be adjusted as outlined in the report.</li> <li>THAT the CEO performance agreement for 2021-2022 be endorsed, noting the additions provided within the meeting to the agreement.</li> </ul>	10 Jun 21	Underway	Sep 2021	It is proposed that a copy of the CEO Position Description be brought back to the Arrow and GMAC Meetings in September for review.
HJO-20- 71	<ul> <li>THAT the Hunter JO draft correspondence to the NSW Government regarding funding and action required on the Hunter Sports Precinct in Broadmeadow</li> <li>That the drafted correspondence be reviewed out of session by the Board prior to sending.</li> </ul>	10 Jun 21	Underway		A draft has been completed by the CEO, and has been included in Correspondence.  The original intent of the correspondence has been overtaken by a government announcement on Hunter Park
HJO-20- 72	That the Hunter JO Draft Budget for the 2021-22 financial year be endorsed and approved	29 Jun 21	Complete		Action 17.1 - added from meeting 04/03/2021 regarding the same action.
GNMP- 21-01	A timeline be developed by HCCDC & JO from engagements with Action Item 187.  Stakeholders and LGA's on the progress and implementation of an Identity and Positioning Strategy specially relating to the Greater Newcastle Metro Plan. Action Item 17.1 - Provide GNMPSC a timeline when the Identify and Positioning Strategy specific to the Newcastle Metro Plan will commence.	A 17.1 - 04/04/2021 & A 16.1 - 09/12/2020	Responsible: HCCDC & HJO		Update 04-03-2021 - JO provided Briefing Paper to the GNMPSC – Exploring Regional Governance Options to support delivery of the Greater Newcastle Metropolitan Plan Update 12/8/21  Presentation on Hunter Identify and Positioning Strategy provided to 29 July GMAC meeting. GMAC recommended that the project team present individually to each council (Mayor and GM).
GNMP- 21-02	The chair of the JO, chair of GNMPSC and Joe James investigate legislation and a potential proposal that could work for GNMPSC,	A 16.3 – 09/12/2020	Responsible: Chair of HJO,		Meeting 09/12/2020 - Update provided – item ongoing

I.D	Action	Meeting Date	Status	Due	Notes
	including what are the next steps for this Committee particularly regarding funding for the larger proposals.		Chair of GNMPSC, CEO		
GNMP- 21-03	DPIE to work with the five Councils on any future Department Acceleration Program applications and in addition, assist with a Local Acceleration Program Proposal for the Greater Newcastle Area.	A 15.2 – 05/08/2020	Responsible: DPIE		Meeting 09/12/2020 – no update provided.
GNMP- 21-04	JO to prepare correspondence including attendance statistics regarding RMS & TfNSW regular absences at the GNMPSC meetings.	A 15.4 – 05/08/2020	Responsible: HJO		Joe James has commenced conversations with TfNSW. Update 5/8/2020 -Joe James has made representations to Minister for Transport. Working Group has been created, internal report has been completed and will be reported back to the minister in the coming month.  Meeting 09/12/2020 – update provided – item ongoing.
GNMP- 21-05	Joe James (CEO) from JO to arrange a briefing/presentation from TfNSW to GNMPSC.	A. 14.1 - 04/06/2020	Responsible: HJO		Update 04-03-2021 - JO provided Briefing Paper to the GNMPSC – Exploring Regional Governance Options to support delivery of the Greater Newcastle Metropolitan Plan Update 12/8/21 Updates provided to HJO Board at June Board Meeting from TfNSW:  1. Damien Pfiefer on Joint Action Plan by Hunter Development Group (TfNSW, HJO, UDIA and Property Council);  2. Sam Harding on the TfNSW Regional Transport Plan Review

#### 4. Presentations

## 4.1 Hunter Central Coast Resource Recovery Strategy Presentation

# Eloise Lobsey (Hunter JO Regional Policy and Program Coordinator – WARR and Circular Economy).

At its February 2021 meeting the Board endorsed the review and updating of the Regional Waste and Resource Recovery (WARR) Strategy. Eloise Lobsey, Regional Policy and Program Coordinator for Circular economy and resource recovery will provide an overview and status of the review program, how it aligns to state and local resource recovery strategies and timeline for next steps.

# 4.2 Updates - Circular Economy Roadmap & Procurement Projects

#### Tim Askew (Hunter JO Regional Policy and Program Manager)

This presentation will provide an overview of the directions and recommendations included in the draft Regional Circular Economy Roadmap currently under review by key project partners and stakeholders, and an overview of the focus and objectives of the recently commenced Regional Circular Economy Procurement project.

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.

#### Correspondence Received:

- Attachment 1: Correspondence from Newcastle Airport re Code E Letter of Thanks, 21 June 2021
- Attachment 2: Correspondence from Hon Shelley Hancock MP re Joint Organisation Capacity Building Fund, 24 June 2021
- Attachment 3: Correspondence from the Hon John Barilaro MP re success of BLER Funding Application Accelerating Event Economies, 1 July 2021
- Attachment 4: Correspondence from Minister Toole re Singleton Bypass, 9 July 2021
- Attachment 5: Correspondence from David Huthnance re Presenting to Hunter JO on Solar
- Attachment 6\_Correspondence from Tracy Mackey, EPA CEO regarding The Waste and Sustainable Materials Strategy 2041
- Attachment 7: Correspondence from Nick Bainton re Invitation to Roundtable

#### **Correspondence Sent:**

- Attachment 8: Correspondence to Beyond Zero Emissions re Statement of Support for Renewable Energy Industrial Precinct, 21 July 2021
- Attachment 9: Correspondence from TfNSW Reference Group re request for meeting Minister Toole

## **Correspondence Drafted**

• Attachment 10: DRAFT Correspondence to Hon John Barilaro MP re Hunter Park Precinct

#### **RECOMMENDATION:**

That the update report be received and noted.



21 June 2021

Bob Pynsent Hunter Joint Organisation 59 Bonville Avenue THORNTON NSW 2322

Bob.Pynsent@cessnock.nsw.gov.au

Newcastle Airport Pty Limited

Private Bag 2001 Raymond Terrace NSW 2324 Australia

Tel +61 2 4928 9800 Fax +61 2 4965 1927

admin@newcastleairport.com.au www.newcastleairport.com.au

ABN 30 060 254 542

#### Dear Bob

On behalf of Newcastle Airport, I wanted to write and personally thank you for your contribution to our efforts to secure \$66million in funding to upgrade the runway at Newcastle Airport.

As you know, the Prime Minister, the Hon. Scott Morrison visited Williamtown last month to make the funding announcement in person.

This project has only been realised after a sustained and cooperative effort from our entire region. The support we have received from all sectors of our community can only be described as extraordinary and we are very grateful.

The delivery of a Code E runway at Williamtown will ultimately release billions of dollars in economic benefit to the Hunter Region, Central Coast and Northern NSW. It will connect our region to the rest of the world and in doing so, create an immediate and permanent stimulus to the local economy.

It will generate significant uplift in international visitation, unleash huge potential in new freight activity and deliver more than 4,000 permanent jobs in the longer term. The project can only be described as game changing for our region and will impact a broad spectrum of businesses across multiple sectors.

We recognise that our unified regional voice, was key to our success. Without doubt, you and the JO played a key part in realising this fantastic result.

Thank you again for your ongoing support. We look forward to celebrating with you as we see this important upgrade commence later this year, to be completed in early 2023.

Yours sincerely

Peter Cock

Chief Executive Officer



Ref: A776217

Clr Bob Pynsent Chairperson Hunter Joint Organisation of Councils Email: bob.pynsent@cessnock.nsw.gov.au

CC: ceo@hunterjo.com.au

24 June 2021

# Dear Clr Pynsent

Since becoming Minister for Local Government I have been working closely with Joint Organisations (JOs) to ensure the NSW Government best assists the network of JOs and their communities. I am committed to the ongoing success of JOs and will continue to ensure they deliver for our regions.

In 2019 the NSW Government established the *Joint Organisation Capacity Building Fund*. This fund has supported the ongoing sustainability of JOs with an initial \$1.95 million to assist each JO to build additional capacity and deliver their strategic plans.

A second round of the Fund is now available thanks to an additional \$1.95 million investment, and will provide JOs with additional financial assistance to further build capacity and demonstrate capability to work with State agencies, while delivering their strategic plans.

This means that an additional \$150,000 is now available to your JO to contribute towards a project or program designed to improve your JO's ongoing sustainability. This can be an existing or an entirely new project and must address one or more of the strategic priorities identified by the JO while delivering measurable outcomes towards its sustainability.

The New South Wales Government's Joint Organisation Capacity Building Fund combined with the initial seed funding provided to all Joint Organisations brings the total investment in our state's 13 JOs to \$8.2 million, and demonstrates our ongoing support for the program. Many Joint Organisations have secured NSW Government funds and grants in addition to this amount.

Funding guidelines and a funding agreement have been developed and are attached to this letter. The signed funding agreement is to be returned by **Friday 25 June 2021**. An action plan detailing the key delivery milestones, expected benefits and budget is required by **Monday 30 August 2021**.

I am looking forward to seeing the range of projects put forward in response to this funding and following progress. If you have any questions about the funding, please don't hesitate to contact your OLG Council Engagement Manager.

Yours sincerely

The Hon. Shelley Hancock MP Minister for Local Government

Ref: DPC/FA431685#3

Dr Boyd Blackwell Regional Policy and Program Manager Hunter Joint Organisation PO Box 3137 Thornton NSW 2322 enviroadmin@hunterjo.com.au

Dear Dr Boyd Blackwell,

# NSW Bushfire Local Economic Recovery Fund: BLERF - 0765 - A2E - Accelerating Event Economies

Thank you for submitting your application to NSW Bushfire Local Economic Recovery (BLER) Fund - Stage Two. The BLER Package is one part of the \$4.5 billion commitment from the NSW and Commonwealth governments to support communities recover from the 2019-20 Black Summer Bushfires and strengthen our response and preparedness for the future.

I am delighted to inform you that your application under Stage Two of the NSW BLER Fund was successful and A2E - Accelerating Event Economies has been awarded up to \$861,476.00 in funding.

Your project is one of 195 locally led applications that were selected to receive funding across fire impacted regions in NSW and will collectively contribute to rebuilding the economic and social wellbeing of communities in NSW.

The Department of Regional NSW (DRNSW) led the merit-based assessment of all applications against the eligibility and assessment criteria published in the Program Guidelines. Independent probity advisors from both the Australian and NSW governments provided oversight to ensure a robust, fair and transparent process was followed.

The NSW and Commonwealth governments plan to make a public announcement about the funding of your project in the near future. I ask that the funding for your project is kept confidential until 21 July 2021 or until it has been announced. Please sign the attached confidentiality agreement and email it back to <a href="mailto:bler@regional.nsw.gov.au">bler@regional.nsw.gov.au</a> within 5 days of receipt of this letter. The return of the attached confidentiality agreement also confirms your intent to accept the funding offer.

An email with the next steps to progress the funding deed for your project and also any funding conditions that will be part of this agreement will be sent to you by 5pm Thursday 1 July 2021.

Yours sincerely

The Hon. John Barilaro MP

**Deputy Premier** 

Minister for Regional New South Wales

Minister for Industry and Trade

# CONFIDENTIALITY AGREEMENT

**Program:** Bushfire Local Economic Recovery Fund (Stage Two) **Proposal:** BLERF - 0765 - A2E - Accelerating Event Economies

**Applicant:** Hunter Joint Organisation **Amount awarded:** \$861,476.00

On behalf of Hunter Joint Organisation I confirm:

- Initial acceptance of the funding offer
- strict confidentiality will be maintained on the outcome of this funding application until 21 July 2021 or after the NSW or Commonwealth Government has made a public announcement; and
- information pertaining to the funding outcome and other program information will be kept confidential and secure at all times.

It is acknowledged that this undertaking does not apply to disclosing confidential information that:

- is required under any law or any administrative guideline, directive, request or policy having the force of law.
- is in the public domain.

Signed					
Name					
Position					
Organisation					
Date					
Please email this signed agreement to bler@regional.nsw.gov.au					

Our Ref: 01218340

Councillor Bob Pynsent Chair, Hunter Joint Organisation Mayor, City of Cessnock PO Box 3137 THORNTON NSW 2322

Dear Cr Pynsent

Thank you for your correspondence about the proposed Singleton bypass.

I appreciate you taking the time to write and meeting with me in March to share the Hunter Joint Organisation's feedback.

As you are aware, the NSW and Australian Government have committed \$700 million to build the New England Highway bypass of Singleton to improve traffic flow, travel times and safety through Singleton town centre by reducing traffic, including heavy vehicles. The preferred option for the bypass includes building a new section of highway west of Singleton, beginning near Newington Lane and rejoining the highway north of McDougalls Hill and bypasses five sets of traffic lights.

On 16 April 2021, the NSW Government announced that a full interchange will be built at Putty Road, making it easier to access Singleton town centre from the bypass. The design has always had the flexibility to incorporate a full interchange and this announcement gives the community and the Hunter Joint Organisation certainty it will be a part of it. The bypass has been designed with flexibility and can be upgraded to dual carriageway in the future if traffic volumes reach the point where it is needed.

With regards to a dual carriageway, I am advised traffic modelling for the project shows this is not required for at least 20 years after the bypass is opened to traffic. However, the design of the proposed bypass would allow it to be upgraded to dual carriageway in the future if required. Construction of the bypass is now set to begin in 2022 and will be completed by late 2026.

If you have any further questions, Mr Joel Rosendahl, Project Development Manager at Transport for NSW, would be pleased to take your call on (02) 4908 7593. I trust this information is of assistance.

Yours sincerely

09/07/2021

THE HON PAUL TOOLE MP

From: David Huthnance
To: Louisa Bulley

Cc: <u>Hunter Councils Admin; Louisa Bulley</u>

**Subject:** FW: Solar panel recycling policy and opportunity

**Date:** Friday, 23 July 2021 11:50:08 AM

Hi Louisa

**Email As discussed** 

Regards David Huthnance

**From:** David Huthnance [mailto:dhuthnance.sph@bigpond.com]

**Sent:** Tuesday, July 20, 2021 12:03 PM

**To:** 'barboram@hunterjo.com.au' <barboram@hunterjo.com.au>

**Subject:** FW: Solar panel recycling policy and opportunity

ATTN:

Barbora/Lousia. Could you forward to the appropriate person please.

**From:** David Huthnance [mailto:dhuthnance.sph@bigpond.com]

**Sent:** Friday, July 09, 2021 3:58 PM

**To:** 'admin@hunterjo.com.au' <a href="mailto:admin@hunterjo.com.au">admin@hunterjo.com.au</a>>

**Cc:** 'Clive Fleming' < <a href="mailto:clive@reclaimpv.com">clive@reclaimpv.com</a>>

**Subject:** Solar panel recycling policy and opportunity

To the Members, Hunter Joint Organization

My name is David Huthnance, I am a retired consultancy company director and current Maitland resident.

I have been carrying out independent research regarding the disposal of faulty/damaged/replacement solar panels within NSW and across Australia, which has involved discussions with solar installers from small to the largest companies, as well as state and local government authorities, and existing recycling companies.

All of this came about as a result of my desire to dispose of 20 solar panels that failed performance warranty at my home.

I contacted every LGA within the Hunter Valley to find out if they had a recycling program/policy, but it appeared my only option was to pay to have them disposed in landfill, something that does not sit right with me considering 95% of the solar panel is recyclable material.

During my discussion with Cessnock Council, they asked if I had been in contact with the Hunter Joint Organization, as they felt this was a project that would be best served by a joint approach.

I have accumulated a large amount of data and forecasts that paint an extraordinary picture of opportunity for the Hunter Valley to do the right thing regarding the ethical disposal of recyclable material. It just needs sound policy and a coordinated approach, which from

discussions I have had with council, fits in with your organizations charter.

I would welcome the opportunity to put forward the data, and opportunities in person to your next available HJO meeting if that is possible. I look forward to your response.

Regards David Huthnance
Ret - Director SP consulting Pty Ltd
Ph- 0417456517
Email <u>-dhuthnance.sph@bigpond.com</u>



Virus-free. www.avg.com

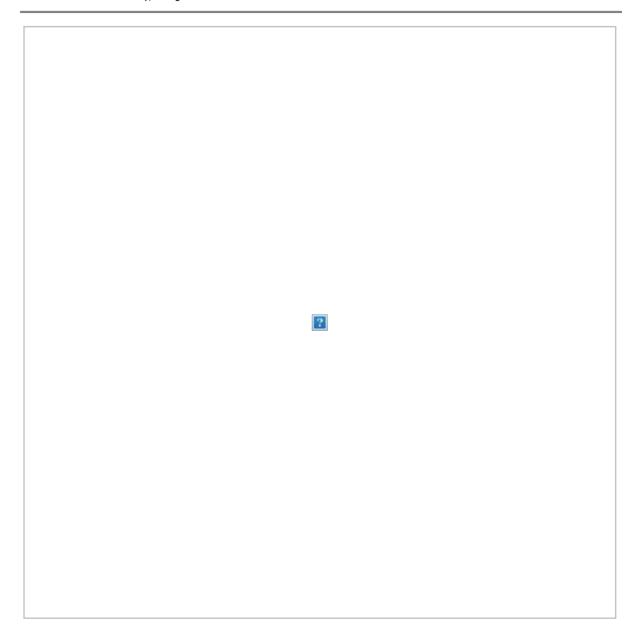
From: NSW Environment Protection Authority

To: <u>Joe James</u>

Subject: Correspondence from Tracy Mackey, EPA CEO regarding The Waste and Sustainable Materials Strategy 2041:

Stage 1 2021-2027

**Date:** Friday, 6 August 2021 4:12:42 PM



Mr Joe James PO Box 3137 THORNTON NSW 2322 Email: ceo@hunterjo.com.au

#### Dear Joe

As you are aware, in June 2021, the NSW Government released the NSW Waste and Sustainable Materials Strategy 2041: Stage 1 2021-2027 (the Strategy). It sets out a vision for transitioning to a circular economy over the next 20 years and the actions that will be taken over the next six years to deliver on that long-term objective. These actions are backed by \$356 million in funding over five years to help deliver priority programs and policy reforms. A further \$85 million has been invested over the 2021-22 financial year to continue key waste and resource recovery activities and support the transition from Waste Less Recycle More to the new Strategy.

Regional waste groups have been critical in supporting collaboration between local councils to deliver regional waste strategies and coordinate regional projects and grants under Waste Less Recycle More. This will continue to be the case under the Strategy, to support local councils in creating circular economy opportunities and ensuring waste is sustainably managed.

Under the Strategy, there will be a change to the way councils are funded, with some funding previously available for local government waste programs under Waste Less Recycle More transitioning to a contestable funding model. From July 2022, an estimated \$206 million will be invested into programs and initiatives that local councils will be able to access, including more than \$25 million in non-contestable funding for local governments to fund projects to deliver improved waste and recycling outcomes for their communities and support collaboration between council groups.

The NSW Environment Protection Authority (EPA) will be engaging with the Local Government Advisory Group (LGAG), Joint Organisations and the regional waste groups on the implementation of the Strategy, starting with meetings at the end of August 2021.

We also want to work with each regional waste group and local council to support their transition from Waste Less Recycle More to the Strategy. As part of this, we are contacting each council and regional waste group in NSW to understand how we can provide tailored advice and support to meet their unique needs. Based on these discussions, we intend to run a series of workshops starting in September to map out a transition path.

If you would like to participate, could you please nominate an officer by Wednesday 18 August 2021 that we can work with to understand the needs of your group to help facilitate this transition. To submit a response or for any inquiries, contact Asela Atapattu, Director, Major Projects and Initiatives via majorprojects.initiatives clr@epa.nsw.gov.au.

We look forward to hearing from you.

Yours sincerely

TRACY MACKEY
Chief Executive Officer

6 August 2021

©2021 NSW Environment Protection Authority | 4 Parramatta Sq 12 Darcy Street, Parramatta NSW 2150

From: Nick Bainton
To: Louisa Bulley

**Subject:** Roundtable on initiative to close coal mines early

**Date:** Thursday, 5 August 2021 4:05:07 PM

Attachments: C20 Teaser vF.pdf

2021.08.02 - Coal to Zero - Advancing just transitition event - Invite (Claire Divver) - 18H00.pdf

Dear Louisa,

I am reaching out to you on behalf of the Coal-to-Zero (C20) project.

The Sustainable Minerals Institute at the University of Queensland has been engaged by the C20 project to facilitate a roundtable to get stakeholder feedback on the project. Given your expertise and your role with the Hunter Joint Org, we are inviting you to participate in this roundtable event.

The C20 project is a unique coal retirement investment vehicle. The vehicle would acquire thermal coal mines globally and close them early. Beyond certain capped returns, revenue will be channelled to a separate Just Transition Foundation, and the sponsors intend to create an Independent Advisory Panel that would regularly comment on activities of both Coal-to-Zero and the Just Transition Foundation's activities.

As a first step, the roundtable process will provide stakeholders with an update on the investment vehicle and discuss the role and governance structure of an Independent Advisory Panel.

I have attached a formal invitation and briefing note on the project.

We look forward to engaging with you on this project.

Kind regards, Nick

# **Assoc. Prof. Nick Bainton**

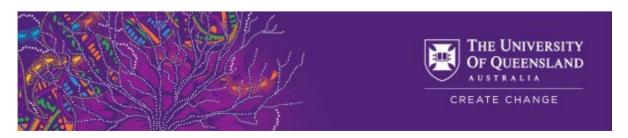
Principal Research Fellow Centre for Social Responsibility in Mining

The University of Queensland Brisbane Qld 4072 Australia

т +61 7 3346 4080 м +61 409 699 713 E <u>n.bainton@uq.edu.au</u> **w** uq.edu.au

w Profile & Publications

CRICOS code: 00025B





59 Bonville Avenue | PO Box 3137 | Thornton NSW 2322 P(02)49784040 | F(02)49660588

FOLLOW OUR PROGRESS (f)





Samantha Mella **Hunter Diversification Lead Beyond Zero Emissions** 247 Flinders Lane **MELBOURNE VIC 3000** 

Dear Samantha,

# Re: Statement of Support for Renewable Energy Industrial Precinct (REIP) project

Following consideration by the Hunter Joint Organisation (JO) Board at its meeting on 10th June 2021, I write to provide support for the Renewable Energy Industrial Precinct (REIP) project being delivered by Beyond Zero Emissions.

The REIP project is consistent with the following Action Areas identified in the Hunter Joint Organisation Strategic Plan 2018-21 (Aspire.Act.Achieve):

- Action Area 2. Our enviable environment is protected for future generations and our resources are used efficiently
- Action Area 3. Our economy is multifaceted, resilient and is Australia's leading smart regional economy

It also strongly aligns with the following programs and priorities currently being delivered by the Hunter JO:

Hunter JO Program	Focus
Circular Economy	Developing Circular Economy Precincts across the region
Program	that:
	Demonstrate inputs, technologies and outputs of a fully
	circular system
	Create the establishment of new industries and jobs
	Achieve a net zero emissions outcome for each site
2050 Foundation Supporting the region plan for advancing energy	
	technologies that will reduce the world's reliance on coal
	over time, by building investment and redevelopment
	capabilities to support:



59 Bonville Avenue | PO Box 3137 | Thornton NSW 2322 P(02)49784040 | F(02)49660588

FOLLOW OUR PROGRESS (f) (in)





	Business diversification
	Workforce transformation
	Land redevelopment
Cities Power	Collaborating to deliver projects addressing shared areas of
Partnership	interest across member Councils including:
	Supporting and encouraging community based
	renewable energy
	Supporting and encouraging Council based renewable
	energy
	Supporting and facilitating amendments to planning to
	encourage community and industry to adopt renewable
	energy

On behalf of the Hunter JO Board I congratulate your organisation on this important initiative and look forward to ongoing collaboration between our organisations and other key regional stakeholders to facilitate its successful delivery.

Should you have any further queries please don't hesitate to contact Tim Askew, Regional Policy and Program Manager on 0436420623 or at tima@hunterjo.com.au

Yours Sincerely

Cr Bob Pynsent

Chair, Hunter Joint Organisation

Mayor, Cessnock City Council

# Hunter Joint Organisation Greater Newcastle Metropolitan Plan Steering Committee Urban Development Institute of Australia, NSW Property Council of Australia, NSW

6 August 2021

The Hon. Paul Toole MP
Minister for Regional Transport and Roads
Deputy Leader of The Nationals

By email: office@toole.minister.nsw.gov.au

cc: Taylor Martin MLC, Parliamentary Secretary for the Hunter

Greg Piper MP, Member for Lake Macquarie

Dear Minister,

#### Subject: Request for meeting to discuss progress of Transport for NSW Reference Group

We write to you seeking a follow up meeting to discuss progress on the work of the Transport for NSW (TfNSW) Hunter Reference Group established in May 2020.

Under your leadership, TfNSW established the Reference Group with our organisations: the Hunter Joint Organisation of Councils (Hunter JO), the Urban Development Institute of Australia NSW (UDIA) and the NSW Property Council (PCA). We have been meeting regularly with TfNSW to address the Department's significant process, resourcing and cultural challenges that delay economic growth and new investment in the regions.

We are pleased to report that TfNSW has introduced several positive actions, setting a trajectory for improvement. However, there remain considerable challenges to achieving the desired outcomes for regional growth and we would welcome the opportunity to meet with you to discuss solutions that will continue the good work of TfNSW and the Reference Group to date.

We commend TfNSW for creating the position of Director of Development Services – ROM. Under Damien Pfeiffer's leadership a new team is being established with a clearer purpose to support delivery of the NSW Government's strategic plans such as the *Hunter Regional Plan* and *Greater Newcastle Metropolitan Plan*. TfNSW has also reduced the bank guarantee requirement which is a significant improvement and is working on updating and streamlining other operational processes that unnecessarily constrain growth. These measures are all positive and welcome.

However, these changes do not address the serious concerns at the heart of our letter and briefing note to you and Minister Constance, dated 21 February 2021, that TfNSW strategic planning and prioritisation processes and associated funding commitments, do not: (1) adequately support the land use strategic plans prepared by the Department of Planning, Industry and Environment and endorsed by Cabinet; nor (2) support transparent engagement and co-ordination with local government and industry.

In the Hunter, for example, road constraints are delaying the release to market of nearly 18,000 residential lots. This is an issue of critical importance that we will bring to the recently established Regional Housing Taskforce and we believe it would be constructive to have a discussion with you about our recommendations. Given the importance of this issue to the region, we also plan to undertake broader engagement with senior members of NSW Government.

# Hunter Joint Organisation Greater Newcastle Metropolitan Plan Steering Committee Urban Development Institute of Australia, NSW Property Council of Australia, NSW

Could you kindly advise on your availability to meet with members of the Reference Group to discuss these matters? Reference Group representative Elizabeth York would be pleased to liaise with your office to find a suitable time and can be contacted at <a href="mailto:eyork@udiansw.com.au">eyork@udiansw.com.au</a> or on 0434 914 901.

This action is also endorsed by the Member for Lake Macquarie, Greg Piper, whose representations to you on our behalf were instrumental in facilitating the creation of the Reference Group and a stronger focus on Development Services within TfNSW.

Thank you for your ongoing interest in improving development and infrastructure outcomes in the regions. We look forward to your response.

Yours sincerely,

Joe James

CEO

**Hunter Joint Organisation** 

Geoffrey Rock

Chairman, Hunter Chapter

Urban Development Institute of Australia NSW

Anita Hugo

Regional Director, Hunter

**Property Council of Australia** 

**Report Author: Joe James, CEO** 

Responsible Officer: Joe James, CEO

#### **Executive Summary:**

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

The report provides an update for the last period on:

- 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**

Current advocacy being undertaken by the JO includes:

### Connectivity - Advocacy to leverage airport runway announcement

The Hunter JO is collaborating with Newcastle Airport to develop a summit of key stakeholders for October 2021, outlined at Item 7.2.

# **Economy and Resilience - Cities Power Partnership**

With all councils within the Hunter region now signed up to the Cities Power Partnership a media release about being the first region nationally, and the first Joint Organisation, to formally partner with the CPP went out in June 2021.

# **Collaboration & Stakeholder Engagement**

Key Stakeholder Engagement	Outcomes (where relevant)
Political Engagements	
Minister Paul Toole	Follow-up meeting requested with Minister Toole as
Minister for Regional Transport and Roads	part of engagement with UDIA and Property Council (see Correspondence at Item 5)
John Alexander MP	The panel considered a series of hypothetical
John is the Federal member for Bennelong and leads a Federal Committee for infrastructure, transport and cities	motions exploring new models of regional governance and city deal structures. Other panellists included:
(Engagement was through an expert panel convened by Darren McKay as part of PhD project into Sustainable Metropolitan	Tim William (prev. CEO Committee of Sydney, ARUP, Thames Gateway London),

Key Stakeholder Engagement	Outcomes (where relevant)
planning and development in Greater Newcastle.)  Existing Standing Engagement (convened by	<ul> <li>Gary Pratley (prev head planning in WA, TAS, ACT),</li> <li>Patrick Fensham (extensive experience in strategic metropolitan planning, including Sustainable Sydney 2030),</li> <li>Richard Bush (Prof of Sustainable Development and Commissioner for NSW public lands),</li> <li>Rolf Fennor (Current PIA president ACT, prev senior policy advisory Australian Local Government Association).</li> <li>/ Local Government)</li> </ul>
Hunter RMS Reference Group (Project) (convened by LMCC & Hunter JO)	The update on this engagement is included within Item 6.5
Regional Planning Forum and Regional Economic Development Forum (convened by Hunter JO)	A joint session of these two forums was delivered on Thursday 22 July 2021. The session was reduced in scope to an online only event, due to the recent Covid 19 restrictions. The focus of the forum included: an overview of the suite of Hunter JO programs being initiated or underway; Leveraging opportunities from the runway upgrade (Newcastle Airport); "New Move" Program (City of Newcastle); and Potential for regional approach to assessing overshadowing of roof top solar by development on neighbouring properties (Lake Macquarie Council)
Hunter JO Circular Economy Sub- Committee (convened by Hunter JO)	The next meeting of the Sub-Committee is scheduled for 18 August 2021, which will include a focus on reviewing the draft Circular Economy Roadmap (refer HJO Program Report for greater detail on the CE Roadmap Project)
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. (Refer HJO Program Activity Report for greater detail on the range of circular economy programs being delivered).
	The CE facilitators group last meeting was on 16 July 2021. This included a focus on ways to improve collaboration using the Collective Impact approach and an update on Lake Macquarie's CE Living Laboratory concept.
Regional Priority Infrastructure List – Methodology Workshop (convened by Hunter JO	Facilitated technical input from Councils and key stakeholder organisations to the initial design of an infrastructure prioritisation methodology and data management system for the region.

W. Children	0.1
Key Stakeholder Engagement	Outcomes (where relevant)
Hunter Estuary Stakeholder Workshop (convened by Maitland City Council)	The main focus of the workshop was to explore governance arrangements for a collaborative approach to development of a Coastal Management Program for the Hunter River Estuary.
<ul> <li>Additional networks and regional forums:</li> <li>Regional Contaminated Land Working Group (convened by Hunter JO)</li> <li>Hunter Regional Waste Strategy Group (convened by Hunter JO)</li> <li>Committee for the Hunter (MOU monthly check-ins to discuss existing and potential collaboration opportunities)</li> </ul>	Coordination of these 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.
Existing standing engagements (convened b	y others)
EPA Local Government Advisory Group	The last Advisory Group was on 20 July 2021.
(convened by NSW EPA as the primary advisory group on local government matters)	Principle items of interest to the Board is the proposed engagement by EPA with local government on the Waste and Sustainable Materials Strategy and the Plastics Plan (see letter from EPA CEO in Correspondence at Item 5).
	EPA expressing the desire to take a place-based and citizen-centric approach as they seek to build a mutual understanding of:
	1. funding that is being provided (new and ongoing)
	2. funding that is being discontinued
Regional Leadership Executive (convened by Regional NSW)	While there was no RLE since last JO meeting, some items have progressed. See also below the potential for a Hunter focused regional Housing Taskforce.
	RNSW has also invited GM's from individual councils to present to the next RLE on their Community Strategic Plans as the starting point for engagement between local government and State agencies on opportunities to collaborate.
Urban Development Program Committee (convened by DPIE)	The recent meeting on 9 July 2021 provided an update on the Infrastructure Assessment Framework trial being delivered by DPIE with Cessnock City Council. Consultants showed the assessment framework, developed and tested in the Cessnock LGA, to show how greenfield land release areas can be prioritised based on infrastructure status and identify areas that could be released with further infrastructure investment.
Transition Hunter Central Coast (HCC) working group (convened by DPIE)	The Hunter JO participated in two multi agency workshops convened by DPIE in June and July to inform the development of region wide, multi-

Key Stakeholder Engagement	Outcomes (where relevant)
	agency Climate Change Adaptation Action Plan. The Hunter JO is directly involved in a range of initiatives that have been identified through the process.
<ul> <li>Upper Hunter Economic Diversification Working Group (convened by Regional NSW)</li> <li>Upper Hunter Futures Working Group</li> </ul>	The Upper Hunter councils and RNSW, supported by the HJO, are working through a process to identify a potential local government led project as part of this working group.
(Project Working Group) – convened by Regional NSW	First priority is to develop principles to filter potential projects and criteria for assessment of projects.
	The Working Group itself met on 30 July and finalized its Implementation Priorities. Hunter JO was nominated as the lead for one of the priorities
	Scope and develop an Innovation Ecosystem Strategy to inform the formation of innovation hubs, mentorship and grant opportunities (HJO)
	Initially this had been suggested in alignment with elements of the Hunter 2050 Foundation.
	At the Working Group meeting the CEO noted that HJO was unsuccessful in its BLERF application and had otherwise not had a response from the NSW Government on funding for Hunter 2050 Foundation. There is no there is currently no funding for this priority in our work plan.
	Note that Upper Hunter Futures (Project Working Group) – convened by Regional NSW – is complete and has been added to this item. The project outputs are now part of the Working Group's forward agenda.
<ul> <li>Project Control Group Hunter Identity and Positioning</li> <li>Hunter Identity and Positioning Local Government Reference Group (convened by Regional NSW)</li> </ul>	The Hunter JO is represented on both the Project Control Group and the Local Government Reference Group for this initiative. An update was provided to GMAC at its July 2021 meeting by way of presentation from HCCDC.
	GMAC has recommended that the project team (RNSW, HCCDC and HJO reps) present to councils (Mayors and GM's individually) to seek feedback on the work to date.
Additional networks and forums:     RLE Economic Development Sub- Committee (convened by Regional NSW)     Metropolitan Regional Waste	Participation in these 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.
Coordinators Group (convened by NSW EPA)	No material updates for the Board.

Key Stakeholder Engagement	Outcomes (where relevant)			
<ul> <li>Climate Action Professional Officers Group NSW (convened by LGNSW)</li> <li>Business Attraction Committee (convened by Regional NSW)</li> <li>Local Government Climate Change Planning Toolkit Working Group (convened by DPIE)</li> <li>Hunter Freight and Supply Chain Taskforce (convened by Committee for the Hunter)</li> <li>Resources NSW Steering Committee (convened by Newcastle Institute for Energy &amp; Resources</li> </ul>				
Proposed New Standing Engagements				
Regional Housing Task Group (to be convened by Regional NSW)	[Pending update from RNSW] To explore housing issues in further detail to identify specific actions that the RLE may consider piloting or how the experience in the Hunter and Central Coast may inform the broader policy work occurring within Government on this issue.			
Additional Strategic Engagements				
Hunter Central Coast Regional Plan Review Steering Committee	The steering committee met on 24 June 2021 to begin the review process of the Hunter Central Coast Regional Plan. The review program was outlined to the steering committee along with some initial thinking around plan structure. More detailed information to be provided at the next session in late August.			
NSW JO Chairs Forum	The last meeting of the JO Chairs Forum occurred on Thursday 5th August 2021.			
	Key items:			
	The Review of JO's by OLG remains outstanding.  No commitment has been provided on when this will be released.			
	2. Hunter JO drafted a letter on behalf of the JO Network to EPA seeking engagement by EPA, with the JO Network, on the 20-year waste strategy from a regional perspective. EPA have agreed to host a session.			
JO Network EOs Meetings	The CEO and Director Policy and Programs continue to participate in fortnightly meetings of this network, which provides a valuable forum for understanding the issues being experienced across the NSW JO network, and a mechanism through			

Key Stakeholder Engagement	Outcomes (where relevant)	
	which to collaborate with other JO's in areas of shared interest.	
	No material updates for the Board.	

# **Status of Regional Funding Applications**

As can be seen from the following table, the "Accelerating Event Economies" funding application to the BLER Fund has been successful, with \$861,476 to be received for this initiative (refer Attachment 11 for Project Fact Sheet). This funding will provide a level of resources that will directly and significantly support the Hunter JO practically deliver this Board identified priority project that builds upon the outcomes and recommendations of previous regional events planning work completed in the Hunter. In light of this news the Hunter JO is actively exploring the potential opportunities and synergies that exist between this project's delivery and the Board's April 2021 resolution to investigate the opportunity for preparing a regional bid to host the 2029 World Masters Games (refer update in Agenda Item 7.3).

Funding Program	Grant Title	Amount Requested	Status
Joint Organisation Capacity Building Fund (OLG NSW)	A second round of the Fund is now available thanks to an additional \$1.95 million investment, and will provide JOs with additional financial assistance to further build capacity and demonstrate capability to work with State agencies, while delivering their strategic plans.	\$150,000	Awarded
	This funding should contribute towards a project or program designed to improve your JO's ongoing sustainability.		
Bushfire Local Economic Recovery Fund (Regional NSW)	Accelerating Event Economies  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 even management resources including an event managers toolkit, prospectus, website and integrated council shared services, approvals and event data.	\$861,476	Successful
Bushfire Local Economic Recovery Fund (Regional NSW)	<ul> <li>Hunter 2050 Foundation</li> <li>Funding has been sought to:</li> <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> </ul>	\$4,000,000	Unsuccessful

Funding Program	Grant Title	Amount Requested	Status
	<ul> <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>		
Bushfire Local Economic Recovery Fund (Regional NSW)	Hunter BioCircular  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	Unsuccessful
Bushfire Local Economic Recovery Fund (Regional NSW)	Shiraz to Shore  Significant opportunity exists to link existing and planned cycleway infrastructure across 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.	\$19,515,600	Unsuccessful

#### Recommendation:

• That the report be received and noted.

# ACCELERATING EVENT ECONOMICS



\$800k

This project seeks to collaboratively

attract a greater number of major events to the region and to support:

- business diversification
- job creation and
- economic resilience for the Hunter.

#### WHAT IS THE PROJECT?

This project is about providing efficiencies and savings to streamline event management and planning in the region, strengthening councils shared capacity to collaboratively attract major events to the region.



# WHAT ARE WE AIMING TO ACHIEVE / DELIVER?



Undertaking a series of actions that deliver:

- 1) Assets and opportunities audit and shared impact show cases
- 2) An event managers toolkit, prospectus and website and
- 3) Integrated shared council services including:
  - a) Streamlined whole-of-region approval system and
  - b) Event database system for planning.

### **PROJECT PARTNERS**



- HJO Member Councils
- State Agencies
- DSSN
- RDA Hunter
- HCCDC
- · Committee for the Hunter
- DPC
- Hunter Research Foundation
- Screen Hunter
- NSW Tourism Association
- Hunter Tourism Bodies



Report Author: Joe James, CEO and Lisa Lord, Head of Finance

**Responsible Officer: Joe James, CEO** 

#### **Executive Summary:**

The purpose of this report is to provide financial results for the period May-June 2020 and year to date (EOFY, 30 June 2021) for the Hunter Joint Organisation and other material items for the Board to be aware of in the operation of the Hunter JO.

The end of year result for the core operating budget of the Hunter JO is a surplus of \$171,197.

The surplus is the result of:

- 1. Lower than budgeted expenditure (principally in salaries during the period of recruitment of the communications officer role),
- 2. The unbudgeted receipt of a further \$150,000 from the Office of Local Government (we understand the same amount was awarded to all JO's).

These grant funds were not part of any previous forecast - they were provided on a few weeks' notice and in anticipation that an approved capacity building project can be agreed between Hunter JO and OLG. However, based on current accounting rules and the nature of the grant agreement, we anticipate that our auditors (consistent with last year's advice) will require us to recognise the grant as revenue in the FY 20/21 year.

These grant funds will be hypothecated into one or more projects, subject to board approval, during the course of FY21/22. One opportunity, a Regional Airport Summit, is discussed at Item 7.2.

#### **Recommendation:**

That the Profit and Loss Statement for period ending June 2021 be received and noted

#### **Hunter Joint Organisation**

Profit & Loss Summary 1 July 20 to 30 June 21

1 July 20 to 30 June 21	June Actual	June Budget	Variance	YTD Actual	YTD Budget	Variance	Approved Budget 2020/21	Forecast 2020 / 21
Administration								
Revenue Expenditure	199,976 (109,631)	49,996 (112,269)	149,980 2,638	1,304,725 (1,133,528)	1,152,500 (1,152,500)	152,225 18,972	1,152,500 (1,152,500)	-
Total Admin	90,345	(62,273)	152,618	171,197	0	171,197	0	-
Projects								
Brought Forward				331,325	-	331,325	-	-
Revenue Expenditure	- (45,877)	-	- (45,877)	(305,295)	-	(305,295)	-	-
Total Projects	(45,877)	-	(45,877)	26,030	-	26,030	-	-
Surplus / (Deficit)	44,468	(62,273)	106,741	197,227	0	197,227	0	-

Hunter Joint Organisation									Approved	
Profit & Loss Summary	June	June			YTD	YTD			Budget	Comment
1 July 20 to 30 June 21	Actual	Budget	Variance	%	Actual	Budget	Variance	%	2020/21	
Income										
Joint Organisation Funding										
OLG Capacity Building Funding	150,000	_	150,000		150,000	_	150,000		-	Unbudgetted
Subscriptions HJO Core Funding		_	0		552,500	552,500	0	0%	552,500	
SSA fee to pursue strategic roles	41,667	41,663	4	0%	500,004	500,000	4	0%	500,000	
· · · · · · · · · · · · · · · · · · ·			4	0%			0	0%	100,000	
Legal Services fee to pursue strategic roles	8,337	8,333		0%	100,000	100,000		0%	100,000	Harmond Conde annulus Internati
Bank Interest	(28)	-	-28		594	-	594		-	Unspent funds earning interest
Miscellaneous			0		1,627		1,627		-	Proceeds from wind-up of Tourism Hunter
Total Income	199,976	49,996	149,980	300%	1,304,725	1,152,500	152,225	13%	1,152,500	
Expenses										
General & Administrative										
Admin & O'heads - Internal	7,575	7,575	0	0%	90,900	90,901	1	0%	90,901	
Audit & Assurance	-	19,000	19,000	-100%	15,000	19,000	4,000	-21%	19,000	Actual cost reduced subsequent to CEO representation
Consultants - audit & finance	-	_	0		3,000	-	-3,000		_	Related Parties Policy - per 20/21 audit
Insurance - PI & PL	_	_	0		9,293	8,000	-1,293	16%	8,000	Premium increases across the board
Legal Services	_	_	0		5,279	-,	-5,279		-,,,,,	Review of Code of Conduct Panel
	_	100	100	-100%	3,273	1 200	1,200	-100%	1,200	neview of code of conduct faller
Miscellaneous	120				4.055	1,200				Underbudgeted
Printing, Stationary & Postage	132	50	-82	164%	1,355	600	-755	126%	600	Underbudgeted
Subscriptions	36	50	14	-28%	2,261	600	-1,661	277%	600	Underbudgeted
Telephone - Landline & Fax	-	112	112	-100%	788	1,344	556	-41%	1,344	
Telephone - Mobile	36	80	44	-55%	963	960	-3	0%	960	
Website / Computing facilities	1,285	650	-635	98%	10,541	7,800	-2,741	35%	7,800	Underbudgeted
Employment										
Salaries & Superannuation	15,803	19,930	4,127	-21%	218,536	259,092	40,556	-16%	259,092	Comm's marketing resource not used in Oct - March
Fringe Benefits Tax	2,995	3,101	106		12,003	12,113	110	-1%	12,113	
Workers' Compensation	_,,,,,	100	100	-100%	9,953	1,295	-8,658	668%	1,295	Annual premium paid upfront plus premium increase
Staff Amenities & Misc.		80	80	-100%	597	960	363	-38%	960	7 minus premium para aprione plas premium mercuse
Uniforms	_	00	0	-10076	391	400		-100%	400	
		-	-	00500/			400			
Professional Development	5,397	250	-5,147	2059%	8,577	3,000	-5,577	186%	3,000	Underbudgeted
Recruitment	3,333	-	-3,333		3,958	-	-3,958		-	Marketing Comms officer
Board Meetings & Annual Conference										
Catering , Venue & Accomodation	7,609	600	-7,009	1168%	13,216	13,000	-216	2%	13,000	
Communications and marketing	7,160	1,000	-6,160	616%	12,236	16,500	4,264	-26%	16,500	
Buildings & Accommodation										
Rent - SSA Admin - CEO office	1,450	1,450	-0	0%	17,400	17,396	-4	0%	17,396	
Rent - JO Boardroom	3,004	3,004	-0	0%	36,048	36,042	-6	0%	36,042	
						,				
Direct Project Costs	I									
Regional Policy & Programs Division - Contribution	52,494	52,494	0	0%	629,928	629,931	3	0%	629,931	
Cruise project	32,434	32,434	0	0 70	2,000	025,551	-2,000	070	023,331	Cruise contribution
	_	-	U		2,000	-	-2,000		-	Cruise contribution
Travel & Accommodation - HJO Staff	007	050		0.40/	007		0.070	200/	0.000	00.40
Accommodation	327	250	-77	31%	327	3,000	2,673	-89%	3,000	COVID
Fares, Parking & Tolls	-	250	250	-100%	6,773	3,000	-3,773	126%	3,000	Underbudgetted
Meals/Sustenance	-	50	50	-100%	1,317	780	-537	69%	780	
Motor Vehicle Costs	-	1,025	1,025	-100%	9,207	13,350	4,143	-31%	13,350	Less travel - work from home
	I									
Depreciation & Amortisation	I									
Computing equipment	52	52	0	0%	625	624	-1	0%	624	
Vehicles	928	928	0	0%	11,141	11,136	-5	0%	11,136	
			-		,	.,	-		.,	
Finance	I									
Bank Charges	15	89	74	-83%	306	474	168	-35%	474	
Durin Criarges	13	09	,4	-00 /0	300	7/4	100	-00/0	7,4	
Total Expenses	109,631	112,269	-2,638	-2%	1,133,528	1,152,500	-18,972	-2%	1,152,500	
i otal Expenses	109,031	112,203	-2,000	- <u>2</u> /0	1,100,020	1,102,000	-10,812	<b>-2</b> /0	1,102,000	
Surplus / (Deficit)	90,345	(62,273)	152,618		171,197	0	171,197		0	
anthina / (nelicit)	90,345	(02,273)	102,016		171,197	U	171,197		U	

	Hunter Joint Organisation
	Profit & Loss Summary
	Projects
<b>HJO Projects</b>	
	Cruise Hunter
	Brought forward
	Income
	Expenditure
	Hunter 2050 Foundation
	Brought forward
	Income
	Expenditure
	DPCProject Funding
	Brought forward
	Income
	Expenditure
	Stakeholder Engagement and Communications Tools
	Brought forward
	Income
	Expenditure
Total Projects	
	Brought forward
	Income
	Expenditure
Balance Under	/(Over) Spent

	June Actual	June Budget	Under/(Over) Spent	YTD Actual	YTD Budget	Under/(Over) Spent	Approved Budget 2020/21
	-			26,475			-
	-			10,000			
	(3,077)			(24,495)			-
	(3,077)	-	(3,077)	1,980	•	- 1,980	-
	-			113,333			-
	-			-			-
	(10,000)			(113,333)			-
	(10,000)	-	(10,000)	-		-	-
	_			124,850			
	-			-			-
	(25,800)			(100,800)			-
	(25,800)		(25,800)	24,050		- 24,050	-
s Tools							
	-			66,667			-
	(7,000)			(00.007)			-
	(7,000) ( <b>7,000</b> )		(7,000)	(66,667)		· -	-
	(7,000)		(7,000)	-		<u> </u>	-
	-			331,325			-
	-			-			-
	(45,877)			(305,295)			-
	(45,877)		(45,877)	26,030		- 26,030	-
	l			1			l

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

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

#### **PROGRAM DELIVERY HIGHLIGHTS**

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.

Project / Program Name	Contaminated Land Capacity Building Program
Program / Project Lead	Peter Brennan

#### **Preliminary Site Investigations and Sampling and Analysis Quality Plans**

Recent delivery (3<sup>rd</sup> June 2021) of a capacity building workshop focused on supporting Councils conduct and review Preliminary Site Investigations and Sampling and Analysis Quality Plans attracted 70 participants from across all member Councils. The session received positive feedback from attendees, with council staff expressing their interest in continuing this workshop format for other contaminated land matters of interest. Further workshops will continue to be delivered every quarter.

Project / Program Name	Cities Power Partnership (CPP)
Program / Project Lead	Mel Curtis

#### **Cities Power Partnership Regional Forum**

A second regional forum was convened by the Hunter JO in collaboration with CPP on the 24 June 2021 focusing on:

#### Session 1

- Communicating Climate Change (Victoria Fratin, Communications Advisor, Cities Power Partnership); and
- Charging the Regions A Local Government EV fast charging network (Rob Law, Executive Officer, Central Victorian Greenhouse Alliance)

#### Session 2

Workshopping the areas of shared regional interest / opportunities for collaborationidentified by Councils in November 2020. This drilled down further into each of these areas and identified specific focus area / projects for collaboration moving forward. The regional priorities workshopped included:

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

- 6) Facilitating advocacy and coordinating business cases that address tensions and reluctance around initiatives.
- 7) Regional Education and behaviour-change programs to support residents and business tackle climate change through, clean energy, energy efficiency and sustainable transport.

Project / Program Name	Hunter Central Coast Resource Recovery Strategy
Program / Project Lead	Eloise Lobsey

Development of the Hunter Central Coast Resource Recovery Strategy (2022-2027) is now underway. The Strategy will align to the recently released Waste and Sustainable Materials Strategy released by the NSW State Government and deliver an Action Plan with concrete steps towards delivering on strategy objectives in the waste and resource recovery area.

A project initiation meeting with the Hunter JO and Regional Waste Strategy Group was recently led by the consultant (Talis) working on the project. The Consultant has begun reviewing the existing Waste and Resource Recovery Strategy (WARR) 2017-2021 and the HJO's delivery against WARR objectives in that strategy.

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

Project / Program Name	Circular Economy Program
Program / Project Lead	Tim Askew

#### **Circular Economy Roadmap Draft**

The draft Circular Economy Strategic Roadmap has been received from the consultants and feedback is being incorporated into the roadmap. An update will be provided to the HJO Board on 12 August 2021 and the Circular Economy Sub-Committee will review the final draft on 19 August 2021.

#### **Circular Economy Procurement Project**

Consultants, Edge Environment, have now been engaged to deliver the project and the project initiation meeting will occur early August. The next step is to develop a Council engagement plan to begin the consultation process for achieving increased circular procurement in all our Councils.

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

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 in research, education, transport and logistics, aerospace, agribusiness and tourism.

Project / Program Name	Hunter Identity and Positioning Strategy
Program / Project Lead	HCCDC - Kristi Jorgensen (Tim Askew – reference group member)

The project has completed a perception survey with over 1200 respondents from all over Australia, one on one interviews with 10 large businesses and over 80 business surveys to provide a baseline understanding of perceptions of our region.

The brand blueprint is now ready for consultation with the PCG, CRG and local government representatives and an engagement plan is in development.

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.

Project / Program Name	Population Scenario Planning
Program / Project Lead	Tim Askew

A consultant has now been engaged to support delivery of this project. Based on work currently underway, a collaboration with the NSW Government has been identified to assist with the development of baseline information for the project. Savings derived from the collaboration will facilitate additional workshops being delivered with Councils and key stakeholders that are currently being planned for Aug/ Sep 2021. Invitations will begin to go out to key Council staff in early August to review the background documents and determine population planning status in each of our member Councils.

3.6 Develop a sustainable model to coordinate council-run events across the region and showcase the Hunter and attract local, national and international visitors.

Project / Program Name	Accelerating Event Economies
Program / Project Lead	Boyd Blackwell

The application for grant funding under the Bushfire Local Economic Recovery Fund (BLERF) was successful. Funding of \$861,000 will be received for:

- 1. Establishing a partner task group and regional events strategy working group
- 2. Undertaking an events and opportunity audit
- 3. Identifying, preparing and implementing destination and even management resources including event managers toolkit, prospectus, website and integrated council shared services, approvals and event data.

Project initiation and planning is currently underway.

3.7 Work with Destination NSW, Newcastle Airport and other partners to more strongly promote the Hunter as a multifaceted visitor destination. Develop a regional destination management plan.

Project / Program Name	Airport Runway Upgrade Summit
Program / Project Lead	Steve Wilson

An initial scoping session with Newcastle Airport representatives and other key stakeholders has been held to commence design of a regional summit to identify ways in which to leverage the significant investment in the Newcastle Airport runway upgrade. The next steps will involve developing a project implementation plan for the summit, with delivery proposed for October 2021.

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

Refer Attachment 12 "Hunter JO Program Activity Report" for information on the full range of programs being delivered.

#### **Recommendation:**

• That the report be received and noted.





## HUNTER JO PROGRAM REPORT

**AUGUST 2021** 

This publication was produced by the Hunter Joint Organisation.



#### **ENQUIRIES**

**Hunter Joint Organisation** Phone: 02 4978 4020 Email: rppd@hunterjo.com.au

© Hunter Joint Organisation

#### SUGGESTED BIBLIOGRAPHIC CITATION

Hunter JO Program Report (August 2021), Hunter Joint Organisation, Thornton NSW.

## **CONTENTS**

The Hunter Joint Organisation
Who We Are
Mission Statement
Hunter JO Board
Our Member Councils
Our Team2
Regional Leadership and Advocacy
Intergovernmental collaboration4
Strategic Planning and Priority Setting
Program Activity Report
Action Area 1  Our communities stay inclusive, proud and safe and celebrate diversity
Action Area 2
Our enviable environment is protected for future generations and our resources are used efficiently
Action Area 3
Our economy is multifaceted, resilient and is Australia's leading smart regional economy
Action Area 429
Our people and products move across the region easily on integrated and accessible transport networks
Action Area 5
Our educational facilities support and encourage our young people and foster lifelong learning and encourage our young people
Action Area 6
Our people have access to the full range of health care fostering active and healthy communities

#### THE HUNTER JO

#### WHO ARE WE

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

#### **OUR STATUTORY FUNCTIONS**

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

- Regional Strategic planning and priority setting
- Regional leadership and advocacy
- Intergovernmental collaboration

#### **OUR MISSION STATEMENT**

As the hub for local intergovernmental collaboration, we strengthen our communities by being the local voice on strategic issues in the Region.

#### **HUNTER JO BOARD**

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



## **OUR TEAM**

NAME	ROLE	CONTACT	
Joe James	CEO, Hunter Joint Organisation	0405 217 249 ceo@hunterjo.com.au	
Louisa Bulley	Executive Officer	0413 891 320 louisab@hunterjo.com.au	
Steve Wilson	Director Regional Policy and Programs	0448 401 436 stevew@hunterjo.com.au	
Tim Askew	Regional Policy and Program Manager	0436 420 623 tima@hunterjo.com.au	
Melinda Curtis	Regional Policy and Program Manager - Environment	0428 981 012 melindac@hunterjo.com.au	
Boyd Blackwell	Regional Policy and Program Manager	0448 490 656 boydb@hunterjo.com.au	
Peter Brennan	Regional Program Manager - Contaminated Land	0427 754 703 peterb@hunterjo.com.au	
Eloise Lobsey	Regional Policy and Program Coordinator - Waste, Resource Recovery & Circular Economy	0448 160 800 eloisel@hunterjo.com.au	
Skye Moore	Regional Disaster Preparedness Officer - Resilience NSW	0467 279 005 skye.moore@justice.nsw.gov. au	
Barbora Michalidesova	Coordinator – Executive Support & Projects	02 4978 4020 barboram@hunterjo.com.au	
Carissa Norton	Graphic Designer	0457 049 878 carissan@hunterjo.com.au	
Kali Somerville	Communications Officer	0429 564 111 kalis@hunterjo.com.au	

## **REGIONAL LEADERSHIP AND ADVOCACY**

#### **MEDIA**

FOCUS	RELEASE DATE
HUNTER JOINT ORGANISATION SECURES \$862,000 FOR ACCELERATING EVENTS ECONOMIES  The Hunter JO has received a \$862,000 grant towards their Accelerating Event Economies (A2E) Project through the Bushfire Local Economic Recovery (BLER) Fund run by the NSW Government. The Hunter Region already has fantastic event capability; however, there is potential for bigger and better events at a regional scale. This project is focused on unlocking that potential.	26 July 2021
HUNTER JO FIRST REGION NATIONALLY TO JOIN CITIES POWER PARTNERSHIP	11 June 2021
The Hunter region of NSW has committed to collaboratively tackling shared challenges of changing global energy markets and climate change impacts, by joining Australia's largest local government climate network the Cities Power Partnership. The Hunter Joint Organisation (Hunter JO) and each of its member councils have signed an agreement to accelerate clean energy initiatives and jobs in an effort to move towards a cleaner tomorrow for their communities and set the region up for a prosperous future.	
LOCAL LEADERS TO GET THE CHANCE TO DEAL WITH HUNTER ENERGY INDUSTRY CHANGES	20 May 2021
The Hunter Jo welcomes the announcement by the NSW Government to establish an Expert Panel to assist the Hunter region's changing energy economy, a welcome step towards dealing with the real risks to the region's economy and jobs as local industries change.	

## **INTERGOVERNMENTAL COLLABORATION**

#### **REGIONAL COMMITTEES AND NETWORKS**

Hunter JO staff have hosted or participated in the following regional networks and committees.

NETWORK / COMMITTEE	CONVENER	
Urban Development Program Committee	DPIE	
Transition Hunter Central Coast (HCC) working group	DPIE	
Metropolitan Regional Waste Coordinators Group	DPIE (EPA)	
Coastal Practitioners Working Group	DPIE	
Hunter RMS Reference Group (Project)	Lake Macquarie City Council	
Regional Contaminated Land Working Group	Hunter JO	
Hunter Regional Waste Strategy Group	Hunter JO	
Hunter JO Circular Economy Sub-Committee	Hunter JO	
Hunter Circular Facilitators Group	Hunter JO/DPIE	
Hunter Venture Fund Sub-Committee	Hunter JO	
Cities Power Partnership	Hunter JO	
Regional Priority Infrastructure List – Methodology Workshop	Hunter JO	
NSW JO Chairs Forum	JO Network	
JO Network EOs Meetings	JO Network	
Climate Action Professional Officers Group NSW	LG NSW	
EPA Local Government Advisory Group	NSW EPA	
RLE Human Services Sub-Committee	Regional NSW	
Upper Hunter Economic Diversification Working Group	Regional NSW	
Upper Hunter Futures Working Group (Project CG)	Regional NSW	
Business Attraction Committee	Regional NSW	
RLE Recovery & Resilience Sub-Committee	Regional NSW	
Hunter Central Coast Regional Recovery Committee	Resilience NSW	
Project Control Group Hunter Identity and Positioning Regional NSW		
Hunter Identity and Positioning Local Government Reference Group	Regional NSW	
RLE Economic Development Sub-Committee	Regional NSW	
Australasian Land and Groundwater Association Newcastle Branch Committee  ALGA		
Local Government Special Interest Group – Contaminated Land	ALGA	
Local Government Climate Change Planning Toolkit Working Group	DPIE	
Hunter Freight and Supply Chain Taskforce & Working Group	Committee for the Hunter	
Steering Committee: Hunter and Central Coast Regional Plan Review	DPIE	
Hunter Estuary Stakeholder Workshop	Maitland City Council	
Resources NSW Steering Committee	NIER	

## STRATEGIC PLANNING AND PRIORITY SETTING

#### STATUS OF REGIONAL GRANTS AND FUNDING SUBMISSIONS

FUNDING PROGRAM	PROJECT TITLE	AMOUNT	STATUS
Bushfire Local Economic RecoveryFund (Regional NSW)	ACCELERATING EVENT ECONOMIES  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 even management resources including an event managers toolkit, prospectus, website and integrated council shared services, approvals and event data.	\$861,476	Successful
	HUNTER 2050 FOUNDATION  Establishment of the 2050 Foundation aims b manage industrial change in the region, by leading investment and redevelopment as well as helping businesses and workers seize new opportunities.	\$4, 000,000	Unsuccessful
	HUNTER BIOCIRCULAR  This focuses on delivering concept plansfor 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.	\$300,000	Unsuccessful
	SHIRAZ TO SHORE  Significant opportunity exists to link existing and planned cycleway infrastructure across member Councils; to create an integrated region wide network. This would provide botha valuable region wide recreational resourcefor residents, and the foundation upon which togenerate economic and business development by holistically promoting the region as a key cycling destination.	\$19,515,600	Unsuccessful

#### PROGRAM ACTIVITY REPORT

The following Activity Report provides an update on the status and nature of current programs and activities being undertaken by the Hunter JO, covering the period July 2020 to present. Reporting is provided against each of the priority Action Areas included in the Hunter Joint Organisation's Strategic Plan 2018-21.

## ASPIRE. ACT. ACHIEVE. Our communities stay inclusive, proud and safe and celebrate diversity. Our economy is multifaceted, leading regional economy. Our enviable environment is protected for future generations and our resources are used efficiently. Our current **ACTION AREAS Our educational** faciliites support and encourage our young people and foster lifeling learning and encourage our young people. Our people and products move across the region easily on integrated and accessible transport networks Our people have access to the full range of health carefostering active andhealthy commuities

1.1 Develop an engaging online presence which tells the stories of the diverse places and people which make up the Hunter Region

#### **HUNTER JOINT ORGANISATION WEBSITE**

**PURPOSE:** The Hunter Joint Organisation website (https://www.hunterjo.com.au/) aims to actively, regularly and effectively engage member Councils, partner organisations and the broader community on the activities and progress of the Hunter JO.

#### **ACTIVITY:**

- Ongoing review and updating of website news and content
- Commencing the transition of content from the former HCCREMS website onto the hunterjo.com.au website

**DELIVERY STATUS:** Ongoing Role / Activity

1.2 Work with the Department of Planning and Environment, Hunter Valley Research Foundation and other partners to closely monitor housing affordability in the region and identify key areas of concern

#### **URBAN DEVELOPMENT PROGRAM GREATER NEWCASTLE COMMITTEE**

**PURPOSE:** The Urban Development Program Greater Newcastle Committee's primary objective is to provide advice to State Government on matters relating to the supply and servicing of land for residential development, to meet short and longer-term demand across the Greater Newcastle subregion. The UDP Greater Newcastle Committee applies to the local government areas of Cessnock, Lake Macquarie, Maitland, Newcastle and Port Stephens.

**ACTIVITY:** Commencing November 2020, the Hunter JO continues to participate in meetings of the Committee. The Hunter JO will also nominate staff representatives to participate in two subcommittees to be established, which will focus on infrastructure prioritisation and progressing the establishment of the Blue Green Grid at a regional scale.

**DELIVERY STATUS:** Ongoing Role / Activity

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

#### URBAN DEVELOPMENT PROGRAM GREATER NEWCASTLE COMMITTEE

There are currently no active programs for this action.

**DELIVERY STATUS:** Not yet started (subject to resourcing)

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

#### REGIONAL DISASTER PREPAREDNESS OFFICER PROGRAM

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

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

#### **ACTIVITY:**

- At a state-wide level, Resilience NSW's Strategic Directions project is underway, a proposed agency-wide transformation that will allow resilience NSW to re-profile its workforce to become more sustainable over the longer term. This aims to deliver an increase in ongoing roles and reduction in temporary and contract roles to ensure it has enduring capability and capacity to deliver their 2020-2023 Strategy, deliver State outcomes and support disaster affected people. Phase 1 and 2 are now complete and recruitment for role vacancies have commenced. To support disaster resilience activities across NSW, Resilience NSW will have regionally based Local Coordination teams
- The Regional Disaster Preparedness Office Skye Moore has been operational since 23rd March 2021, providing support to Councils with flood recovery activities
- Hunter JO staff and the Regional Disaster Preparedness Officer are represented on the Hunter-Central Coast RLE Resilience and Recovery Subcommittee, which is jointly convened by Regional NSW and Resilience NSW. The JO is leading a committee task group to:
  - Confirm the specific issues / opportunities to improve sharing of best practice, and to build connections across Councils; and
  - Identify specific priority actions that agencies can jointly deliver on to support / drive more regional approaches (and avoid duplication).
- 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 councils to support them to release their dashboards. Two training online forums were delivered in March/April 2021 to assist Council communication and IT staff become dashboard "superusers". Funding for disaster dashboards has been extended until 31 December 2022.
- Get Ready branding and resources prepared 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 and in July 2021, resources for a "Get Ready Animals' social media campaign.

**DELIVERY STATUS:** In progress (funded until March 2022)

#### REGIONAL COMMUNITY DISASTER VULNERABILITY MAPPING

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

**PROJECT OUTPUTS:** Spatial datasets and mapping.

**DELIVERY STATUS:** Complete

#### **DISASTER READY COUNCILS PROJECT**

**PURPOSE:** To develop a suite of guideline resources to raise awareness and build the capacity of Councils to become "Disaster Ready" (i.e. to anticipate the risks posed by natural disasters; regularly identify and review strategies to address risks; and actively implement and test these strategies across the range of functions and services Council provides).

**ACTIVITY:** Draft documents currently under review to look at required updates to reflect changing environment around disasters and to incorporate the linkages with Council's Integrated Planning and Reporting (IP&R) Framework and core service requirements.

**DELIVERY STATUS:** In Progress

# TRANSFORMING RESILIENCE WITH THE INTEGRATED PLANNING & REPORTING FRAMEWORK PROJECT

**PURPOSE:** To provide an innovative approach to support bush fire affected member Councils 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.

**ACTIVITY:** The Hunter JO has been advised that its \$300,000 funding application lodged under the NSW Government's Bushfire Community Recovery & Resilience Fund Phase 2 to deliver the project has been successful. Initial preparation is underway. In July/August all Councils will be contacted to confirm the engagement plan details, including staff contacts and involvement for the working groups and technical groups.

**DELIVERY STATUS:** In Progress

#### SIMTABLES FOR COMMUNITY EMPOWERMENT

**PURPOSE:** 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.

**ACTIVITY:** The Hunter JO has been advised that its \$300,000 funding application lodged under the NSW Government's Bushfire Community Recovery & Resilience Fund Phase 2 to deliver the project has been successful. Initial preparation is underway. In July/August all Councils will be contacted to confirm the engagement plan details, including staff contacts and involvement for the working groups and technical groups.



#### **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

#### REGIONAL CONTAMINATED LAND PROGRAM

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

- Final outputs from a project being piloted with Cessnock and Maitland Councils to design and develop (prior to broader regional roll out) a Contaminated Land Information database are now being evaluated. This pilot project is seeking to:
  - Develop regionally consistent classification categories for contaminated land
  - Source information on a regional basis to populate new and/or upgraded information systems of Councils
  - Delineate the risk posed by the contaminated land portfolio of Council
- The Hunter JO recently participated in a workshop facilitated by NSW DPIE to develop standardised conditions of development consent relating to contaminated land. The Hunter JO have provided extensive feedback on the draft conditions of development consent and are awaiting a response on the next steps of this NSW DPIE Project.
- Continuing to convene and facilitate regular meetings of Regional Contaminated Land Working Group (encompassing the former UPSS Transition Working Group) comprising representatives from all HJO member Councils
- Ongoing provision of technical advice to Councils (i.e. a Helpdesk) on issues involving contaminated land management (land use planning, UPSS and public land management)
- Raising issues and queries identified by Councils to the attention of relevant NSW government agencies and Industry bodies, particularly on matters that lack implementation guidance (e.g. UPSS regulation)
- Delivery of workshops to build capacity of Councils in interpreting contaminated land technical reports through the following sessions:
  - Preliminary Site Investigations and Sampling and Analysis Quality Plans (delivered 3 June 2021 this event attracted 70 participants from across all member Councils)
  - Tier 1 Screening Criteria, an Overview
  - Interpreting Laboratory Reports
  - Detailed Site Investigation
  - Site-specific Risk Assessment and Modelling
  - Remedial Action Plan, Site Remediation and Validation
  - Environment Management Plan
  - Ongoing Monitoring
  - The Site Audit Process, Reviewing Reports (an auditor's perspective) and Site Auditor
     O&A
- Materials currently in development to support Council staff to review contaminated land reports is currently underway, to which the Hunter JO currently seeking input from member Councils, NSW EPA and NSW Site Auditors.

**DELIVERY STATUS:** In progress (funded until August 2022)

#### CITIES POWER PARTNERSHIP

#### **PURPOSE:**

- To facilitate Hunter JO member Councils joining the Cities Power Partnership (CPP)
- To support regional collaborative efforts by Councils, the Hunter JO and CPP in delivery of shared pledges made by Councils:

#### **ACTIVITY:**

- The Hunter JO Board endorsed exploring a "Regional Collaboration Pledges Partnership" with CCP (the first region in Australia to do so) at its April 2021 meeting. This recognises that 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, making the Hunter JO region the first region nationally to have achieved all Councils becoming CPP members.
- A second regional forum was delivered on the 24 June 2021 focusing on:
  - Session 1
    - Communicating Climate Change (Victoria Fratin, Communications Advisor, Cities Power Partnership); and
    - Charging the Regions A Local Government EV fast charging network (Rob Law, Executive Officer, Central Victorian Greenhouse Alliance)
  - Session 2 workshopping the areas of shared regional interest / opportunities for collaboration identified by Councils in November 2020. This drilled down further into each of these areas and identified specific focus area / projects for collaboration moving forward. The aim of this session was not to say that all councils have to share the same priorities for their CPP pledges and actions but to identify where these overlap, so that collaboration areas can be identified and supported movingforward. The regional priorities workshopped by Councils were:
    - 1) Regional Electric Vehicle Charging Strategy and provision of fast-charging infrastructure throughout key locations
    - 2) Ensuring Council fleet purchases meet strict greenhouse gas emissions requirements and support the uptake of electric vehicles.
    - 3) Supporting and encouraging Community based Renewable Energy
    - 4) Supporting and encouraging Council based Renewable Energy
    - 5) Supporting and facilitating amendments to planning laws and controls to encourage community and industry to adopt renewable energy.
    - 6) Facilitating advocacy and coordinating business cases that address tensions and reluctancearound initiatives.
    - 7) Regional Education and behaviour-change programs to support residents and business tackle climate change through, clean energy, energy efficiency and sustainable transport.

**DELIVERY STATUS:** Ongoing Role / Activity

#### **HUNTER CENTRAL COAST RESOURCE RECOVERY STRATEGY**

**PURPOSE:** To develop Hunter Central Coast Resource Recovery Strategy for the period 2022-2027 that is innovative, ambitious yet achievable, and representative of our region. The Strategy will align to the recently released Waste and Sustainable Materials Strategy released by the NSW State Government and deliver an Action Plan with concrete steps towards delivering on strategy objectives.

#### **ACTIVITY:**

- Project initiation meeting held between Hunter JO and Regional Waste Strategy Group
- Consultant appointed who has commenced reviewing the existing Waste and Resource Recovery Strategy (WARR) 2017-2021 and the Hunter JO's delivery against WARR objectives in that strategy.

**DELIVERY STATUS:** In progress

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

# HUNTER CENTRAL COAST COASTAL MANAGEMENT PROGRAM PRACTITIONERS ROUNDTABLE

**PURPOSE:** Jointly established by the Hunter JO and Department of Planning, Industry & Environment (who now facilitate the working group) to:

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

#### **ACTIVITY:**

- Continued participation by Hunter JO staff in quarterly meetings of the Working Group.
- In response to issues being experienced by coastal councils, the Hunter JO has been successful in leading a funding application to the NSW Government's Increasing Resilience to Climate Change Program see "Act on Adaptation" below.

**DELIVERY STATUS:** Ongoing Role / Activity

#### **ACT NOW ON ADAPTATION**

**PURPOSE:** To support coastal councils consistently and effectively engage with coastal communities and stakeholders through development of a communication framework on coastal hazards, including coastal erosion and inundation, sea level rise and coastal storms. Key deliverables will include:

- Capacity building through development of an evidence based approach to community engagement and communication around coastal adaptation across the coastal councils of the Hunter and Central Coast;
- Communication and media protocol;
- · Communication resources; and
- Integrated Planning and Reporting package to integrate the approach into Councils key strategic documents.

**ACTIVITY:** A pre-project "Act on Adaptation" Survey, has been completed by project partner the Department of Planning, Industry and Environment (DPIE) Social Research Unit and regional office. The purpose of the survey was 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. Results from the survey will now be provided to the Hunter JO to inform the focus and format of Communication Resources to be developed under the project.

The development of the Climate Change IP&R Package is underway, with the Hunter JO collaborating with DPIE to ensure the package aligns with the development of their Local Government Climate Change Toolkit. These will complement each other, as the Act Now project focuses on identifying a climate change commitment level moving forward, whereas the DPIE project focus is current maturity. A detailed update and options for engagement will be forwarded to Council staff by August.

**DELIVERY STATUS:** In progress

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

#### **CIRCULAR ECONOMY SUBCOMMITTEE**

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

#### **ACTIVITY:**

- The Hunter JO convenes quarterly meetings of the Subcommittee to facilitate input and oversight of the various Circular Economy initiatives being implemented by the JO see following projects
- The next meeting of the Subcommittee is scheduled for Wednesday 18 August 2021.

**DELIVERY STATUS:** Ongoing Role / Activity

#### **HUNTER CIRCULAR FACILITATORS GROUP**

**PURPOSE:** Jointly convened by the Hunter JO and Department of Planning, Industry & Environment, to provide a network of committed, knowledgeable and capable people with the potential to drive the circular economy program forward in the Hunter. The role of the group is to:

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

#### **ACTIVITY:**

Facilitators group continues to meet on a bi-monthly basis

**DELIVERY STATUS:** Ongoing Role / Activity

#### **HUNTER AND CENTRAL COAST CIRCULAR ECONOMY HUB**

**PURPOSE:** To drive and facilitate development of the Circular Economy (CE) across the Hunter and Central Coast by Councils, government agencies, business and industry groups and the community. The CE Hub would focus on:

- Providing leadership and planning to establish a common vision and plan for the region's move to a CF
- Facilitate the acquisition and sharing of research and information among stakeholders in the CE, including the provision of a "problem concierge" (i.e. a regional broker to link stakeholders with issues to those who can provide solutions)
- Continuing to curate and grow the CE ecosystem (website, industry networking, collaboration and development)
- Facilitating and delivering joint projects and initiatives across organisations
- Coordinating and advocating an agreed regional voice on CE for the region to State and Federal Governments
- Consistent and coordinated promotion of the region to researchers, innovators and investors
- Building knowledge in the region to capture and translate innovation and best practice into day to day operations, and to enact sustained change in organisational culture and systems required to progress the Circular Economy.

#### **ACTIVITY:**

- Circular Economy projects currently being delivered by the Hunter JO and partner organisations (e.g. Circular Economy Roadmap) are providing valuable inputs and justification for the design and establishment of the Circular Economy Hub.
- Circular Economy Hub to be co-designed alongside Lake Macquarie City Council's Living Lab proposal for the circular economy.

**DELIVERY STATUS:** Design and Development

#### **CIRCULAR ECONOMY ROADMAP**

#### **PURPOSE:**

- To develop a common understanding and definition for the circular economy of the region relevant all stakeholders – government, business and academia.
- Gain broad regional support and engagement for the development of a circular economy in the Hunter and Central Coast region.
- Develop a strategic roadmap for the region that is:
  - aspirational and helps partners and stakeholders understand roles and measures of success
  - practical in that it manages and objectively prioritises the range of ideas and initiatives being put forward by stakeholders
- 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
- To provide leverage and connect with other key circular economy frameworks and strategies at all levels of government

- A Circular Economy Strategic Roadmap Workshop was delivered April 2021, involving over 40 leaders in the Circular Economy field representing industry, academia, government and Not for Profit organisations. Participants worked collaboratively to define a Circular Economy strategic roadmap for the Hunterand Central Coast Region. This included developing a vision, focus areas and action plans for the strategic roadmap.
- A draft Roadmap has since been developed following a month long feedback period with key stakeholders from the wider circular economy eco-system. The Roadmap is scheduled to be finalised in August after review by the Circular Economy Subcommittee and Facilitators Group

**DELIVERY STATUS:** In progress

#### **CIRCULAR ECONOMY ECO-SYSTEM PROJECT STAGE 2**

#### **PURPOSE:**

- Provide and improve circular economy communication for all circular economy eco-system participants in the Hunter and Central Coast
- Build circular economy knowledge through education and capacity building opportunities for Hunter JO member councils and Central Coast Council
- Develop and improve circular economy data and analytics systems for use by all circular economy eco-system participants in the Hunter and Central Coast

#### **ACTIVITY:**

- A communications officer, Kali Somerville, has been engaged 1 day per week to work on communications and engagement for the Circular Economy program. A communications plan has been developed and the content and processes are now in design. This will include:
  - A CE newsletter with local content, events and case studies as well as stories form national and international sources.
  - A LinkedIn CE network group to help facilitate engagement.
  - More regular updating and management of the Huntercircular.com.au website content
  - Coordinating an annual CE event in the region (no funding at this stage)
- Work has commenced on a collaborative project between the Hunter JO, Lake Macquarie City Council, Newcastle Council, Central Coast Council and the University of Newcastle, which is exploring the city scan tool as method to analyse circular economy data for the benefit of the Hunter and Central Coast eco-system. This work will be completed in August 2021.

**DELIVERY STATUS:** In progress

#### CIRCULAR ECONOMY PROCUREMENT PROJECT

**PURPOSE:** To support Councils to prioritise recycled materials and circular economy services in their procurement systems and processes, and to collaborate with the Hunter JO and other participating councils to develop a common framework for a joint regional procurement of recycled materials.

#### **ACTIVITY:**

- Circular Economy Regional Procurement MoU was endorsed by Hunter JO Board with formalsigning of MoU document completed February 2021 by Council General Managers.
- A consultant, Edge Environment, has now been engaged to deliver the project.
- We will be developing a Council engagement plan over the next month to begin the consultation process for achieving increased circular procurement in our Councils.

**DELIVERY STATUS:** In progress

#### "SMALL ACTS BIG CHANGE" REGIONAL COMMUNICATION CAMPAIGN

**PURPOSE:** To deliver a regional communication campaign to improve community waste avoidance behaviours at the top end of the waste management hierarchy, along with reuse and recycling habits.

- Ongoing development and maintenance of the "Small Acts Big Change" campaign website
- Ongoing design and delivery of the Small Acts Big Change social media and television advertising campaign, which build upon the series of short videos produced by the campaign focusing on community champions across the region.
- Ongoing delivery of marketing through social media platforms.

**DELIVERY STATUS:** In progress

#### COMMUNITY RECYCLING CENTRES AWARENESS CAMPAIGN

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

#### **ACTIVITY:**

- Continued regional delivery of CRC advertising across the Upper and Lower Hunter region in conjunction with the Small Acts Big Change campaign.
- Review of the program is currently underway to ensure advertising is still fit for purpose and as part of the normal end of year grant reporting process.

**DELIVERY STATUS:** In progress

#### HUNTER RECIRCULAR PROJECT (REGIONAL RECYCLING SOLUTION - YELLOW BINS)

**PURPOSE:** To investigate preferred options for development of a new regional materials recovery facility

**ACTIVITY:** The focus of this 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.

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.

The role of the Hunter JO's participation in the regional investigations process is to:

- 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
- 2. Assist with identifying and facilitating opportunities for enhanced regional collaboration arising from the regional investigations process
- 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)

**DELIVERY STATUS:** In progress

#### GREEN CAFFEEN SWAP-AND-GO COFFEE CUP SCHEME

**PURPOSE:** The Hunter JO, seven-member councils and Central Coast Council are partnering with Green Caffeen to deliver a Swap-and-Go Coffee Cup scheme. The scheme aims to eliminate distribution of disposable cups by providing participating cafes and coffee outlets with reusable cups which are available for scheme members to use when buying their coffee. Councils participating in the initiative are Maitland, Port Stephens, Lake Macquarie, Cessnock, Singleton, Muswellbrook, Upper Hunter and Central Coast Council.

- Program was officially launched in the Hunter Region in March 2021, with café and customer participation steadily growing.
- Central Coast Council have recently joined the regional program, launching in June 2021.
- First quarter statistics report show participation at 78 café's and 1,013 customers across the region with 18,746 disposable cups avoiding landfill.

**DELIVERY STATUS:** In progress

#### STATE AND REGIONAL WASTE MANAGERS NETWORK

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

#### **ACTIVITY:**

- Coordination and facilitation by the Hunter JO of quarterly meetings of the Regional Council Waste Managers Network (next meeting 15 Sep 2021)
- HJO staff continue to represent the Hunter and Central Coast in the NSW Regional Waste Coordinators Network convened by the NSW Environment Protection Authority

**DELIVERY STATUS:** Ongoing Role / Activity



#### **ACTION AREA 3:**

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

3.1 Establish an Economic Sustainability Sub Committee, made up of representatives from member councils, to coordinate the economic development activity of the JO and report to the Board.

#### HUNTER JO REGIONAL ECONOMIC DEVELOPMENT FORUM

**PURPOSE:** The purpose of this regional network to be convened by the Hunter JO involving Council and Agency staff representatives is to:

- Capture regional expertise and knowledge to identify, design and deliver regional economic development initiatives in areas of shared regional interest.
- Facilitate operational alignment and collaborative design and resourcing between organisations to deliver these initiatives
- Facilitate ongoing networking, linkages, knowledge and resource sharing between Councils, government agencies and other key stakeholders involved in economic development programs across the region
- Provide a consultative forum to facilitate input to the Hunter JO, to assist it represent member Council interests and viewpoints to the various regional committees and networks on which it sits as a representative of local government.

#### **ACTIVITY:**

- Terms of Reference endorsed by the Hunter JO Board at its February 2021 meeting, followingwhich General Managers nominated staff representatives to participate in the Forum.
- The next quarterly joint meeting of the Regional Economic Development Forum and Regional Planning Forum is scheduled for 22 July 2021.

**DELIVERY STATUS:** Ongoing Role / Activity

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 in research, education, transport and logistics, aerospace, agribusiness and tourism.

#### **HUNTER IDENTITY AND POSITIONING STRATEGY**

**PURPOSE:** The purpose of this project being coordinated by the Hunter and Central Coast Development Corporation, is to establish the identity and brand of Greater Newcastle and the region to:

- · Establish a unified brand platform for the Hunter
- Define and promote the region's competitive advantages
- Support the region to compete in the global marketplace, to capture the movement of talent and investment

- The Hunter JO is represented on both the Project Control Group (PCG) and the Local Government Reference Group (CRG). The PCG meets fortnightly throughout the project and the CRG meets as required.
- The project has completed a perception survey with over 1200 respondents from all over Australia, 1 on 1 interviews with 10 large businesses and over 80 business surveys to provide a baseline understanding of perceptions of our region.

• The brand blueprint is now ready for consultation with the PCG, CRG and local government representatives and an engagement plan is in development.

**DELIVERY STATUS:** In progress

# REGIONAL STRATEGY REVIEW: EXPLORING THE ROLE OF LOCAL GOVERNMENT IN REGIONAL ECONOMIC DEVELOPMENT STRATEGY FOR THE HUNTER

**PURPOSE:** 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 purpose of this project is to identify and review the focus and activities of the many initiatives currently in play in the region, 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.

#### **ACTIVITY:**

• Initial project literature review underway and initial consultation taken with project stakeholders to determine next steps.

**DELIVERY STATUS:** In progress

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.

# GREATER NEWCASTLE METROPOLITAN PLAN – REVIEW OF REGIONAL GOVERNANCE OPTIONS

**PURPOSE:** The purpose of this project is to identify and explore potential regional governance models and/or legislative change that would ensure integrated, collaborative and effective delivery of the Greater Newcastle Metropolitan Plan.

**ACTIVITY:** A briefing paper was prepared for and endorsed by the Greater Newcastle Metropolitan Plan Steering Committee (GNMPSC) at its meeting on 4th March 2021, and a summary project brief derived from this paper endorsed by the Hunter JO Board at its April 2021 meeting. Consistent with these resolutions, Hunter JO staff are currently formulating a Regional Governance Options Paper that:

- 1. Ideally, considers the governance review undertaken by ARUP on the delivery of the GNMP
- 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)
- 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
- 4. Provides recommendations on a preferred model and a process for progressing its establishment in collaboration with the NSW Government.

#### **HUNTER REGIONAL PLAN REVIEW STEERING COMMITTEE**

**PURPOSE:** The primary objective of the Steering Committee is to provide advice to the Department of Planning, Industry and Environment on matters relating to the review of both the Central Coast Regional Plan 2036 and Hunter Regional Plan 2036. This review is being undertaken during 2021.

#### **ACTIVITY:**

- The Hunter JO is represented on the Steering Committee.
- The most recent meeting of the Committee occurred 24 June 2021.

**DELIVERY STATUS:** In progress

#### **HUNTER JO REGIONAL PLANNING FORUM**

**PURPOSE:** The purpose of this regional network to be convened by the Hunter JO involving Council and Agency staff representatives is to:

- Facilitate operational alignment and collaborative design, delivery and resourcing of regional landuse planning strategies and initiatives
- Facilitate networking & knowledge sharing between Councils, agencies and other key stakeholders involved in regional planning initiatives
- Provide a consultative forum to assist the JO represent member Council interests and viewpointsto
  the various regional committees and networks on which it sits, including (but not limited to) the Hunter
  Regional Plan Review Steering Committee and Urban Development Program.

#### **ACTIVITY:**

- Terms of Reference endorsed by the Hunter JO Board at its February 2021 meeting, followingwhich General Managers nominated staff representatives to participate in the Forum.
- The next quarterly joint meeting of the Regional Economic Development Forum and Regional Planning Forum is scheduled for 22 July 2021 and will be an online only event.

**DELIVERY STATUS:** Ongoing Role / Activity

#### **REGIONAL POPULATION SCENARIO PLANNING**

**PURPOSE:** To prepare population scenarios as a platform for informing an agreed long-term vision for regional population growth, and to influence strategic regional planning processes, delivery programs and regional migration strategies by all levels of government for the Hunter Region.

#### **ACTIVITY:**

- A consultant has now been engaged to deliver the project.
- Based on work currently underway, a collaboration with the NSW Government has been identified to assist with the development of baseline information for the project. Savings derived from the collaboration will facilitate additional workshops being delivered with Councils and key stakeholders that are currently being planned for Aug/ Sep 2021.
- Invitations will begin to go out to key Council staff in early August to review the background documents and determine population planning status in each of our member Councils.

3.4 Work with the Hunter Regional Leadership Executive to deliver the Upper Hunter Economic Diversification Project Action Plan, monitor its success and review as needed.

#### **HUNTER 2050 FOUNDATION**

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

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

#### **ACTIVITY:**

- A consultant is now engaged to assist with designing the structure and form of the Hunter Venture Fund, a central feature of the 2050 Foundation. This work will:
  - Review and provide recommendations on potential corporate entity options for housing theHunter Venture Fund
  - Provide recommendations on the structure & design of the Venture Fund
- A media, communication and engagement strategy was completed in February 2021, and our new communications officer is assisting with the implementation of this strategy.
- An internal working group of the HJO continue to meet weekly to progress the work program of the Foundation, including a focus on:
  - Organisational development of the Foundation
  - · Stakeholder communications and consultation
  - · Funding Opportunities and Relationships
  - · Project Planning and Management

#### **DELIVERY STATUS:** In progress

#### **UPPER HUNTER REGION WEBSITE**

**PURPOSE:** The delivery of this website was a key action in the Upper Hunter Economic Diversification Action Plan. It was developed in partnership between Regional NSW and the Hunter JO, to provide a central location for resources for investors, local business and community for the Upper Hunter.

#### **ACTIVITY:**

• The Hunter JO is now managing the website and associated Facebook, in collaboration with the Upper Hunter Economic Diversification Working Group, the four Upper Hunter Councils, and Regional NSW.

**DELIVERY STATUS:** Ongoing Role / Activity

#### **UPPER HUNTER ECONOMIC DIVERSIFICATION WORKING GROUP**

**PURPOSE:** The Upper Hunter Economic Diversification Working Group and Action Plan is responsible for articulating the Upper Hunter region's priorities for delivering a sustainable and secure economic future – leveraging existing regional advantages and expanding into new growth areas of agribusiness, renewable energy and the export of expertise in mining, advanced manufacturing and professional services to global markets.

#### **ACTIVITY:**

- Hunter JO representatives continue to participate in the Working Group, to develop an integrated suite of policies to help the Upper Hunter's unique communities prosper over the long term.
- Workshop held in February that helped identify priority actions for the next 1-2 years and 3-5 years for the Upper Hunter. These will be collated by the Department of Regional NSW and reported back to the Working Group at the next meeting.
- Priority areas have been identified by the sub working group and these are being progressed along with a plan for governance and community engagement.

**DELIVERY STATUS:** Ongoing Role / Activity

3.5 Collaborate to ensure Newcastle and the Hunter realise our potential as a smart region and innovation ecosystem, driving jobs and investment whilst ensuring technology improves livability and sustainability for our region

#### **SMART REGION PROJECT**

**PURPOSE:** The Smart Region Project will be an overarching collation of smart region activities and projects across the region placed within an annual review document produced to market the progress of our region. Initially the project will review the existing state of smart city thinking and activity across the region to get a baseline of progress. This program will then outline the priorities of the region in the smart region context and develop a suite of priority actions and templates for regional use.

#### **ACTIVITY:**

• A second workshop is being planned for 16 August to check the status of smart city projects within each council and to workshop a data project for the circular economy project.

3.6 Develop a sustainable model to coordinate council-run events across the region and showcase the Hunter and attract local, national and international visitors.

#### **REGIONAL EVENTS STRATEGY (ACCELERATING EVENT ECONOMIES)**

**PURPOSE:** To strengthen the region's collective voice and the capacity of Councils to collaboratively pitch for major events for the region.

#### **ACTIVITY:**

The application for grant funding under the Bushfire Local Economic Recovery Fund (BLERF) was successful. Funding focusses on:

- 1) Establishing a partner task group and regional events strategy working group
- 2) Undertaking an events and opportunity audit
- 3) Identifying, preparing and implementing destination and even management resources including event managers toolkit, prospectus, website and integrated council shared services, approvals and event data.

Project initiation and planning is currently underway.

**DELIVERY STATUS:** Project initiation and design

3.7 Work with Destination NSW, Newcastle Airport and other partners to more strongly promote the Hunter as a multifaceted visitor destination. Develop a regional destination management plan.

#### DESTINATION SYDNEY SURROUNDS NORTH (DSSN) DESTINATION MANAGEMENT PLAN

**PURPOSE:** To prepare a Destination Management Plan for the DSSN area, which includes the Hunter Region.

**ACTIVITY:** Future stakeholder engagement sessions are yet to be scheduled by DSSN. Next steps will be presentation of the draft DMP to Councils and the Hunter JO for review.

**DELIVERY STATUS:** In progress

#### **AIRPORT RUNWAY UPGRADE SUMMIT**

**PURPOSE:** To coordinate a regional summit on ways to leverage the significant investment in the Newcastle Airport runway. Key focus areas of the summit include:

- Understanding the knowledge gaps for sectors that will be enabled through this runway upgrade
- How to activate the region and leverage the new international air traffic possibilities
- How to increase awareness of the opportunity and develop a strong positive narrative
- Identifying and targeting real outcomes for key sectors like citizen convenience and access to the world, freight, visitor economy, inward investment, export, education, business travel and defence industry

#### **ACTIVITY:**

- Initial summit scoping session completed with the airport and other key partners.
- Next step is to develop the project implementation plan for the summit proposed for October 2021

3.8 Work with the Department of Infrastructure, Regional Development and Cities to undertake more detailed exploration of the opportunities created by a City Deal, as well as the preconditions and process to develop a City Deal in the Hunter.

#### **CITY DEAL ADVOCACY**

There is currently no active advocacy occurring around a City Deal, based on advice from the Commonwealth Government that there are no plans for Commonwealth Investment in City Deal initiatives at the current time. However other projects being initiated by the Hunter JO including the Population Scenario Planning and Regional Infrastructure Priority List initiatives will provide important foundations for future planning and advocacy work around a City Deal.

**DELIVERY STATUS:** Not progressing

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. ination. Develop a regional destination management plan.

#### **HUNTER BIOCIRCULAR**

**PURPOSE:** To embrace world-leading innovations to develop a flagship community resources recovery model. By demonstrating a Circular Economy approach, Hunter BioCircular seeks to move the region toward zero waste to landfill, and in doing so provide long term economic, social and environmental benefits from processing waste locally, which will help transition the regional economy, deliver new local jobs and reduce carbon emissions.

#### **ACTIVITY:**

- Ongoing stakeholder engagement to develop the next steps for developing the concept plan and feasibility analysis.
- The application for grant funding under the Bushfire Local Economic Recovery Fund (BLERF) was unsuccessful.
- Next step is to redesign the project to be focused on identifying one trial site, develop an implementation gap analysis for that site and to seek new funding opportunities for the concept.



### **ACTION AREA 4:**

Our people and products move across the region easily on integrated and accessible transport networks

4.1 Establish a Transport Connectivity Sub Committee, made up representatives from member councils, to coordinate the transport and associated infrastructure planning activity of the JO and report to the Board.

There are currently no active programs in this area.

**DELIVERY STATUS:** Not yet started (subject to resourcing)

4.2 Coordinate and prepare submissions on regional planning initiatives such as the 2056 Freight and Ports Plan.

### HUNTER RMS PROJECT DELAYS - INDUSTRY & LOCAL GOVERNMENT REFERENCE GROUP

**PURPOSE:** Comprising representatives from the Hunter JO, Lake Macquarie City Council, Urban Development Institute of Australia, NSW (UDIA), the NSW Property Council and Dantia, the functions of this reference group are to:

- Contribute to the internal review of Transport for NSW (TfNSW) operations relating to land use planning
- Support the triaging of projects delayed by the former Roads and Maritime Services (RMS)
- Support the development of, and the implementation of, a strategic plan identifying actions and outputs aimed at reducing delays within the Hunter region
- Provide feedback on policy initiatives arising from the work of the Reference Group

### **ACTIVITY:**

Key outcomes arising from the reference group's work includes:

- Improvements to the security deposit requirements for Works Authorisation Deeds in Regional and Outer Metropolitan NSW.
- The creation of a new corporate structure within Transport for NSW, including a Director-level role within Transport for NSW's Regional and Outer Metropolitan team to focus on land use and development opportunities.

Transport for NSW provided a briefing on the changes that have resulted directly from this regional collaboration at the June 2021 Hunter JO Board meeting.

**DELIVERY STATUS:** Ongoing Role / Activity

4.3 Work with the Transport for NSW and other partners to access and analyse detailed transport data across the region and understand gaps in infrastructure and services.

There are currently no active programs in this area.

**DELIVERY STATUS:** Not yet started (subject to resourcing)

4.4 Engage at a senior level with key transport stakeholders including Transport for NSW, Roads and Maritime Authority, Newcastle Airport, Port of Newcastle and Keolis Downer to better understand their forward planning for the region.

### **HUNTER REGIONAL TRANSPORT PLAN**

**PURPOSE:** Transport for NSW are in the initial stages of developing a Hunter Regional Transport Plan. Its development is occurring in collaboration with DPIE's current process to review the Hunter Regional Plan to ensure these key documents are complementary. The Regional Transport Plan will aim to

- Enable Transport for NSW to respond proactively to anticipated changes in land use, demographics and travel demand
- Establish a transport vision for the region
- Details short, medium and long-term initiatives that in combination, support the transport vision

### **ACTIVITY:**

- Following joint consultation sessions held by Transport for NSW and DPIE staff with individual Councils in February 2021, Transport for NSW delivered three further sub regional workshops (Upper Hunter, Lower Hunter and Hunter) during April & May 2021. The purpose of these included:
  - Sharing the collective findings of the February consultation sessions
  - Improving understanding of the key transport links within each sub-region, between sub-regions and beyond the Hunter.
  - Starting a sub-regional priority list for further consideration.
- A briefing session was also provided by Transport for NSW on the combined outputs of the February council consultation sessions to the joint session of the Hunter JO Regional Economic Development and Planning Forums held on 30 March 2021.

**DELIVERY STATUS:** In progress

4.5 Use the in-depth evidence base to prepare Hunter JO agreed priority list of infrastructure, system and service improvements which will make the greatest difference to communities and businesses across the region. This will include expansion and connectivity between cycleways.

### REGIONAL INFRASTRUCTURE PRIORITY LIST

**PURPOSE:** To prepare an agreed list of regional and subregional infrastructure priorities to:

- Build and advocate a stronger case for investment in infrastructure priorities across the region
- Identify the potential for shared interests and collaboration between Councils and otherstakeholders in delivering local and regional scale infrastructure initiatives.
- Identify a longer-term infrastructure investment pipeline, to provide transparency and confidence for potential investors, professional services and contractors to build their presence in the Hunter

### **ACTIVITY:**

The consultant has commenced the project with initiation meetings and the first deliverable of the consultancy complete, including research and assessment of existing infrastructure prioritisation methodologies currently in use in Australia and internationally. Next steps include:

- Participating in a workshop process, planned for 5 August, with key regional stakeholders to examine the research findings and needs of the Hunter JO and stakeholders, to inform recommendations for refiningthe focus, scope and outputs of the project.
- Making recommendations on the preferred methodology or methodologies for undertaking objective, evidence-based analysis and prioritisation of infrastructure projects at regional and subregional scales in the Hunter Region, both at an overall level and for specific infrastructure categories.

**DELIVERY STATUS:** In progress

### **REGIONAL CYCLE TOURISM MASTERPLAN**

**PURPOSE:** Significant opportunity exists to link existing and planned cycleway infrastructure across Hunter JO member Councils; to create an integrated region wide network. This would provide both a valuable region wide recreational resource for residents, and the foundation upon which to generate economic and business development by holistically promoting the region as a key cycling destination. The purpose of this project is to prepare and implement a cycle tourism masterplan / Destination Management Plan for the region.

### **ACTIVITY:**

- The application for grant funding under the Bushfire Local Economic Recovery Fund (BLERF) was unsuccessful.
- Next step is to redesign the project into the component parts and seek new funding opportunities.

**DELIVERY STATUS:** Project design

4.6 Develop and implement a targeted advocacy program to gain commitments from infrastructure and service delivery agencies, including the Australian Government, to deliver agreed priorities.

There are currently no active programs in this area.

**DELIVERY STATUS:** Not yet started (pending completion of Action 4.5)

### **ACTION AREA 5:**

Our educational facilities support and encourage our young people and foster lifelong learning and encourage our young people

- 5.1. Establish a Social Sustainability Sub Committee, made up representatives from member councils, to coordinate the education, health and related policy and planning activities of the JO and report to the Board.
- 5.2 Engage at a senior level with key education stakeholders including the University of Newcastle, TAFE NSW and School Infrastructure NSW to better understand their forward planning for the region.
- 5.3 Work with the NSW Department of Education to better understand and test their projections for growth in student numbers throughout the Hunter.
- 5.4 Use the in-depth evidence base to prepare a Hunter JO agreed priority list of school infrastructure improvements which will make the greatest difference to communities across the region.
- 5.5 Advocate to Schools Infrastructure NSW and the Minister for Education to gain commitments to deliver agreed schools infrastructure improvements.
- 5.6 Work with TAFE NSW to expand access to training and vocational services across the region, including through innovative models such as Connected Learning Centres, Specialist Centres and Mobile Training Units.
- 5.7 Work with the University of Newcastle and TAFE NSW to help raise awareness, aspiration and achievement of tertiary education opportunities for primary and secondary school students in the region.
- 5.8 Work with Indigenous educational and community groups to support and encourage young Indigenous people into tertiary education.
- 5.9 Work with local Libraries and education providers to develop and implement technology for life learning schemes to ensure all generations take advantage of new technology to improve quality of life.

There are currently no active programs in this area.

**DELIVERY STATUS:** Not yet started (subject to resourcing)



### **ACTION AREA 6:**

Our people have access to the full range of health care fostering active and healthy communities

- 6.1 Work with the Hunter New England Local Health District and other key partners to audit health services across the region, identify accessibility gaps and prioritise actions.
- 6.2 Hold regional stakeholder workshops to gain input from community members and health professionals to better understand the priority health needs of local communities.
- 6.3 Use the in-depth evidence base to prepare a Hunter JO agreed priority list of improvements to health services and facilities which will make the greatest difference to communities across the region.
- 6.4 Explore innovative models of housing to enable older people to age in place in Hunter towns and villages.

There are currently no active programs in these areas.

**DELIVERY STATUS:** Not yet started (subject to resourcing)

### 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.

Alison McGaffin will provide a verbal update within the meeting.

### **Recommendation:**

That the Board note the update from Regional NSW

6.5 Transport for NSW Advocacy Update

**Report Author: Joe James, CEO** 

Responsible Officer: Joe James, CEO

### **Executive summary**

This report is to update the Board on advocacy activities, since the latest board meeting, associated with improved engagement and outcomes from Transport for New South Wales within the region.

Specifically, this report covers:

- Direct engagement with TFNSW:
  - Engagement with the Deputy Secretary for Regional Outer Metropolitan
  - Working with the TfNSW project team for Regional Transport Plan Review
- Update on work with Hunter region coalition with UDIA and Property Council
- Proposed further engagement with Mr Toole, Minister for Regional Transport and Roads

### TfNSW - Engagement with the Deputy Secretary for Regional Outer Metropolitan

The CEO met with Carol-Anne Nelson (Deputy Secretary for Regional Outer Metropolitan) and Anthony Hayes (Executive Director). The Board should note that Anne Zycki and Paul McLachlan both sit within this division of TfNSW, while the team conducting the review of the Regional Transport Plan (Luke Holman and Samantha Harding) sit in a different group.

The intent of the meeting was to establish an ongoing conduit for local government to collectively engage with TfNSW management, through the Hunter JO, at a level above local TfNSW representatives (which has not been an effective channel to communicate the need for reform and change).

Noting that both the Deputy Secretary and Executive Director are relatively new to TfNSW (in the context of the systemic issues that the Hunter JO is raising), the meeting was both cordial and a good opportunity to communicate the following key messages:

1) There is significant discontent from within local government, including the mayors and general managers of the members of the Hunter JO, with the performance of TfNSW and diminishing trust and confidence that TfNSW can or will address both immediate and systemic concerns impacting economic and liveability outcomes with the region. This same message was communicated on behalf of industry.

- a) Historical context was provided (lack of comparative investment with Sydney, lack of support for and integration with strategic plans (e.g. GNMP), lack of investment in State network resulting in current development impasse and network congestion
- b) Current relationship TfNSW seen as a roadblock not a partner
- c) Strategic capacity gap TfNSW seen as behind the times with the region growing faster than projections used by government and TfNSW lacking capacity and capability to explore and support the region's ambitions
- 2) There is a perceived lack of accountability
  - a) There is no consequence for failure ... no mechanism for follow-up (especially at regional scale) except political engagement
  - b) Asking what is the missing piece for governance? Do we need to put something in place?
  - c) Expressing that we are interest in getting the TfNSW on this? What are we not seeing from TfNSW perspective?
  - d) Need language about 'customer' to be reflected in behaviours e.g. contribution at GNMP, engagement on project level as 'solution provider' not a gatekeeper
  - e) At a minimum we need transparency about work plan and work processes (for all stakeholders) particular as it relates to integrated strategic planning and the follow through to delivery

The recent changes to TfNSW operations (through the appointment of Damien Pfeiffer) and exploration of policy changes around WADs and information sharing was acknowledged and welcomed.

The Deputy Secretary expressed intent to continue to work in partnership with local government and the region.

In particular, there was discussion of engagement models used elsewhere in NSW by TfNSW and the plan to utilise these approaches with Lake Macquarie and potentially expand this to other LGA's within the Hunter region depending on the success of the outcome.

The Hunter JO CEO indicated that:

- he would follow-up with Lake Macquarie and expressed interest in seeing the outcomes of the engagement as a tool for improved engagement with other councils; and
- the Hunter JO would continue to advocate for improved outcomes from TfNSW particularly in the area of integrated strategic planning, prioritisation and funding commitments into the region.

### TfNSW - Working with the TfNSW project team for Regional Transport Plan Review

We are working with directly with Luke Holman and Samantha Harding who are leading the review of the Regional Transport Plan.

The objectives of the engagement are to:

- improve process for local government to provide feedback (at operational and leadership levels) to the plan, beyond the usual single consultation of officers;
- enhance the integration of both local government input to the plan and ensure that the transport plan reflects the revised regional plan (including transparent governance and process commitments to get decisions on timing and funding of key projects)

### Update on work with Hunter region coalition with UDIA and Property Council

The ongoing engagement with the coalition and TfNSW on the Action Plan continues. The most current version of the status of the action plan is provided for reference at Attachment 13.

The ongoing success of this advocacy is recorded in Action Plan with current updates being that:

- additional resourcing for Damien Pfeiffer's team has been approved (consistent with the Action Plan); and
- there is a Pilot Program being put in place to improve the approach to traffic modelling.

The additional resourcing is another positive outcome, albeit the positions will no doubt take some time to fill and it is unlikely we will see the benefit of this for a while yet.

While these changes have been positive, they have further highlighted the serious concerns at the heart of coalition's letter and briefing note to Minister Toole and Minister Constance, dated 21 February 2020, that TfNSW strategic planning and prioritisation processes and associated funding commitments, do not: (1) adequately support the land use strategic plans prepared by the Department of Planning, Industry and Environment and endorsed by Cabinet; (2) support transparent engagement and co-ordination with local government and industry.

The coalition, joined by the Committee for the Hunter, is currently exploring the alignment of the advocacy interests of the respective organisations for a further, broader engagement with the NSW Government, beyond the just engagement with Minister Toole (see note below on follow-up engagement with Minister Toole).

### Proposed further engagement with Mr Toole, Minister for Regional Transport and Roads

In the context of the above updates, and with the Regional Plan and Regional Transport Plan under review this year, the coalition proposes to seek a follow-up meeting with Minister Toole to:

- thank him for the response made to our engagement to date; and
- most importantly, express our dissatisfaction in relation to integration of TfNSW strategic planning and funding commitments with strategic planning with the region.

A letter seeking a further meeting with the Minister is attached in Correspondence at Item 5.

### **Recommendation:**

• That the Board receive and note the report

## **2020-21 ACTION PLAN**

A collaboration between the Hunter Joint Organisation, the Hunter development industry and Transport for NSW

### **Abstract**

To support the delivery of State plans, a cohort of local government, State government and development industry representatives have been working together to identify short, medium- and long-term actions to improve development outcomes for the people of the Hunter Region and wider NSW.

Collaborators include:

- Urban Development Institute of Australia
- Property Council of Australia
- Hunter Joint Organisation
- Transport for NSW
- Department of Planning, Industry and Environment

### Actions relating to ROM strategies & local processes

Action	Considerations	Timeframes	Update			
Create an escalation point through the establishment of a senior role within TfNSW	Create a new Director- level role within the Regional and Outer Metropolitan team of TfNSW to act as both an escalation point and as a leader in TfNSW's shift towards a more customer- centric agency.	Director Land Use appointed in September 2020	Damien Pfeiffer permanently appointed - complete			
Review existing KPIs for ROM's land use assessment and WAD activities	TfNSW to assess:  - existing KPIs against internal review recommendations - KPIs against customer service principles - alignment to State-level plans (e.g. the Greater Newcastle Metropolitan Plan) TfNSW to revise existing KPI's or design new KPIs (where necessary) in consultation with key stakeholder groups. TfNSW to improve the monitoring and evaluation of KPIs, including reporting mechanisms. TfNSW to work on improving the awareness of KPIs within TfNSW.	Assessment of KPIs (prioritising those relating to the WAD process) to be undertaken in September 2020.  Drafting of new KPIs and consultation to occur in October 2021.  Monitoring and evaluation mechanisms to be designed over Oct-Nov 2020.  New KPIs and associated process to be approved in December 2021 with commencement to occur 1 January 2022.	Full WAD picture being reviewed – Developer Works  Full WAD review underway – internal with planned stakeholder meetings when information available  Draft templates for working with councils – working through with Legal at present, also need to gain feedback from councils  KPI's have not been drafted  Monitoring and reporting is now in place for CNR's - internal  Internal review to understand problem statements completed – externals in hunter have been contact to provide insight with this process.  Surveys/interviews have taken place.  Now need to develop action plans from this exercise			
Through better practices and processes, improve the consistency (and therefore reliability) of TfNSW advice from prefeasibility stage through to project delivery.	Prioritise the 27 'triage' projects in the Hunter to receive the definitive advice needed to enable them to progress through different project stages.  Consider the links between this action and the above action relating to KPIs.  Internal management practices (e.g. improved collaboration between WAD team and Land Use	Ongoing activity linked to continuous improvement.  Recruitment for a Senior WAD Manager for the Hunter region to occur before the end of December 2020.  Triage projects to be prioritises for progression with agreed actions	End to end process is now defined  Reviewing related material for review to put external facing material on website.  Currently under review  - Process for council lead infrastructure - S138 - TfNSW modelling use - SAP interactions - Internal touch point			

<u></u>	T - =		
	Assessment Team) will be critical to success of this action.  Understand how matters can be escalated for appropriate action when conflicting advice is provided by TfNSW.	assigned to appropriate stakeholder/s and timeframes  TBC - WAD team and Land Use Assessment Team to report to Director Land Use	WAD Manager recruited – David Finlay  Manger North recruited – Liz Smith  Extra FTE's have been approved. In the process of recruiting
Establish a process to provide information to proponents to inform their Development Application	Establish a mechanism to proactively share existing traffic modelling prepared by the State for State projects.  Consider how the information is released (e.g. shared upon request, or published to an online portal).  Consider how this action can apply retrospectively to existing traffic modelling.  Establish a hierarchy/priority behind proactive release (e.g. key growth areas, one key area per region, etc)  - Priority locations include, Lake Macquarie's North West Catalyst Area, Morisset, Blackhill, Cessnock Road.  Conduct a workshop between State Government stakeholders and industry stakeholders to explore options for TfNSW preparing a single traffic model on behalf of proponent (for a fee).  Assess similar processes used by other teams and agencies.  Important to note that the sharing of modelling will assists DPIE's VPA process.	Method for sharing of existing traffic modelling to be determined by end of October 2020.  Sharing of modelled information to commence by the end of December 2020.  Industry workshop on fee-for-service model to occur in January 2021.  Design of new service model, including assessment of resource requirements, to be completed by February 2021.  Budget submissions and recruitment to occur to support commencement of new service in July 2021.	Internal conversations are taking place on how best to exploring this further.  Where possible modelling information has been shared. Looking at a more accessible solution  Directors Planning Programs have now been appointed and will be looking to progress this conversation of sharing modelling  Fee for service - Pilot program (MR195) in place to use TfNSW base model for future scenarios by a Developer.

Develop TfNSW to work with other processes State Government supporting the agencies on processes open sharing for sharing information of TfNSW between them. reports and The 2021 updates studies (i.e. planned for Regional separate to Plans represents a traffic tangible opportunity to modelling) with share information. other Government Consider processes to agencies share TfNSW reports and plans with Local Government where it would support local government planning and decision-making (process needs to have rigour and consequences to avoid information being manipulated politically). TfNSW will explore a process to support budget bids for the modelling of 'opportunities/possibilities' in Catalyst Areas or Urban Release areas (identified in State-level plans). This modelling can be openly shared with Councils. Review forums Assess current forums and

New process for sharing information to be drafted by November 2020 and in place for start of 2021.

TfNSW to work with DPIE on sharing information to support the 2021 update to regional plans.

Policy discussions to occur between TfNSW and key local government representatives in early 2021. Internal conversation are taking place on how agencies can better align programs of work for better public outcomes.

Underway/progressing

and committees across Regional NSW to determine which TfNSW should participate in Assess current forums and committees TfNSW participates/attends in ROM NSW.

Consult with other State agencies on forums and committees they participate in.

Design principles to guide participation in forums and committees (i.e. benefits to TfNSW strategy and project delivery, consultation and engagement with key stakeholders)

Liaise with Hunter JO regarding their mapping/info gathering

Assessment of TfNSW forums and committees to occur by end of October 2020.

Consultation with other agencies to occur by end of November 2020.

Identification of forums and committees to participate in to be complete by end of December 2020.

Commence implementation/roll ever of forums and committees (including Internally we have aligned roles and responsibilities to have the right people at the right meetings.

This will be ongoing.

### **Actions relating to TfNSW Policy**

Action	Considerations	Timeframes			
Reduce the bank guarantee collected for WADs	Consider risk appetite for reducing the bank guarantee.	Announcement to be made by Minister in September 2020 – 50% reduction. Completed			
	Consider alternative mechanisms to reduce risk to government.	October 2020			
	Explore 50% reduction followed by a further 50% reduction (i.e. 75% total reduction).	Assessment of impacts and risk appetite to occur (to inform second reduction) October 2020 - February 2021.			
		Formal review to take place in March 2021. Scope of works and BN note to go for sign off November			
		The deposit review is now part of the overall review			
		Underway			
Review of the WAD process	An existing TfNSW review is underway. The scope of the current review should	TBC – 2020-21 FY			
process	be shared with reference group to assess whether it is inline with	Scope of works and BN note to go for sign off early November			
	expectations.	Underway			
	Group to work concurrently with review to assess what quick wins can be delivered irrespective of review (e.g. the 27 triage projects).				
	Situation may include letting the current review run its course and re-assessing landscape 6months after review to assess the implementation of the review's recommendations.				

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

### 7.1 Progressing the Economic Transformation Priority in 2021-22 to 2050

Report Author: Jack Archer, Boyd Blackwell

Responsible Officer: Joe James

**Purpose:** To report to the Board and seek their endorsement of a recommended revised strategy for progressing economic diversification and transformation in the region, following the unsuccessful outcome of the Bushfire Local Economic Recovery (BLER) Fund for the Hunter 2050 Foundation.

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

3. Our economy is multifaceted, resilient and is Australia's leading smart regional economy
<ol> <li>9. Explore and act on smart ways to transform local and global disruptions</li> <li>into economic opportunities for the Hunter.</li> <li>5. Collaborate to ensure Newcastle and the Hunter realise our potential as a smart region and innovation ecosystem, driving jobs and investment whilst ensuring technology improves liveability and sustainability for our region.</li> </ol>

### **Background**

In the Board meeting 8 April 2021, it was resolved:

That the Hunter 2050 Foundation project be revisited pending the success or failure of the submission to the BLER Funding.

This report provides information and recommendations back to the board on the revision of the project beyond the outcome of funding from BLER in July 2021.

### **Report Executive Summary**

Since the HJO began its work to bring industry and government together to increase the effort and investment on regional diversification challenges, the policy and industry context has changed significantly.

While the Foundation concept has not been directly supported through formal funding from State and Federal Governments, the region has been successful in securing a series of dedicated commitments from the State Government for the region. This includes the commitment of the creation of a Hunter Expert Panel, alongside the NSW Government to the Royalties for Rejuvenation Fund. This commitment alone provides more resources with \$25m annually on an on-going basis vs the \$5m for 3 years sought for the Hunter 2050 Foundation startup phase. The mention of the JO in the Deputy Premier announcement was an important recognition of the role played by the collaboration of local government, through the Hunter JO, in securing these commitments for the region.

The announcement of the Renewable Energy Zone has also been an important step, although there is considerable preparation required in order to prepare for implementation at this exciting initiative that the region successfully canvassed to the NSW Environment Minister.

Since commencing our work in this space, the Hunter JO has also been asked to participate and present in regional and national forums on economic transformation and diversification, evidencing its role of local leadership on these issues.

There has also been an increasing recognition of and support for elements of the Hunter JO work to date, especially regarding the potential of place-based impact investment funds to accelerate capital into the region (an essential ingredient for economic diversification).

Overall, the immediate aim of increasing State engagement and investment (beyond the State plans on the table in 2019) and raising the profile of Hunter JO and local government as leaders in this discussion, has been achieved. Meaningful progress towards the ultimate outcome of a diverse and resilient regional economy will be measured over the next decade.

We **recommend** that the work of the Hunter JO should maintain its priority focus on this issue, whilst reconsidering its engagement and priorities given the change in the investment and policy environment.

### **Revised Strategy**

Commitments are crucial, but it's the ultimate outcome that the region needs. The key now is to ensure that the investment by State Government and others is directed to high quality initiatives that will have a material impact in transforming the Hunter economy. The Hunter 2050 Blueprint identified these needs as:

- accelerating private sector investment in new industry opportunities to replace existing activity in the mining and energy sector that is forecast to decline over the next three decades;
- securing policy changes and investment to ensure land currently supporting energy and mining can be redeveloped to support other industries such as renewable energy, energy storage, agribusiness, hydrogen production and other opportunities;
- early roll out of programs to: (1) support workers impacted by the changing industry landscape through training and career transition advice; and (2) support skills development and attraction into the region;
- investment and support for small and medium enterprises (SMEs) impacted by industry changes and local SMEs growing to support new industries to retain and create local jobs; and
- coordination of industry and government effort and investment in research to understand challenge and monitor changes.

These remain the key needs for the region and provide a basis for guiding and influencing the investment by the State.

Reflecting the recent commitments, HJO should step back from advocacy specifically focused on the Foundation entity and shift to:

- 1. progress the key objectives of the Foundation utilizing the new funding committed and other partnerships;
- 2. Renew cooperative action with regional partners to reinforce collective regional leadership on the issue; and
- 3. Retain focus on facilitating a locally led, government and private sector investment capability as a preferred option for the region.

### **Immediate Implementation Priorities**

- Engagement with Deputy Premier and Department of Regional NSW to progress the HJO role on the Expert Panel for the Royalties for Rejuvenation Fund and influence the design of the fund.
- Convene meetings with local alliance partners and sub-groups of HJO members to discuss next steps and priorities.
- Progress the Hunter Venture Fund project with existing partners.

### **Recommendation:**

### That the Board endorse that the HJO:

- continue its advocacy and engagement on the regional transformation challenge as this remains an enduring strategic priority for the region
- seek to support and constructively influence the implementation of the Expert Panel and Royalties for Rejuvenation Fund, the Renewable Energy Zone, Special Activation Precinct, Catalyst Areas in the Greater Newcastle Metropolitan Plan and other relevant initiatives based on member assessments of key regional needs; and
- retain a primary focus on advocacy and facilitation efforts aiming to:
  - secure significant private sector investment, including through the Hunter Venture
     Fund concept, into new industries that can reduce long term risk and create new jobs;
     and
  - o maintain local leadership of solutions for the Hunter.

### Attachments:

- Attachment 14 The Hunter Diversification Challenge
- Attachment 15 Objectives for Hunter Diversification Challenge

### The Hunter Diversification Challenge (adapted from Hunter 2050 Blueprint)

The scale of changes coming to the Hunter create big questions about the Hunter's economic future. While the closures of power stations and some mines are already scheduled and can be planned for, uncertainty about long term COVID-19 impacts, climate change policy settings, international investment conditions and the ways in which new technology will reshape the economy make it difficult to identify how rapidly and severely change will occur. Alternative local industries that can also make use of the capabilities in the region's changing industries are becoming clearer but their local development and ability to access land and skills remains uncertain.

It is estimated that over 5,199 direct jobs and \$700M in wages and salaries could be lost if predicted global declines in coal occur. While these closing and at-risk facilities are concentrated in particular areas, employees and the businesses that supply these major economic engines are based throughout the Hunter making this truly a whole of region challenge. An additional 4,667 indirect jobs are estimated to be at risk across the region due to the supply-chain and consumption effects. Job losses in power stations, smeltering and other at-risk industries will have significant additional direct and flow on impacts. The global trend towards industry automation will also challenge job growth in mining and other industries, placing further pressure on local job growth. Combined, the scale and high value nature of the jobs at risk represent an enormous diversification challenge for the region.

The Hunter's mix of challenges and opportunities creates a wide range of scenarios. Four dimensions of change are important:

- 1. The nature of external economic conditions and policy settings
- 2. The pace and predictability of local industrial closures and cut backs
- 3. The rate and nature of new industry growth
- 4. The impact of local transformation efforts

The worst-case scenario for the Hunter would be driven by poor outcomes across these dimensions of change. In the medium term, the Hunter remains particularly vulnerable to uncertain or poorly implemented energy and climate policy. These settings could drive a less predictable set of closures and cut backs in key local industries. These settings also provide the foundation for new industries arising from these policies. If this is combined with lags in new development and industry expansion and an ineffective local transformation effort, the Hunter could expect to enter a long period of economic stagnation or decline and an economy reliant on population growth and related industries, without the industrial and innovation capacity it currently enjoys.

At its core, the task of diversification is about successfully repurposing economic resources liberated by industrial change – land, water, workforce, infrastructure and investment capital – and mixing new skills and additional capital into new and productive economic activities.

The decline of traditional industry investment and its flow through support for economic activity and growth in the Hunter is the most immediate diversification challenge for the region. With power stations moving towards closure and investment support for coal mining increasingly challenged, the Hunter must secure alternative investment to maintain and grow the local economy and local jobs. Building a pipeline of new investment in the Hunter is the region's most pressing challenge.

Recent work by the OECD examining the global evidence on industrial transitions, identifies that successful industrial transition requires technological, industrial and institutional change to occur simultaneously. While industrial transition provides many opportunities, these can only be seized if the response actively manages the transition process. This includes:

- creating pathways for innovation and investment
- bringing in new business models and workforce capabilities, and

• effective co-ordination of community, government and industry stakeholders.

The immediate task then is to bring forward new investment and development in the Hunter economy. This strategy is an alternative approach to traditional government led approaches that have been pursued in Australia. These typically focus on partnerships, facilitation and short-term programs that respond to changes such as job losses as or after they occur. If successful, a transition crisis point and significant economic impacts can be avoided.

As the Hunter economy changes, significant parts of its workforce will also need to move into new roles and industries. Many hundreds of millions of wages and salaries to the Hunter economy and the future of many Hunter families rely on getting this part of the diversification right.

Supply chain diversification can also ameliorate much of the wider downside risk from transitions for economies like the Hunter. It is an effective way to contain flow on job losses and wider economic effects whilst also positioning the region and key firms for future growth.

The Hunter currently has motivated local leaders, but the effectiveness of each institution is constrained and the response fragmented and insufficient for the region to be assured that it is prepared for potentially rapid industrial change.

Retaining the key objectives of the Foundation as the framework for advocacy and engagement while stepping back for now from advocating for the entity itself

The agreed objects of the Foundation remain as relevant as ever to HJO work on this issue and can be held at the core of the HJO role and intent in providing continuing regional leadership on this issue.

# Object 1: Attract investment and support economic growth and associated employment opportunities

- Place based impact investment funds
- Project facilitation to enable land and water asset redevelopment and new industry growth

## Object 2: Support businesses, workers and communities that are impacted by changes to local industry

- Supply chain diversification and new industry supply chain development programs
- Workforce transition services

# Hunter Diversification Priorities

## Object 3: Foster cooperation and collaboration between governments, industry, academia and the community

- Coordinate and communicate research on transition and potential solutions
- Convene forums, communication and collaboration between government, industry and the community

### **Objective 1**

Two areas of activity are the priority to create a direct and enduring impact in crowding in investment into the region. These include:

- connecting significant capital with local investment opportunities
- development of key areas of land and new industrial precincts

Areas of continuing priority include:

- investment in new energy supply and related projects.
- invest in the acquisition, rehabilitation and/or development of mining, industrial and other land in the Hunter to ensure future supply for job creating industries and enterprises.
- A Hunter Business Innovation Fund to provide equity or debt investment into Hunter based businesses that are diversifying in response to industry change or seeking to tap into new industry opportunities.

This should remain the primary area of engagement as the most important factor in a successful diversification effort.

### **Objective 2**

The Hunter still needs to work to accelerate its capability to facilitate change in businesses and workforces that currently depend on industries at risk. Investment of committed State government funds into a set of interventions that begin as soon as possible and operate consistently over the coming decades.

- Supply chain innovation and development programs
- Workforce transition services.

HJO to continue to support the existing capacity in the region (Hunter Region Employment Facilitator, Training Services NSW, the Hunter Jobs Alliance, HunterNET, The Melt, UoN etc.) to design effective initiatives and secure funding from State government initiatives.

### **Objective 3**

The need for collaboration and coordination is a consistent message across the relevant literature and experience of economic transitions in Australia and internationally. A key objective is to better connect government and industry and better inform the diversification efforts taking place across the Hunter.

The HJO, working with other local organisations should continue its local leadership to the local economic transformation effort. This includes bringing together key players to discuss and agree on approaches to diversification issues.

The HJO will also support investment in long term research projects to provide advice and monitor the progress in diversification of the Hunter's economy.

Report Author: Joe James, CEO

Responsible Officer: Joe James, CEO

### **Executive Summary**

This report sets out the case for local government, through the Hunter JO, to lead the region in support of developing international connectivity at Newcastle Airport by 2023.

While Federal Government funding for the runway was an essential first step, there remains other critical enablers such as the terminal upgrade and attracting international airlines to develop routes that fly direct to the Hunter.

The paper recommends that use of some or all of the OLG Capacity Building Funds would be an appropriate way for local government to build on the sustainability of the Hunter JO, through the demonstration of regional leadership and advocacy, through the hosting of a regional airport summit.

### **Background**

At the HJO Board Strategy workshop (and in the one-on-one preparation sessions with the member councils), 'Connectivity' was a strategic theme selected by members and, within that, a focus on the region leveraging the Airport runway announcement.

Consistent with the collaboration training sessions at the strategy workshop, the CEO and management team have been looking for practical advocacy opportunities that use the power of local government collaboration to address complex 'connectivity' challenges within the region.

### The challenge and opportunity

In order for the region to benefit from the airport runway announcement, there are additional critical steps that are required. Aside from the construction of the runway itself, a terminal upgrade must be funded (and delivered) and international airlines must make the decision to develop routes that fly direct to the Hunter.

While the planning and associated advocacy for these tasks could be undertaken by the Airport alone, ensuring the delivery of the enhanced capacity and capability of the Airport will greatly enhanced if the region supports the advocacy and planning activities.

As with the runway announcement, the unified support of the region is critical to the Airport's message to: (1) State and Federal Governments about the importance of realising this vision, and (2) international airlines of the market opportunities to be unlocked by flying direct to the Hunter. Supporting and activating the messages will require, in part, direct engagement of both business and community to identify and target real outcomes (ie the specific markets that particular routes will unlock and stimulate).

### **Proposed solution**

Following the Hunter JO strategy workshop, the CEO and Steven Wilson met with Peter Cock, CEO, and Stephen Crowe, Executive Manager Corporate Affairs, to explore how the HJO could work with the airport for regional benefit.

The Airport has indicated it would like to leverage the runway announcement and build ongoing engagement and enthusiasm with business and community and continued State and Federal Government Support. It has asked HJO consider leading a regional summit (supported by the Airport itself, and other partners such as the Committee for the Hunter and Hunter Business). The Hunter JO's independence and genuine representation of all parts of the region were considered important to engagement of the broadest possible group of stakeholders and to the success of a potential summit.

The purpose of the summit would be to:

- Identify and develop deeper understanding of the knowledge gaps for sectors that will be enabled through this runway upgrade
- Activate the region (business and community) to begin to plan and assess how they will leverage the new international air traffic possibilities
- To increase awareness of the opportunity and develop a strong positive narrative with government and international airline customers
- Identify and target specific and real outcomes for key industry, community and government sectors

Through an initial workshop with the Airport, some early thoughts have been developed on the;

### **Target audience**

- Federal Government Prime Minister, Deputy Prime Minister, other Ministers, Local MP's, Senior Bureaucrats in key agencies (e.g. DITRDC, Defence)
- State Government Premier, Deputy Premier, other Ministers, Local MP's, Senior Bureaucrats in key agencies (e.g. RNSW, DNSW, RNSW, Treasury)
- Local Government Mayors, General Managers, Economic Development Managers, Land-Use Planners, Communications and Community Engagement Teams.
- Key local sectors Including promotion through peak bodies such as Business Hunter,
   Committee for the Hunter and RDA
- Key local institutions (e.g. University of Newcastle)
- Potential investors / business looking to relocate to the region
- Potential airlines that may fly routes into the Hunter.

### Governance

Within the Hunter JO team, we have initiated a weekly project team meeting to commence early summit design and logistics planning.

An initial online workshop session was held with the Airport, Business Hunter and the Committee for Hunter. It is proposed that, subject to resourcing commitments, Hunter JO convene this group to form a Steering Committee that would also meet weekly to oversee the delivery of the Summit.

### **Potential timing**

COVID related impacts aside, the optimal timing appears to be October. In setting an actual date, the following will be taken into consideration:

- Airport annual stakeholder event;
- Local government elections (now December)
- School holidays; and
- Parliamentary sitting calendars.

### Project funding and resource implications (including for the Hunter JO)

Funding and resourcing will be a key consideration.

A proper and professional event will draw significantly on the internal resources of the Hunter JO (across the CEO, EO, Communications Officer and the RPPD team).

Even with in-kind support of partners and member councils, a regional summit (done properly) would have costs and resource implications well beyond the capacity of the HJO core budget. Also, based on existing workflow and project commitment, there is limited flex capacity within RPPD to have a couple (at least) of full-time resources to fully internally plan and execute the event.

Scoping of an *indicative* project budget has been developed internally to guide early planning and decision making. This is set out below.

A final budget will depend on the scope of the summit and associated marketing and advocacy activities to support summit objectives, with the likely largest variables being:

- o whether the invite is targeted or open (determining the number of attendees); and
- the quality and quantity of pre- and post- summit communications and advocacy (including the involvement of professional communications agency support).

Budget scope (75 - 500 attendees)							
Venue	Targeted event (75 attendees)	Open event (500+ attendees)					
Room Hire Charge	\$5,000.00	\$5,000.00					
Extra Charges (hire of equipment, AV etc)	\$2,500.00	\$2,500.00					
Catering							
Catering Package (including extra charge contingency)	\$5,000.00	\$30,000.00					
Facilitators, Speaker and Consultant costs (including fees and on-costs for accommodation and transport)							
Facilitator, Speaker or Consultant Cost	\$30,000.00	\$30,000.00					
Event Coordinator / Public relations							
Event co-ordination / project management support	\$10,000.00	\$25,000.00					
Public relations support (marketing and communications / media for pre- and post-summit advocacy, including production of video communications)	\$10,000.00	\$50,000.00					
Printing and Resources (External, Large format printing)							
Graphic design and signage printing	\$3,500.00	\$3,500.00					
TOTAL	\$ 66,000.00	\$ 146,000.00					

At this point we recommend planning for a larger 'open invite' event, with some targeted invite only sessions, and professional communications agency support as more likely to achieve the desire outcomes of the Summit.

While we would propose to seek contributions (in cash or kind from the Airport and partners), we would still need to draw resourcing and funding from the capacity building project funding from OLG (up to \$150,000 available).

COVID related contingency will also need to be planned for (including determining whether or not the summit objectives can be realised, fully or partially, through an online event).

### **Next steps:**

Should the Board support local government, through the Hunter JO, leading this initiative, the next steps will be to:

Finalise scope of the Summit with the Airport and other partners;

- Commence weekly external Steering Committee meetings;
- Finalise an approved project description with OLG within the scope of the funding guidelines;
   and
- Continue the weekly internal project meetings.

### Recommendation:

#### THAT the:

- Hunter JO support the concept of a Regional Airport Summit to maximise the likelihood of and accelerate the delivery of regional benefits from the upgraded capacity and capability of the Airport;
- Hunter JO lead the delivery of a Regional Airport Summit to utilise its independence and whole-of-region reach to demonstrate leadership and advocacy in achieving whole-of-region outcomes;
- Board authorise the CEO to use the OLG capacity building funding, subject to finalisation of an approved project description with OLG, to support delivery of the Summit.

7.3 World Masters Games Bid

**Report Author:** Boyd Blackwell **Responsible Officer:** Joe James

### **Background**

At its meeting on 8<sup>th</sup> April 2021, the Board resolved the following in regard to exploring the potential for the region to collaboratively bid for the 2029 World Masters Games:

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

This report provides a progress update in relation to these actions.

### Report

### 1. Establish a Regional Events Strategy Working Group

The Hunter JO has been successful in securing the Accelerating Event Economies (A2E) project funding of \$861,476 from the Bushfires Local Economic Recovery (BLER) Fund. The A2E project aims to attract large events to the Hunter, accelerating job creation and economic recovery following the bushfires. The project will establish a working group, fund an events and opportunity audit and develop resources including an event manager's toolkit, single event approval system, database, prospectus and website. One of the first tasks of the project is to establish a Regional Events Strategy Working Group.

### 2. Review opportunities and costs associated with hosting the World Masters Games

Hunter JO Officers have met twice with Rob Bradley, President and CEO of the Confederation of Australian Sport (CAS) to discuss both the Australian (AMG) and World Masters Games (WMG). Rob outlined the significant opportunities and challenges for an Australian city to host the World Masters Games in 2029. These opportunities and challenges are outlined here:

- The country which hosts a given year's Olympics gets first opportunity to host the WMG in the following year. In 2028 the Olympics are hosted by Los Angeles who would have the first opportunity to host the 2029 WMG.
- Paris is hosting the 2024 Olympics however they have refused their right to host the WMG, which
  made hosting rights open to all. Rob led the Perth 2025 WMG bid for hosting rights and while
  ranking amongst the highest on the required criteria, they failed because they were unable to
  gain the requisite Australian Government funding commitment five years in advance.
- Brisbane is bidding for the 2032 Olympics and if successful will have an immediate opportunity to host the 2033 WMG. If so, it is highly unlikely that Australia would be given the opportunity to host the WMG in 2029 and 2033.
- Table 1 outlines the approximated costs associated with hosting the WMG and AMG. Rob outlined that up to 25% of funding can come from registration, tickets and sponsorship, while 75% would be sought from government sources.

Table 1: Approximate Costs for Participation in Australian versus World Masters Games

Games	Budget Required	Participants to be hosted
World Masters Games (WMG)	\$50m = \$40m + \$10m hosting fee	40,000
Australian Masters Games (AMG)	\$3m = \$2m +\$1m hosting fee	8,000

Source: Bradley, Rob (2021) pers. coms., 7 July, CAS, Canberra.

- To host the WMG the Hunter Region would need to demonstrate that it meets all the necessary criteria including:
  - sufficient number of high quality (world sporting standards) facilities and venues for full range of sports (>40; e.g. tennis would need 20 courts, Basketball would need 6 facilities etc.)
  - an appropriate venue for holding the opening and closing ceremonies (MacDonald Jones Stadium mentioned by Rob)
  - nearby and accessible accommodation for 40,000 participants and their support people
  - recent successful experience in hosting prestigious and multisport global events. Recent hosting of an AMG is well received (Newcastle hosted AMG in 2001 but participation and logistics has changed significantly since this time)
  - o other attractive features of location for visitors to participate in (e.g. wineries and beaches mentioned by Rob).

### 3. Develop a bid for the 2029 World Masters Games on behalf of the Hunter Region

Our initial assessment of challenges and opportunities with Rob shows that we have some of the necessary elements required in hosting the 2029 WMG, like venues, some experience and an attractive visitation proposition. The biggest hurdles will be attracting the necessary government funding and that Brisbane could be the host of the 2033 WMG. Having the 2029 and 2033 WMG's in the same country would not be considered appropriate by the International Masters Games Association (IMGA).

Preparing a bid is approximately 1 year of intensive work. However, the lead time for preparing the bid is in our favour as the intensive bid preparation work would be in the years 2023 to 2024 for a 2025 submission due date. The IMGA would visit bidding locations in forming their preferences.

Other opportunities and considerations could include:

- discuss with Brisbane the 2033 hosting rights in order for Newcastle and the Hunter to host the 2029 WMG or discuss co-hosting opportunities.
- hosting the Australian Masters Games (AGM) instead of WMG. **Table 1** outlines the budget and participation of the respective games. The budget (cost) for hosting the WMG is more than ten

- times larger than the AMG and participation is five times larger with significantly larger associated economic benefits.
- Hosting another global sporting event that has similar costs, benefits but fewer challenges.

### 4. Review existing strategies and develop a roadmap for the implementation of key actions to attract major events to the region

As previously identified, the Hunter JO has been successful in securing the Accelerating Event Economies (A2E) project funding of \$861,476 from the Bushfires Local Economic Recovery (BLER) Fund. The A2E project aims to attract large events to the Hunter, which aligns closely to this action. The A2E project would scope out other major event opportunities which could be considered alongside a bid for the WMG.

### Recommendation:

 That GMAC consider the opportunities and challenges outlined of a bid for the 2029 WMG and move further consideration of a bid to be within the scope of the Accelerating Event Economies (A2E) project, where research and consideration of the WMG can be done alongside other significant event opportunities for our region.

### 8. Matters Raised by Members

### 9. General Business

9.1 Hunter JO Board Induction Pack

Report Author: Louisa Bulley, Executive Officer

Responsible Officer: Joe James, CEO

As the September Local Government elections approach, a Hunter JO Induction Pack is being drafted, to help onboard any new incoming Mayors, and to be used as a standard information pack for member councils and their Councillors.

Incoming Hunter JO and Arrow Directors alike are not currently provided with an easy overview of the structure of the entities, governance framework, or their role as a Board Member. This induction pack seeks to meet that need, while also being able to be used as a Comms Tool more broadly.

A draft of the Induction Pack will be able to be provided to the Hunter JO Board for their August Meeting, as it is still in draft.

However, largely the document will follow the below structure;

- Overview: Who is the Hunter JO?
- What is the purpose of the Hunter JO?
  - Our Strategic Priority Areas
  - Our Values
  - o Leadership Team
- Entity Structure Hunter JO & Arrow
  - O What is the purpose of Arrow?
  - Arrow Business Units & Leadership Team
  - O How does the Hunter JO interact with Arrow?
- Board Structure Roles & Responsibilities

The document will also be accompanied by copies of the Hunter JO Code of Conduct, Code of Meeting Practice, and Annual Performance Statements.

### **Recommendation:**

That the report be received and noted

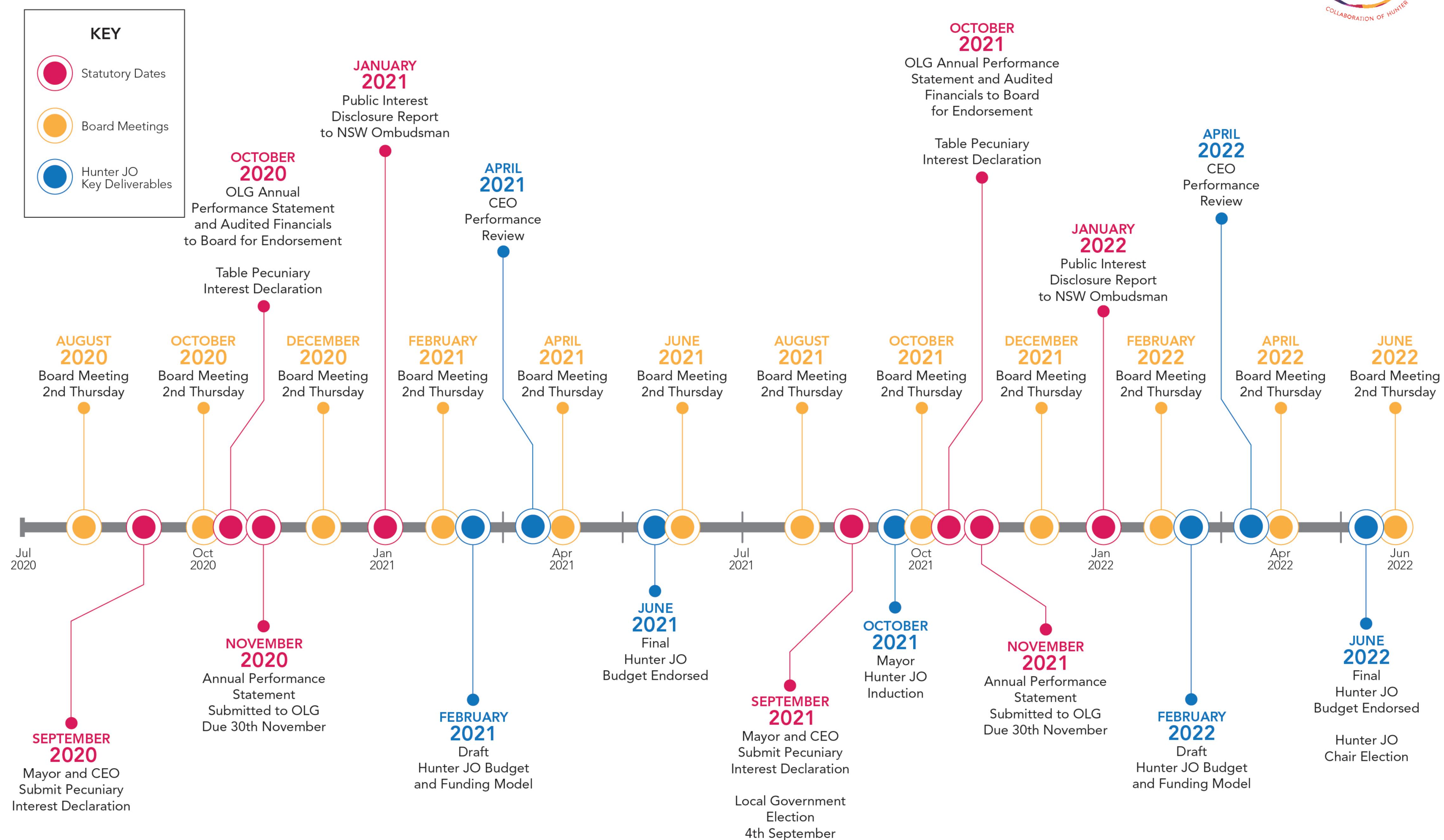
9.2 Compliance & Governance Calendars

### **Standing Attachments Included:**

- Attachment 16 HJO Board Forward Planner and Governance Calendar
- Attachment 17 JO-Calendar-of-Compliance-and-Reporting-Requirements-2020-2021

# HUNTER JO BOARD FORWARD PLANNER & GOVERNANCE CALENDAR





# JOINT ORGANISATION CALENDAR OF COMPLIANCE AND REPORTING REQUIREMENTS 2021-22

	Office of
NSW	Local Government

	JULY 2021	AUGUST 2021	SEPTEMBER 2021	OCTOBER 2021	NOVEMBER 2021	DECEMBER 2021	JANUARY 2022	FEBRUARY 2022	<b>MARCH 2022</b>	APRIL 2022	MAY 2022	JUNE 2022
		7 Proposed Ioan				5 Last day for meeting						
		borrowings return				to be held to present						
		to be submitted to				audited financial						
		TCorp				statements [LGA						
						s418(2); LGReg cl						
						413G]						
				17 Request for extension								
				to lodge financial								
				statements to be								
111				submitted in writing								
NC.				to OLG [LGA s416(2);								
H N	31 GST Certificate to be			Codel 31 Audited Financial		28 Last day for annual						
	submitted to OLG			Statements to be		performance						
	[Commonwealth			lodged with OLG		statement to be						
	Constitution s114]			[LGA s417(5); Code]		published [LGReg cl						
						397J(2)]						
						31 Last day to provide						
						report detailing						
						delivery progress of						
						the Capacity						
						Building project						
	Joint Organisations to not	ify OLG throughout the year	ear when loans are drawn down	LGReg cl 230)								
			4 REMINDER: Election of the									
			chairperson at the first									
			meeting of the JO after the									
			ordinary election of									
			councils (give member									
			councils time to elect									
			mayors who make up the									
			JO board)									
Ш				30 Annual Report of								
S				obligations under								
N N				PIDA to the Minister								
\ \ E				and the Ombudsman								
09				[PIDA s31]								
	30 Public interest		30 Lodge completed written	30 Annual Report of	30 Annual Performance	31 Report to JO Board 30 F	Public interest disclosures report					30 Last day to adopt
	disclosures report		returns of interest for voting	-	Statement due	_	due to the NSW Ombudsman [PID					Statement of Revenue
	due to the NSW		representatives and	GIPA to the Minister	[LGReg cl 397J(1)]	OLG [MCCP cl 11.2]	s6CA]					Policy and Budget
	Ombudsman [PIDA		designated persons who	and the Information		on code of conduct						[LGReg cl 397l]
	s6CA]		held office at 30 June [MCC	Commissioner [GIPA		complaint statistics						
			cl 4.21(b)]. Executive Officer	s125]								
			to table returns at next JO									
			Board meeting [MCC cl									
			4.251									
	Local Government Directo	ry - Joint Organisations s	should notify the OLG (olg@olg.ng	sw.gov.au) of any senior st	air or address changes via	email to enable updating of th	e airectory					

Elections: Requirements within 12 months after the elections: Amend Local Policy (s.165(4)); Re-determine Organisation Structure (s.333); Review JO adopted Code of Conduct (s.440(7)); Adopt a code of meeting practice that incorporates the mandatory provisions of the model code and a policy concerning the payment of expenses (LGA s360 (3) and s252(1) LGReg cl 397M)

Joint Organisations must review its publication guide in relation to the Government Information (Public Access) Act 2009 and adopt a new publication guide at any time

Joint Organisation Circulars are emailed to Joint Organisations. Please advise OLG (olg@olg.nsw.gov.au) of any change of JO email address. Joint Organisation Circulars can be downloaded from OLG webpage at www.olg.nsw.gov.au

OLG = Office of Local Government. LGA = Local Government Act 1993. LGReg = Local Government (General) Regulation 2005. Code = Local Government Code of Conduct for Local Councils in NSW, 2018. MCCP = Procedures for the Administration of The Model Code of Conduct for Local Councils in NSW, 2018. PIDA = Public Interests Dislosures Act 1994. GIPA = Government Information (Public Access) Act 2009.