



HUNTER JOINT ORGANISATION  
**ANNUAL PERFORMANCE STATEMENT**  
**2021 - 2022**



## 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.

## Contact details for Hunter Joint Organisation

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

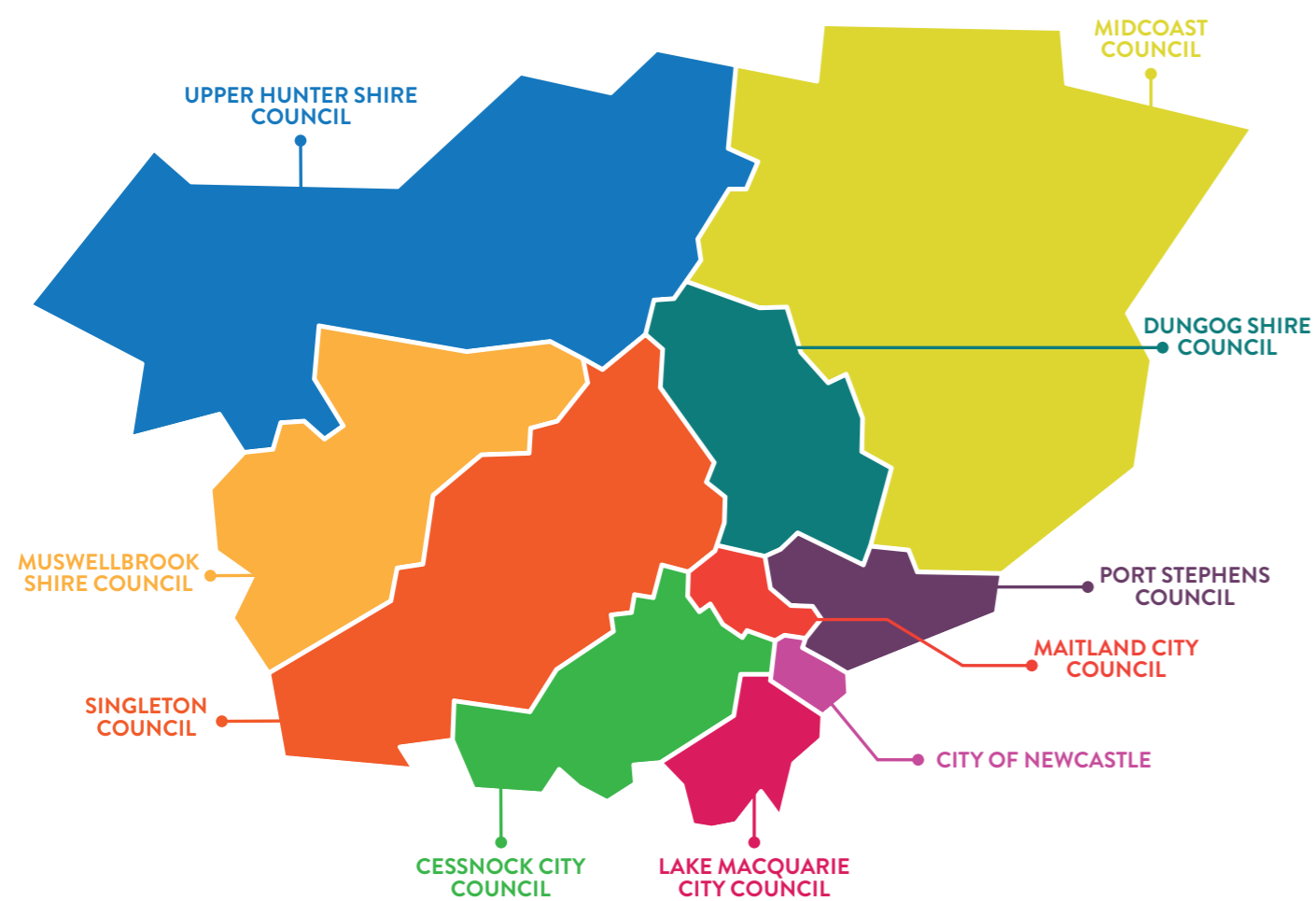
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# PART 1

## Hunter JO Summary

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## Who we are and what we do

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 Board determines the strategy and oversees the programs and advocacy priorities of the Hunter JO. The Board consists of the Mayor of each Member Council as Voting Representatives, with Non-Voting Representatives including GM's/CEO's of each Member Council and an employee of the public service nominated by the Secretary Department of Regional NSW.

The Hunter JO also has a number of sub-committees, that focus on specific priorities for the region. These consist of:

- Greater Newcastle Metropolitan Plan Sub-Committee
- Circular Economy Sub-Committee
- Sub-Committee for Economic Evolution

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. Since this time our collaboration has developed and matured, delivering value for councils, our region, and the local government sector as a whole.



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.



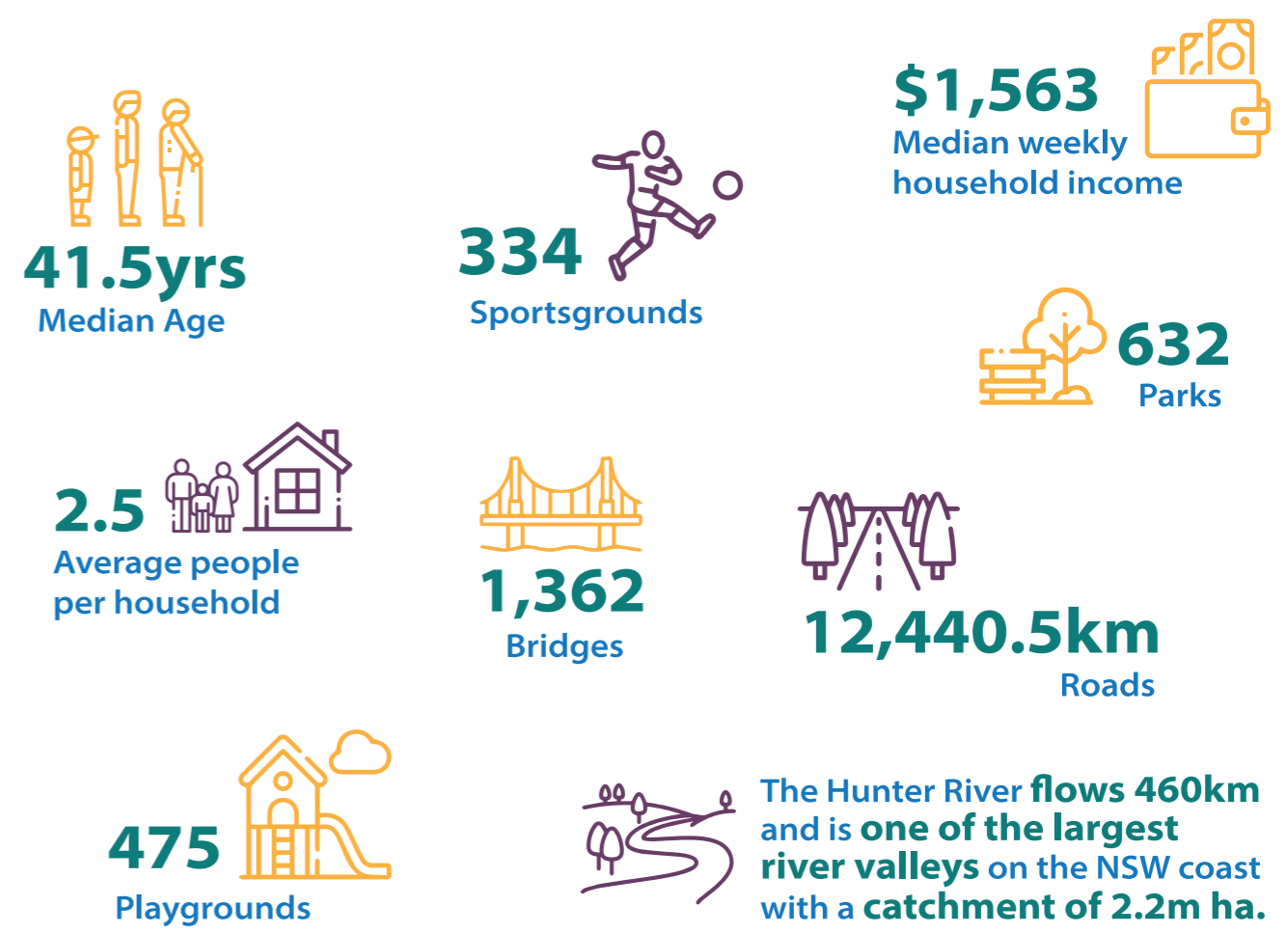
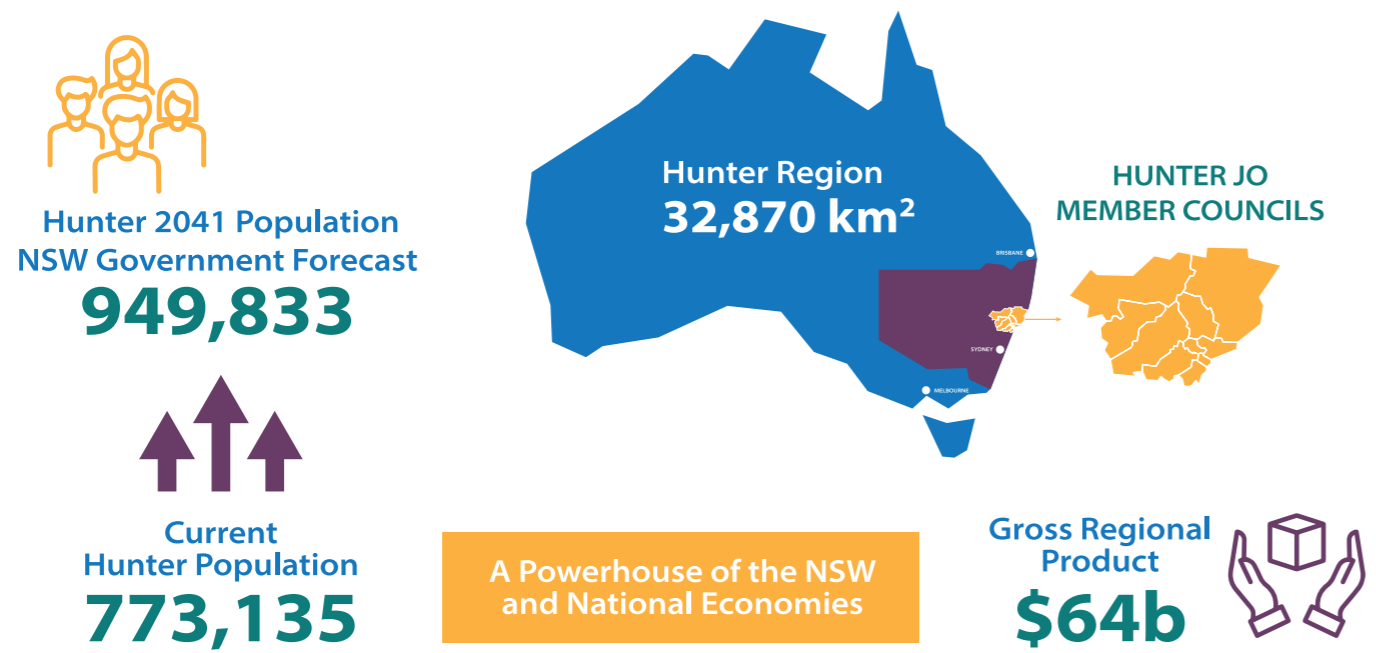
### Leadership

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.

## Our Region

The Hunter is currently experiencing a significant rise in population while also facing the decline of its traditional coal and energy-based industries. The Hunter's economy needs to evolve substantially and rapidly to maintain its considerable contribution to the State and Commonwealth economies, particularly as we approach a population of one million people by 2040. This is required to maintain the region's resilience, liveability, and economic prosperity.

It is a core priority and function of the Hunter JO to support, advocate and collaborate with stakeholders across all levels of government to ensure the quality of life and opportunities available to our local communities are not eroded as the economic drivers of our region evolve and change. Direct competitive access to international markets will underpin and drive this transition to safeguard the future of the Hunter.



Inhabited by the Awabakal, Worimi, Wonnarua, Geawegal, Biripi, Guringai & Darkinjung Aboriginal peoples

**293kms**  
Coastline

### Our Collective Voice

**10** Local Councils  
Cessnock, Dungog, Lake Macquarie, Maitland, MidCoast, Muswellbrook, Newcastle, Port Stephens, Singleton, Upper Hunter.

**11** State Electorates  
Maitland, Cessnock, Myall Lakes, Swansea, Newcastle, Charlestown, Wallsend, Lake Macquarie, Port Stephens, Upper Hunter, Port Macquarie.

**6** Federal Electorates  
Newcastle, Lyne, Hunter, New England, Shortland, Paterson.



## 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





**Cr Sue Moore**  
Mayor of Singleton  
Chair of the Hunter JO

*"I look forward to the finalisation and implementation of the new Hunter JO Strategic Plan. As a product of our collaborative leadership, it provides clarity on the region's shared interests to decision makers and empowers our communities and other regional influencers."*

## A word from the Chair

This Annual Performance Statement outlines the Hunter JO's organisational performance in the 2021/2022 Financial Year. It is my great pleasure to be presenting this report as a reflection of the leadership of our region and a demonstration of the collective strength that stems from true collaboration.

The Board saw a big shift this financial year with several key changes following the local government elections. In addition to being re-elected in my mayoral capacity, I am honoured to have been elected by my fellow Board members as Chair of the Hunter JO. I look forward to continuing my term as Chair of the Hunter JO as we work together to achieve the interests of the whole Hunter region.

We also had four new mayors join the Hunter JO Board: Cr Steve Reynolds, Mayor of Muswellbrook, Cr Philip Penfold, Mayor of Maitland, Cr Claire Pontin, Mayor of MidCoast and Cr Jay Suvaal, Mayor of Cessnock. Cr Suvaal was also elected as the Hunter JO's first Deputy Chair. It has been a pleasure working with all new and old mayors as the Hunter JO has continued to grow and evolve in its capacity.

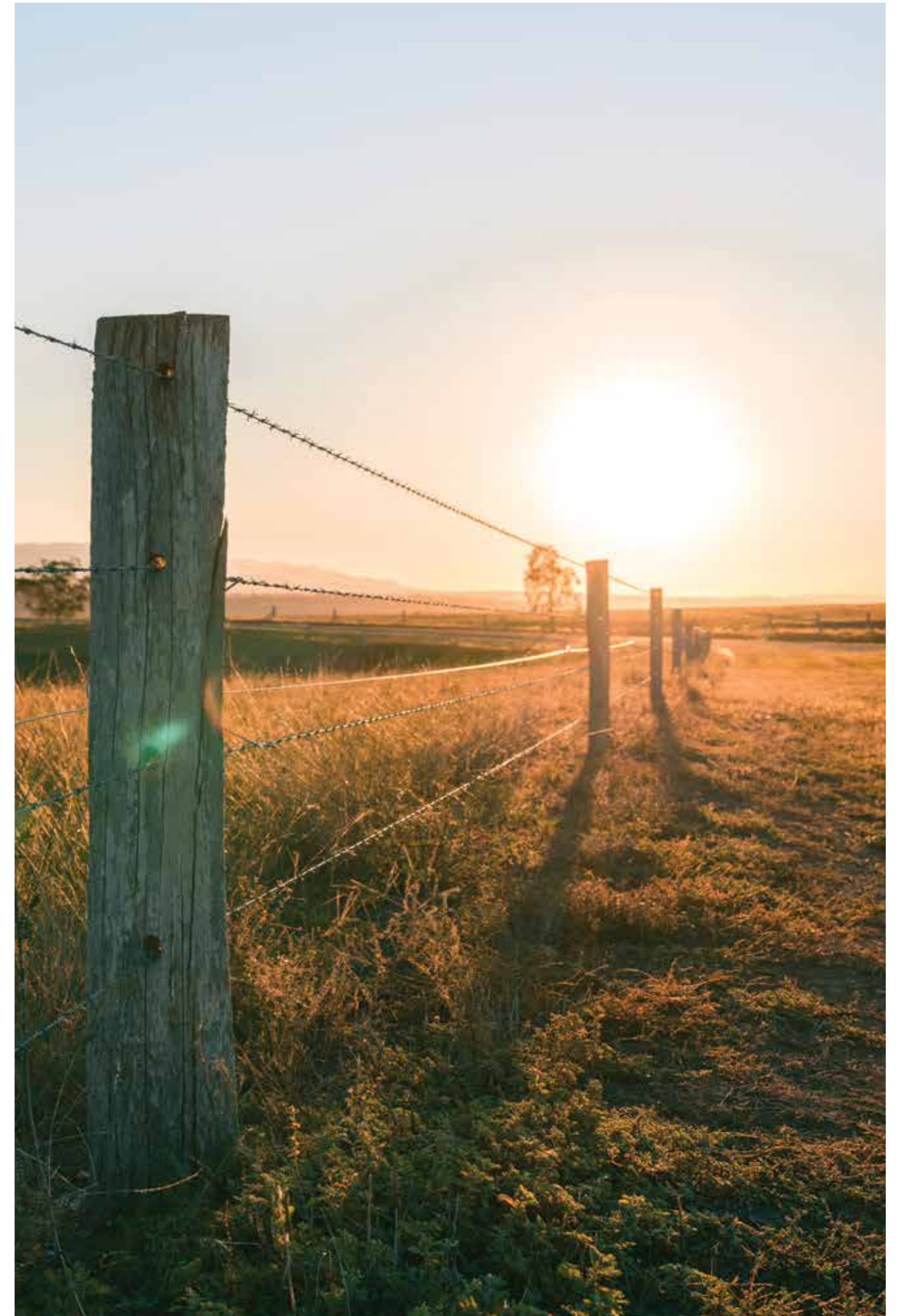
A large focus of this financial year has been the development of the Hunter JO Strategic Plan. Following the local government elections and Board changes, the JO held another strategy planning workshop to continue collaborating and aligning on this important and significant document for the region. The strength of the alignment on the core issues that we need to work together on for both our local communities and the entire region, ensures place-based outcomes for the Hunter.

This workshop was a great opportunity to be able to hear from our fellow Mayors and their council's key opportunities and challenges, to be able to co-design the priorities for the whole of the region. I look forward to the finalisation and implementation of the new Hunter JO Strategic Plan. As a product of our collaborative leadership, it provides clarity on the region's shared interests to decision makers and empowers our communities and other regional influencers.

We have continued to advocate for our region, recognising the value and capacity that intergovernmental collaboration enables. We began the development of the Hunter JO Advocacy Framework, to guide and synthesise our advocacy outcomes. The input of Mayors through our three subcommittees has been central to identifying these advocacy priorities.

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, Circular Economy, Economic Evolution, Events Acceleration, Disaster Preparedness and Environmental Resilience.

I thank my fellow Mayors for all of their commitment and dedication to achieving the best outcomes possible for the region. We have seen many achievements over the last 12 months through key advocacy and programs delivered by the Hunter JO on behalf of the Board. I am excited for the incoming year and the opportunities that continue to evolve and grow.







**Joe James**  
Chief Executive  
Officer

“Enhancing both council capacity and the region’s capacity is a core focus of all activity undertaken at the Hunter JO and has been a consistent theme throughout the development of the next Hunter JO Strategic Plan.”

## A word from the CEO

Throughout the 2021/2022 Financial Year, the Hunter JO has had significant focus on amplifying what local government is doing at a regional scale and working with them as we move into a new integrated planning and reporting (IP&R) cycle.

The strength of the Hunter JO stems from the authority of the collective voice of our Member Councils and Board made up of community elected representatives. The strategic investment of our Board into the Hunter JO has allowed us to be proactive and enhance collaborative opportunities with other levels of government.

Collaboration is hard to do, but our Member Councils, through the Mayors, have consistently demonstrated a desire to ensure our communities are empowered to determine their own future.

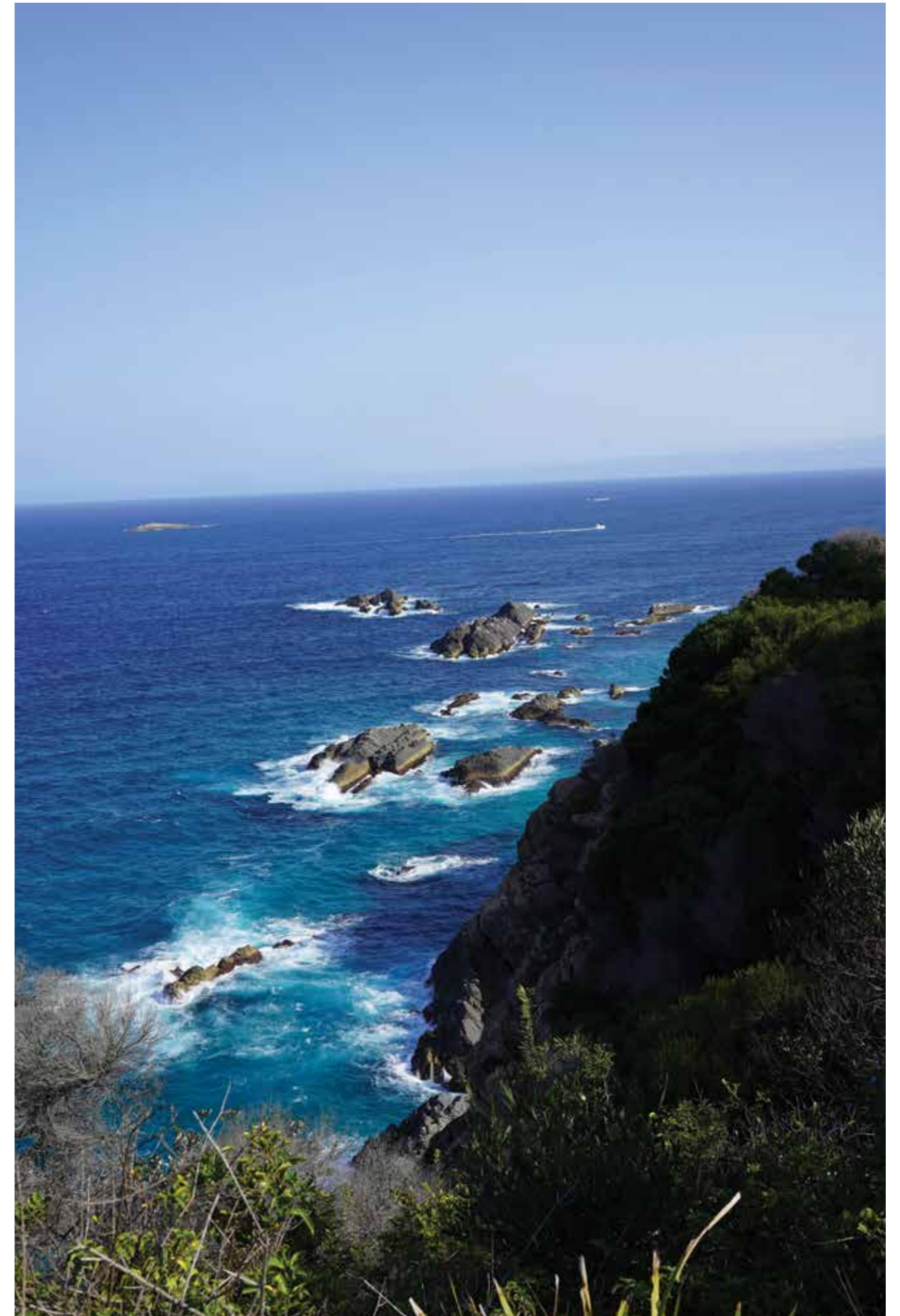
Enhancing both council capacity and the region’s capacity is a core focus of all activity undertaken at the Hunter JO and has been a consistent theme throughout the development of the next Hunter JO Strategic Plan. Over the last 12 months, we continued to codevelop the strategy and will be completed by December 2022. I look forward to working with the Hunter JO staff and our Member Councils in implementing and delivering this plan.

We have continued to work across a broad range of areas with key achievements including:

- Strengthening the focus on disaster resilience in the Hunter region
- Continued collaborative advocacy around economic diversification and evolution
- Maintaining our recognition as a leader in circular economy
- Delivery of nearly 30 regionally significant events

Also of note, our Member Councils through the Hunter JO, for the first time collaborated on regional advocacy in the lead up to the recent Federal election. This is in addition to continuing our genuine and sustained collaboration with all levels of government and a range of key regional stakeholders. We have honed and refined the way in which we approach our advocacy activity, with the development of an advocacy framework that we are utilising in the lead up to the NSW State Government election.

I am proud of what we continue to be able to achieve at the Hunter JO over the 2021/2022 financial year. Our staff and our Member Councils consistently demonstrate their commitment and dedication to enabling place-based outcomes for the region.





## Delivery Highlights 2021 - 2022



### Accelerating Event Economies

Initiation of the Accelerating Events Economies Project



### Community Recycling Centres captured 90% of all materials collected in CRCs in 2022

The Hunter's CRC brand recognition had a 20% increase from the previous year



### Review and Refocus of Hunter JO Subcommittees

Greater Newcastle Metropolitan Plan  
Circular Economy Subcommittee  
Subcommittee for Economic Evolution

### Regional Contaminated Land Program

Supporting and building Council capacity



### Circular Economy Leader on a Regional Scale

Launch of the region's first Circular Economy Roadmap

Delivered 30 regionally significant events



### Methodology established for Prioritising Regional Infrastructure



### Strengthened Focus on Disaster Resilience in the Hunter Region

#### IP&R Climate Change Package Complete

helping councils to embed climate change into their IP&R network

#### Simtables for Community Empowerment

Working with councils and emergency services to help communities better understand, plan, and prepare for natural disasters

#### Disaster Response Joint Statement

calling for more regional support

Highly Commended in the National Climate Awards



### Hunter JO Strategic Plan

Consultation and Development



### Small Acts Big Change

The digital strategy reached over 3 million people and had over 7 million views

## Strategic Planning and Integrated Planning & Reporting

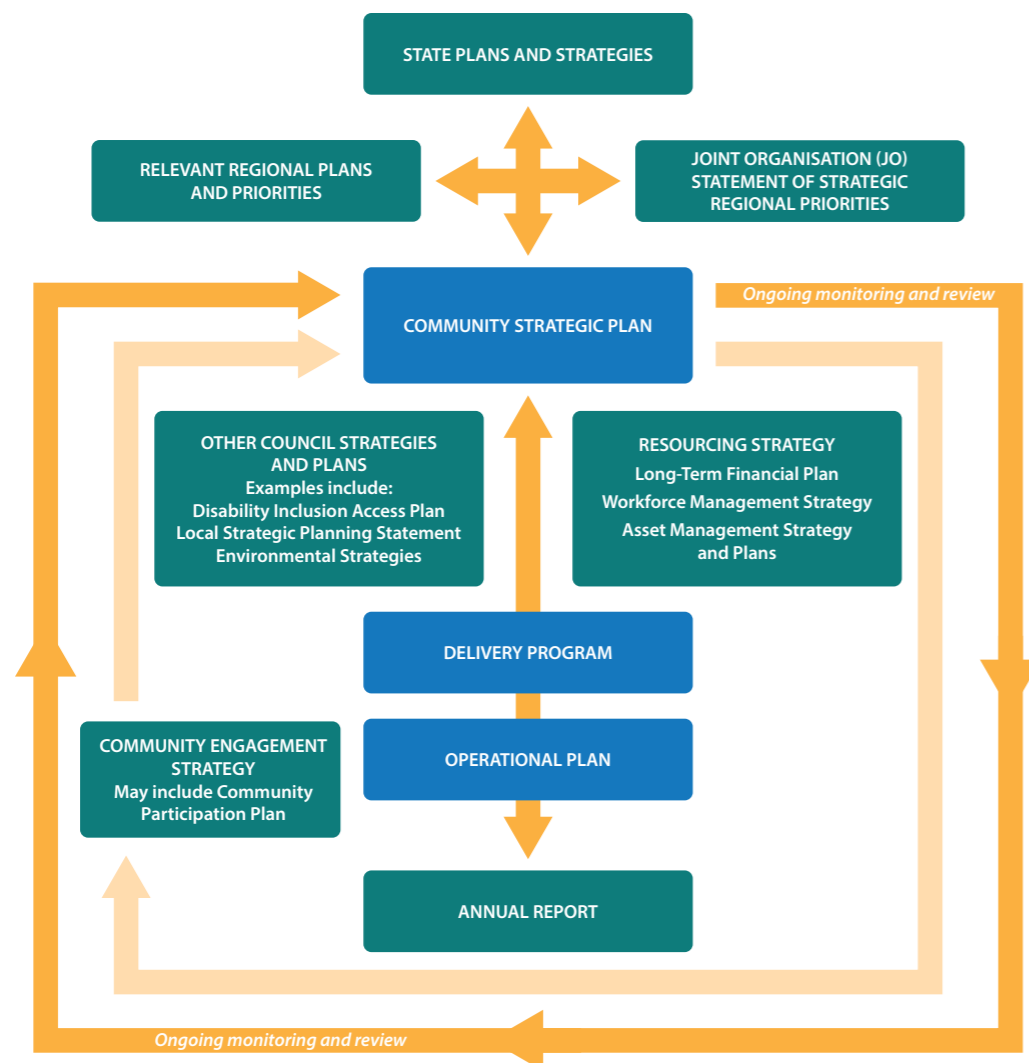
### Framework and our relationship to our Member Councils

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 to take a long-term view and consider social, economic and environmental aspects and the needs of the current and future generations when making decisions.

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'. This includes compliance with the relevant section of the IP&R Guidelines.

JOs are required to develop a Statement of Strategic Regional Priorities (SSRP) and this key plan is now included on the IP&R Framework. This will strengthen the linkages between the Hunter JO, its Member Councils, state agencies and key partners and provide better support to our Councils.

This is the final Annual Performance Statement for the current Hunter JO Strategic Plan 2018 - 2021 reporting cycle. The next Annual Performance Statement will be a new format and reporting on our new Hunter JO Strategic Plan 2032.



### Hunter JO Strategic Plan 2032

The Hunter JO's next Statement of Strategic Regional Priorities (SSRP) is called the Hunter JO Strategic Plan 2032.

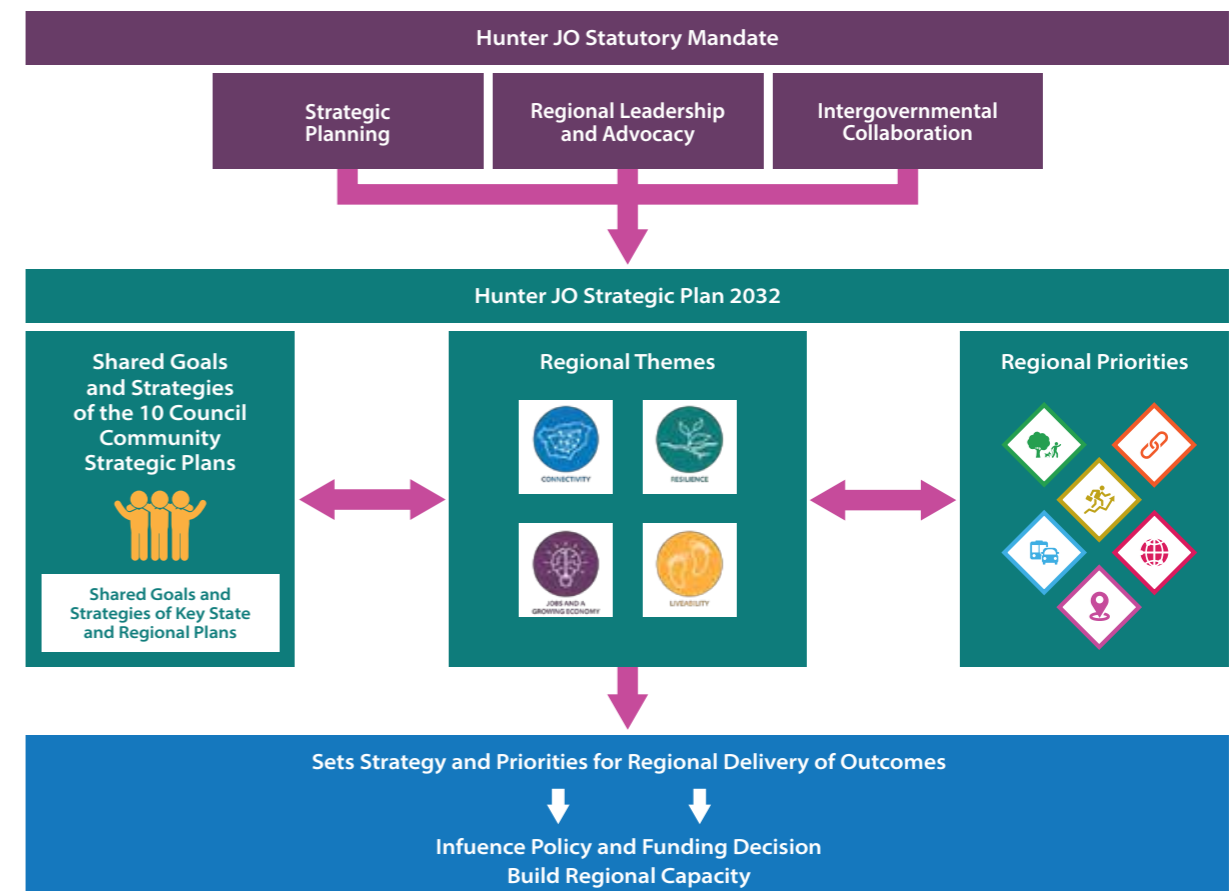
JOs are required to develop a Statement of Strategic Regional Priorities (SSRP) which sets out a vision for the region and provides an overview of the strategic actions required to deliver the vision. The SSRP draws from the Community Strategic Plans (CSPs) of Member Councils, regional-level plans and other state strategic documents to clearly identify the highest regional priorities.

The SSRP is a 4-year document that aligns with the IP&R reporting cycle and must be prepared within 12 months of ordinary election of councillors for all Member Councils.

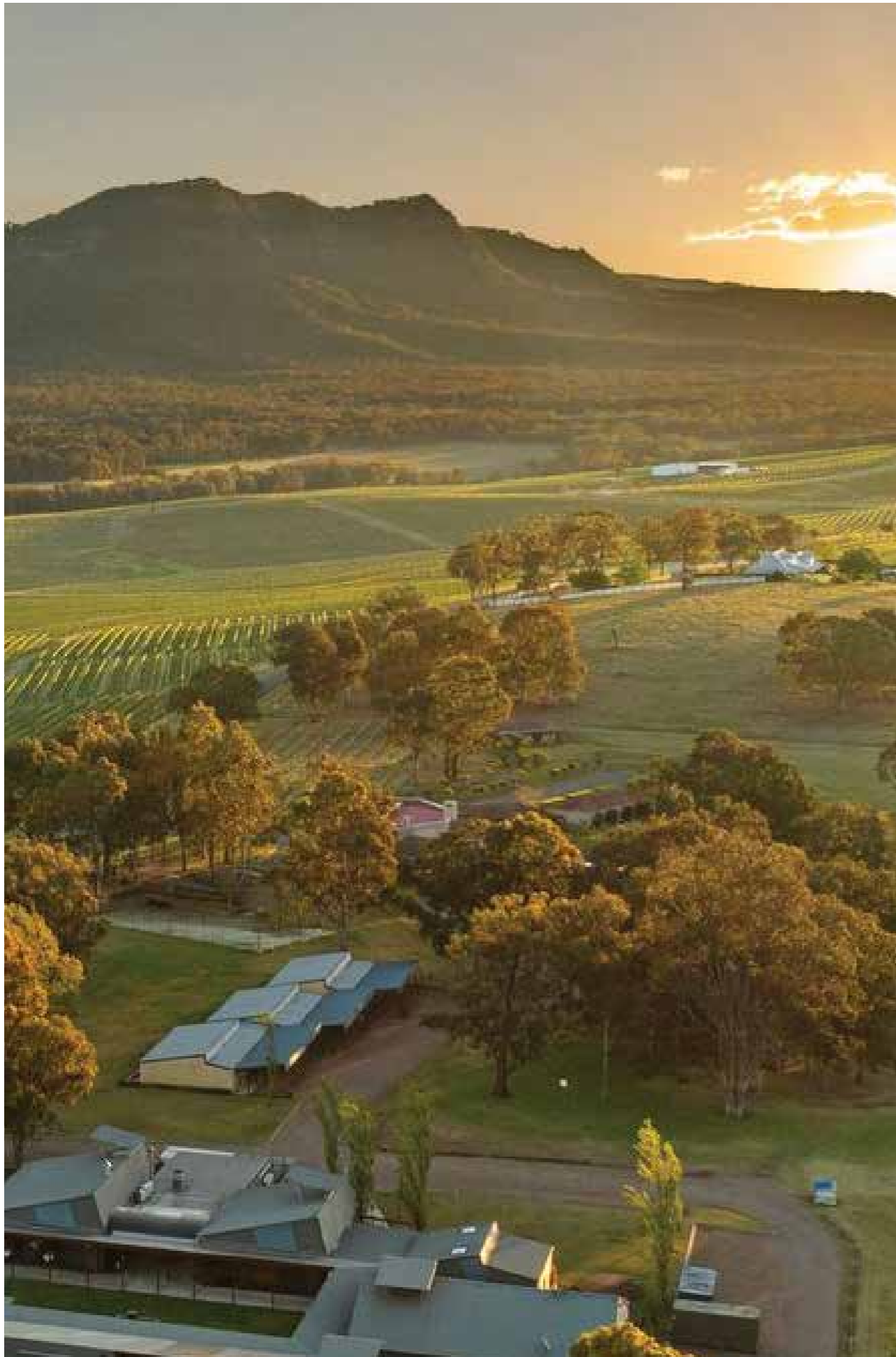
The JO engages directly with the Member Councils and the Regional Priorities in our Strategic Plan are a synthesised, collective view of local communities' voices drawn directly from many 1000's of our constituents, through extensive community engagement undertaken by Councils, in preparing statutory 10-year Community Strategic Plans. This includes extensive and measurable quantitative and qualitative data from:

- In-person and online community workshops
- Pop-up kiosks
- Online surveys

The Hunter JO and Member Councils take a leading role in the implementation of this plan, however collaborating and advocating with other levels of government, industry and key stakeholders is crucial to achieving our long term goals.







## PART 2

# Hunter JO Program Report 2021 - 2022

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## Collaboration, Engagement and Advocacy Overview

### Intergovernmental Collaboration - Committees and Networks

COMMITTEE / NETWORK NAME	CONVENED BY
AGL Transition Working Group	AGL
Hunter Future Workforces Committee	Business Hunter
City of Newcastle Strategy and Innovation Advisory Committee	City of Newcastle
City of Newcastle SDG Collaborative meeting	City of Newcastle
Hunter Freight and Logistics Taskforce	Committee for the Hunter
Hunter Regional Plan Review Steering Committee	NSW Department of Planning & Environment
Hunter Central Coastal Management Program Practitioners Roundtable	NSW Department of Planning & Environment
Local Government Climate Change Planning Toolkit Working Group (convened by DPIE)	NSW Department of Planning & Environment
RLE Planning & Environment Subcommittee	NSW Department of Planning & Environment
Urban Development Program Committee	NSW Department of Planning & Environment
Upper Hunter Education and Training Working Group	Education NSW
State and Regional Waste Managers Network	NSW Environment Protection Authority
EPA Local Government Advisory Group	NSW Environment Protection Authority
Regional Contaminated Land Working Group	Hunter JO
Hunter JO Regional Planning & Economic Development Forum	Hunter JO
Regional Waste Managers Network (Hunter Regional Waste Strategy Group)	Hunter JO
Greater Newcastle Metropolitan Plan Subcommittee	Hunter JO
Subcommittee for Economic Evolution	Hunter JO
UP Website collaboration working group	Hunter JO
Hunter JO Circular Economy Subcommittee	Hunter JO
Sustainable Education Group	Hunter JO

COMMITTEE / NETWORK NAME	CONVENED BY
Hunter Circular Facilitators Group	Hunter JO / DPIE
Simtables Project Collaboration Group	Hunter JO
NSW Joint Organisation JO Chairs Forum	JO Network
A2E Regional Events Stakeholder Group	Hunter JO
Hunter Global Project Partner Working Group	Hunter JO
JO Executive Officers Network	JO Network
IP&R Network	Lake Macquarie Council / Hunter JO
Climate Action Professional Officers Group	LGNSW
Hunter Regional Leadership Executive	Regional NSW
Upper Hunter Stakeholder Engagement Working Group	Regional NSW
RLE Economic Development Subcommittee	Regional NSW
RLE Human Services Sub Committee	Regional NSW
Upper Hunter Economic Diversification Working Group	Regional NSW
Hunter Industry Roundtable	Regional NSW
Royalties for Rejuvenation - Interim Expert Panel	Regional NSW
Regional Business Attraction Committee	Regional NSW
RLE Recovery & Resilience Sub-Committee	Regional NSW & Resilience NSW
Hunter Cruise Committee	Regional NSW / Destination Sydney & Surrounds North
Hunter Identity and Positioning Strategy - Project Control Group and Local Government Reference Group	Regional NSW / HCCDC
Hunter Planning Alliance	Shared



## Political Engagements

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

ENGAGEMENT FOCUS	DATE	NATIVE / FOCUS OF ENGAGEMENT
<b>Hunter-based State Government MPs &amp; targeted NSW Government Ministers</b>	October 2021	<ul style="list-style-type: none"> <li>Correspondence to State MPs and Ministers re Transport Advocacy from Hunter JO &amp; Hunter Planning Alliance</li> <li>Correspondence re NSW Infrastructure Contributions Bill.</li> </ul>
<b>The Hon. Dominic Perrottet, MP, Premier of NSW</b>	October 2021	Correspondence to the NSW Premier re Infrastructure Contributions Bill.
	November 2021	Invitation extended to the Premier to speak at the Hunter Global Summit.
<b>The Hon Matt Kean, NSW Treasurer, and Minister for Energy and Environment</b>	November 2021	Invitation extended to the Treasurer to speak at the Hunter Global Summit.
	December 2021	Meeting to discuss the Hunter Partnering for Growth advocacy initiative.
<b>The Hon Shelley Hancock, NSW Minister for Local Government</b>	October 2021	Correspondence to the Minister seeking an extension to the NSW Coastal Management Act Transitional Arrangements. A two-year extension was provided to Councils.
	December 2021	The Hunter JO Chair and CEO participated in a workshop with the Minister re the outcomes of the review of Joint Organisations completed by NSW Office of Local Government.
<b>Senator Hollie Hughes, Liberal Senator for New South Wales and Patron Senator for the Hunter Region</b>	November 2021 & February 2022	Senator Hughes participated in the Hunter Global Roundtable (December 2021) and Hunter Global Summit (February 2022).
<b>Hunter-based Commonwealth and State Government MPs &amp; targeted Commonwealth &amp; NSW Government Ministers</b>	November 2021	Invitations extended to participate in the Hunter Global Summit delivered February 2022.

ENGAGEMENT FOCUS	DATE	NATIVE / FOCUS OF ENGAGEMENT
<b>The Hon. Taylor Martin, MLC, Parliamentary Secretary for the Hunter</b>	February 2022	Presentation delivered by Taylor to the Hunter Global Summit on behalf of the NSW Premier
<b>Yasmin Catley MP, Shadow Minister for Customer Service, Shadow Minister for Digital, Shadow Minister for the Hunter and Member for Swansea</b>	February 2022	A meeting was held with the Member for Swansea on 3 February 2022, along with coalition partners, to discuss the Hunter Partnering for Growth advocacy initiative.
<b>Hunter-based Commonwealth and State Government MPs, targeted Commonwealth &amp; NSW Government Ministers and Candidates for Hunter based Commonwealth seats</b>	April 2022	Correspondence sent providing a copy of the Hunter Global "teaser" video to raise awareness of the Hunter Global initiative and to encourage interest, involvement and support.
<b>Sharon Claydon MP, Member for Newcastle</b>	April 2022	Meetings to discuss: <ul style="list-style-type: none"> <li>Role and strategic priorities of the Hunter JO</li> <li>Hunter Global summit outcomes and emerging priorities</li> <li>The Hunter JOs goals, role and activity in regard to the Region's economic evolution, including the Hunter Venture Fund project</li> <li>Transport connectivity</li> <li>Shiraz to Shore initiative</li> </ul>
<b>Tim Crakanthorp MP, Member for Newcastle, Shadow Minister for Skills and TAFE, Shadow Minister for Tertiary Education</b>	April 2022	
<b>Jenny Atchison MP, Member for Maitland, Shadow Minister for Regional Transport and Roads</b>	April 2022	
<b>Commonwealth Ministers and Shadow Ministers, Sitting Members and Candidates for Commonwealth election seats in the Hunter</b>	April 2022	Correspondence sent providing an overview of the Hunter JOs regional priorities prior to the Federal Election





ENGAGEMENT FOCUS	DATE	NATIVE / FOCUS OF ENGAGEMENT
<b>Daniel Mookhey MLC,</b> NSW Shadow Treasurer	June 2022	Hunter JO participation in the NSW Budget Roundtable Forum hosted by Yasmin Catley (Shadow Minister for the Hunter & Member for Swansea) and City of Newcastle. The forum provided the opportunity to engage with the Shadow Treasurer on a range of economic development, waste management and climate and energy opportunities that could be unlocked in the region through NSW Government policy.
<b>The Hon Kristy McBain MP,</b> Commonwealth Minister for Regional Development, Local Government & Territories	June 2022	A delegation of Hunter JO Mayors and General Managers met with the Minister to communicate the shared priorities of Member Councils on core regional issues and priorities relevant to the new Minister's portfolio, including: <ul style="list-style-type: none"> <li>• Economic evolution to drive jobs and a growing economy in the region</li> <li>• A globally focused Hunter connected to international markets</li> </ul>



## Advocacy

### Hunter Global: Our International Future

Hunter Global is a region-wide initiative led by Member Councils through the Hunter JO, to boost collaboration, planning and advocacy across the region to capitalise on the Newcastle Airport runway upgrade to Code E status. This upgrade will provide direct international access for the region when completed in 2023, and by doing so provide a primary enabler for significant economic activity throughout the entire region. Key partners in the initiative include Newcastle Airport, Committee for the Hunter, Business Hunter and the University of Newcastle.

One of the primary deliverables of the initiative the 2-day Hunter Global Regional Summit was delivered on 17th & 18th February 2022 at Newcastle Town Hall.

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

The Hunter JO has continued to collaborate with UDIA, Property Council, Dantia, Business Hunter and the Committee for the Hunter on the need to:

- Address the funding backlog for under funding of transport infrastructure in the Hunter.
- Improve the integration of landuse and transport infrastructure planning, prioritisation and delivery.

### 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 that was passed provided a 2 year extension to Councils.

### Federal Election Advocacy

A synthesis of all materials provided by Member Councils on their local advocacy priorities for the Commonwealth election, combined with feedback provided by the Board was completed and provided to:

- Commonwealth Government Ministers and Shadow Ministers
- Existing Commonwealth Members of Parliament representing the Hunter Region
- Candidates for Commonwealth seats across the Hunter

In addition to overall regional priorities derived from this synthesis, information was also provided on more specific priorities related to their individual electorates, based on the information that had been provided by each Member Council.

### Joint Statement - Hunter Region Mayors call for more disaster support

Following the devastation of recent floods across the Hunter, the region's ten Mayors signed a joint statement calling for more disaster support from the State and Federal Government. The statement acknowledged the improved and more timely response for disaster funding in comparison to previous disasters but argued that the impact of the flood in the face of multiple natural disasters did not extend far enough.

The Mayors called for increased financial support to be able to address urgent infrastructure repairs and to help their communities recover, prepare, and adapt. There is also a need to build back better to be more resilience to future disasters.

### Annual National General Assembly of Local Government

Representatives from Hunter JO Member Councils and the Hunter JO attended the annual National General Assembly of Local Government in Canberra convened by the Australia Local Government Association (ALGA). A delegation from the region met with the Minister for Regional Development, Local Government and Territories, the Hon. Kristy McBain MP. This meeting provided a united voice from the Hunter region on the importance of leadership and support, especially by the Commonwealth, to give confidence to communities during times of economic transformation.

### Hunter JO Advocacy Framework and Priorities

For the first time, the Hunter JO Board has endorsed an Advocacy Framework and accompanying series of draft policy statements and "advocacy asks", which demonstrate the aligned interests, priorities and directions of the Hunter region's 10 democratically elected Mayors. This document is initially being used to underpin advocacy efforts by the Hunter JO in the lead up to the 2023 NSW State Government election.

### NSW Infrastructure Reforms

During the year the Hunter JO supported the LGNSW advocacy around local government concerns with infrastructure contributions reforms.

### Regional Submissions

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

- End to Transitional Arrangements under the NSW Coastal Management Act (2016)
- NSW Regional Housing Taskforce Submission and Taskforce Report Key Findings
- NSW Infrastructure Contributions Bill
- IPART review of domestic waste management service charges.
- Draft Hunter Regional Plan 2041
- NSW Environmental Planning & Assessment Regulation



## 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.

### 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

#### TRANSFORMING RESILIENCE WITH THE IP&R FRAMEWORK

**PURPOSE:** To provide an innovative approach to support bush fire affected member Councils embed resilience principles and projects into their IP&R, which in turn will provide Councils the ability to allocate recurrent funds and commit to long term resourcing (financial and staff) for resilience projects. The key deliverables of the project include:

- Resilience IP&R Support Package (based on Climate Change IP&R Package)
- Resilience health-check and gap assessment of Councils
- Resilience Health and Improvement Games

#### SIMTABLES FOR COMMUNITY EMPOWERMENT

**PURPOSE:** Simtables provide a "State of the Art" tool that can be used to engage communities in localised place-based emergency information sessions. This project has purchased two Simtables for the collective use of member Councils and to provide direct support to Councils in undertaking the extensive community engagement associated with their use.





## 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

#### 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.

#### 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.

#### BUSINESS CASE REVIEW - POTENTIAL FOR HUNTER JO TO HOST REGIONAL ILLEGAL DUMPING SQUAD

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

### 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

#### 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.

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

#### HUNTER & CENTRAL COAST REGIONAL CIRCULAR MATERIALS AND WASTE 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.

#### 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.

#### COMMUNITY RECYCLING CENTRES AWARENESS CAMPAIGN

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

#### HUNTER & 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"
- Continuing to curate and grow the CE ecosystem
- 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.

#### 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
- 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

#### CIRCULAR ECONOMY ECO-SYSTEM 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

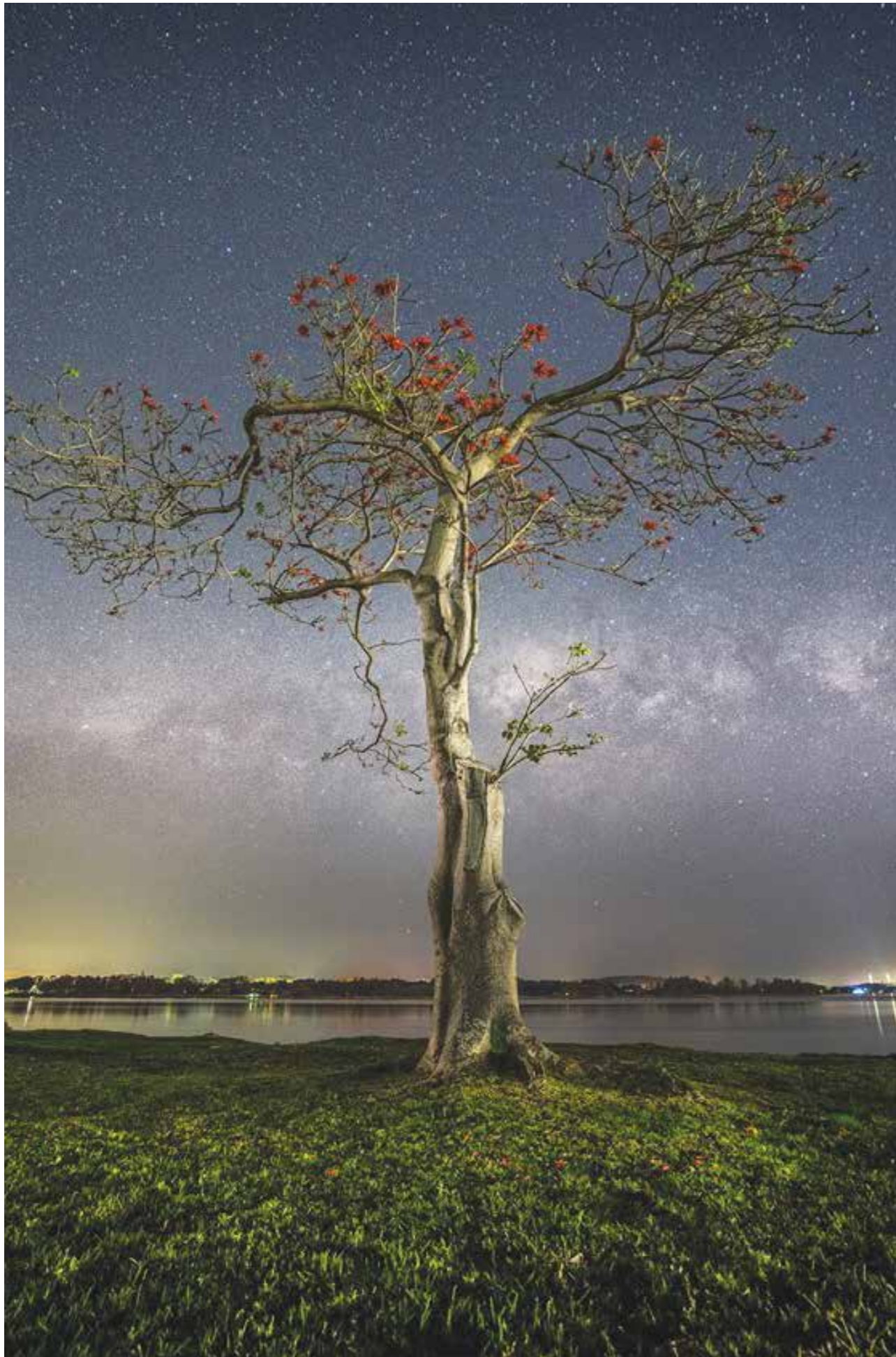
#### CIRCULAR ECONOMY PROCUREMENT

**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.

#### REGIONAL WASTE MANAGEMENT TRAINING (CERT III IN WASTE MANAGEMENT)

**PURPOSE:** Councils identified a training need for waste management staff. A capacity building program was established to deliver Cert III in Waste Management to train council waste management staff from across the region utilising funds from the NSW Government's Better Waste Recycling program.





## 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.

### SUBCOMMITTEE FOR ECONOMIC EVOLUTION

**PURPOSE:** To develop and provide a strong and united advocacy voice on agreed core priorities for the place based economic evolution of the Hunter region, within the context of the broader Hunter JO narrative. This includes a focus on seeking and influencing State Government leadership, strategic direction, resources and action to ensure collective local government priorities enable the region's economic evolution through the Royalties for Rejuvenation program and the Hunter Expert Panel

- 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 ECONOMIC MODEL

**PURPOSE:** To develop/obtain an easily updateable, forward and backward-looking economic model for the region that can be used to quantify the economic impacts of any given policy, program or project, and that provides detailed analysis of the relative structure, size and impact of the region's evolving economy. This will support most of the HJO's Regional Policy and Program work: both backward looking reviews and evaluations and forward-looking policy, strategies and plans.

- 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 SUBCOMMITTEE

**PURPOSE:**

1. To provide a strong and united advocacy voice on agreed core priorities for the Greater Newcastle Metropolitan Area, within the context of a broader shared regional narrative
2. To Inform the broader advocacy platform of the Hunter JO Board in regard to the agreed priorities and advocacy narrative for the Greater Newcastle Metropolitan area.

### 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.

**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 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.

**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.

**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.

**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.**

**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.

**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.**

**HUNTER GLOBAL: OUR INTERNATIONAL FUTURE INITIATIVE**

**PURPOSE:** 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:

- 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
- Directly support the expansion of international Airport related business and industry as a primary contributor to the Hunter Region's economic growth and diversification.

**3.9 Explore and act on smart ways to transform local and global disruptions, such as the disruption of recycling services, into economic opportunities for the Hunter. ination. Develop a regional destination management plan.**

**HUNTER BIOCIRCULAR**

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





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

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

### REGIONAL INFRASTRUCTURE PRIORITY LIST

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

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

### REGIONAL CYCLE TOURISM MASTER PLAN (SHIRAZ TO SHORE)

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





## PART 3

# Financials and Statutory Statements

The Hunter JO's Audited Financials and Statutory Statements can be accessed on our website:  
[www.hunterjo.com.au](http://www.hunterjo.com.au)





## Statutory Statements

### Overseas Travel

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

### Expenses & Provision of Facilities to Board Members

Nil

### Details of each Contract Awarded

The Hunter JO engaged the policy and program management delivery services of Arrow Collaborative Services (a related entity of the Hunter JO) via a service level agreement to the amount of \$630,600.

### Summary of amounts incurred in relation to legal proceedings

Nil

### Financial Assistance of Others

Nil

### Statement of all external bodies exercising function of JO

The Hunter JO has not delegated any of its functions. Arrow Collaborative service provides policy and advocacy services, and grant and program management services to the Hunter JO.

### Statement of bodies in which JO held a controlling interest

Nil

### Statement of bodies in which JO participated

Nil

### Equal Employment Opportunity Management Plan

Our EEO Policy has undertaken broad consultation and is currently pending approval with the CEO. Staff and Manager training will be conducted once approved.

Associated policies and processes have been updated including Code of Conduct, Discrimination, Bullying and Harassment, Performance Management process, Grievance and Complaint procedures and the Recruitment process.

Additional measures to capture or prevent any EEO contraventions include:

- Systematic review of employment practices to ensure flexibility in accommodating the changing needs of employees
- Annual review schedule of Human Resource policies and procedures to ensure they are non-discriminatory and supportive to all employment groups equally
- Employee Assistance Program provider reports de-identified information on any contraventions
- Confidential reporting for staff and managers
- Exit Interviews
- Staff Survey and a 360-feedback survey scheduled for 2023
- Planned for 2023 is a salary review to ensure fair and equitably pay across the business

Our HR Officer has professional membership with the Australian Human Resources Institute – CPHR (Certified Practitioner), The Australian Sociological Association and the Australasian Legal Practice Management Association and keeps abreast of workplace legislation changes and case law outcomes with consideration to currency and best practice of our workplace practices and procedures.

### Remuneration Executive Officer

The total remuneration package of the Executive Officer for the 2021/2022 financial year was \$335,560.45 inclusive of salary, vehicle allowance, superannuation and fringe benefits tax payable (for the period).

### Remuneration of Senior Staff Members

NIL

### Statement of total numbers of persons completing paid work on 25 May 2022

The total number of persons who performed paid work on Wednesday 25 May 2022 was fourteen persons, including:

- Two persons employed by the JO on a permanent full-time, permanent part-time or casual basis or under a fixed-term contract, one of which is a senior staff member
- Twelve persons engaged by the JO, under a contract or other arrangement with the person's employer, wholly or principally for the labour of the person one of which is a trainee

### Capital works projects

Nil

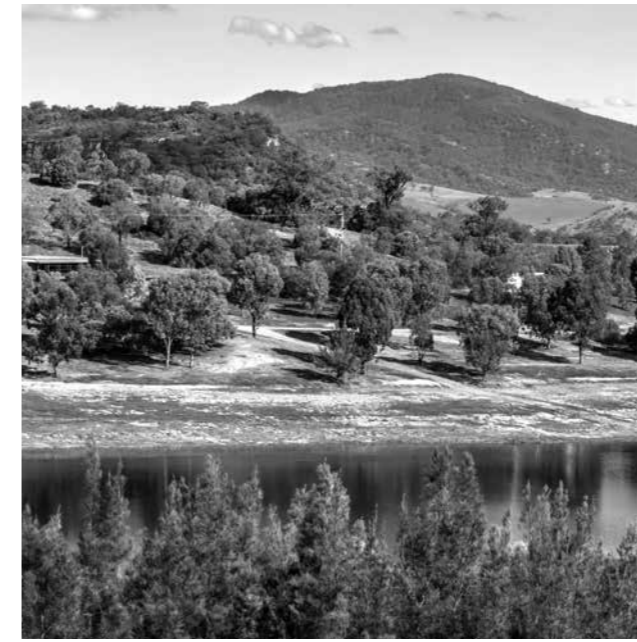
### Government Information Public Access (GIPA)

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

### Public Interest Disclosure Activity

Hunter JO received zero public interest disclosures for the reporting year under Public Interest Disclosures Act 1994.









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