



HUNTER JOINT ORGANISATION  
**ANNUAL PERFORMANCE STATEMENT**  
**2020 - 2021**



## Acknowledgement of Country

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

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Speak to our Administration Officer on:  
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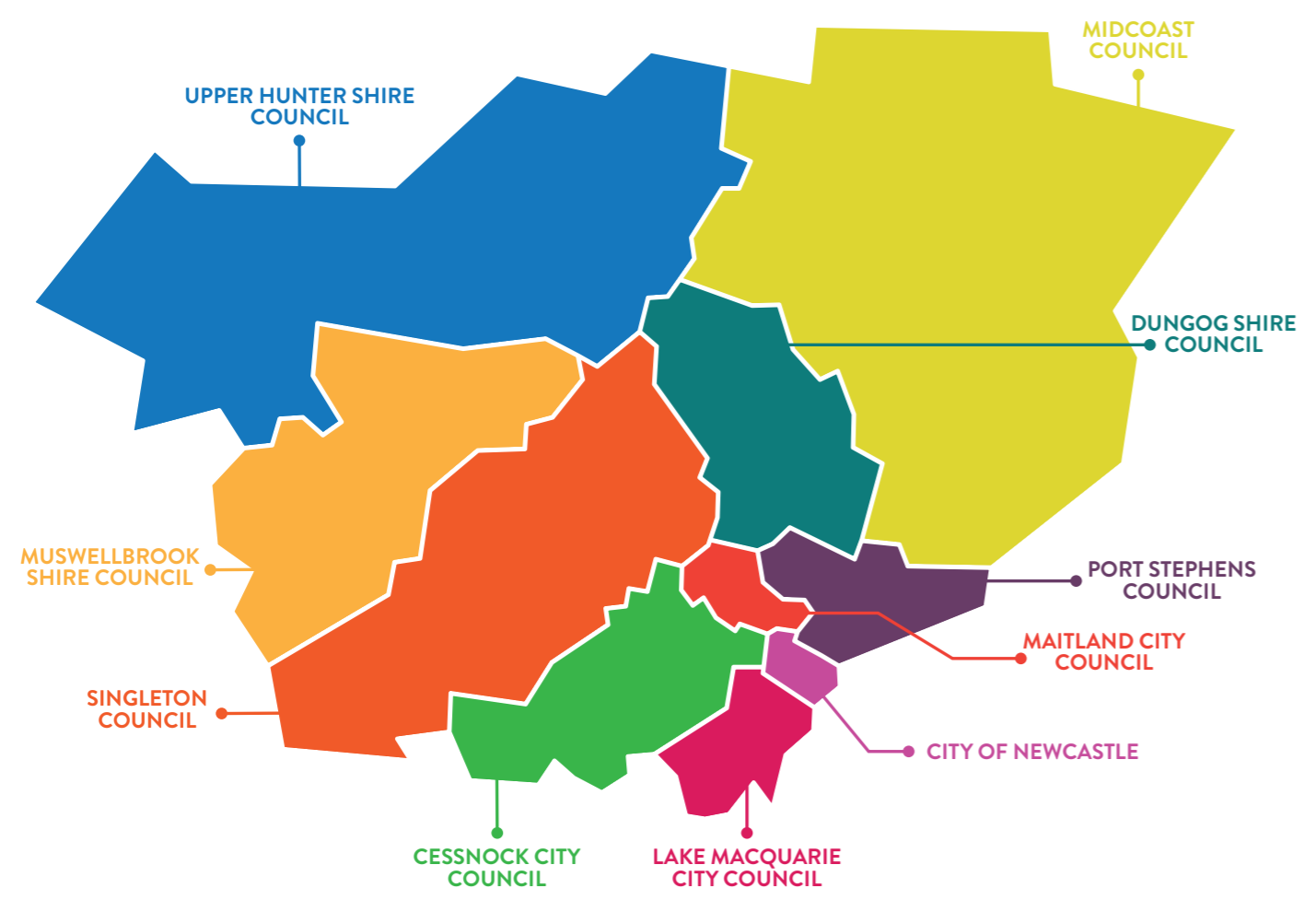
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# PART 1

## Hunter JO Summary

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## Who We Are / Our Region

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

The Hunter JO also has a number of Sub-Committees, that focus on specific priorities in the region. These consist of:

- Greater Newcastle Metropolitan Plan Sub-Committee
- Circular Economy Sub-Committee
- Regional Economic Transition Sub-Committee

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

With a Board made up of twenty regional leaders who dedicate contributions and influence, the opportunities and support for the Hunter JO is significant. Consisting of communities located around the Manning and Hunter River Valleys, the Hunter JO is responsible to over 750,000 people – growing to at least 863,000 by 2041. We have the largest share of both regional population and regional employment, and are located in the State's fastest growing corridor – from the northern edge of Sydney to Newcastle. The Hunter boasts a diverse natural environment, and one of the fastest growing regional economies in Australia.

Our communities are also diverse; encompassing coastal hamlets, historic villages, growing suburbs, country towns, regional centres, and an emerging global city. Our region has been home to many generations of the Awabakal, Biripi, Darkinjung, Geawegal, Wonarua and Worimi people, with over ten Local Aboriginal Land Councils spanning the region.

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

### The Member Councils of the Hunter JO comprise:

Cessnock City Council • Dungog Shire Council  
 Lake Macquarie City Council • Maitland City Council  
 MidCoast Council • Muswellbrook Shire Council • City of Newcastle  
 Port Stephens Council • Singleton Council  
 Upper Hunter Shire Council

## Our Six Key Areas

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



Our **communities** stay inclusive, proud and safe and celebrate diversity



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



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



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



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



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

## Our Main Focus

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

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

The core operations of the Hunter JO are funded by our ten member councils and by the affiliated commercial business units which offer shared services to Local Government. The projects of the organisation are also made possible by state and commonwealth grant funding.

## Our Values



### Collaboration

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



### Connection

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



### Trust

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



### Leadership

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





**Cr Bob Pynsent**  
Mayor of Cessnock  
Chair of the Hunter JO

*“Our continued collaboration will be key to ensuring the unique, local and united voice of our communities are heard, and that decisions are made that benefit the region.”*

## A word from the Chair

This Annual Performance Statement outlines the Hunter JO's organisational performance in the 2020/2021 financial year. It is my great pleasure to be presenting this report as the performance of the Hunter JO over the past 12 months is really a reflection of the leadership and strength of our region, demonstrating the collective impact of collaboration in local government. We are well and truly recognised as the hub for intergovernmental collaboration and have created connections and action across a range of key regional issues and programs.

Over the last 12 months we have consistently delivered genuine and sustained collaboration with a range of agencies and committees, member councils and industries across identified strategic priorities for the Hunter region. Since our establishment as a Joint Organisation in 2018, we have been building local government capacity to provide leadership at a regional level.

The increasing level of collaborative place based leadership provided by the region's councils through the Joint Organisation, is key to addressing the leadership gap between State and Local Government that exists at a regional level. Our continued collaboration will be key to ensuring the unique, local and united voice of our communities are heard, and that decisions are made that benefit the region.

Intergovernmental collaboration enables action that is larger than our individual capacity and over the last year the Hunter JO has significantly increased and embedded itself as an advocate for our region. As part of our advocacy activity we engaged with Transport for NSW (TfNSW) to improve outcomes for the region and enhance local government integration into transport planning and delivery. This involved collaborating with multiple organisations within our Transport for NSW Hunter Reference Group to engage relevant state government ministers.

We have also continued to support local government leadership at a regional level by delivering in a collaborative way across many program areas. This includes Contaminated Land Management, Waste Education and Resource Recovery, Circular Economy, and Environmental Resilience.

I thank my fellow Mayors for all of their contributions, not only in the last 12 months, but across the years that we have been committed to true collaboration. Our Hunter JO Board has driven key advocacy and delivered a wide range of projects and programs for our region. I also thank the General Managers of our ten councils for their contribution to the Hunter JO through our Board and as members of our General Managers Advisory Committee.

The incoming year is already shaping up to bring many new opportunities to increase local government capacity and continue advocacy and collaborative activity. As my last year as Chair of the Hunter JO and Mayor of Cessnock, it has been a time of reflection and recognition of the great work being delivered for our region as a whole. Within three years, the Hunter JO has achieved many positive outcomes for the region and in the last 12 months received national recognition from the Cities Power Partnership and the Planet Ark Foundation: but the journey is only just beginning.







**Joe James**  
Chief Executive Officer

**“Collaboration is hard to do, but our Member Councils have consistently demonstrated the significance of their collective impact in ensuring our communities are enabled to determine their own future.”**

## A word from the CEO

The Hunter JO’s focus for the 2020/2021 financial year has been on the importance of the role of local government and collaborative local action. The past 12 months have seen a new Hunter JO funding and delivery model, endorsed by our Board last year, come to fruition with establishment of the Regional Policy and Programs Division.

In its first year of operation this new model has attracted \$1.58 million in new grant funding for Member Councils’ programs being led through the Hunter JO. This includes Integrated Planning and Reporting (IP&R) Resilience, Act Now for Adaptation: Coastal Wise Communities, Simtables for Community Empowerment, and Accelerating Events Economies (A2E).

Collaboration is hard to do, but our Member Councils have consistently demonstrated the significance of their collective impact in ensuring our communities are enabled to determine their own future. The past 12 months have seen numerous challenges for our region through the ongoing impacts of the COVID-19 pandemic; however, the Hunter JO has continued to deliver outcomes through the region by adapting to different ways of collaborating.

The capacity and capability of the organisation has seen significant growth and the creation of new roles in order to deliver across multiple program areas. This has allowed us to increase our engagement and outcomes for the region and within our Member Councils, as well as increasing collaboration with partner organisations and multiple levels of government.

We have begun development on the Hunter JO’s Strategic Plan 2022-2026 by identifying Council priorities at a Strategy Day in May 2021. This led to the identification of four Regional Priority Themes: Connectivity, Resilience, Jobs and a Growing Economy, and Liveability. The importance of our Member Councils collaborating on our regional priorities ensures that there is a shared view about what is important for our region.

The Hunter JO has continued our advocacy around economic diversification and evolution through our Hunter 2050 program. It was identified that there is a funding shortfall for the evolution of the regional economy given the global shift in demand for coal over the long term and, as a result, the Hunter JO has engaged a consultant to scope out and structure the Hunter Venture Fund.

We have begun to develop resources to assist councils in embedding joint objectives in their IP&R documents, including within the Climate Resilience space. This aligns with the Hunter JO’s participation in the Climate Council’s Cities Power Partnership (CPP); the Hunter was the first region in Australia to collectively join this initiative. This shows the importance of a collaborative mindset to shared challenges.

Our Member Councils coming together as a united voice to approach the simultaneous challenges of changing global energy markets and climate change impacts, ensures that local government is represented at a decision-making level. We are also nationally recognised as leaders within the Circular Economy space as a result of the circular economy projects we are working on and the engagement of numerous facilitators groups and subcommittees.

I am truly proud of what the Hunter JO has been able to achieve and deliver for the region as whole over the 2020/2021 financial year. All levels of our organisation, including Mayors, General Managers, Council staff and internal staff, have continuously shown their commitment to our mission of providing “a united and local voice for our communities”. Local leadership and action has consistently enabled positive outcomes in our region.



## Delivery Highlights 2020 - 2021



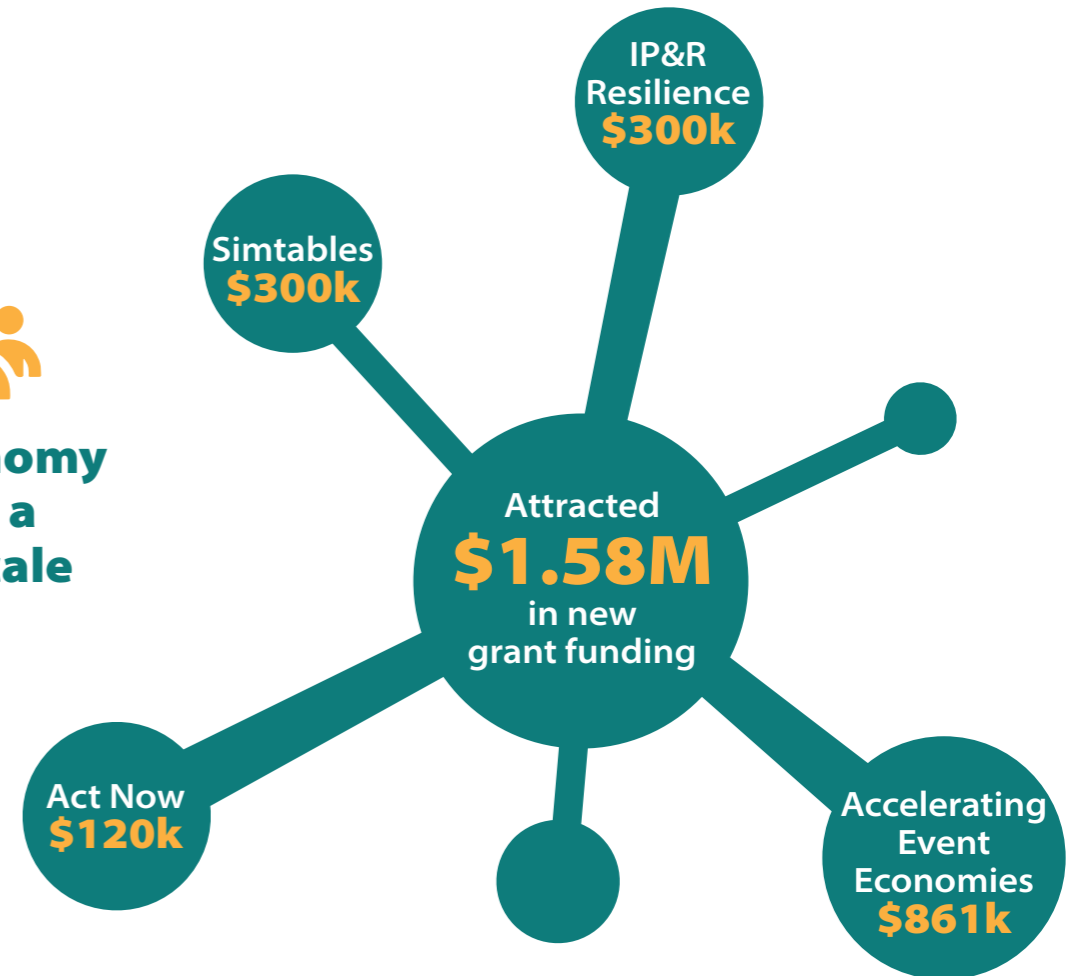
**Peak Bodies Collaboration**  
Local Government Infrastructure  
Stimulus Funding



**Regional Contaminated Land Program**  
Supporting and building Council capacity



**Circular Economy Leader on a Regional Scale**




First time regional delivery of **Community Recycling Centres Education**



**Hunter 2050**  
Advocacy for Economic Evolution



Hunter Region first nationally to have all Councils committed as **Cities Power Partnership Members**



**Partnering for Growth**  
Leading advocacy on transport planning and delivery reform



**Circular Economy Roadmap**



**IP&R Climate Change Package**  
Supporting Councils to embed Climate Change into their IP&R Framework



**Genuine and Sustained Collaboration**  
with a range of agencies and committees



**Small Acts Big Change**  
The digital strategy reached over 500,000 people and had over 1 million views



**Strategic Planning Draft Themes Identified**  
for Strategic Plan 2022 - 2026



**New HJO Funding and Program Delivery Model Implemented**





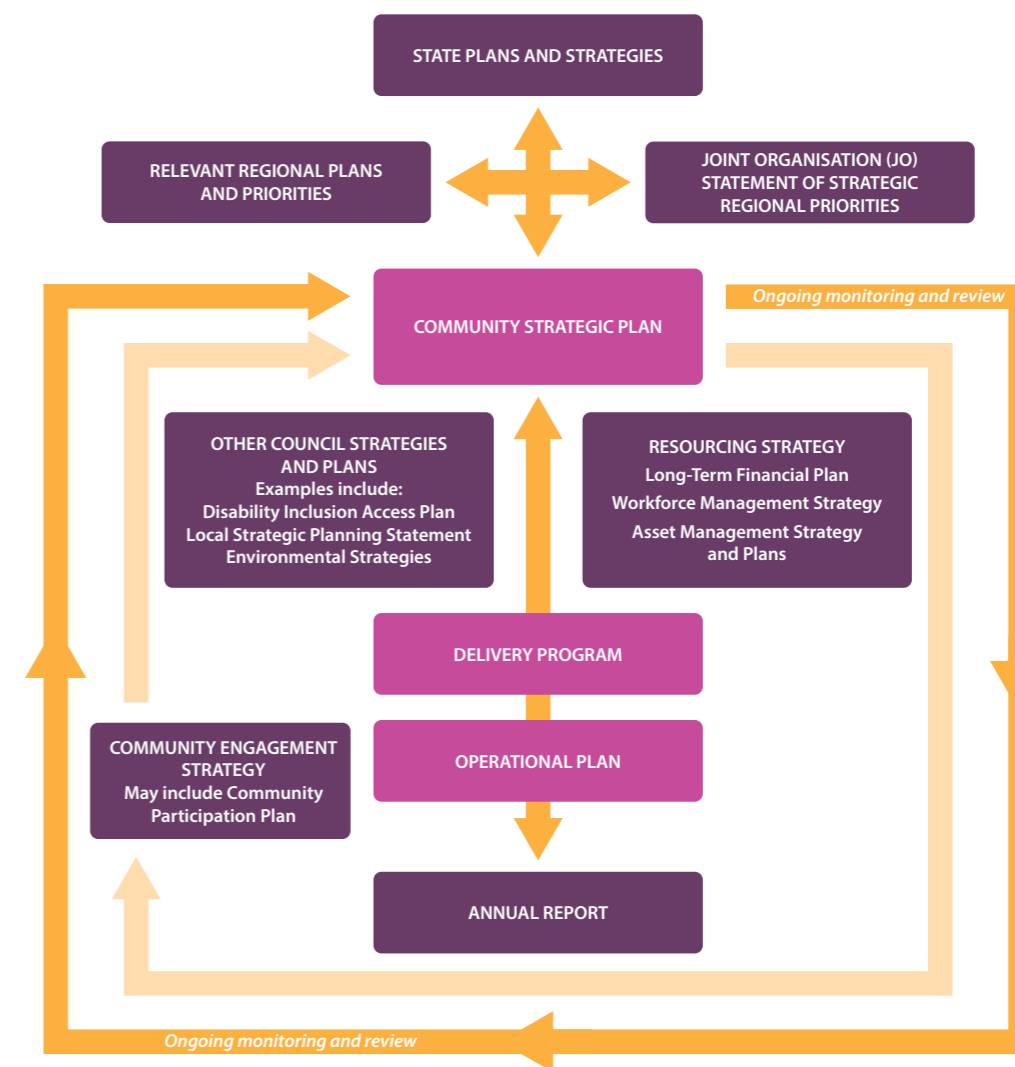
## Strategic Planning and Integrated Planning & Reporting

### Framework and our relationship to our member councils

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

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

Joint Organisations (JOs) now have a streamlined planning and reporting framework under the 'Local Government (General) Regulation 2021' and 'Integrated Planning and Reporting Guidelines for local councils in NSW'. JOs are required to develop a Statement of Strategic Regional Priorities (SSRP) which sets out a vision for the region and provides an overview of the actions required to deliver the vision. The SSRP should draw from the Community Strategic Plans (CSP's) of member councils, regional-level plans and other state strategic documents to clearly identify the highest regional priorities.







### Hunter JO Strategic Plan 2022 - 2026 - Under development

The Hunter JO's Statement of Strategic Regional Priorities (SSRP) is called the Hunter JO Strategic Plan 2022-2026. The plan is currently under development and one of the engagement techniques with the Hunter JO Board Included a Strategy Day held on the 21 May 2021. There was also pre-workshop preparation carried out with each Councils General Manager and Mayor to Identify the Councils list of regional priorities for the future.

The Strategy Day included each General Manager and Mayor presenting their list of priorities and a question and discussion session following each presentation. Analysis of the priorities and a further whole of group workshop led to the Identification of four Regional Priority Themes that the Draft Strategy will be developed around. These are detailed below.

The development of the Hunter JO Strategic Plan 2022-2026 will include multiple engagement opportunities and will allow information and feedback to be obtained throughout the process.

### Draft Hunter JO Strategic Priorities 2022 - 2026

#### CONNECTIVITY



#### RESILIENCE



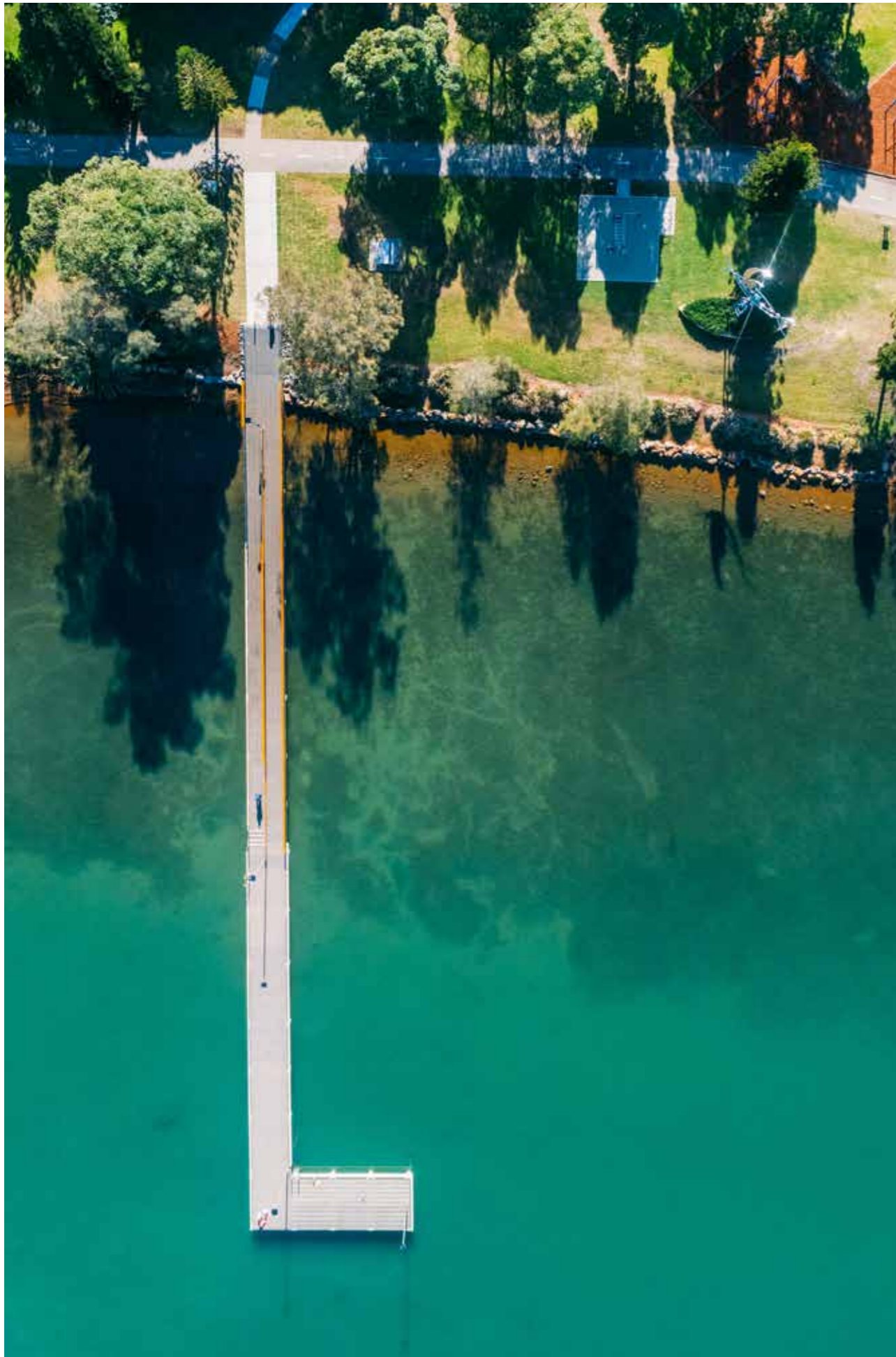
#### JOBS AND A GROWING ECONOMY



#### LIVEABILITY







## PART 2

# Hunter JO Program Report 2020 - 2021

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## Collaboration, Engagement and Advocacy Overview

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### Intergovernmental Collaboration - Committees and Networks

- Hunter Regional Leadership Executive
- Regional Leadership Executive Human Services Sub Committee
- Regional Leadership Executive Economic Development Subcommittee
- Regional Leadership Executive Recovery & Resilience Subcommittee
- Regional Leadership Executive Planning & Environment Subcommittee
- Hunter Industry Roundtable
- Regional Business Attraction Committee
- Upper Hunter Economic Diversification Working Group
- Hunter Identity and Positioning Strategy - Project Control Group and Local Government Reference Group
- Hunter Cruise Committee
- Hunter Central Coastal Management Program Practitioners Roundtable
- Local Government Climate Change Planning Toolkit Working Group
- Transition Hunter Central Coast (HCC) working group
- Hunter Regional Plan Review Steering Committee
- Greater Newcastle Metropolitan Urban Development Program Committee
- Hunter JO Regional Economic Transition Standing Committee
- Hunter JO Greater Newcastle Metropolitan Plan Steering Committee
- Hunter JO Circular Economy Subcommittee
- Hunter JO Regional Economic Development Forum
- Hunter JO Regional Planning Forum
- Hunter JO Smart Region Forum
- Hunter JO Regional Contaminated Land Working Group
- Hunter Circular Facilitators Group
- EPA Local Government Advisory Group
- State and Regional Waste Managers Network
- Hunter & Central Coast Regional Waste Managers Network
- NSW JO Chairs Forum
- NSW JO Executive Officers Network'
- Hunter Transport Project Delays - Industry and Local Government Reference Group
- Climate Action Professional Officers Group
- Hunter Freight and Logistics Taskforce

### Ministerial Engagements

A diverse range of Ministerial Engagement took place over the year and an overview is provided below:

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#### Stuart Ayres, NSW Minister for Jobs, Investment, Tourism and Western Sydney

**FOCUS OF ENGAGEMENT:** Shiraz to Shore, Accelerating Event Economies and Hunter 2050 Foundation

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#### Matt Kean, NSW Minister for Energy & Environment

**FOCUS OF ENGAGEMENT:** Hunter 2050 Foundation and Hunter BioCircular

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#### Damien Tudehope, NSW Minister for Finance and Small Business MP Taylor Martin, Parliamentary Secretary for the Hunter

**FOCUS OF ENGAGEMENT:** Hunter 2050 Foundation

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#### Minister Paul Toole, Minister for Regional Transport and Roads

**FOCUS OF ENGAGEMENT:** Advocacy on integrated transport planning and approvals, in collaboration with Urban Development Institute of Australia (UDIA), Property Council, Business Hunter, Dantia and Committee for the Hunter.

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#### John Alexander MP, Federal member for Bennelong and Chair of Federal Committee for Infrastructure, Transport and Cities

**FOCUS OF ENGAGEMENT:** The engagement was through an expert panel as part of a PhD project into Sustainable Metropolitan planning and development in Greater Newcastle.

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#### Paul Scully MP, Shadow Minister for Natural Resources

**FOCUS OF ENGAGEMENT:** The Hunter JO Chair, the Chair of the Economic Transition Standing Committee and the CEO met with Paul Scully to discuss matters pertaining to his shadow portfolio and economic diversification.

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#### State and Federal Members of Parliament and candidates running for the seat of Upper Hunter

**FOCUS OF ENGAGEMENT:** Support requested for funding applications lodged by the Hunter JO under the Stage 2 – Bushfire Local Economic Recovery (BLER) Fund:

- Accelerating Event Economics (Regional Event Attraction)
- Hunter 2050 Foundation
- Hunter BioCircular
- Shiraz to Shore

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#### Office of the Hon. John Barilaro, Deputy Premier

**FOCUS OF ENGAGEMENT:** Hunter 2050 Foundation

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#### Office of the Minister for the Environment (Minister Kean)

**FOCUS OF ENGAGEMENT:** Briefing Peter Polous and Departmental advisers on the Hunter 2050 Foundation and discussing the status of the REZ in the Hunter.

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#### Michael Johnsen, MP

**FOCUS OF ENGAGEMENT:** Briefed on Hunter JO funding applications submitted to Bushfire Local Economic Recovery (BLER) Fund.



## Advocacy

### End to Transitional Arrangements under the NSW Coastal Management Act (2016)

Based on the advice of council staff and confirmation from General Managers, a letter was forwarded to the Minister for Local Government, Shelley Hancock making a formal request for a 3-year extension to the transitional arrangements under the NSW Coastal Management Act, or that CZMP's still have effect until replaced by CMP's.

The Coastal Management Amendment Bill 2021 has been approved which provides a 2 year extension to Councils.

### Hunter Global: Our International Future

The Hunter JO is leading a collaborative partnership between the Hunter JO, Newcastle Airport, Committee for the Hunter, Business Hunter and the University of Newcastle to directly support the expansion of international Airport related business and industry as a primary contributor to the Hunter Region's economic growth and diversification.

### Connectivity – Advocacy on integrated transport planning, delivery and funding

The Hunter JO is collaborating with UDIA, Property Council, Dantia, Business Hunter and the Committee for the Hunter on the need to address funding backlog for under funding of transport infrastructure in the Hunter. To improve the integration of landuse and transport infrastructure planning, prioritisation and delivery.

### NSW Infrastructure Reforms

Supported the LGNSW advocacy around local government concerns with infrastructure contributions reforms.

### Hunter 2050 Media Release and Website

The Hunter JO launched the Hunter 2050 Website which provides a focal point for the regions advocacy for state and federal government to support economic transition.

### Hunter Expert Panel Announcement

The announcement by the Deputy Premier regarding the need for a regional voice and governance mechanism to guide the regions response to changing global energy technology markets and demand for coal. Hunter JO has proposed a specific solution in the form of the Hunter 2050 foundation.

### Correspondence re: BLER Fund

The CEO sent correspondence to a range of stakeholders regarding the Hunter JO's submissions to the Bushfire Local Economic Recovery (BLER) Fund. Correspondence was sent to local Federal and State Members of Parliament, as well as to all candidates running for the State seat of Upper Hunter.

With the BLER Fund having been heavily oversubscribed, this correspondence spoke to the submissions made by the Hunter JO and their whole-of-region benefit.

### Disaster Recovery

Following on from the GMAC meeting of 25 March 2021, the Hunter JO wrote to Resilience NSW Commissioner Shane Fitzsimmons, regarding recovery efforts following recent storms, floods, and disaster declaration. Within the region MidCoast Council were particularly impacted, with the correspondence asking for assistance in disaster recovery, particular in relation to waste.

### Singleton Bypass

The Hunter JO undertook advocacy to support member Council concern with the proposed design of the Singleton Bypass. Member Councils saw the proposed design as a common challenge experienced by local government when advocating for a longer term and more strategic outcomes for their Community.

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

Regional submission and testimony provided to Parliamentary Inquiry on the opportunities Joint Organisations present for transforming the way NSW Government agencies and local councils collaborate, plan, set priorities and deliver important projects at a regional "place based" scale across Regional NSW.

### Ready to Rebuild Infrastructure Campaign

In response to the pandemic, the Hunter JO partnered with the Committee for the Hunter to advocate for economic stimulus to go direct to Communities through spending on shovel ready Local Government Infrastructure.

### Inquiry into the sustainability of energy supply and resources in NSW

The Hunter JO Economic Transition Subcommittee prepared a submission and provided testimony to the Newcastle hearing of the State Committee on Environment and Planning Inquiry into the sustainability of energy supply and resources in NSW, recommending that the NSW Government partner with the region on collaborating on structural economic change.

### Regional Submissions

A diverse range of formal regional submissions were also prepared over the year and are listed below:

- Preparing environmental management plans for contaminated land;
- Contaminated Land Consultant Certification Policy;
- NSW Regional Housing Taskforce;
- Regulation Review – Environmental Planning and Assessment Regulation 2021; and
- IPART review of domestic waste management service charges.





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

- 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.

**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.

**DELIVERY STATUS:** Ongoing participation by Hunter JO staff on the Committee

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

### SUBMISSION TO NSW HOUSING TASKFORCE

**ACTIVITY / OUTPUTS:**

During the year a regional submission was made to the NSW Housing Taskforce highlighting:

- the ongoing challenge presented by lack of integration, funding and delivery of transport infrastructure over many years in the region
- the need to improve integrated land use planning, particularly around transport planning and infrastructure delivery

**DELIVERY STATUS:** Completed



**1.4 Continue to work together to deliver the programs to increase community resilience and preparedness for natural disasters through the Hunter and Central Coast Regional Environmental Management Strategy**

REGIONAL DISASTER PREPAREDNESS OFFICER PROGRAM
<p><b>PURPOSE:</b> To support Councils increase their capacity and capability to prepare, respond to and recover from disasters through:</p> <ul style="list-style-type: none"> <li>• Improving collaboration between local councils and agencies</li> <li>• Strengthening Council local emergency management plans</li> <li>• Establishing local recovery plans</li> <li>• Identifying priority systems, strategies and investments (within and across Councils) to mitigate risks</li> <li>• Integrating climate change adaptation strategies into emergency management systems</li> <li>• Establishing regional networks focussed on building Council and community resilience</li> </ul>
<p><b>ACTIVITY / OUTPUTS:</b> Hosting by the Hunter JO of a Resilience NSW Regional Disaster Preparedness Officer commenced in March 2020. Key outputs delivered throughout the year by the program included:</p> <ul style="list-style-type: none"> <li>• Disaster Dashboards were prepared for all Hunter JO member Councils and Central Coast Council. These websites now 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</li> <li>• Two regional forums were delivered December 2020 focused on building awareness of Local Government Emergency Management Arrangements.</li> <li>• Get Ready branding and resources were prepared for all Hunter JO Member Councils and Central Coast Council. Get Ready is a program run by Resilience NSW and the State Government to generate participation in disaster preparedness activities, with the aim of improving the disaster resilience of people in NSW</li> <li>• Direct operational support to Councils was provided by the Regional Disaster Preparedness Officer following significant floods in March 2021</li> </ul>
<p><b>DELIVERY STATUS:</b> Completed. (NB Following a restructure of Resilience NSW in 2021, the Regional Disaster Officer Preparedness Program has transitioned to become part of the core business of the Local Coordination and Service Delivery (LCSD) Division, now established within Resilience NSW. This means all programs and support previously delivered through the Regional Disaster Preparedness Program will now being delivered directly from within Resilience NSW.)</p>

TRANSFORMING RESILIENCE WITH THE INTEGRATED PLANNING & REPORTING FRAMEWORK
<p><b>PURPOSE:</b> To provide an innovative approach to support bush fire affected member Councils embed resilience principles and projects into their IP&amp;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.</p>
<p><b>ACTIVITY / OUTPUTS:</b> The Hunter JO was successful in its grant application for \$300,000 to deliver this project. Initial project administration, project planning and stakeholder engagement commenced during the year. Following recruitment of a project officer, full scale delivery of the project will commence in 2021/22.</p>
<p><b>DELIVERY STATUS:</b> In Progress.</p>

SIMTABLES FOR COMMUNITY EMPOWERMENT
<p><b>PURPOSE:</b> 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.</p>
<p><b>ACTIVITY / OUTPUTS:</b> The Hunter JO was successful in its grant application for \$300,000 to deliver this project. Initial project administration, project planning and stakeholder engagement commenced during the year. Following recruitment of a project officer, full scale delivery of the project will commence in 2021/22.</p>
<p><b>DELIVERY STATUS:</b> In Progress.</p>



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

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

#### 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.

#### ACTIVITY / OUTPUTS:

- A wide range of activities and outputs were delivered throughout the year under the program. These included:
1. Ongoing provision of technical advice to Councils (i.e. a Helpdesk service) on issues involving contaminated land management (land use planning, UPSS and public land management)
  2. Developing a suite of guidance resources and training, to build the capacity of Council staff to regulate sites containing UPSS handed over to Councils from the NSW EPA. This has included:
    - Standard Conditions of development consent
    - Template Fuel System Operation Plan (FSOP) Guide
    - UPSS Procedures
    - UPSS Risk Assessment Template
    - Conducting an Initial Review of the Potential for Contamination in Planning Approvals Processes
    - Initiating the Investigation, Remediation and Site Audit Process.
  3. Co-ordinating and facilitating joint regional submissions to successfully influence NSW statutory guidelines, including:
    - Draft Guidelines for consultants reporting on contaminated land
    - Draft Guidelines for Implementing the Protection of the Environment Operations (Underground Petroleum Storage Systems) Regulation 2019.
    - Draft NSW standardised conditions of development consent relating to contaminated land.
  4. Designing and piloting design and development (prior to broader regional roll out) of a Contaminated Land Information database with Cessnock and Maitland Councils. This has comprised:
    - Determination of regionally consistent classification categories
    - Sourcing information on a regional basis to populate new and/or upgraded information systems
    - Delineating the risk for Councils posed by contaminated land.
  5. Delivery of a regional workshop series targeting Council staff which focused on:
    - The role of laboratories in contaminated land and how to detect fraudulent reporting
    - On-site capture and treatment of hydrocarbons, specifically focusing on the storm water quality issues associated with service stations.
    - Interpreting contaminated land technical reports Remedial Action Plan, Site Remediation and Validation.
    - Asbestos in Soils Workshop
  6. Convening and facilitating regular meetings of a Regional UPSS Transition Working Group, comprising representatives from all Hunter JO member Councils to share information and knowledge

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



## CITIES POWER PARTNERSHIP

**PURPOSE:** To support regional collaborative efforts by Councils, the Hunter JO and Cities Power Partnership (CPP) in delivery of shared pledges on climate action made by Councils

**ACTIVITY / OUTPUTS:** During the year, the Hunter JO provided regional facilitation and support to assist all Hunter JO member Councils and Central Coast Council became members of the Cities Power Partnership (CPP) program, making the Hunter the first region nationally to do so. In recognition of this achievement, the Hunter JO Board endorsed exploring a “Regional Collaboration Pledges Partnership” with CPP.

As part of this regional initiative, the Hunter JO has also:

1. Facilitated the identification by Councils of agreed high level regional focus areas on which to collaborate regionally. These include:
  - Preparing a Regional Electric Vehicle Charging Strategy and provision of fast-charging infrastructure throughout key locations in the region for electric vehicles
  - Ensuring Council fleet purchases meet strict greenhouse gas emissions requirements and support the uptake of electric vehicles.
  - Supporting and encouraging Community based Renewable Energy
  - Supporting and encouraging Council based Renewable Energy
  - Supporting and facilitating amendments to planning laws and controls that encourage community and industry to adopt renewable energy.
  - Facilitating advocacy and coordinating business cases that address tensions and reluctance around initiatives to address climate change.
  - Regional education and behaviour-change programs to support residents and business tackle climate change through, clean energy, energy efficiency and sustainable transport.
2. Delivered regional forums to provide Councils with information to support progressing the regional focus areas identified. These included a focus on:
  - Communicating Climate Change
  - Charging the regions – building a Local Government EV fast charging network

**DELIVERY STATUS:** Ongoing Role / Activity

## HUNTER CENTRAL COAST RESOURCE RECOVERY STRATEGY

**PURPOSE:** To develop a new Hunter Central Coast Resource Recovery Strategy for the period 2022-2027. The new Strategy will align with the recently released NSW Waste and Sustainable Materials Strategy 2021-2041 and associated funding streams, and provide improved alignment with the Regional Circular Economy program.

**ACTIVITY / OUTPUTS:** Work commenced during the year, in collaboration with the Regional Waste Managers Network, on reviewing the status of delivery of the Region’s existing Waste and Resource Recovery (WARR) Strategy 2017-2021. This work represents the foundational stage in a process to develop a new Regional WARR Strategy that will be finalised in 2021/22.

**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:** The purpose of the Roundtable is 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 to facilitate adaptation to a range of coastal management issues arising from climate change
- Provide the opportunity to share experiences across the region;
- Work together to integrate coastal management in broader council land use and corporate (IP&R) planning processes.
- Advise the Department on regional themes and topics for future forums, workshops, presentations and other relevant communications on regional coastal management planning and issues.

**ACTIVITY / OUTPUTS:** Hunter JO staff continued to participate in quarterly meetings of the Roundtable. In response to issues identified by Councils through the Roundtable, the Hunter JO:

- Was successful in leading a funding application to the NSW Government’s Increasing Resilience to Climate Change Program – see “Act on Adaptation” below.
- Led a regional advocacy effort on behalf of Councils seeking an extension to the end of transitional arrangements under the NSW Coastal Management Act for a 3-year period or until the completion of the Coastal Management Plans in our region. In response to this advocacy from the Hunter and other Councils along the NSW coast, the Minister introduced legislation into the Parliament during October 2021 to extend the timeline by two years for councils to complete their Coastal Management Programs.

**DELIVERY STATUS:** Ongoing Role / Activity

## ACT NOW ON COASTAL ADAPTATION

**PURPOSE:** The objectives of this project are to:

1. Develop an Integrated Planning and Reporting (IP&R) Package which embeds resilience to Climate Change into Councils operations through incorporation into the overarching IP&R documents.
2. Provide a coastal adaptation communication framework, media templates and suite of practical resources to directly build the capacity of the coastal councils of the Hunter and Central Coast Councils.
3. Build capacity within Councils to reduce risks, increase resilience and reduce climate vulnerability by collaboratively building community understanding and literacy around coastal management and adaptation issues and bridging the gap between the IP&R framework and prioritisation of Climate Change resilience.

### ACTIVITY / OUTPUTS:

- A pre-project "Act on Adaptation" Survey, was conducted by project partner the Department of Planning, Industry and Environment (DPIE) Social Research Unit and regional office. The purpose of the research was to better understand residents' experience of living, working in and visiting coastal communities, and the impact of various coastal hazards (erosion, sea level rise, inundation, storms) people may have experienced. Results from the survey are now informing the focus and format of communication resources being developed under the project by the Hunter JO.
- A draft climate change IP&R package was developed and distributed to Councils for piloting. The aim of the package is to provide support and guidance to Councils during the development of their Community Strategic Plan (CSP), Delivery Program and Operational Plan. The package includes the following practical tools and templates:
  - Climate change commitment level framework - commitment levels allow Councils to establish a vision and identity for their climate change journey. The three levels established provide typical (but not binding) narratives, which are based on the individual Councils' available resources, risk and opportunity level for the particular Local Government Area (LGA), and their communities' values. The concept supports the discussions within Councils when setting the scene for their IP&R cycle.
  - IP&R templates - these provide template wording for strategic priority statements, delivery program objectives and operational plan examples of initiatives and actions for each commitment level, in line with relevant guidelines and best practice principles; and
  - Communication and engagement package - this package provides process support, factsheets, template Council papers and presentation.

**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 regional Circular Economy initiatives being delivered by Member Councils through the Hunter JO.

**ACTIVITY / OUTPUTS:** The Hunter JO continued to convene quarterly meetings of the Subcommittee throughout the year, to facilitate input and oversight of various Circular Economy initiatives, including:

1. Circular economy procurement project
2. Circular Economy education & training opportunities
3. Development of a Circular Economy Roadmap for the Hunter and Central Coast
4. City Scan project
5. Hunter Central Coast Eco-system Stage 2 project
6. Hunter BioCircular

**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 / OUTPUTS:** In partnership with DPIE, the Hunter JO continued to co-convene quarterly meetings of the Facilitators Group throughout the year, to coordinate and drive a range of regional, multi stakeholder Circular Economy initiatives, including:

1. Circular economy procurement project
2. Circular Economy education & training opportunities
3. Development of a Circular Economy Roadmap for the Hunter and Central Coast
4. City Scan project
5. Hunter Central Coast Eco-system Stage 2 project
6. Hunter BioCircular

**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 CE
- 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 / OUTPUTS:** Initial concept planning has been completed and continues to be refined (and the concept further validated), by the range of projects being delivered by the Hunter JO with partner organisations. Establishment of the Hub is also recognised as a priority within the Circular Economy Roadmap that has been developed.

**DELIVERY STATUS:** Design and Development (delivery subject to resourcing)



## CIRCULAR ECONOMY ROADMAP

### PURPOSE:

- To develop a common understanding and definition for the circular economy of the region relevant to 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

**ACTIVITY / OUTPUTS:** Significant stakeholder consultation was completed throughout the year to inform the focus and development of the Circular Economy Roadmap, which will be released in late 2021. The release will accompany an update of the Hunter Circular website to host the Roadmap and to improve the websites capacity and role in facilitating engagement with the Roadmap by Circular Economy stakeholders, both within and beyond the region.

**DELIVERY STATUS:** Completed (scheduled for release December 2021)

## 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 / OUTPUTS:** During the year a part time communications officer was employed to work on communications and engagement for the Circular Economy program. A communications plan was developed and commenced comprising:

- A circular economy newsletter with local content, events and case studies as well as stories from national and international sources. The release of the inaugural newsletter is pending an update of the Hunter Circular website (scheduled for December 2021) through which the newsletter will be disseminated
- A LinkedIn CE network group to help facilitate engagement, launched in August 2021
- More regular updating and management of the huntercircular.com.au website content
- Planning for an annual circular economy event in the region (subject to the availability of funding)

A collaborative project between the Hunter JO, Lake Macquarie City Council, City of Newcastle, Central Coast Council and the University of Newcastle was also delivered, which used the City Scan tool as method to analyse circular economy data for the Hunter. A communications strategy will be delivered in 2021/22 to communicate the project outcomes and the process for accessing the data generated by the project.

**DELIVERY STATUS:** Completed (scheduled for release 2021/22)

## 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 / OUTPUTS:** In October 2020 the Hunter JO Board endorsed the establishment of a Circular Economy Regional Procurement MoU, which was then developed and signed off by Council General Managers in February 2021.

A consultant was subsequently engaged by the Hunter JO to deliver the project, with initial stages completed including the development and commencement of a Council engagement plan and data gathering.

**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.

**ACTIVITY / OUTPUTS:** Throughout the year the Hunter JO continued to deliver, adapt and expand the reach of the “Small Acts Big Change” campaign. Key activities included:

- Continuing to maintain, update and improve the “Small Acts Big Change” campaign website
- Ongoing design and delivery of the Small Acts Big Change social media and television advertising campaign, which built upon a series of short videos produced by the campaign focusing on community champions across the region.
- Delivery of a Masterclass in smartphone filming to Council staff in March 2021. With video currently representing the most engaging content on social media, the workshop aimed to build the capability of Council staff to capture great video (using the resources available to them) to utilise in Council social media channels to support local community awareness, education and engagement programs.
- Production and launch of a video in September 2020 targeting the region wide issue of illegal dumping. The video sought to address the ongoing issue of illegal dumping by educating the community on how to avoid this outcome.
- Delivery of a mini-lockdown series highlighting simple tips and tricks to help communities reduce their waste while at home during the COVID lockdown period. This was comprised of five social media tiles covering problems such as food waste, textiles waste, and plastic waste.

**DELIVERY STATUS:** A review of the 2020/21 year has identified the following social media reach for the Small Acts Big Change Campaign:

- Reach 576,295 (unique)
- Impressions 1,079,182
- Video views 1,231,934

### COMMUNITY RECYCLING CENTRES AWARENESS CAMPAIGN

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

**ACTIVITY / OUTPUTS:** For the first time the Hunter JO led the coordinated, region wide delivery of Council community education campaigns promoting access to and utilisation of Community Recycling Centres (CRCs). This involved continued regional delivery of CRC advertising across the region in conjunction with the Small Acts Big Change campaign. Given the closure of CRCs due to COVID lockdowns, the campaign incorporated a focus on boxing up problem waste, such as batteries or oil bottles, until CRCs reopened.

**DELIVERY STATUS:** In progress

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

**PURPOSE:** 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.

**ACTIVITY / OUTPUTS:** The Hunter JO, seven-member councils and Central Coast Council partnered with Green Caffein to deliver this Swap-and-Go Coffee Cup scheme across the region. Key activities delivered included:

- Joint media promotion by the Hunter JO, participating Councils and Green Caffein to encourage cafes to join the program commenced in February 2021, with the official program launch following in March
- Delivery of the program was significantly impacted by the 2021 COVID lockdown period, however is being reinvigorated as restrictions ease.

**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 / OUTPUTS:** The Hunter JO continued to coordinate and facilitate quarterly meetings of the Regional Council Waste Managers Network throughout 2020/21. As COVID restrictions tightened during 2021 this approach pivoted to hosting weekly sessions with Member Councils to share information and ideas around the public health order and its impacts on waste operations. The focus of this more frequent collaboration was to ensure the exchange of information across the region and to provide the opportunity for council staff during lockdown to discuss regional emergency management responses, as well as business continuity planning.

Hunter JO staff also continue to represent the Hunter and Central Coast in regular meetings of the NSW Regional Waste Coordinators Network convened by the NSW Environment Protection Authority.

**DELIVERY STATUS:** Ongoing Role / Activity

### HUNTER REGIONAL ILLEGAL DUMPING (RID) SQUAD

**PURPOSE:** To determine the feasibility of the Hunter JO potentially hosting the Hunter RID Squad, and the most appropriate financial and operational model were this to occur.

**ACTIVITY / OUTPUTS:** The NSW EPA, on behalf of the Hunter Central Coast Regional Illegal Dumping (HCCRID) Committee, has invited the Hunter JO to commence discussions regarding the potential support the JO could provide around hosting the Hunter RID Squad. The EPA and the HCCRID Committee have confirmed a strong commitment to continuing a regional approach to illegal dumping.

A report was made to the General Managers Advisory Committee and Hunter JO Board recommending that, subject to adequate resourcing being provided by the NSW EPA to undertake, a due diligence assessment be initiated by the Hunter JO to:

- Review existing state-wide approaches to the management of RID Squads
- Determine the feasibility of the Hunter JO potentially hosting the RID Squad
- Identify the most appropriate financial and operational model for the RID Squad were it to be hosted by the Hunter JO.

The Hunter JO will work with the EPA to progress this feasibility assessment, prior to making a recommendation to the Hunter JO Board on how to proceed in 2021/22.

**DELIVERY STATUS:** In progress





### 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 / OUTPUTS:**

- Terms of Reference endorsed by the Hunter JO Board at its February 2021 meeting and Council staff representatives appointed to the Forum by General Managers.
- Quarterly meetings of the forum commenced, transitioning to more frequent, shorter on-line forums during the COVID shutdown period
- The Forum has provided a valuable collaborative mechanism through which to update Councils on the status and directions of a number of important regional initiatives being delivered by the State Government, including the review of the Hunter and Central Coast Regional Plans, Hunter Regional Transport Plan and Hunter Identity and Positioning Project.

**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

**ACTIVITY / OUTPUTS:**

- The Hunter JO is represented on both the Project Control Group and the Local Government Reference Group for this initiative, which is being led by Regional NSW and the Hunter Central Coast Development Corporation.
- During the year the project completed a perception survey with over 1200 respondents from all over Australia, and 1 on 1 interviews with 10 large businesses and over 80 business surveys to provide a baseline understanding of perceptions of the Hunter region.
- A presentation was delivered to the Hunter JO Board in August 2021. Since that time, Regional NSW and HCCDC have determined to undertake further stakeholder / market based research prior to undertaking targeted consultation sessions with each Council on the potential directions identified for the Region's branding.

**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 / OUTPUTS:** A review and synthesis of State and Local Government Economic Development Strategies has been completed. This work has included:

- Identifying core economic planning themes and the level of alignment between Councils across these
- Mapping existing regional programs and initiatives being delivered against each of these themes
- Identifying gaps and opportunities that have the potential to be addressed at a regional scale through the Hunter JO

Outputs are being fed into the next iteration of the Hunter Jo Strategic Plan.

**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 / OUTPUTS:**

In April 2021 the Hunter JO Board resolved that an Options Paper be developed by the Hunter JO, in collaboration with GNMP Councils to:

- Review 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
- Identify potential alternative governance models and legislative mechanisms that could also be appropriate for delivering on the principles established within the MoU for GNMP delivery
- Provide recommendations on a preferred model and a process for progressing its establishment in collaboration with the NSW Government.

Individual consultation sessions were held during August and September 2021 with each of the organisations represented on the Steering Committee. The purpose of these sessions was to:

- Identify / confirm and explore key issues being experienced by stakeholder organisations with existing governance arrangements surrounding implementation of the GNMP;
- Provide feedback on the potential advantages and disadvantages of alternative regional governance models and/or legislative mechanisms identified through the Options Paper drafting process;
- Identify the primary elements considered necessary for inclusion in any potential alternative governance model for driving delivery of the GNMP; and
- Identify potential additional governance models to those identified in drafting the Options Paper that could also be appropriate for delivering on the principles established within the MoU for GNMP delivery.

The draft Options paper was provided to the Committee in October 2021. The Committee will now work together to co-define the core of the problem to be addressed in regard to regional governance issues, and to collaboratively develop a shared objective on the governance outcome that needs to be achieved, and the next steps on which to focus to move toward that objective.

**DELIVERY STATUS:** In progress



## GREATER NEWCASTLE METROPOLITAN PLAN STEERING COMMITTEE

**PURPOSE:** The Terms of Reference for the Greater Newcastle Metropolitan Plan Steering Committee identify its role as overseeing the development and implementation of the Greater Newcastle Metropolitan Plan with the Department of Planning and Environment, Department of Premier and Cabinet and Hunter Development Corporation.

### ACTIVITY / OUTPUTS:

At its 10th June 2021 meeting, the Hunter JO Board resolved to endorse:

- The Hunter JO assuming responsibility for the secretariat of the GNMP Steering Committee.
- An evaluation of the GNMP Subcommittee

During August and September 2021 individual consultation sessions were held with each of the organisations represented on the Steering Committee to:

- Identify existing perceptions and expectations as to the role and functions of the GNMP Standing Committee in its current format;
- Understand the key benefits / outcomes for each organisation arising from the operation of the Standing Committee, including key achievements to date;
- Identify potential issues or limitations with the current structure and systems of the Standing Committee that are thought to be constraining its potential effectiveness; and
- Identify recommendations / opportunities for improving the Committee structure, systems or processes to provide enhanced support, coordination and monitoring to GNMP delivery.

The outcomes of the consultation were presented to the meeting of the GNMP Steering Committee on 7th October 2021.

**DELIVERY STATUS:** Ongoing Activity

## 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 land use planning strategies and initiatives
- Facilitate networking and 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 viewpoints to 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 / OUTPUTS:

- Terms of Reference endorsed by the Hunter JO Board at its February 2021 meeting and Council staff representatives appointed to the Forum by General Managers.
- Quarterly meetings of the forum commenced, transitioning to more frequent, shorter on-line forums during the COVID shutdown period
- The Forum has provided a valuable collaborative mechanism through which to update Councils on the status and directions of a number of important regional initiatives being delivered by the State Government, including the review of the Hunter and Central Coast Regional Plans, Hunter Regional Transport Plan and Hunter Identity and Positioning Project.

**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 / OUTPUTS:

A draft regional population scenario planning report has been developed to underpin three sub regional workshops with Councils (Upper Hunter, MidCoast and Lower Hunter) and an additional workshop with Agency and other external stakeholders delivered November 2021. The results of the workshops are being incorporated into a draft advocacy document. The next stage will be to familiarise the Hunter JO Board and member Council executives with the draft document and seek feedback.

**DELIVERY STATUS:** In progress

### 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

**PURPOSE:** The Hunter 2050 Foundation is an innovative approach to manage industrial change, seeking to lead investment and redevelopment in the region as well as helping businesses and workers seize new opportunities. It represents an innovative model for economic leadership that is proactive, market driven, place-based and locally led.

### ACTIVITY / OUTPUTS:

A range of initiatives to promote or attract funding for Hunter 2050 were delivered through the year, including:

- Advocating for funding to establish the Foundation from the joint Commonwealth and State Regional Recovery Partnership Program.
- Grant application (\$4M) submitted to the Bushfire Local Economic Recovery Fund (BLERF).
- Delivery of media, communication and engagement strategy (December 2020 – February 2021)
- Commencing work on designing the structure and form of the Hunter Venture Fund, a central feature of the 2050 Foundation.

In August 2021 the Hunter JO Board resolved to repivot the focus of efforts surrounding Hunter 2050 so that moving forward the Hunter JO will:

- 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
- Maintain local leadership of solutions for the Hunter.

**DELIVERY STATUS:** In progress

## HUNTER VENTURE FUND

**PURPOSE:** The purpose of establishing a Hunter venture Fund is to fill funding, investment and capability shortfalls to 2050, that are required to help the Hunter Region plan for change that is accelerated by advancing energy technologies that will reduce the world's reliance on coal over time.

### ACTIVITY / OUTPUTS:

A consultant was engaged during the year to research and develop:

- A Pitch Deck to enable the Hunter JO to approach government and the funds management industry about investing in the Hunter Venture Fund (HVF)
- A Structuring Report providing recommendations on:
  - The structure, function and design of the HVF; and
  - Any further investigations that might be required to support the evidence base for the need for the fund.

Underpinning this work has been extensive consultation by the consultant and Hunter JO staff with key contacts in the local investment ecosystem.

**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 / OUTPUTS:** 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 / OUTPUTS:

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. A core focus of the Working Group during the year has been integrating priority outcomes from the Upper Hunter Futures project into the Upper Hunter Economic Diversification Project Action Plan.

**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 / OUTPUTS:

Two workshops were delivered during the year focusing on:

1. Understanding each Councils progress toward a smart city, and identifying the gaps and opportunities for regional collaboration; and reviewing and developing potential templates and tools to assist Councils progress toward a smart region
2. Scoping the development of a data strategy for the Circular Economy program

**DELIVERY STATUS:** In progress

### 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. It includes undertaking an events and opportunity audit, and identifying, preparing and implementing shared destination and event management resources including an event managers toolkit, prospectus, website and integrated council shared services, approvals and event data.

### ACTIVITY / OUTPUTS:

An application for \$861,000 in grant funding was successfully made to the Bushfire Local Economic Recovery Fund (BLERF) for this initiative (funding announced July 2021), which will focus 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 event management resource including event managers toolkit, prospectus, website and integrated council shared services, approvals and event data.

Delivery of the project will commence in 2021/22.

**DELIVERY STATUS:** In progress



**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
<p><b>PURPOSE:</b> To prepare a Destination Management Plan for the DSSN area, which includes the Hunter Region.</p>
<p><b>ACTIVITY / OUTPUTS:</b> Hunter JO staff participated in initial stakeholder engagement coordinated by DSSN who are leading this project. The opportunity for further involvement is pending advice from DSSN as to the next stage of the Destination Plan development process.</p>
<p><b>DELIVERY STATUS:</b> Pending advice from DSSN on next stages</p>

HUNTER GLOBAL: OUR INTERNATIONAL FUTURE
<p><b>PURPOSE:</b> Building upon the earlier 2021 announcement of the upgrade of the Newcastle Airport runway to Code E Status, the Hunter JO is leading a collaborative partnership between the Hunter JO, Newcastle Airport, Committee for the Hunter, Business Hunter and the University of Newcastle to:</p> <ul style="list-style-type: none"> <li>• Build collaborative processes and systems within the region to collectively identify and actively pursue key international opportunities for expanding the Airport's economic contribution to the Region</li> <li>• Directly support the expansion of international Airport related business and industry as a primary contributor to the Hunter Region's economic growth and diversification.</li> </ul>
<p><b>ACTIVITY / OUTPUTS:</b> Project planning is well underway with project partners to deliver:</p> <ul style="list-style-type: none"> <li>• An online roundtable workshop (November 2021) to build interest, awareness and engagement by key regional stakeholder organisations in the design and planning of the Regional Airport summit to be delivered in 2022</li> <li>• Regional Airport Summit (February 2022) – This major face to face event will identify and develop deeper understanding of the knowledge gaps for sectors that will be enabled through the runway upgrade, and identify and target specific and real outcomes for key industry, community and government sectors that can capitalise on the improved international connectivity that will result from the airport runway upgrade.</li> <li>• Development of an Opportunities Report, which will document the opportunities and aligned priorities identified through the roundtable and summit, and the actions needed to progress their delivery.</li> <li>• A suite of communication and advocacy collateral (print, social media, short videos) to provide an ongoing package of communication resources to support the JO and regional stakeholders continue to engage with and advocate to key decision makers at all levels of government and industry (domestically and internationally), of the importance and return to be realised from supporting or investing in the regional opportunities and investment priorities identified through the summit process.</li> </ul>
<p><b>DELIVERY STATUS:</b> In progress</p>

**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 pre- conditions and process to develop a City Deal in the Hunter.**

CITY DEAL ADVOCACY
<p>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.</p>
<p><b>DELIVERY STATUS:</b> Not progressing</p>

**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
<p><b>PURPOSE:</b> 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.</p>
<p><b>ACTIVITY / OUTPUTS:</b></p> <ul style="list-style-type: none"> <li>• Ongoing stakeholder engagement to develop the next steps for developing the concept plan and feasibility analysis.</li> <li>• An application for grant funding under the Bushfire Local Economic Recovery Fund (BLERF) was submitted January 2021 to support with progressing the Hunter BioCircular concept. This would focus on delivering concept plans for 4 multi-element circular economy waste processing precincts in the Hunter region. Each precinct will 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.</li> <li>• The application for grant funding under the Bushfire Local Economic Recovery Fund (BLERF) was unsuccessful.</li> <li>• Next step (as resources permit) 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.</li> </ul>
<p><b>DELIVERY STATUS:</b> In progress</p>

## Action Area 4 - Our people and products move across the region easily on integrated and accessible transport networks

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

TRANSPORT FOR NSW ADVOCACY
<p><b>PURPOSE:</b> To improve engagement with and outcomes from Transport for New South Wales within the region.</p>
<p><b>ACTIVITY / OUTPUTS:</b> The Hunter JO has been involved in a number of initiatives to improve engagement with, and outcomes from Transport for New South Wales within the region, including:</p> <ol style="list-style-type: none"> <li>1. Engagement with the Deputy Secretary for Regional Outer Metropolitan to establish an ongoing conduit for local government to collectively engage with TfNSW, through the Hunter JO, at a level of management with the capacity to be more responsive to the need for reform and change.</li> <li>2. Working with the TfNSW project team for Regional Transport Plan Review to: <ul style="list-style-type: none"> <li>• improve process for local government to provide feedback (at operational and leadership levels) to the plan</li> <li>• 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)</li> </ul> </li> <li>3. Working with the Hunter region coalition with UDIA and Property Council to advocate in regard to TfNSW strategic planning and prioritisation processes and associated funding commitments not: <ul style="list-style-type: none"> <li>• adequately supporting the land use strategic plans prepared by the Department of Planning, Industry and Environment and endorsed by Cabinet;</li> <li>• supporting transparent engagement and co-ordination with local government and industry.</li> </ul> </li> </ol>
<p><b>DELIVERY STATUS:</b> Ongoing Role / Activity</p>

### 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
<p><b>PURPOSE:</b> 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</p> <ul style="list-style-type: none"> <li>• Enable Transport for NSW to respond proactively to anticipated changes in land use, demographics and travel demand</li> <li>• Establish a transport vision for the region</li> <li>• Details short, medium and long-term initiatives that in combination, support the transport vision</li> </ul>
<p><b>ACTIVITY / OUTPUTS:</b> This project is being led by Transport for NSW. During the year Hunter JO staff facilitated communication between the Transport for NSW planning process and member councils including:</p> <ul style="list-style-type: none"> <li>• Briefings from Transport for NSW to meetings of the Hunter JO Regional Planning and Economic Development Forum</li> <li>• Hunter JO staff participation in sub regional planning workshops (Upper Hunter, Lower Hunter and Hunter) convened by Transport for NSW.</li> <li>• Briefing from Transport for NSW to the Hunter JO Board on the focus and progress of the Regional Strategy (August 2021).</li> </ul>
<p><b>DELIVERY STATUS:</b> In progress</p>

### 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
<p><b>PURPOSE:</b> To prepare an agreed list of regional and subregional infrastructure priorities to:</p> <ul style="list-style-type: none"> <li>• Build and advocate a stronger case for investment in infrastructure priorities across the region</li> <li>• Identify the potential for shared interests and collaboration between Councils and other stakeholders in delivering local and regional scale infrastructure initiatives.</li> <li>• 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</li> </ul>
<p><b>ACTIVITY / OUTPUTS:</b> A consultant was engaged in June 2021 to deliver the key initial stages of this project, including:</p> <ul style="list-style-type: none"> <li>• Researching and assessing existing infrastructure prioritisation methodologies currently in use in Australia and internationally.</li> <li>• Making recommendations on the preferred methodology or methodologies for undertaking objective, evidence-based analysis and prioritisation of infrastructure projects at regional and sub regional scales in the Hunter Region.</li> </ul> <p>Phase 1 of this project has been completed, with provision by the consultant of:</p> <ul style="list-style-type: none"> <li>• Final Stage 1 report incorporating prioritisation framework</li> <li>• Rapid cost-benefit analysis (CBA) template.</li> <li>• Scoping document for the preparation of a tool that automates the data collection process</li> </ul>
<p><b>DELIVERY STATUS:</b> In progress</p>

REGIONAL CYCLE TOURISM MASTERPLAN
<p><b>PURPOSE:</b> 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.</p>
<p><b>ACTIVITY / OUTPUTS:</b> An application for grant funding under the Bushfire Local Economic Recovery Fund (BLERF) was submitted January 2021 to deliver the "Shiraz to Shore" project. The focus of this project would include:</p> <ul style="list-style-type: none"> <li>• Gathering all existing cycle tourism experiences across the Hunter Region, including mountain biking, road and recreation cycling opportunities and package them up into a cohesive cycle tourism plan including a brand, marketing plan, product development, training and website; and</li> <li>• Developing the concept and planning for a connected cycling trail called "Shiraz to Shore" extending over 100km among the vineyards of the Hunter Valley, through heritage towns and rail trails to the beach and lake experiences of the Hunter. Funding has also been sought for a build program that could construct all sections of the Shiraz to Shore Trail, including the Richmond Vale Rail Trail section.</li> <li>• The application for grant funding under the Bushfire Local Economic Recovery Fund (BLERF) was unsuccessful.</li> <li>• Next step (pending resources) is to redesign the project into the component parts and seek new funding opportunities.</li> </ul>
<p><b>DELIVERY STATUS:</b> Funding required to progress</p>





## PART 3

# Financials and Statutory Statements

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# Financial Statements

A full copy of the Audited Financial Statements for the 2020/2021 year is provided on the Hunter JO website at: [hunterjo.com.au](http://hunterjo.com.au)

## Income Statement and Accumulated Surplus for the year ended 30 June 2021

	Notes	2021 \$	2020 \$
<b>Income</b>			
Member council contributions	B1-1	552,500	164,869
Grants provided for operating purposes	B1-2	1,771,544	1,736,367
Interest and investment income	B1-3	594	2,902
Other Income	B1-4	601,631	100,000
<b>Total income</b>		<b>2,926,269</b>	<b>2,004,138</b>
<b>Expenses</b>			
Employee benefits and on-costs		314,355	308,378
Administrative expenses	B2-1	245,877	179,519
Depreciation	C1-3	11,766	11,766
Project expenses		2,513,434	1,677,859
<b>Total expenses</b>		<b>3,085,432</b>	<b>2,177,522</b>
<b>Net operating result for the year</b>		<b>(159,163)</b>	<b>(173,384)</b>
<b>Net result for the year</b>		<b>(159,163)</b>	<b>(173,384)</b>
Accumulated surplus at 1 July		275,940	449,324
Restatement of accumulated surplus for changes in accounting policy			
Restatement of accumulated surplus for corrections in prior period errors			
<b>Accumulated surplus as at 30 June</b>		<b>116,777</b>	<b>275,940</b>

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

## Statement of Financial Position for the year ended 30 June 2021

Notes	2021 \$	2020 \$	
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and Cash equivalents	C1-1	595,420	269,397
Receivables	C1-2	7,320	118,635
Other		750	750
<b>Total Current Assets</b>		<b>603,490</b>	<b>388,782</b>
<b>Non-Current Assets</b>			
Property, plant and equipment	C1-3	30,699	42,465
<b>Total Non-Current Assets</b>		<b>30,699</b>	<b>42,465</b>
<b>Total Assets</b>		<b>634,189</b>	<b>431,247</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Payables	C2-1	108,226	125,282
Borrowings	C2-2	345,764	1,353
Employee benefit provisions	C2-3	53,132	25,691
<b>Total Current Liabilities</b>		<b>507,122</b>	<b>152,326</b>
<b>Non-Current Liabilities</b>			
Employee benefit provisions	C2-3	10,290	2,981
Provisions			
<b>Total Non-Current Liabilities</b>		<b>10,290</b>	<b>2,981</b>
<b>Total Liabilities</b>		<b>517,412</b>	<b>155,307</b>
<b>Net Assets</b>		<b>116,777</b>	<b>275,940</b>
<b>EQUITY</b>			
Accumulated Surplus		116,777	275,940
<b>Total Equity</b>		<b>116,777</b>	<b>275,940</b>

The above Statement of Financial Position should be read in conjunction with the accompanying notes.



## Statement of Cash Flows

	Notes	2021 \$	2020 \$
<b>Cash flows from operating activities</b>			
<b>Receipts:</b>			
Contributions from member councils		607,750	164,869
Grants		1,526,437	1,268,662
Interest received		20	7,499
Other		683,751	683,392
<b>Payments:</b>			
Employees and suppliers		(2,491,935 )	(2,130,459 )
<b>Net cash flows from operating activities</b>		<u>326,023</u>	<u>(6,037 )</u>
<b>Cash flows from financing activities</b>			
<b>Receipts:</b>			
Credit Card facility			6,000
<b>Net cash flows from financing activities</b>		<u>0</u>	<u>6,000</u>
<b>Net change in cash and cash equivalents</b>		<u>326,023</u>	<u>(37 )</u>
<b>Cash and cash equivalents at beginning of year</b>		<u>269,397</u>	<u>269,434</u>
<b>Cash and cash equivalents at end of year</b>	C1-1	<u>595,420</u>	<u>269,397</u>

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

## Statutory Statements

### Government Information Public Access (GIPA)

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

### Overseas Travel

No representatives from the Hunter JO made any overseas trips during the 2020/2021 financial year.

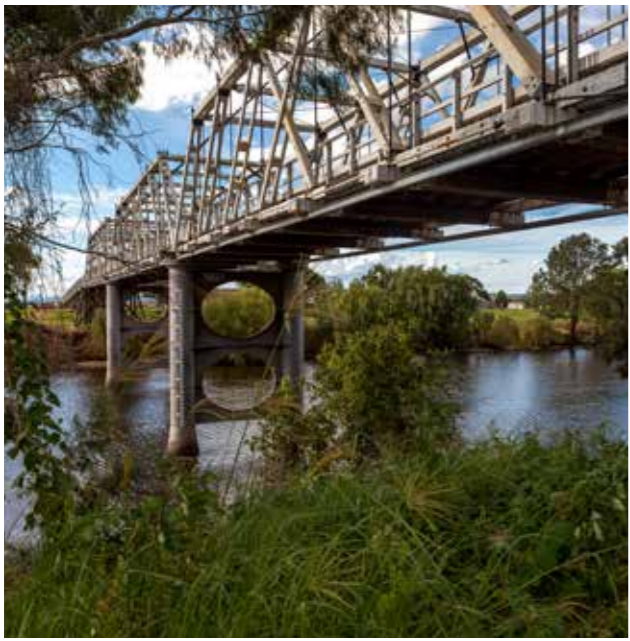
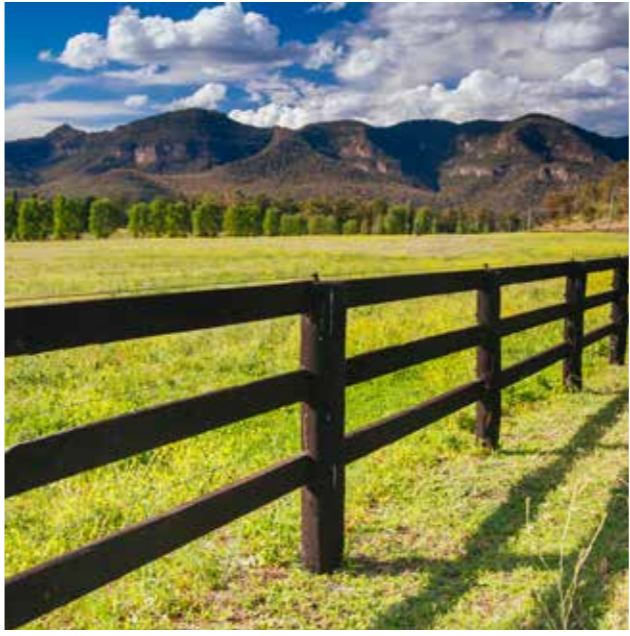
### Equal Employment Opportunity Management Plan

Our Hunter JO Diversity and Inclusion Policy is under consultation.

### Remuneration Executive Officer

The total remuneration package of the Executive Officer for the 2020/2021 financial year was \$301,921 inclusive of salary, vehicle allowance, superannuation and fringe benefits tax payable (for the period).









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