



# Hunter JO Board Meeting

4<sup>th</sup> December 2025

MidCoast Council – Administration & Customer Service  
Centre Yalawanyi Ganya

To join online:

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# HUNTER JO AGENDA: 4 December 2025

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## 1. Acknowledgement of Country

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

## 2. Welcome and Apologies

### 2.1 Apologies

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Apologies for the meeting to be received.

### 2.2 Conflicts of Interest

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|                       |                                                    |
|-----------------------|----------------------------------------------------|
| <b>Report Author:</b> | Bonnie Gradwell, Administration and Events Officer |
|-----------------------|----------------------------------------------------|

#### **Recommendations:**

- **That any Conflicts of Interest be declared and noted.**

#### **Executive Summary:**

This report calls for any conflicts of interest to be declared and noted by the Hunter JO Board.

#### **Background**

The following process was endorsed by the Hunter JO Board at its December 2023 meeting, for declarations of any conflicts:

- At the start of each meeting, the Chair will call for any conflicts from Board Members
- If any conflicts are declared within the meeting:
  - The Board Member making the declaration will complete the [Hunter JO Disclosure of Interest Form](#)
  - within 10 business days of the meeting, for record-keeping (on submission, a copy of the completed form is provided to the Secretariat and the Chair)
  - The declaration will be added to the register, included at Appendix 2.2-A to be kept as a record for the course of the financial year within which the declaration was made.
- The Conflict of Interest Register will be noted at each meeting of the Hunter JO Board.

#### **Discussion:**

If discussion is required for any conflicts of interest declared, the Chair will lead this discussion.

**Financial / Resourcing Implications:** Nil

**Next steps:** Nil

#### **Appendices\* / Attachments\*\*:**

- Appendix 2.2-A: Hunter JO Conflict of Interest Register

\*Appendices are included directly following the report and inform the validity of the report

\*\*Attachments are included at the end of the Board Pack to provide supplementary information and context.

## Appendix 2.2-A: Hunter JO Conflict of Interest Register

Any potential conflicts of interest declared are to be included in the below Register and the Board Member in question is to also complete the [Hunter JO Disclosure of Interest Form](#)

| Name of Board Member | Description of interest | Has the Board been notified? | Date of disclosure | Steps taken by Board for dealing with the conflict | Board Member actions to address the conflict |
|----------------------|-------------------------|------------------------------|--------------------|----------------------------------------------------|----------------------------------------------|
|                      |                         |                              |                    |                                                    |                                              |
|                      |                         |                              |                    |                                                    |                                              |

### 3. Minutes of Previous Meeting

#### 3.1 Minutes of Meeting 16 October 2025

|                       |                                                    |
|-----------------------|----------------------------------------------------|
| <b>Report Author:</b> | Bonnie Gradwell, Administration and Events Officer |
|-----------------------|----------------------------------------------------|

#### **Recommendation:**

- **That the minutes of the Hunter JO Board Meeting held on 16 October 2025 be received and noted.**

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

**10.52am, Thursday 16 October 2025**

**Parliament of NSW, McKell Room (6 Macquarie St, Sydney NSW 2000)**

#### **Voting Members Present**

|                        |                                      |
|------------------------|--------------------------------------|
| Mayor Daniel Watton    | Cessnock City Council                |
| Mayor Digby Rayward    | Dungog Shire Council                 |
| Mayor Adam Shultz      | Lake Macquarie City Council          |
| Mayor Philip Penfold   | Maitland City Council                |
| Mayor Jeffrey Drayton  | Muswellbrook Shire Council           |
| Mayor Leah Anderson    | Port Stephens Council (Deputy Chair) |
| Mayor Sue Moore        | Singleton Council (Chair)            |
| Mayor Maurice Collison | Upper Hunter Shire Council           |

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

|                         |                                                                                         |
|-------------------------|-----------------------------------------------------------------------------------------|
| Gareth Curtis           | General Manager, Dungog Shire Council                                                   |
| Tony Farrell            | Acting CEO, Lake Macquarie City Council                                                 |
| Jeremy Bath             | CEO, City of Newcastle                                                                  |
| Justin Fitzpatrick-Barr | General Manager, Singleton Council                                                      |
| Greg McDonald           | General Manager, Upper Hunter Shire Council                                             |
| Virginia Errington      | Council Engagement Manager, Office of Local Government                                  |
| Malcolm St Hill         | Associate Director Regional Coordination - Hunter New England, Premier's Department NSW |

#### **Apologies**

|                          |                                                                                                |
|--------------------------|------------------------------------------------------------------------------------------------|
| Mayor Claire Pontin      | MidCoast Council                                                                               |
| Lord Mayor Ross Kerridge | City of Newcastle                                                                              |
| Peter Chrystal           | Interim General Manager, Cessnock City Council                                                 |
| Jeff Smith               | General Manager, Maitland City Council                                                         |
| Adrian Panuccio          | General Manager, MidCoast Council                                                              |
| Derek Finnigan           | General Manager, Muswellbrook Shire Council                                                    |
| Tim Crosdale             | General Manager, Port Stephens Council                                                         |
| Shaun O'Sullivan         | Director North - Regional Coordination, Delivery & Engagement Group – Premier's Department NSW |

### **Staff in Attendance**

|                       |                                                            |
|-----------------------|------------------------------------------------------------|
| Steve Wilson          | Executive Officer, Hunter JO                               |
| Tim Askew             | Director of Programs, Hunter JO                            |
| Kim Carland           | Advocacy and Government Relations Lead, Hunter JO          |
| Bonnie Gradwell       | Administration and Events Officer, Hunter JO (Secretariat) |
| Anja Carlen-Jorgensen | Advocacy and Communications Officer, Hunter JO             |

### **Additional Attendees**

|                  |                                                 |
|------------------|-------------------------------------------------|
| Charlotte McCabe | Deputy Lord Mayor, City of Newcastle (Observer) |
| Alex Hardy       | Director, Corporate Assurance, Prosperity       |

*The formal meeting opened 10.52am*

### **Item 1 Acknowledgement of Country**

*The chair opened the meeting and welcomed the Board with an Acknowledgment of Country.*

### **Item 2 Welcome & Apologies**

#### **2.1 Apologies**

*Apologies for the meeting were received.*

#### **2.2 Conflict of Interest**

***Resolved: That any Conflicts of Interest be declared and noted.***

***Moved: Mayor Leah Anderson, Seconded: Mayor Digby Rayward, Carried.***

### **Item 3 Minutes of Previous Meeting**

#### **3.1 Minutes of Meeting 14 August 2025**

***Resolved: That the minutes of the Hunter JO Board Meeting held on 14 August 2025 be received and noted.***

***Moved: Mayor Adam Shultz, Seconded: Mayor Daniel Watton, Carried.***

### **Item 4 Actions Arising from Minutes**

#### **4.1 Hunter JO Board Action Register**

***Resolved: That the status of actions included in the Register be noted.***

***Moved: Mayor Leah Anderson, Seconded: Mayor Maurice Collison, Carried.***

### **Item 5 Presentations**

*Nil.*

### **Item 6 Correspondence**

***Resolved: That the correspondence be received and noted.***

***Moved: Mayor Adam Shultz, Seconded: Mayor Daniel Watton, Carried.***

### **Item 7 Items for the Hunter JO Board: For Decision**

#### **7.1 Annual Financial and Performance Audit**

*Alex Hardy - Director Corporate Assurance, Prosperity spoke to this report and answered any questions.*

***Resolved: That the outcomes of the annual financial and performance audit, including annual audited accounts for 2024-25FY be received and accepted.***

***Moved: Mayor Leah Anderson, Seconded: Mayor Philip Penfold, Carried.***

#### **7.2 Service Level Agreement between Hunter JO and related entities**

### **Closure of the Meeting**

***Resolved: That in accordance with section 11.1 of the Hunter JO Code of Meeting Practice and section 10A(2) of the NSW Local Government Act 1993, the meeting be closed to the public for discussion of Agenda Item 7.2). This item incorporated discussion of personnel matters (other than voting representatives).***

**Moved: Mayor Daniel Watton, Seconded: Mayor Leah Anderson, Carried.**

**Reopening the Meeting to the Public**

**Resolved: That the meeting be reopened to the public.**

**Moved: Mayor Philip Penfold, Seconded: Mayor Leah Anderson, Carried.**

**Resolved: That the Board endorse the Service Level Agreement between Hunter JO, Hunter Councils, Arrow Collaborative Services and Hunter Councils Legal Services (Local Government Legal).**

**Moved: Mayor Digby Rayward, Seconded: Mayor Leah Anderson, Carried.**

**7.3 Annual Performance Statement**

**Resolved:**

- **That the Board endorse the Hunter JO Annual Performance statement for the 2024-25 period, and its submission to the Office of Local Government by 30 November 2025.**
- **That the Board endorse publication of the Hunter JO Performance Statement for the 2024-25 period on the Hunter JO website.**

**Moved: Mayor Philip Penfold, Seconded: Mayor Leah Anderson, Carried.**

**7.4 State-wide approach to Community Benefit Sharing**

**Resolved: That the Board confirms its support and participation in a state-wide collaborative approach to:**

- **Understanding and applying the new benefit-sharing guideline for large-scale energy developments**
- **Developing council policies and procedures for negotiating community benefits-sharing arrangements; and**
- **Advocating for clear planning processes, additional guidelines and retrospective arrangements to ensure net community benefit for regional host communities for all energy developments.**

**Moved: Mayor Digby Rayward, Seconded: Mayor Adam Shultz, Carried.**

**Item 8 Items for the Hunter JO Board: For Noting**

**8.1 NSW Joint Organisation Chairs Forum Reports and Minutes**

**Resolved: That the Board note the information provided.**

**Moved: Mayor Adam Shultz, Seconded: Mayor Leah Anderson, Carried.**

**8.2 Hunter JO Financial Report**

**Resolved:**

- **That the YTD Income Statement for the month ending August 2025 be received and noted.**
- **That the summary of Credit Card expenditure for Hunter JO for YTD August 2025 be received and noted.**

**Moved: Mayor Adam Shultz, Seconded: Mayor Leah Anderson, Carried.**

**8.3 Hunter JO Funding & Grant Opportunities**

**Resolved: That the Board note the update on funding and grant opportunities.**

**Moved: Mayor Adam Shultz, Seconded: Mayor Leah Anderson, Carried.**

**8.4 Hunter JO Program Status Report**

**Resolved: That the report be received and noted.**

**Moved: Mayor Adam Shultz, Seconded: Mayor Leah Anderson, Carried.**

**8.5 Hunter JO Risk Register**

**Resolved:**

- **That the Hunter JO Board note the Hunter JO Risk Register**
- **That the Hunter JO Board identify any new risks for inclusion on the Risk Register**

**Moved: Mayor Adam Shultz, Seconded: Mayor Leah Anderson, Carried.**

**8.6 Annual Hunter JO Compliance Calendar Checklist**

**Resolved: That the Hunter JO Board note the status of the Compliance Calendar Checklist.**

**Moved: Mayor Adam Shultz, Seconded: Mayor Leah Anderson, Carried.**

#### **8.7 Premier's Department Update**

**Resolved: That the Hunter JO Board note the update from the Premier's Department.**

**Moved: Mayor Adam Shultz, Seconded: Mayor Leah Anderson, Carried.**

#### **8.8 Office of Local Government (OLG) Update**

**Resolved: That the Board note the OLG update.**

**Moved: Mayor Adam Shultz, Seconded: Mayor Leah Anderson, Carried.**

### **Item 9 Confidential Session**

#### **Item 9.1 Closure of the Meeting**

**Resolved: In accordance with section 11.1 of the Hunter JO Code of Meeting Practice and section 10A(2) of the NSW Local Government Act 1993, the meeting be closed to the public for discussion of Agenda Item 9.2 (Chair's Confidential Paper - Executive Officer Performance Review). This item incorporated discussion of personnel matters (other than voting representatives).**

**Moved: Mayor Daniel Watton, Seconded: Mayor Leah Anderson, Carried.**

*Confidential session began at 11.19am.*

#### **9.2 Executive Officer Performance Review**

**Resolved: That the JO Board:**

- **Thank, and congratulate Steve on a job well done, recognising that the JO has been through considerable change and that this transition has occurred smoothly due to his leadership.**
- **Notes that under Clause 8.3 of Steve's Contract, his remuneration package increases by a percentage amount consistent with the NSW SOORT Determination for Senior Staff, being 3.5% in 2025; and**
- **Offers Steve an additional 1.4 % increase in remuneration to align his total remuneration more closely with that of Executive Officers at other Joint Organisations of similar sizes.**

**Moved: Mayor Philip Penfold, Mayor Daniel Watton, Carried.**

#### **9.3 Reopening of the Meeting to the Public**

**Resolved:**

- **That the meeting be reopened to the public**
- **That the open meeting be advised of any decisions occurring during the closed meeting session.**

**Moved: Mayor Leah Anderson, Mayor Digby Rayward, Carried.**

*Meeting reopened at 11.23am.*

### **Item 10 Matters Raised by Members**

*Nil.*

### **Item 11 General Business**

*Jeremy Bath, CEO, City of Newcastle identified that during recent Council debate on the issue of a public holiday for Newcastle Show, the suggestion was made that Council should work with the other regional councils to have a single public holiday for The Hunter region. Jeremy indicated that Lord Mayor Ross Kerridge may reach out to councils to discuss this opportunity.*

*Formal meeting closed at 11.26am*

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## 4. Actions Arising from Minutes

### 4.1 Hunter JO Board Action Register

#### Recommendation:

- That the status of actions included in the Register be noted.

| I.D        | Action                                                                                                                                                                                                                | Mtg Date  |             | Due      | Notes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| HJO-24-020 | That the Board endorse collaborating with other Joint Organisations to develop a shared ARIC model for implementation                                                                                                 | 24 Oct 24 | In progress | Feb 2026 | <p><b>December 2025:</b> As previously reported, we are still targeting a 29 May 2026 commencement date, however the plan to achieve that date has been amended to incorporate the inclusion of Mid North Coast JO. The next step in development is for each JO participating to nominate representatives for the working group and begin reviewing the MoU and ARIC structure as per the implementation plan.</p> <p><b>October 2025:</b> Planning for ARIC continues with Illawarra Shoalhaven JO, Central NSW JO and Mid North Coast JO. Estimated commencement date is May 2026 to align with Mid North Coast JO end of existing ARIC.</p> <p><b>August 2025:</b> The Boards of Central NSW JO and Mid North Coast JO have confirmed their interest and intent to participate in a shared ARIC. Meeting scheduled for 6<sup>th</sup> August to progress planning and development.</p> <p><b>June 2025:</b> Other JO's have been asked to confirm their intent to join a shared ARIC with the Hunter JO by 30 May 2025. Refer Agenda Item 7.10 "Shared ARIC" for more information.</p> <p><b>April 2025:</b> Report on proposed shared ARIC model will be presented to NSW JO Chairs Forum meeting on 7<sup>th</sup> May 2025 for consideration.</p> <p><b>February 2025.</b> Hunter JO is leading collaboration with broader joint organisation network.</p> |
|            | Hunter JO participate in a state-wide collaborative approach to: <ul style="list-style-type: none"> <li>• Understanding and applying the new benefit-sharing guideline for large-scale energy developments</li> </ul> | 16 Oct 25 | In progress | Oct 2026 | <p><b>December 2025:</b> The status of Joint Organisations and other alliances of councils also committing to participate in this initiative includes:</p> <ul style="list-style-type: none"> <li>• Confirmed by Canberra Region JO, Riverina &amp; Murray JO, Central NSW JO and Hunter JO</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

| I.D | Action                                                                                                                                                                                                                                                                                                                                                      | Mtg Date |  | Due | Notes                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|     | <ul style="list-style-type: none"> <li>Developing council policies and procedures for negotiating community benefits-sharing arrangements; and</li> <li>Advocating for clear planning processes, additional guidelines and retrospective arrangements to ensure net community benefit for regional host communities for all energy developments.</li> </ul> |          |  |     | <ul style="list-style-type: none"> <li>Participation pending next available Board meetings for Mid North Coast JO, Illawarra Shoalhaven JO and Riverina East Regional Organisation of Councils (REROC).</li> <li>Interest in collaborating confirmed by the Association of Mining and Energy Related Councils (MERC) and the Coalition of Renewable Energy Councils (CoREM)</li> <li>Advice pending from Country Mayors Association.</li> </ul> |

**Key:**

|          |             |            |
|----------|-------------|------------|
| Complete | In progress | Incomplete |
|----------|-------------|------------|

## 5. Presentations

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Nil.

## 6. Correspondence

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|                       |                                                    |
|-----------------------|----------------------------------------------------|
| <b>Report Author:</b> | Bonnie Gradwell, Administration and Events Officer |
|-----------------------|----------------------------------------------------|

### Recommendation:

- That the correspondence be received and noted.

### Executive Summary:

This report provides an update on correspondence sent and received in relation to the Hunter Joint Organisation Board.

**Background:** Nil

**Discussion:** Nil

**Financial / Resourcing Implications:** Nil

**Next steps:** Nil

### Appendices\* / Attachments\*\*:

#### Correspondence Sent:

- Attachment 6-1 Correspondence to Lake Macquarie City Council re Letter of Support for Soft Plastics Value Chain Activation, Local Government Waste Solutions Round 4, 7 October 2025
- Attachment 6-2 Correspondence to City of Newcastle re Letter of Support for City of Newcastle's LGWS Round 4 application, 10 October 2025
- Attachment 6-3 Correspondence to Port Stephens Council re letter of Support for Port Stephens Council's LGWS Round 4 application, 10 October 2025
- Attachment 6-4 Correspondence to The Hon Paul Scully MP re Appreciation for meeting with the Hunter JO Board of Mayors - 16 October 2025, 30 October 2025
- Attachment 6-5 Correspondence to Mr Dave Layzell re Appreciation for meeting with the Hunter JO Board of Mayors - 16 October 2025, 30 October 2025
- Attachment 6-6 Correspondence to The Hon Chris Minns MP re Appreciation for meeting with the Hunter JO Board of Mayors - 16 October 2025, 30 October 2025
- Attachment 6-7 Correspondence to The Hon Janelle Saffin MP re Appreciation for meeting with the Hunter JO Board of Mayors - 16 October 2025, 30 October 2025
- Attachment 6-8 Correspondence to The Hon Jenny Aitchison MP re Appreciation for meeting with the Hunter JO Board of Mayors - 16 October 2025, 30 October 2025
- Attachment 6-9 Correspondence to The Hon Yasmin Catley MP re Appreciation for meeting with the Hunter JO Board of Mayors - 16 October 2025, 30 October 2025
- Attachment 6-10 Correspondence to The Hon Chris Rath MP re Appreciation for meeting with the Hunter JO Board of Mayors - 16 October 2025, 30 October 2025
- Attachment 6-11 Correspondence to The Hon Courtney Houssos MLC re Appreciation for meeting with the Hunter JO Board of Mayors - 16 October 2025, 30 October 2025

- Attachment 6-12 Correspondence to The Hon Daniel Mookhey MLC re Appreciation for meeting with the Hunter JO Board of Mayors - 16 October 2025, 30 October 2025
- Attachment 6-13 Correspondence to The Hon Penny Sharpe MLC re Appreciation for meeting with the Hunter JO Board of Mayors - 16 October 2025, 30 October 2025
- Attachment 6-14 Correspondence to The Hon Ron Hoenig MP re Appreciation for meeting with the Hunter JO Board of Mayors - 16 October 2025, 30 October 2025
- Attachment 6-15 Correspondence to The Hon Rose Jackson MLC re Appreciation for meeting with the Hunter JO Board of Mayors - 16 October 2025, 30 October 2025
- Attachment 6-16 Correspondence to Morven Cameron re Acknowledgement of Contribution to Hunter Joint Organisation and Region, 25 November 2025

#### Correspondence Received:

- Attachment 6-17 Correspondence from Tony Chappel CEO, NSW EPA re unable to attend Board meeting on 4 Dec 2025, 13 October 2025
- Attachment 6-18 Correspondence from The Hon Ron Hoenig re support for review of rate rebate concession (A981819 - MO25-0502), 5 November 2025
- Attachment 6-19 Correspondence from Grahame Irwin, Department of Employment and Workplace Relations re Invitation to participate in Hunter Worker Transition Advisory Group, 13 November 2025

#### Regional Submissions:

- Attachment 6-20 Submission Review of the NSW Roads Act 1993 – Options Paper, 31 October 2025
- Submission NSW Legislation Council Select Committee on Proposed Energy from Waste, 31 October 2025 (NB copy of submission available on NSW Parliament [website](#)).

\*Appendices are included directly following the report and inform the validity of the report

\*\*Attachments are included at the end of the Board Pack to provide supplementary information and context.

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

### 7.1 Code of Meeting Practice

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|                       |                                 |
|-----------------------|---------------------------------|
| <b>Report Author:</b> | Steve Wilson. Executive Officer |
|-----------------------|---------------------------------|

#### **Recommendation:**

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

- **Endorse the updated Hunter JO Code of Meeting Practice (4th December 2025).**
- **Not authorise the person presiding at a meeting to exercise a power of expulsion.**

#### **Executive Summary:**

This report is seeking endorsement of new Code of Meeting Practice for the Hunter JO in line with the updated Model Code of Meeting Practice released by the NSW Government in July 2025.

#### **Background:**

The need to adopt a Code of Meeting Practice is prescribed under section 360 of the *Local Government Act 1993* (the Act) and the *Local Government (General) Regulation 2021* (the Regulation). The Office of Local Government released a new Model Code of Meeting Practice in July 2025.

Similar to Councils, joint organisations must adopt a code of meeting practice that incorporates the mandatory provisions of the 2025 Model Meeting Code no later than 31 December 2025. Unlike Councils, joint organisations are not required to undertake community consultation.

Joint organisations must adopt a code of meeting practice that incorporates the mandatory provisions of the updated Model Meeting Code and may incorporate the non-mandatory provisions of the Model Meeting Code and other supplementary provisions. However, the code of meeting practice adopted must not contain provisions that are inconsistent with the mandatory provisions of the Model Meeting Code.

A joint organisation committee of which all the members are voting representatives must conduct its meetings in accordance with the code of meeting practice adopted by the joint organisation.

#### **Discussion:**

The updated draft Code of Meeting Practice for the Hunter JO based on the updated 2025 Model Code is included in Attachment 7.1-1. Key items to note that vary from the previous Hunter JO Code of Meeting Practice include:

- On the adoption of this code and at the commencement of each board term, the board must determine whether to authorise the person presiding at a meeting to exercise a power of expulsion. It is recommended to not authorise this power when endorsing the updated Code.
- Clause 7 “Modes of Address” is now included as a mandatory clause in the draft Code of Meeting Practice.

**Financial / Resourcing Implications:** Nil.

#### **Next steps:**

- When endorsed, the Updated Code will be published on the Hunter JO website.
- Board meetings will be conducted in accordance with the updated Code.

**Appendices\* / Attachments\*\*:**

- Attachment 7.1-1: Draft Hunter JO Code of Meeting Practice (4<sup>th</sup> December 2025)

\*Appendices are included directly following the report and inform the validity of the report

\*\*Attachments are included at the end of the Board Pack to provide supplementary information and context.

|                       |                                 |
|-----------------------|---------------------------------|
| <b>Report Author:</b> | Steve Wilson, Executive Officer |
|-----------------------|---------------------------------|

**Recommendation:****That the Board:**

- **Endorse continued participation by a Hunter JO staff representative on the Hunter Worker Transition Advisory Group to represent the shared regional interests and priorities of the Member Councils.**
- **Determine whether to request additional Member Council representation on the Advisory Group to communicate the focus and importance of council involvement and council led initiatives that will underpin and support local and regional workforce transition processes.**

**Executive Summary:**

This report seeks to confirm the Board's preferred Hunter JO and Council representation to participate and communicate the interests of Hunter JO Member Councils on the recently established Hunter Worker Transition Advisory Group (Advisory Group).

**Background:**

The Hunter JO was recently invited to attend the first meeting of the Hunter Worker Transition Advisory Group (Advisory Group) on 20<sup>th</sup> November, a dedicated sub-group of the Net Zero Economy Authority's (NZEa) broader consultation arrangements for the Hunter region.

The purpose of the Advisory Group is to bring together employers, unions, local government, and community representatives to help support workers and communities through the energy transition in the Hunter. This tripartite, collaborative and community-led approach will drive place-based decisions, complement broader regional activities and help identify the support, services and delivery approaches that are needed to ensure effective, inclusive support for workforce transitions.

The Advisory Group will guide the co-design of two major DEWR initiatives:

- the **Regional Workforce Transition Plan (RWTP)** which will outline tailored strategies to help the Hunter region to navigate workforce changes, build local capability, and harness emerging opportunities
- the **Transitioning Workforce Fund (TWF)** which will provide targeted, flexible support to workers and communities impacted by the energy transition.

The aim of the first meeting was to establish the Advisory Group's Terms of Reference (refer Attachment 7.2-1) and forward plan, including beginning discussions about the design and delivery of the RWTP and TWF. Future meetings will be held each 2–3 months as the Advisory Group shapes practical, locally-informed solutions for workforce transitions.

**Discussion:**

Advice from the Department of Employment and Workplace Relations is that representation on the Advisory Group has been approved by the Hon Amanda Rishworth MP, Federal Minister for Employment and Workplace Relations, as the group will have a Hunter-wide focus and report directly to the Minister for Employment and Workplace Relations. As such the Hunter Joint Organisation has been invited as the representative body for all 10 councils across the Hunter.

Given the importance of Council involvement in local economic transformation and worker transition processes, the Board is being asked to consider if representation from the Hunter JO on the Advisory Group moving forward is considered adequate, or whether a request should be made to the Minister to expand local government representation on the Advisory Group.

Additional representation would provide additional value to the JO's current contributions which predominantly focus on the strategic regional priorities for economic transformation that are shared across the Member Councils. While this regional level input is valuable to the Advisory Group's deliberations, additional local council involvement would also add further value given:

- It is challenging for Hunter JO staff to be fully across the very local impacts, challenges and programs that will underpin and support workforce transition processes
- The Hunter JO team does not hold any specific skills or experience in worker transition processes.

Seeking additional representation from a Member Council(s) on the Advisory Group would provide the opportunity for more local community-based context, issues, opportunities and action to be provided.

**Financial / Resourcing Implications:**

Representation by Hunter JO and/or Council staff representatives will primarily involve attending meetings (2-3 hour duration) every two months.

**Next steps:**

Hunter JO will communicate and/or advocate the Board's preferred position re ongoing Hunter JO representation on the Advisory Group.

**Appendices\* / Attachments \*\*:**

- Attachment 7.2-1: Draft Terms of Reference - Hunter Worker Transition Advisory Group

\*Appendices are included directly following the report and inform the validity of the report

\*\*Attachments are included at the end of the Board Pack to provide supplementary information and context.

|                       |                                 |
|-----------------------|---------------------------------|
| <b>Report Author:</b> | Tim Askew, Director of Programs |
|-----------------------|---------------------------------|

**Recommendation:****That the Board:**

- **Endorse the draft Hunter JO Investment Policy**

**Executive Summary:**

This report is seeking approval of an Investment Policy for the Hunter JO. Endorsement of the Investment Policy will facilitate creation of a high interest savings account in which to invest Member Council financial contributions and grant funds received by the Hunter JO in the interim period until expenditure is required

**Background:**

Many years ago, the Hunter Joint Organisation operated a high interest savings account to hold member and grant funds and earn interest in the interim until expenditure on grants and advocacy was required. It is proposed to reinstate this previous system and setup a high interest savings account in which to hold funds until expenditure is required.

As per the cash flow summary included in the financial report (Agenda Item 8.4), our current bank balance is sitting at \$1.8m, primarily due to a greater proportion of grants funds being received upfront than was anticipated. It is therefore proposed to establish a high interest savings account that meets our cash flow requirements, is cost effective, easy to use and provides security of funds under management.

Preliminary investigation indicates that \$15-20,000 of interest could be earned by the end of the financial year if we were to use existing products on the market. The lower end of potential interest can be earned by negotiating with our existing banking provider, Westpac (or other big 4 banks). The higher end of potential interest can be earned through setting up a separate bank, like Macquarie Bank (or other mid sized bank like Rabobank or BOQ).

Investment of grant funds in an interest-bearing account is permitted within the grant funding agreements in place between the Hunter JO and various NSW and Federal Government agencies.

**Discussion:**

Similar to Councils, investment of funds by the Hunter JO should be in accordance with an investment policy that complies with the *Local Government Act, Local Government (General) Regulation* and Ministerial Investment Order (2011), to ensure the Hunter JO or its representatives exercise care, diligence and skill that a prudent person would exercise in investing funds.

A draft Investment Policy is provided for consideration by the Board (refer Attachment 7.3-1), the adoption of which will facilitate the investment of funds in a high interest-bearing account as outlined above. This policy has been prepared in accordance with the Office of Local Government's Investment Policy Guidelines (2010). This Guideline identifies that the Investment Policy should:

- set the objectives of investing
- outline the legislative requirements
- ascertain authority for implementation and management of the policy
- establish the capital, liquidity/duration and return expectations
- determine the diversity of the investment portfolio
- define the risk profile
- establish legal title

- set benchmarks
- establish monitoring and reporting requirements
- define duties, obligations and required skills of the council and joint organisation officers, and
- set a date for the policy to be reviewed.

**Financial / Resourcing Implications:**

Adoption of the policy will support the generation of additional revenue to augment delivery of the Board's strategic objectives.

**Next steps:**

Subject to Board approval of the draft Investment Policy, investigations will be completed to identify and open an interest-bearing account for the Hunter JO.

**Appendices\* / Attachments \*\*:**

- Attachment 7.3-1: Draft Hunter JO Investment Policy

\*Appendices are included directly following the report and inform the validity of the report

\*\*Attachments are included at the end of the Board Pack to provide supplementary information and context.

## 8. Items for the Hunter JO Board: For Noting

### 8.1 NSW Joint Organisation Chairs Forum Reports and Minutes

|                       |                                 |
|-----------------------|---------------------------------|
| <b>Report Author:</b> | Steve Wilson, Executive Officer |
|-----------------------|---------------------------------|

#### **Recommendation:**

- **That the Board note the information provided.**

#### **Executive Summary:**

This report provides an overview of the focus and discussion occurring at the most recent meeting of the NSW Joint Organisation Chairs Forum held on 18 November 2025.

#### **Background:**

The NSW Joint Organisation Chairs Forum brings together all NSW JO's along with other alliances of councils from across NSW three times per year. Its purpose is to exchange information on best practice and excellence in the pursuit of strategic regional priorities, joint advocacy and collaboration activities for the benefit of local councils and their communities right across rural and regional NSW.

The current chair of the Forum is Cr Sue Moore, Mayor of Singleton Council and Chair of Hunter JO, along with Deputy Chair Cr Kevin Beatty, Mayor of Cabonne Council and Chair of Central NSW JO. The Hunter JO currently provides the secretariat to the Forum.

#### **Discussion:**

Key focus areas / outcomes from the 18 November 2025 meeting included:

- Updates from Canberra Region JO, Association of Mining & Energy Related Councils (MERC) and Coalition of Renewable Energy Mayors (CoREM) on policy and advocacy work currently underway by these organisations around Community Benefit Schemes linked to energy projects and other State Significant Developments. This includes the launch of a new website by CoREM to share policy and resources to assist Councils navigate and negotiate community benefit outcomes from new energy projects, which can be accessed at <https://corem.au/>. These updates were provided as the JO Chairs Forum explores the opportunity for a more consistent and state-wide collaborative approach across alliances of councils to Community Benefits Schemes.
- A showcase by Illawarra Shoalhaven JO of its operating structure, systems, funding model, priorities, challenges and opportunities. A different JO showcases its organisation at each meeting.
- NSW Office of Local Government update provided by Brett Whitworth including:
  - JO framework review and potential resulting changes to joint organisation model
  - November 2025 National Local Government Minister's Forum
  - Disaster Recovery Fund Board operating to review disaster recovery funding arrangements from State perspective
- Advocacy updates from ALGA and LGNSW
- Reports on delivery of the JONZA and Disaster Ready (DAP) project initiatives being led by Joint Organisations across the state
- Discussion and advocacy around the recent NSW Planning Reforms

A copy of the full meeting agenda and papers is included in Attachment 8.1-1.

**Financial / Resourcing Implications:** Nil

**Next steps:** Nil

**Appendices\* / Attachments\*\*:**

- Attachment 8.1-1 NSW JO Chairs Forum Business Papers and Attachments, 18 November 2025

\*Appendices are included directly following the report and inform the validity of the report

\*\*Attachments are included at the end of the Board Pack to provide supplementary information and context.

## 8.2 Code of Conduct Complaints

|                       |                                 |
|-----------------------|---------------------------------|
| <b>Report Author:</b> | Steve Wilson, Executive Officer |
|-----------------------|---------------------------------|

### Recommendation:

- That the Board note the annual report on code of conduct statistics has been provided to the NSW Department of Local Government for the 1 October 2024 to 30 September 2025 reporting period.

### Executive Summary:

This report provides the annual code of conduct statistics for the Hunter JO for the 1 October 2024 to 30 September 2025 reporting period, during which nil complaints were received.

### Background:

*Part 11 of the Hunter JO's "Procedures for the Administration of the Code of Conduct" identify that:*

*11.2 The complaints coordinator must arrange for the following statistics to be reported to the joint organisation within 3 months of the end of September of each year:*

- a) the total number of code of conduct complaints made about voting representatives and the executive officer under the code of conduct in the year to September (the reporting period)*
- b) the number of code of conduct complaints referred to a conduct reviewer during the reporting period*
- c) the number of code of conduct complaints finalised by a conduct reviewer at the preliminary assessment stage during the reporting period and the outcome of those complaints*
- d) the number of code of conduct complaints investigated by a conduct reviewer during the reporting period*
- e) without identifying particular matters, the outcome of investigations completed under these procedures during the reporting period*
- f) the number of matters reviewed by the Office during the reporting period and, without identifying particular matters, the outcome of the reviews, and*
- g) the total cost of dealing with code of conduct complaints made about voting representatives and the executive officer during the reporting period, including staff costs.*

*11.12 The joint organisation is to provide the Office with a report containing the statistics referred to in clause 11.1 within 3 months of the end of September of each year.*

### Discussion:

In line with annual reporting obligations the following statistics are provided in relation to code of conduct complaints for the Hunter Joint Organisation for the 1 October 2024 - 30 September 2025 reporting period:

| Reporting Statistic                                                                                                                                                                      | Number |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| a) The total number of code of conduct complaints made about voting representatives and the executive officer under the code of conduct in the year to September (the reporting period). | Nil    |

| Reporting Statistic                                                                                                                                                                                                                               | Number |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| b) The number of code of conduct complaints referred to a conduct reviewer during the reporting period.                                                                                                                                           | Nil    |
| c) The number of code of conduct complaints finalised by a conduct reviewer at the preliminary assessment stage during the reporting period and the outcome of those complaints.                                                                  | Nil    |
| d) The number of code of conduct complaints investigated by a conduct reviewer during the reporting period e) without identifying particular matters, the outcome of investigations completed under these procedures during the reporting period. | Nil    |
| f) The number of matters reviewed by the Office during the reporting period and, without identifying particular matters, the outcome of the reviews.                                                                                              | Nil    |
| g) The total cost of dealing with code of conduct complaints made about voting representatives and the executive officer during the reporting period, including staff costs.                                                                      | Nil    |

**Financial / Resourcing Implications:** Nil

**Next steps:** The code of conduct statistics have been provided to the Office of Local Government in line with the reporting deadline.

**Appendices\* / Attachments\*\*:** Nil

\*Appendices are included directly following the report and inform the validity of the report

\*\*Attachments are included at the end of the Board Pack to provide supplementary information and context.

|                       |                                 |
|-----------------------|---------------------------------|
| <b>Report Author:</b> | Steve Wilson, Executive Officer |
|-----------------------|---------------------------------|

**Recommendation:**

- **That the Board note the report**

**Executive Summary:**

This report provides the outcomes of the shared Hunter JO regional motions lodged by Member Councils to the LGNSW Annual Conference 2025.

**Background:**

In preparation for the 2025 LGNSW Local Government Conference on 23-25 November, seven priority regional motions developed through the Hunter Joint Organisation were endorsed and lodged individually to the conference by Dungog Shire Council, Lake Macquarie City Council, MidCoast Council, Cessnock City Council, City of Newcastle, Port Stephens Council, Singleton Council, Muswellbrook Shire Council and Upper Hunter Shire Council.

These motions linked directly to the Category 1 Motion categories of:

- Climate change, energy and mining
- Skills & workforce
- Planning and housing
- Infrastructure, water, roads, transport
- Emergency Management

Lodgement of the shared regional motions aimed to:

- Amplify the shared advocacy priorities of the Hunter's councils at the state level.
- Emphasise the strength of alignment across the ten Hunter councils regarding the region's challenges, opportunities and agreed strategic directions.

**Discussion**

All motions lodged by the Member Councils were included in the Business Paper for debate at the Conference, as can be seen in Appendix 8.3-1.

All seven motions were successfully endorsed by the conference, either directly or as a subset of other motions.

**Financial / Resourcing Implications:** Nil

**Next steps:** Nil

**Appendices\* / Attachments\*\*:**

- Appendix 8.3-1: Shared Hunter Regional Motions included in Conference Business Paper

\*Appendices are included directly following the report and inform the validity of the report

\*\*Attachments are included at the end of the Board Pack to provide supplementary information and context.

### Appendix 8.3.1. Shared Hunter Regional Motions included in Conference Business Paper

| Hunter JO Regional Motion                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Conference Motion                                                                                                       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|
| <p><b>Local presence</b></p> <p>That Local Government NSW calls on the NSW and Federal Governments to embed Net Zero government support services and infrastructure delivery agencies, including (but not limited to) the Net Zero Economy Authority, EnergyCo, Department of Employment and Workplace Relations, Future Jobs and Investment Authority, Department of Transport &amp; Department of Planning within regional communities directly affected by the transition to meet NSW Net Zero targets.</p> | Motion #24, page 55                                                                                                     |
| <p><b>Local funding for Post Mining Land Use</b></p> <p>That Local Government NSW calls on the NSW and Federal Governments to provide funding support directly to Local Government to guide a coordinated approach to land use and economic opportunities for post mining-related land to support communities impacted by historical and future mine closures.</p>                                                                                                                                             | Motion #26, page 61                                                                                                     |
| <p><b>Skills transition</b></p> <p>That Local Government NSW calls on the NSW and Federal Governments to immediately recommence previously funded initiatives that deliver employment and skills programs locally to transitioning industries.</p>                                                                                                                                                                                                                                                             | <p>Motion #31, page 68</p> <p>Incorporated within LGNSW Board motion</p>                                                |
| <p><b>Place planning</b></p> <p>That Local Government NSW calls on the NSW and Federal Governments to release uncontested funding for local government to support the development of regionally significant place strategies, specifically for industrial (employment) land, identified in Regional Plans.</p>                                                                                                                                                                                                 | Motion # 44, page 90                                                                                                    |
| <p><b>Enabling infrastructure</b></p> <p>That Local Government NSW calls on the NSW and Federal Governments to provide uncontested funding to Councils to deliver local infrastructure needed to unlock development ready land in regional NSW to meet NSW housing targets.</p>                                                                                                                                                                                                                                | <p>Motion #58, page 109</p> <p>Incorporated within LGNSW Board motion</p>                                               |
| <p><b>Re-categorise roads</b></p> <p>That Local Government NSW calls on the NSW Government to urgently re-categorise roads that meet criteria, or will meet relevant criteria in the short term, and to prioritise re-categorisation of Local and Regional roads to State Roads where the road services significant assets to the state including housing, water and energy infrastructure assets and facilities.</p>                                                                                          | Motion #62, page 126                                                                                                    |
| <p><b>Betterment funding</b></p> <p>That Local Government NSW calls on the NSW Government to provide an ongoing disaster resilience program to provide betterment funding for prioritised infrastructure such as road networks, drainage, bridge and coastal structures that are vulnerable to natural disasters.</p>                                                                                                                                                                                          | <p>Motion #82, page 149</p> <p>Incorporated within Gunnedah Shire Council motion – Untied disaster recovery funding</p> |

## 8.4 Hunter JO Financial Report

|                       |                                 |
|-----------------------|---------------------------------|
| <b>Report Author:</b> | Tim Askew, Director of Programs |
|-----------------------|---------------------------------|

### Recommendations:

- That the YTD Income Statement for the month ending October 2025 be received and noted.
- That the summary of Credit Card expenditure for Hunter JO for YTD October 2025 be received and noted.

### Executive Summary:

This report provides, for noting:

- The year-to-date Hunter Joint Organisation financial statements for the month ending October 2025.
- The summary of Credit Card expenditure for Hunter JO for YTD October 2025

**Background:** Nil

### Discussion:

#### Income Statement Summary

| SUMMARY                                     | ACTUAL        | ACTUAL         | BUDGET     | YTD        | YTD             | ANNUAL        | FORECAST      |
|---------------------------------------------|---------------|----------------|------------|------------|-----------------|---------------|---------------|
| INCOME STATEMENT HIGHLIGHTS                 | Current Month | YTD            | YTD        | VARIANCE   | PRIOR YEAR      | BUDGET        | BUDGET        |
| <b>HJO GROUP</b>                            |               |                |            |            |                 |               |               |
| HUNTER COUNCILS INCORPORATED                | 3,783         | (5,084)        | (5,853)    | -15%       | (51,357)        | 13,664        | 13,664        |
| HUNTER JOINT ORGANISATION                   | 84,481        | 160,178        | 6,641      | -96%       | 18,303          | 2,087         | 2,087         |
| <b>TOTAL NET PROFIT / (LOSS) - OPERATIO</b> | <b>88,264</b> | <b>155,094</b> | <b>788</b> | <b>(1)</b> | <b>(33,054)</b> | <b>15,751</b> | <b>15,751</b> |
| HJO Subsidy                                 |               |                |            |            |                 |               |               |
| Extraordinary Expenses                      | -             | -              | -          | -          | -               | -             | -             |
| <b>TOTAL GROUP NET PROFIT / (LOSS)</b>      | <b>88,264</b> | <b>155,094</b> | <b>788</b> | <b>(1)</b> | <b>(33,054)</b> | <b>15,751</b> | <b>15,751</b> |

For the month ending October 2025, Hunter JO reports a year-to-date net profit of \$160,178 which is \$153,537 above the budget projections. This variance is primarily attributable to the funding amount invoiced to NSW OLG for the cadets and timing differences in grant progress. The cadet funding is for 6 months in advance, which was originally budgeted to be received monthly. Once discussions with NSW OLG to resolve payment timing issues have concluded we will adjust budgets at the mid-year review.

The YTD net results for Hunter Councils Inc reports a net loss of \$5,084, which is 15% below the budget projections. This variance is primarily attributable to a repair to an air conditioning unit increasing occupancy costs by \$3,000 over expected costs YTD.

A copy of Credit Card Expenditure for the Hunter JO since 1 July 2025 has been included at Attachment 8.4-1 for noting.

For a more detailed breakdown of the Income Statement, Balance Sheet, and Cash Flow by company, please refer to attachment 8.4-2

## Balance Sheet Summary

| YTD SUMMARY                     | HUNTER COUNCILS INC | HUNTER JOINT ORGANISATION | HJO GROUP TOTAL  |
|---------------------------------|---------------------|---------------------------|------------------|
| <b>BALANCE SHEET HIGHLIGHTS</b> |                     |                           |                  |
| <b>ASSETS</b>                   |                     |                           |                  |
| Cash                            | 505                 | 1,851,662                 | 1,852,167        |
| Trade Debtors                   | 10,774              | 593,480                   | 604,254          |
| Property, Plant & Equipment     | 1,503,548           | 49,562                    | 1,553,109        |
| Intercompany Loans              | (652,412)           | 56,402                    | (596,010)        |
| Other                           | 7,020               | 17,743                    | 24,763           |
|                                 | <b>869,435</b>      | <b>2,568,848</b>          | <b>3,438,283</b> |
| <b>LIABILITIES</b>              |                     |                           |                  |
| Trade Creditors                 | 24,298              | 52,787                    | 77,085           |
| Employee Leave Entitlements     | -                   | 251,236                   | 251,236          |
| Unspent Grant Funding           | -                   | 1,375,488                 | 1,375,488        |
| Intercompany Loans              | 226,000             | -                         | 226,000          |
| Other                           | 10,206              | 862,932                   | 873,138          |
|                                 | <b>260,504</b>      | <b>2,542,443</b>          | <b>2,802,947</b> |
| <b>NET ASSETS</b>               | <b>608,930</b>      | <b>26,405</b>             | <b>635,336</b>   |
|                                 | (0)                 | (0)                       |                  |
| <b>BALANCE SHEET METRICS</b>    |                     |                           |                  |
| Working Capital                 | (16,204)            | (1,494)                   | 2,481,184        |
| Current Ratio [Target >1.5]     | 0.5:1               | 1:1                       | 1:1              |
| Liabilities to Assets %         | 30%                 | 99%                       | 82%              |
| Cash Ratio [Target >1]          | 0:1                 | 0.8:1                     | 0.7:1            |

## Cashflow Summary

| YTD SUMMARY                             | HUNTER COUNCILS INC | HUNTER JOINT ORGANISATION | GROUP TOTAL      |
|-----------------------------------------|---------------------|---------------------------|------------------|
| <b>CASHFLOW HIGHLIGHTS</b>              |                     |                           |                  |
| <b>OPENING BALANCE - CASH ON HAND</b>   | <b>68</b>           | <b>936,945</b>            | <b>937,013</b>   |
| Net Cash - Operating                    | (6,563)             | 914,717                   | 908,153          |
| Net Cash - Investing                    | -                   | -                         | -                |
| Net Cash - Financing                    | 7,000               | -                         | 7,000            |
| Cash - Net Increase / (Decrease)        | 437                 | 914,717                   | 915,153          |
| <b>CLOSING BALANCE - CASH ON HAND</b>   | <b>505</b>          | <b>1,851,662</b>          | <b>1,852,166</b> |
| Plus Trade Debtors / Creditors          | (13,524)            | 540,693                   | 527,169          |
| <b>AVAILABLE WORKING CAPITAL (CASH)</b> | <b>(13,020)</b>     | <b>2,392,355</b>          | <b>2,379,335</b> |
| <b>LESS RESTRICTED FUNDS</b>            |                     |                           |                  |
| Employee Leave Entitlements             | -                   | 251,236                   | 251,236          |
| Unspent Grant Funds                     | -                   | 1,375,488                 | 1,375,488        |
| <b>UNRESTRICTED FUNDS</b>               | <b>(13,020)</b>     | <b>765,631</b>            | <b>752,611</b>   |

## Appendices\* / Attachments\*\*:

- Attachment 8.4-1: Hunter JO Credit Card Expenditure: YTD October 2025 (CONFIDENTIAL)
- Attachment 8.4-2: Hunter JO Monthly Financial Report: October 2025

\*Appendices are included directly following the report and inform the validity of the report

\*\*Attachments are included at the end of the Board Pack to provide supplementary information and context.

## 8.5 Hunter JO Funding & Grant Opportunities

|                       |                                 |
|-----------------------|---------------------------------|
| <b>Report Author:</b> | Tim Askew, Director of Programs |
|-----------------------|---------------------------------|

### Recommendations:

- **That the Board note the update on funding and grant opportunities**

### Executive Summary:

This paper provides an update on the status of funding applications submitted by the Hunter JO.

### Background:

Grant funding is a key source of revenue for the Hunter JO, underpinning delivery of a range of advocacy initiatives and capacity building activities and projects that contribute directly to implementation of the Hunter JO Strategic Plan.

### Discussion:

#### Australian Government Community Energy Upgrade Fund (CEUF) Round 2

The latest round of Community Energy Upgrade funding announced by the Federal Government will provide a total of \$21 million for NSW councils, including \$5.8M across Lake Macquarie, Maitland and Singleton Councils who are providing matching funds.

Of the 19 regional councils in NSW to receive funding, 16 are directly supported by the Joint Organisation Net Zero (JONZA) program, which supports councils develop clear emissions baselines, action plans, and renewable opportunities across the region, such as electrifying fleets and improving energy efficiency through energy upgrade projects.

Through the JONZA Program, Hunter JO and DCCEEW staff were able to support our successful councils with their applications, providing a range of roles from simple advisory to high-level technical support, data collection analysis, access to tools for feasibility and scenario assessments, and tips to enhance application writing. The level of success across JONZA councils in this funding round provides an example of how collaboration across state and local governments can more effectively deliver outcomes for local communities.

#### Status of Hunter JO Grant Applications

|             |            |                |              |
|-------------|------------|----------------|--------------|
| <b>Key:</b> | Successful | Advice Pending | Unsuccessful |
|-------------|------------|----------------|--------------|

| Status                           | Grant                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Amount                 |
|----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| Successful (with reduced budget) | <b>Funding Program: Joint Procurement Funded Support – Stream 1 (NSW Environment Protection Authority)</b><br><i>Project: Hunter Central Coast Regional Waste Infrastructure Strategy</i><br>This project will develop a Regional Waste Infrastructure Strategy for the Hunter and Central Coast that sets out a long-term, collaborative roadmap for councils to deliver resilient, financially sustainable, and modern waste infrastructure and services. It will identify opportunities for future joint procurement of infrastructure and services amongst councils. | \$249,944<br>\$202,222 |

| Status                                                                 | Grant                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Amount    |
|------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| Successful                                                             | <p><b>Funding Source: NSW Department of Climate Change, Energy, the Environment and Water</b></p> <p><i>Project: Embedding Climate Risk in Council Enterprise Risk Management</i></p> <p>Hunter JO has submitted a proposal to assist councils update and develop climate change risk assessments using the latest NARClIM climate projections and embed them within councils' broader enterprise risk framework.</p> <p>The project will also include development of an instructional toolkit to assist councils across the state use best practice methodology to improve their climate risk management.</p>                                                                                                                                                  | \$100,000 |
| Advice pending<br>(NB If successful DSSN would be the grant recipient) | <p><b>Funding Program: Regional Economic Development &amp; Community Investment Program (NSW Regional Development Trust)</b></p> <p><i>Project: Hunter Global Tourism Project.</i></p> <p>Hunter JO has partnered with Destination Sydney Surrounds North (the proponent) and Newcastle Airport in this application, which would fund the delivery of two critical action plan items from the Hunter Global Tourism Marketing Strategy:</p> <ol style="list-style-type: none"> <li>1. Trade Representation &amp; International Market Readiness</li> <li>2. Content Strategy &amp; Digital Infrastructure.</li> </ol> <p>As required by the funding guidelines DSSN and Newcastle Airport are providing a 20% direct financial contribution to the project.</p> | \$250,000 |

**Financial / Resourcing Implications:** Nil

**Next steps:** Nil

**Appendices\* / Attachments\*\*:** Nil

\*Appendices are included directly following the report and inform the validity of the report

\*\*Attachments are included at the end of the Board Pack to provide supplementary information and context.

|                       |                                 |
|-----------------------|---------------------------------|
| <b>Report Author:</b> | Tim Askew, Director of Programs |
|-----------------------|---------------------------------|

**Recommendation:**

- That the report be received and noted.

**Executive Summary:**

The Program Status Report provides the Board with an “at-a-glance” overview of the range of operational capacity building projects currently being delivered by the Hunter JO.

**Background:**

Key information provided by the report includes:

1. Project name.
2. Alignment of project to the strategic themes included in the Hunter JO Strategic Plan.
3. Source of project funding.
4. Status of project delivery in relation to project schedule, resourcing and scope.
5. Scheduled delivery date.
6. A brief update where any impacts on project schedule, resourcing and scope are being experienced.

**Discussion:** Nil

**Financial / Resourcing Implications:** Nil

**Next steps:** Nil

**Appendices\* / Attachments\*\*:**

- Appendix 8.6-A: Program Status Update Report

\*Appendices are included directly following the report and inform the validity of the report

\*\*Attachments are included at the end of the Board Pack to provide supplementary information and context.

Appendix 8.6-A: Program Status Update Report

| Strategic Themes                          |  |  |  |  |  | Project                                 | Funding   | Schedule        | Resourcing      | Scope           | Delivery Date    | Updates by Exception                                                                                                                     |
|-------------------------------------------|--|--|--|--|--|-----------------------------------------|-----------|-----------------|-----------------|-----------------|------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| HOUSING & POPULATION GROWTH               |  |  |  |  |  |                                         |           |                 |                 |                 |                  |                                                                                                                                          |
| ECONOMIC TRANSFORMATION & JOBS            |  |  |  |  |  |                                         |           |                 |                 |                 |                  |                                                                                                                                          |
|                                           |  |  |  |  |  | Circular Economy Procurement Project    | Grant     | On Track        | On Track        | On Track        | 30 April 2026    |                                                                                                                                          |
|                                           |  |  |  |  |  | Regional Economic Evolution             | Hunter JO | On Track        | Moderate Impact | On Track        |                  | Some preliminary work has commenced on developing a tri-government agreement. More resourcing likely available from January 2026.        |
|                                           |  |  |  |  |  | Circular Precincts and Futures Hub      | Hunter JO | On Track        | Moderate Impact | On Track        | 30 June 2026     | A grant application has been submitted to the Federal Government Grant (RPPP) for development of the Circular Precincts and Futures Hub. |
| INFRASTRUCTURE & CONNECTIVITY             |  |  |  |  |  |                                         |           |                 |                 |                 |                  |                                                                                                                                          |
|                                           |  |  |  |  |  | Priority Infrastructure List (Stage 2)  | Hunter JO | Moderate Impact | Moderate Impact | Moderate Impact | 30 June 2026     | Project is on hold as there is currently no resources available in the short term. Likely to recommence in January 2026.                 |
| ENVIRONMENTAL SUSTAINABILITY & RESILIENCE |  |  |  |  |  |                                         |           |                 |                 |                 |                  |                                                                                                                                          |
|                                           |  |  |  |  |  | Disaster Risk Reduction                 | Grant     | On Track        | On Track        | On Track        | 29 February 2028 |                                                                                                                                          |
|                                           |  |  |  |  |  | Net Zero Acceleration                   | Grant     | On Track        | On Track        | On Track        | 31 December 2026 |                                                                                                                                          |
|                                           |  |  |  |  |  | Embedding Climate Risk in Council (ERM) | Grant     | On Track        | On Track        | On Track        | 31 October 2026  | Deed now signed and work has commenced                                                                                                   |
|                                           |  |  |  |  |  | Regional Waste Coordination             | Grant     | On Track        | On Track        | On Track        | 30 June 2027     |                                                                                                                                          |
|                                           |  |  |  |  |  | Community Recycling Centres             | Grant     | Moderate Impact | On Track        | On Track        | 30 June 2026     | Main project on hold awaiting funding deed for 2026-2027. Battery disposal awareness campaign funding has been received in the interim.  |
|                                           |  |  |  |  |  | Illegal Dumping Program                 | Grant     | On Track        | On Track        | On Track        | 31 March 2027    |                                                                                                                                          |
|                                           |  |  |  |  |  | Hospitality Circularity Project         | Grant     | On Track        | On Track        | On Track        | 31 March 2026    |                                                                                                                                          |
|                                           |  |  |  |  |  | Hunter Circular Value Chains            | Grant     | On Track        | On Track        | On Track        | 30 June 2026     |                                                                                                                                          |
| FINANCIAL SUSTAINABILITY & FUNDING REFORM |  |  |  |  |  |                                         |           |                 |                 |                 |                  |                                                                                                                                          |
| COMMUNITY LIVEABILITY & WELLBEING         |  |  |  |  |  |                                         |           |                 |                 |                 |                  |                                                                                                                                          |

## 8.7 Hunter JO Risk Register

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|                       |                                                    |
|-----------------------|----------------------------------------------------|
| <b>Report Author:</b> | Bonnie Gradwell, Administration and Events Officer |
|-----------------------|----------------------------------------------------|

### **Recommendations:**

- That the Hunter JO Board note the Hunter JO Risk Register
- That the Hunter JO Board identify any new risks for inclusion on the Risk Register

### **Executive Summary:**

This report provides, for noting, a copy of the Hunter JO Risk Register, and asks that the Board raise any additional risks for noting within the meeting, to be added to the register.

### **Background:**

Provision of the Risk Register for the Board's consideration at each meeting is in accordance with the findings and recommendations of the annual Hunter JO audit.

### **Discussion:**

Review and updating of the Risk Register is undertaken bi-monthly by the Executive Officer and Administration & Events Officer to identify any new risks and evaluate those already on the register. Identification of corporate and operational risks is also included as an agenda item in weekly Hunter JO team meetings.

### **Financial / Resourcing Implications:**

The Governance & Risk Framework is managed by the Hunter JO Executive Officer in collaboration with the Administration & Events Officer.

### **Next steps:**

The Register will continue to be reviewed and reported bi-monthly to Hunter JO Board.

### **Appendices\* / Attachments\*\*:**

- Attachment 8.7-1: Hunter JO Risk Register (CONFIDENTIAL)

\*Appendices are included directly following the report and inform the validity of the report

\*\*Attachments are included at the end of the Board Pack to provide supplementary information and context.

|                       |                                                    |
|-----------------------|----------------------------------------------------|
| <b>Report Author:</b> | Bonnie Gradwell, Administration and Events Officer |
|-----------------------|----------------------------------------------------|

**Recommendation:**

- That the Hunter JO Board note the status of the Compliance Calendar Checklist.

**Executive Summary:**

This report provides for noting, the status of the annual Hunter JO Compliance Calendar Checklist.

**Background:**

Similar to its member councils, the Hunter JO has a number of statutory compliance and reporting obligations that it must fulfil on an annual basis. To assist the Board with its oversight of these compliance obligations, the Compliance Calendar checklist identifies these obligations and their delivery status throughout the year. The checklist is reviewed and reported to the Board on a bi-monthly basis.

**Discussion:** Nil

**Financial / Resourcing Implications:**

The compliance calendar checklist is reviewed by the Executive Officer and Administration and Events Officer on a bi-monthly basis.

**Next steps:**

The Checklist will continue to be reviewed and reported bi-monthly to meetings of the Hunter JO Board.

**Appendices\* / Attachments\*\*:**

- Appendix 8.8-A: Hunter JO Compliance Checklist 2025-26FY

\*Appendices are included directly following the report and inform the validity of the report

\*\*Attachments are included at the end of the Board Pack to provide supplementary information and context.

Appendix 8.8-A: Compliance Checklist: 2024-25FY

| Item                                                                                                             | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun |
|------------------------------------------------------------------------------------------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Legislative Compliance                                                                                           |     |     |     |     |     |     |     |     |     |     |     |     |
| Hunter Joint Organisation Audit (Auditor-General)                                                                | ☑   | ☑   |     |     |     |     |     |     |     |     |     |     |
| Hunter JO Meeting includes presentation of audited accounts                                                      |     |     |     | ☑   |     |     |     |     |     |     |     |     |
| Lodgement of Audited Financial Statements to OLG                                                                 |     |     |     | ☑   |     |     |     |     |     |     |     |     |
| Submission of Hunter JO Annual Performance Statement to OLG                                                      |     |     |     |     | ☑   |     |     |     |     |     |     |     |
| Submission of financial data return (FDR) to OLG                                                                 |     |     |     | ☑   |     |     |     |     |     |     |     |     |
| Hunter JO Pecuniary Interest Declaration Form to be sent to Mayors for completion (as well as Executive Officer) |     |     |     |     |     |     |     |     |     |     |     |     |
| Tabling of Hunter JO Pecuniary Declarations at Hunter JO Board Meeting                                           |     | ☑   |     |     |     |     |     |     |     |     |     |     |
| Publishing of Audited Annual Financial Statements on Hunter JO website                                           |     |     |     | ☑   |     |     |     |     |     |     |     |     |
| PID self assessment audit                                                                                        |     |     |     |     |     |     |     |     |     |     |     |     |
| Submission of Public Interest Disclosure Annual Return                                                           | ☑   |     |     |     |     |     |     |     |     |     |     |     |
| Publishing of Hunter JO Board Meeting Agendas on Hunter JO website                                               |     | ☑   |     | ☑   |     |     |     |     |     |     |     |     |
| Publishing of Hunter JO Board Meeting Minutes on Hunter JO website                                               |     | ☑   |     |     |     |     |     |     |     |     |     |     |
| Annual Report of obligations under GIPA due to the Minister and the Information Commissioner                     |     |     |     | ☑   |     |     |     |     |     |     |     |     |
| Model Code of Conduct Complaints Statistics collection form due to OLG                                           |     |     |     | ☑   |     |     |     |     |     |     |     |     |
| Model Code of Conduct Complaints Statistics to be reported to Board                                              |     |     |     |     |     |     |     |     |     |     |     |     |
| Post LG Election                                                                                                 |     |     |     |     |     |     |     |     |     |     |     |     |
| Review & adoption of Code of Meeting Practice & Expenses and Facilities Policy (within 12 months of election)    |     | ☑   |     |     |     |     |     |     |     |     |     |     |
| Review of organisational structure (within 12 months of election)                                                |     | ☑   |     |     |     |     |     |     |     |     |     |     |
| Review of Code of Conduct (within 12 months of election)                                                         |     | ☑   |     |     |     |     |     |     |     |     |     |     |
| Finance & Budget                                                                                                 |     |     |     |     |     |     |     |     |     |     |     |     |
| Commence consultation with Board on Statement of Revenue Policy                                                  |     |     |     |     |     |     |     |     |     |     |     |     |
| Presentation of forecast budget (Hunter JO)                                                                      |     |     |     |     |     |     |     |     |     |     |     |     |
| GST Certificate to be submitted                                                                                  | ☑   |     |     |     |     |     |     |     |     |     |     |     |
| Adopt Statement of Revenue Policy and Budget [LG Reg cl 397I]                                                    |     |     |     |     |     |     |     |     |     |     |     |     |
| Publish Statement of Revenue Policy and Budget on website [LG Reg cl 397I]                                       |     |     |     |     |     |     |     |     |     |     |     |     |
| Human Resources                                                                                                  |     |     |     |     |     |     |     |     |     |     |     |     |
| Commence Director Hunter JO Performance Review                                                                   |     |     |     |     |     |     |     |     |     |     |     |     |
| Presentation of Director Hunter JO Performance Review to Hunter JO Board                                         |     |     |     | ☑   |     |     |     |     |     |     |     |     |

Key:

- ☑

Green – Completed
- Orange – Due date/to be completed by
- Red – Not completed on schedule

|                       |                                                                                                                  |
|-----------------------|------------------------------------------------------------------------------------------------------------------|
| <b>Report Author:</b> | Shaun O'Sullivan, Director North - Regional Coordination, Delivery & Engagement Group – Premier's Department NSW |
|-----------------------|------------------------------------------------------------------------------------------------------------------|

**Recommendation:**

- That the Hunter JO Board note the update from the Premier's Department

**Executive Summary:****NSW Government Commitment to Tackling Youth Crime and Building Safer Regional Communities**

On 7 November 2025, the NSW Government reinforced its commitment to addressing youth crime in regional areas with a \$23 million funding package. This investment targets both breaking the cycle of reoffending among young people on bail and preventing at-risk youth from entering the justice system. The funding will strengthen place-based responses in Moree, Tamworth, and Kempsey, supporting intensive bail supervision, early intervention, and diversion programs co-designed with local leaders. A new Community Safety Investment Fund has also been established to back innovative, locally driven initiatives. Early indicators are positive, with a 12.3% reduction in young people proceeded against to court in regional NSW over the past two years, though ongoing challenges remain, and the government remains committed to long-term, community-led solutions.

Complementing these efforts, on 17 November 2025, the Government announced a \$15.6 million partnership with PCYC NSW to deliver 278 youth programs across regional and remote communities over the next four years. This initiative will provide disadvantaged young people with access to employability, wellbeing, leadership, and cultural programs, including Fit for Work, GRIT (Growth-mindset Resilience Intervention), and Indigenous sporting pathways. The partnership transitions PCYC from short-term to sustained, multi-year engagement, ensuring consistent support and positive alternatives for at-risk youth. By fostering stronger connections between young people, police, and local communities, this investment aims to break cycles of disadvantage, improve employment and education outcomes, and contribute to safer, more cohesive regional communities.

## 8.10 Office of Local Government (OLG) Update

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|                       |                                                                                                            |
|-----------------------|------------------------------------------------------------------------------------------------------------|
| <b>Report Author:</b> | Virginia Errington, Council Engagement Manager, Office of the Deputy Secretary, Office of Local Government |
|-----------------------|------------------------------------------------------------------------------------------------------------|

### **Recommendation:**

- That the Board note the OLG update.

### **Executive Summary:**

To provide an update on upcoming policy changes, funding opportunities, consultations and events for councils and joint organisations.

### **Background:**

#### Review of the Local Government (General) Regulation

OLG is undertaking a statutory review of the LG Regulation under the SL Act and is proposing to split it into three standalone regulations. This will make the regulations easier to apply and allow them to be reviewed and remade more regularly.

As a first step, it is proposed to remake the election provisions as a standalone regulation which will focus on transferring the election provisions of the LG Regulation to a new standalone LG Elections Regulation. Reviews of the other two sets of provisions referred to above will occur in 2026.

OLG is seeking feedback from councils, other stakeholders and the wider community on the proposed regulatory framework outlined in the Regulatory Impact Statement (RIS). The RIS, Feedback Form and other supporting information are available on the NSW Government's [‘Have Your Say’](#) webpage and OLG's [‘Local Government \(General\) Regulation Review’](#) webpage.

The closing date for submissions is close of business on Friday, 12th December 2025.

|                       |                                                                                     |
|-----------------------|-------------------------------------------------------------------------------------|
| <b>Report Author:</b> | Net Zero Economy Authority and the Department of Employment and Workplace Relations |
|-----------------------|-------------------------------------------------------------------------------------|

**Recommendation:**

- **That the Hunter Joint Organisation Board note the update from the Net Zero Economy Authority and the Department of Employment and Workplace Relations on activities in the Hunter region.**

**Executive Summary:**

FOR NOTING: An update on activities of the Net Zero Economy Authority (NZEa) and the Department of Employment and Workplace Relations (DEWR) in the Hunter region including:

- Future Made in the Hunter Open Session Workshops
- Mining Land Reuse
- Supply Chain Showcase
- Consultation on the Closure of the Eraring Power Station
- Energy Industry Jobs Plan Review
- Workforce Transition Supports – Worker Transition Advisory Group (DEWR)

**Background:****Future Made in the Hunter Open Session Workshops**

- Over two days in Singleton (17 October) and Lake Macquarie (20 October), the NZEA-led Hunter workshops brought together stakeholders from industry, unions, education, local, Commonwealth and state governments, and First Nations communities. Discussions focused on evidence, regional priorities and practical challenges. General Managers and Mayors from all Hunter Joint Organisation (HJO) Councils were invited, and we thank those who were able to attend.
- Participants highlighted the Hunter's leadership in industrial decarbonisation, strong work ethic and established culture of innovation. They acknowledged that change is already underway and emphasised the need to convert this change into economic opportunity. Key issues raised included coordination across government to streamline approvals, strengthen local procurement, and improve pathways for workers, industry and small businesses.
- Across both days, consistent themes emerged including the region's strengths: its people, ingenuity and networks - and noted that aligning approvals, training and investment pipelines is essential. SMEs expressed the need for visibility, transparency and reliable project pipelines. First Nations participants emphasised self-determination as a foundation for regional prosperity, noting the importance of cultural authority, enterprise and land management in securing long-term employment and contracting opportunities. Stakeholders also discussed opportunities in advanced and clean manufacturing, defence sustainment, circular economy initiatives, and renewable energy as cornerstones for future growth.
- There was agreement that collaboration remains the region's key advantage and that continued momentum through faster approvals, clear communication and shared accountability are critical. Participants were also aligned on enabling industrial growth as a priority to be achieved through better coordination, planning and investment.
- The NZEA thanks the HJO and local councils for their participation in these sessions. We will continue to work collaboratively with NSW and local governments to progress efforts and opportunities to invest in the economic diversification of the region.

## **Mining Land Reuse**

- The NZEA is partnering with the NSW Government and with Muswellbrook Shire Council and Lake Macquarie City Council, and industry partners BHP and Glencore to unlock mine land reuse for future opportunities.
- With \$5 million in federal funding, supported by in-kind contributions from NSW, work is underway to develop master plans for the Mt Arthur and Macquarie Coal sites. Each master plan will deliver a detailed vision for future land uses and economic opportunities, infrastructure planning, a rezoning proposal for the relevant land, and a Recommendations Report to guide future mine closure and post-mining land use projects across NSW.
- These pilot projects will provide critical insights to inform future state-wide planning reforms and post-mining policy design, strengthening the Hunter's continued position as Australia's leading industrial region.

## **Hunter Transmission Infrastructure Supplier Showcase**

- The NZEA in collaboration with ICN, is producing a guide to help local businesses in the Hunter take advantage of opportunities available due to transmission projects related to the Hunter-Central Coast, Central West-Orana and New England Renewable Energy Zones. Suppliers can complete an online survey, which will gather key information to help match their company's capabilities with project requirements.
- The Showcase will deliver a clear picture of the capability and capacity of local industry to meet the needs of major transmission projects. The project will profile businesses already engaged in the transmission supply chain, as well as those with the potential to pivot into this sector. By mapping suppliers across these categories, the project will identify areas of strength and highlight capability gaps.
- The NZEA will publish the guide on its website and share it across industry and government. Local suppliers can find out more about the project and reach out to ICN through their contacts listed on the ICN Gateway page (<https://gateway.icn.org.au/projects/16174>).
- Suppliers interested in contributing to this work are encouraged to complete this survey to allow ICN to build a comprehensive picture of the local supply chain (<https://icnns.w.surveysparrow.com/s/nzea---transmission-infrastructure-supplier-showcase/tt-l3rXG>).

## **Consultation on the Closure of the Eraring Power Station**

- The NZEA is currently assessing information gathered during the Community of Interest process for the closure of the Eraring power station to determine if the Energy Industry Jobs Plan (EIJP) framework should be applied.
- The complexity of the supply chain at Eraring and the number of businesses involved means both the information gathering process and subsequent analysis is taking a significant amount of time.
- The NZEA is targeting a decision on whether a Fair Work Commission application is needed as soon as this analysis is complete.

## **Energy Industry Jobs Plan Review**

- Consultations for the review of the EIJP have come to an end and the written submissions have now been published online (<https://haveyoursay.to/netzero/eijp-review>).
- Thank you to the HJO and councils for their submissions. Your feedback will inform the review, which will help ensure the EIJP is successful in supporting the workers and regions impacted by Australia's energy transition.
- Emeritus Professor Roy Green AM is currently finalising the report with the support of the review taskforce. Professor Green will provide the final report to the Minister and CEO by 10 December 2025. The Minister must then table the report in the Parliament.

## **Department of Employment and Workplace Relations Update.**

The Australian Government has committed \$134.2 million over four years from 2024–25 to assist workers and communities impacted by the transition to a net zero economy across four key regions, including the Hunter.

Key initiatives include:

- **Regional Workforce Transition Officers (RWTOs)**  
Providing localised leadership in priority regions, including the Hunter, by working collaboratively with communities, industry, workers, and all levels of government to guide and support these regions throughout the transition to a net zero economy.
- **DEWR support for workers impacted by export coal mine closures**  
DEWR is actively supporting workers affected by the closure of export coal mines and other structural adjustment events through targeted transition planning, skills development, and engagement with local employers to create new job opportunities.
- **Worker Transition Advisory Group (WTAG)**  
Reporting directly to the Minister for Employment and Workplace Relations, the Hunter WTAG will convene local stakeholders to provide advice to the Minister and ensure that transition strategies reflect community needs and priorities. The WTAG's inaugural meeting is scheduled for 20 November 2025.
- **Regional Workforce Transition Plans (RWTPs)**  
Developed by DEWR in partnership with WTAG, the Net Zero Economy Authority (NZEa), state and local governments, unions, employers, workers, and communities. These plans will deliver tailored support for regions most affected by energy system changes.
- **Transitioning Workforce Fund (TWF)**  
Providing flexible, tailored solutions to address workforce transition barriers for workers and communities impacted by structural adjustment events. Community consultations, led by RWTOs, will ensure transition supports align with local priorities.

## 9. Matters Raised by Members

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*Nil.*

## 10. General Business

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*Nil.*



# Hunter JO Board Meeting Attachments

4<sup>th</sup> December 2025

MidCoast Council – Administration & Customer Service  
Centre Yalawanyi Ganya

## Contents:

- Attachment 6-1 Correspondence to Lake Macquarie City Council re Letter of Support for Soft Plastics Value Chain Activation, Local Government Waste Solutions Round 4, 7 October 2025
- Attachment 6-2 Correspondence to City of Newcastle re Letter of Support for City of Newcastle's LGWS Round 4 application, 10 October 2025
- Attachment 6-3 Correspondence to Port Stephens Council re letter of Support for Port Stephens Council's LGWS Round 4 application, 10 October 2025
- Attachment 6-4 Correspondence to The Hon Paul Scully MP re Appreciation for meeting with the Hunter JO Board of Mayors - 16 October 2025, 30 October 2025
- Attachment 6-5 Correspondence to Mr Dave Layzell re Appreciation for meeting with the Hunter JO Board of Mayors - 16 October 2025, 30 October 2025
- Attachment 6-6 Correspondence to The Hon Chris Minns MP re Appreciation for meeting with the Hunter JO Board of Mayors - 16 October 2025, 30 October 2025
- Attachment 6-7 Correspondence to The Hon Janelle Saffin MP re Appreciation for meeting with the Hunter JO Board of Mayors - 16 October 2025, 30 October 2025
- Attachment 6-8 Correspondence to The Hon Jenny Aitchison MP re Appreciation for meeting with the Hunter JO Board of Mayors - 16 October 2025, 30 October 2025
- Attachment 6-9 Correspondence to The Hon Yasmin Catley MP re Appreciation for meeting with the Hunter JO Board of Mayors - 16 October 2025, 30 October 2025
- Attachment 6-10 Correspondence to The Hon Chris Rath MP re Appreciation for meeting with the Hunter JO Board of Mayors - 16 October 2025, 30 October 2025
- Attachment 6-11 Correspondence to The Hon Courtney Houssos MLC re Appreciation for meeting with the Hunter JO Board of Mayors - 16 October 2025, 30 October 2025
- Attachment 6-12 Correspondence to The Hon Daniel Mookhey MLC re Appreciation for meeting with the Hunter JO Board of Mayors - 16 October 2025, 30 October 2025
- Attachment 6-13 Correspondence to The Hon Penny Sharpe MLC re Appreciation for meeting with the Hunter JO Board of Mayors - 16 October 2025, 30 October 2025
- Attachment 6-14 Correspondence to The Hon Ron Hoenig MP re Appreciation for meeting with the Hunter JO Board of Mayors - 16 October 2025, 30 October 2025
- Attachment 6-15 Correspondence to The Hon Rose Jackson MLC re Appreciation for meeting with the Hunter JO Board of Mayors - 16 October 2025, 30 October 2025
- Attachment 6-16 Correspondence to Morven Cameron re Acknowledgement of Contribution to Hunter Joint Organisation and Region, 25 November 2025
- Attachment 6-17 Correspondence from Tony Chappel CEO, NSW EPA re unable to attend Board meeting on 4 Dec 2025, 13 October 2025

- Attachment 6-18 Correspondence from The Hon Ron Hoenig re support for review of rate rebate concession (A981819 - MO25-0502), 5 November 2025
- Attachment 6-19 Correspondence from Grahame Irwin, Department of Employment and Workplace Relations re Invitation to participate in Hunter Worker Transition Advisory Group, 13 November 2025
- Attachment 6-20 Submission Review of the NSW Roads Act 1993 – Options Paper, 31 October 2025
- Attachment 7.1-1: Draft Hunter JO Code of Meeting Practice (4th December 2025)
- Attachment 7.2-1: Draft Terms of Reference - Hunter Worker Transition Advisory Group
- Attachment 7.3-1: Draft Hunter JO Investment Policy
- Attachment 8.1-1 NSW JO Chairs Forum Business Papers and Attachments, 18 November 2025
- Attachment 8.4-2: Hunter JO Monthly Financial Report: October 2025



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7 October 2025

To: NSW Environment Protection Authority

**Re: Letter of Support for Soft Plastics Value Chain Activation, Local Government Waste Solutions Round 4**

I write to confirm support for the funding application being submitted by Lake Macquarie City Council through the NSW Environment Protection Authority’s Local Government Waste Solutions Round 4.

The Hunter Joint Organisation (JO) is a collaborative body that brings together [ten regional councils](#) to provide a united and local voice for communities. Our statutory role includes identifying key regional strategic priorities and supporting collaborations to deliver these priorities with key partners, including other levels of government, industry and community.

The Hunter JO also serves as the voluntary regional waste group under the NSW EPA’s [Regional Networks for Effective Waste Management \(RENEW\) program](#), which is comprised of the ten Member Councils, as well as Central Coast Council.

The project, being delivered by Lake Macquarie City Council in partnership with Dantia’s Circular Economy Living Lab (CELL) and Tidal Circular, will aim to strengthen the soft plastics recycling industry by creating strong pull-through demand and activating end markets through a coordinated, tools-based approach to local government procurement.

This project will support efforts to enable government procurement as a driver for circular economy market creation, an initiative with immense potential for impact but numerous barriers to successful implementation. It will also complement and build on work undertaken by the Hunter JO’s Circular Procurement Phase 2 project, funded by Local Government Waste Solutions Round 2.

The project also directly aligns with the following objectives and strategic directions from the [Hunter JO Strategic Plan 2035](#):

| Strategic Theme                           | Strategy                                                                        |
|-------------------------------------------|---------------------------------------------------------------------------------|
| Economic Transformation & Jobs            | 2.3 Evolution towards renewable energy, circular economy, and future industries |
| Environmental Sustainability & Resilience | 4.2 Circular materials and waste management                                     |



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We are committed to supporting the project as a partner by:

- Participating in steering committee or technical advisory group meetings.
- Participating in engagement sessions
- Contributing to the co-design of tools, templates, and procurement clauses to ensure practical council adoption
- Assisting with engagement of stakeholders from within our member councils (procurement, asset management, sustainability, waste, parks and recreation, etc.)
- Engaging our professional network to share the project's approach and outcomes, maximising awareness, participation, and opportunities for collaboration.

Our participation will strengthen the project's ability to deliver outcomes of strategic value by contributing a variety of perspectives from across our region and network, demonstrating regional leadership in adopting circular solutions, and amplifying the project's outputs and learnings. It will also increase the Hunter JO's and our member councils' expertise in incorporating circularity into local government procurement.

Should you have any further queries or require any further information please do not hesitate to contact Chris Dart on [chrisd@hunterjo.nsw.gov.au](mailto:chrisd@hunterjo.nsw.gov.au) or 0460 038 197.

Yours sincerely,

Steve Wilson  
Executive Officer



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[www.hunterjo.nsw.gov.au](http://www.hunterjo.nsw.gov.au)

10 October 2025

To: NSW Environment Protection Authority

**Re: Letter of Support for City of Newcastle's LGWS Round 4 application**

I write to confirm support for the funding application being submitted by City of Newcastle to the Local Government Waste Solutions (LGWS) Fund Round 4.

The Hunter Joint Organisation (JO) is a collaborative body that brings together [ten regional councils](#) to provide a united and local voice for communities. Our statutory role includes identifying key regional strategic priorities and supporting collaborations to deliver these priorities with key partners, including other levels of government, industry and community.

The Hunter JO also serves as the voluntary regional waste group under the NSW EPA's [Regional Networks for Effective Waste Management \(RENEW\) program](#), which is comprised of the ten Member Councils along with Central Coast Council.

City of Newcastle has sought our support and involvement in the proposed project, *Grab & Recover: Machinery-Based Recovery Trial for Landfill Resources at Summerhill*, by sharing the knowledge and outputs with our stakeholder networks, particularly other councils within our waste group. I confirm this project is one our organisation encourages.

The proposed project directly aligns with the following strategic theme and direction from the [Hunter JO Strategic Plan 2035](#):

| Strategic Theme                           | Objective                                   |
|-------------------------------------------|---------------------------------------------|
| Environmental Sustainability & Resilience | 4.2 Circular materials and waste management |

It also aligns with the following regional theme and strategic direction from the [Hunter Central Coast Circular Materials Strategy](#):

| Regional Theme    | Strategic Direction                                                                                                                                                            |
|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Resource Recovery | <ul style="list-style-type: none"><li>Investigate and implement solutions to increase resource recovery by improving infrastructure, operations and material quality</li></ul> |



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We are committed to supporting City of Newcastle to deliver this important initiative and share learnings and outputs with other councils in our region and statewide.

Should you have any further queries or require any further information please do not hesitate to contact Chris Dart, Program Lead Waste and Circular Economy, on [chrisd@hunterjo.nsw.gov.au](mailto:chrisd@hunterjo.nsw.gov.au) or 0460 038 197.

Yours sincerely,

Steve Wilson  
Executive Officer



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[www.hunterjo.nsw.gov.au](http://www.hunterjo.nsw.gov.au)

10 October 2025

To: NSW Environment Protection Authority

**Re: Letter of Support for Port Stephens Council’s LGWS Round 4 application**

I write to confirm support for the funding application being submitted by Port Stephens Council to the Local Government Waste Solutions (LGWS) Fund Round 4.

The Hunter Joint Organisation (JO) is a collaborative body that brings together [ten regional councils](#) to provide a united and local voice for communities. Our statutory role includes identifying key regional strategic priorities and supporting collaborations to deliver these priorities with key partners, including other levels of government, industry and community.

The Hunter JO also serves as the voluntary regional waste group under the NSW EPA’s [Regional Networks for Effective Waste Management \(RENEW\) program](#), which is comprised of the ten Member Councils along with Central Coast Council.

The project proposed by Port Stephens Council, *Enhancing Resource Recovery & Traceability at Salamander Bay Waste Transfer Station*, will aim to achieve the following:

- Improved accuracy of C&D waste and resource recovery data, based on up-to-date compositional audits to provide a reliable baseline for weighbridge software.
- A feasibility assessment of options to increase resource recovery and circularity of C&D waste at the Salamander Bay Waste Transfer Station.
- Implementation of the most promising recommendations from the feasibility study to achieve measurable increases in recovery.

These outcomes will contribute to regional efforts to improve recovery and circularity and enable Port Stephens Council to capture and report more accurate data, complementing the Hunter JO’s proposed Hunter Circular Materials Data Project, a project also seeking funding through LGWS Round 4.

The proposed project directly aligns with the following strategic themes and directions from the [Hunter JO Strategic Plan 2035](#):

| Strategic Theme                           | Objective                                                                      |
|-------------------------------------------|--------------------------------------------------------------------------------|
| Economic Transformation and Jobs          | 2.3 Evolution towards renewable energy, circular economy and future industries |
| Environmental Sustainability & Resilience | 4.2 Circular materials and waste management                                    |



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It also aligns with the following regional themes and strategic directions from the [Hunter Central Coast Circular Materials Strategy](#):

| Regional Theme    | Strategic Direction                                                                                                                                                              |
|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Circularity       | <ul style="list-style-type: none"><li>• Manage regional data and insights to understand regional material flows</li></ul>                                                        |
| Resource Recovery | <ul style="list-style-type: none"><li>• Investigate and implement solutions to increase resource recovery by improving infrastructure, operations and material quality</li></ul> |

We are committed to supporting Port Stephens Council to deliver this important initiative, leverage the improved data to identify opportunities and monitor progress, and share learnings and outputs with other councils in our region and statewide.

Should you have any further queries or require any further information please do not hesitate to contact Chris Dart on [chrisd@hunterjo.nsw.gov.au](mailto:chrisd@hunterjo.nsw.gov.au) or 0460 038 197.

Yours sincerely,

Steve Wilson  
Executive Officer



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[www.hunterjo.nsw.gov.au](http://www.hunterjo.nsw.gov.au)

The Hon Paul Scully MP  
Minister for Planning and Public Spaces  
GPO Box 5341  
SYDNEY NSW 2001

[wollongong@parliament.nsw.gov.au](mailto:wollongong@parliament.nsw.gov.au)

30 October 2025

Dear Minister Scully,

**Re. Appreciation for meeting with the Hunter Joint Organisation Board of Mayors - 16 October 2025**

On behalf of the Hunter Joint Organisation Board of Mayors, I would like to extend our sincere thanks for meeting with us during our recent Board meeting at NSW Parliament House. We greatly appreciate your commitment to engage with us to discuss our shared challenges, opportunities and priorities for the Hunter region.

As the collective voice of the ten councils representing a population approaching one million people, we welcome the opportunity to work more closely with the NSW Government to deliver on our mutual priorities for the Hunter.

The insights, advice and support you provided at our meeting were greatly appreciated and will directly assist the Hunter JO in our ambition to work collaboratively with the NSW Government to progress our shared goals around housing delivery, job creation, and economic transformation. We look forward to maintaining an open dialogue with you and your Department to continue to progress outcomes in the following priority areas we discussed:

- The Hunter JOs appreciation and support for the process and outcomes arising from the NSW Government Inquiry into Post Mining Land Use, and our continued commitment to partner with the Government to accelerate implementation of the Inquiry's recommendations.
- The importance of NSW Government planning and coordination resources being available to support Councils deliver housing targets through an integrated planning approach to TOD and Low-rise Mid-rise sites and other significant growth areas (e.g. Anambah–Branxton) in the Hunter



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- Potential alternative models for supporting Councils fund the enabling infrastructure required to unlock housing across the Hunter region
- Providing greater upfront certainty to biodiversity assessment processes to both accelerate housing approvals and deliver more strategic regional biodiversity conservation outcomes. This includes the potential to invest and partner with our Member Councils in strategic regional conservation planning and bio-certification in the Hunter region.

We thank you again for your time and should you require any further information or wish to continue discussions, please contact Kim Carland, Advocacy and Government Relations Lead on [kimc@hunterjo.nsw.gov.au](mailto:kimc@hunterjo.nsw.gov.au) or M 0460 034 614.

Yours sincerely,

Cr Sue Moore  
Mayor, Singleton Council  
Chair, Hunter Joint Organisation

Cr Leah Anderson  
Mayor, Port Stephens Council  
Deputy Chair, Hunter Joint Organisation

*The Hunter Joint Organisation's statutory mandate includes identifying the key regional strategic priorities, advocating for these priorities and building collaboration with other levels of government, industry and community. More information on our shared priorities are outlined in our [Hunter JO Strategic Plan 2035](#) and [Advocacy Priorities](#).*



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Mr Dave Layzell MP  
Shadow Minister for Regional Roads and Transport  
94 John Street  
SINGLETON NSW 2330

[upperhunter@parliament.nsw.gov.au](mailto:upperhunter@parliament.nsw.gov.au)

30 October 2025

Dear Mr Layzell,

**Re. Appreciation for meeting with the Hunter Joint Organisation Board of Mayors - 16 October 2025**

On behalf of the Hunter Joint Organisation Board of Mayors, I would like to extend our sincere thanks for meeting with us during our recent Board meeting at NSW Parliament House. We greatly appreciate your commitment to engage with us to discuss our shared challenges, opportunities and priorities for the Hunter region.

As the collective voice of the ten councils representing a population approaching one million people, we welcome the opportunity to work more closely with you to deliver on our mutual priorities for the Hunter.

The insights, advice and support you provided at our meeting were greatly appreciated and will directly assist the Hunter JO in our ambition to progress our shared goals around housing delivery, job creation, and economic transformation. We look forward to continuing to maintain an open dialogue with you moving forward to continue to support and progress outcomes in the following priority areas we discussed:

- Reform of current road funding arrangements and programs to ensure regional councils can sustainably manage their extensive road networks.
- The opportunity to prioritise the re-categorisation of local roads to state roads where they directly support infrastructure and assets of significance to the NSW Government or the region as a whole.

We thank you again for your time and should you require any further information or wish to continue discussions, please contact Kim Carland, Advocacy and Government Relations Lead on [kimc@hunterjo.nsw.gov.au](mailto:kimc@hunterjo.nsw.gov.au) or M 0460 034 614.



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Yours sincerely,

A handwritten signature in black ink, appearing to read "SR Moore", is positioned below the "Yours sincerely," text on the left side.

Cr Sue Moore  
Mayor, Singleton Council  
Chair, Hunter Joint Organisation

A handwritten signature in black ink, appearing to read "Leah Anderson", is positioned below the "Yours sincerely," text on the right side.

Cr Leah Anderson  
Mayor, Port Stephens Council  
Deputy Chair, Hunter Joint Organisation

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The Hon Chris Minns MP  
Premier of NSW  
GPO Box 5341  
SYDNEY NSW 2001

[premier@premiersdepartment.nsw.gov.au](mailto:premier@premiersdepartment.nsw.gov.au)

28 October 2025

Dear Premier Minns,

**Re. Appreciation for meeting with the Hunter Joint Organisation Board of Mayors - 16 October 2025**

On behalf of the Hunter Joint Organisation Board of Mayors, I would like to extend our sincere thanks for meeting with us during our recent Board meeting at NSW Parliament House. We greatly appreciate your commitment to engage with us to discuss our shared challenges, opportunities and priorities for the Hunter region.

As the collective voice of the ten councils representing a population approaching one million people, we welcome the opportunity to work more closely with the NSW Government to deliver on our mutual priorities for the Hunter.

The insights, advice and support you provided at our meeting were greatly appreciated and will directly assist the Hunter JO in our ambition to work collaboratively with the NSW Government to progress our shared goals around housing delivery, job creation, and economic transformation. We look forward to maintaining an open dialogue with you and your Government to continue to progress outcomes in the following priority areas we discussed:

- The value of the Hunter region, with its population approaching 1 million people, in partnering with the NSW Government to assist with delivery of the State's broader housing, net zero and economic policy objectives
- The urgency to plan, coordinate and accelerate efforts across all three levels of government to transform the Hunter's economy, to replace 50,000 jobs that will be lost as the region transitions away from coal.
- The financial sustainability pressures impacting local government, and the need for reform to ensure long-term financial sustainability.



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- The importance of collective advocacy to the Federal Government to increase the level of Financial Assistance Grants and the equity of their distribution, and for a greater share of GST revenue to be returned to NSW

We thank you again for your time and should you require any further information or wish to continue discussions, please contact Kim Carland, Advocacy and Government Relations Lead on [kimc@hunterjo.nsw.gov.au](mailto:kimc@hunterjo.nsw.gov.au) or M 0460 034 614.

Yours sincerely,

A handwritten signature in black ink, appearing to read "SR Moore".

Cr Sue Moore  
Mayor, Singleton Council  
Chair, Hunter Joint Organisation

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Cr Leah Anderson  
Mayor, Port Stephens Council  
Deputy Chair, Hunter Joint Organisation

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The Hon Janelle Saffin MP  
Minister for Small Business, Minister for Recovery, and  
Minister for the North Coast  
GPO Box 5341  
SYDNEY New South Wales 2001

[office@saffin.minister.nsw.gov.au](mailto:office@saffin.minister.nsw.gov.au)

30 October 2025

Dear Minister Saffin,

**Re. Appreciation for meeting with the Hunter Joint Organisation Board of Mayors - 16 October 2025**

On behalf of the Hunter Joint Organisation Board of Mayors, I would like to extend our sincere thanks for meeting with us during our recent Board meeting at NSW Parliament House. We greatly appreciate your commitment to engage with us to discuss our shared challenges, opportunities and priorities for the Hunter region.

As the collective voice of the ten councils representing a population approaching one million people, we welcome the opportunity to work more closely with the NSW Government to deliver on our mutual priorities for the Hunter.

The insights, advice and support you provided at our meeting were greatly appreciated and will directly assist the Hunter JO in our ambition to work collaboratively with the NSW Government to improve the resilience of local communities right across the Hunter region. We look forward to maintaining an open dialogue with you and the Reconstruction Authority to continue to progress outcomes in the following priority areas we discussed:

- Our appreciation for the significant ongoing efforts of the NSW Government to review and improve disaster management frameworks and responses and to build the resilience capability of local communities. The Hunter JO looks forward to working with the Reconstruction Authority to develop the foundational Disaster Adaptation Plan (DAP) for the Hunter that will continue to carry this important work forward.
- The need to support Local Councils with long-term, non-competitive funding options to improve preparedness and support more rapid and effective council and community disaster responses



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- The importance of enhancing access to funding to “build back better” to improve long term infrastructure resilience and financial sustainability.
- Financially supporting Councils to build and sustain staff capacity and capability in their organisations, to ensure they are proactively resourced to handle the greater disaster adaptation planning and recovery needs that are increasingly required of them.
- The importance of the NSW Reconstruction Authority committing resources for the management of local spontaneous volunteers during the disaster recovery phase.
- The significant financial difficulties facing Councils to repair local water and sewer infrastructure impacted by disaster events. Under current disaster recovery funding arrangements, the repair of these assets is ineligible for cost recovery despite them being vital public assets and councils and their communities not having the capacity to recover repair costs through rating processes.

We thank you again for your time and should you require any further information or wish to continue discussions, please contact Kim Carland, Advocacy and Government Relations Lead on [kimc@hunterjo.nsw.gov.au](mailto:kimc@hunterjo.nsw.gov.au) or M 0460 034 614.

Yours sincerely,

Cr Sue Moore  
Mayor, Singleton Council  
Chair, Hunter Joint Organisation

Cr Leah Anderson  
Mayor, Port Stephens Council  
Deputy Chair, Hunter Joint Organisation

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The Hon Jenny Aitchison MP  
Minister for Regional Transport and Minister for Roads  
GPO Box 5341  
SYDNEY NSW 2001

[maitland@parliament.nsw.gov.au](mailto:maitland@parliament.nsw.gov.au)

30 October 2025

Dear Minister Aitchison,

**Re. Appreciation for meeting with the Hunter Joint Organisation Board of Mayors - 16 October 2025**

On behalf of the Hunter Joint Organisation Board of Mayors, I would like to extend our sincere thanks for meeting with us during our recent Board meeting at NSW Parliament House. We greatly appreciate your commitment to engage with us to discuss our shared challenges, opportunities and priorities for the Hunter region.

As the collective voice of the ten councils representing a population approaching one million people, we welcome the opportunity to work more closely with the NSW Government to deliver on our mutual priorities for the Hunter.

The insights, advice and support you provided at our meeting were greatly appreciated and will directly assist the Hunter JO in our ambition to work collaboratively with the NSW Government to progress our shared goals around housing delivery, job creation, and economic transformation. We look forward to maintaining an open dialogue with you and your Department to continue to progress outcomes in the following priority areas we discussed:

- Current road funding arrangements and programs, and the opportunity for funding reform to ensure regional councils can sustainably manage their extensive road networks.
- NSW Government support for the advocacy efforts of NSW Councils to the Federal Government to return Financial Assistance Grants to 1% of Commonwealth taxation revenue.
- Priorities and delivery review processes for the recently adopted Hunter Strategic Integrated Transport Plan, including the importance of ensuring future transport options are integrated into the planning of new significant urban growth areas in the Hunter.



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- The status of the road re-categorisation review program, and the potential for prioritising the re-categorisation of local roads to state roads where they directly support infrastructure and assets of significance to the NSW Government or the region as a whole.

We thank you again for your time and should you require any further information or wish to continue discussions, please contact Kim Carland, Advocacy and Government Relations Lead on [kimc@hunterjo.nsw.gov.au](mailto:kimc@hunterjo.nsw.gov.au) or M 0460 034 614.

Yours sincerely,

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Cr Sue Moore  
Mayor, Singleton Council  
Chair, Hunter Joint Organisation

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Cr Leah Anderson  
Mayor, Port Stephens Council  
Deputy Chair, Hunter Joint Organisation

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The Hon Yasmin Catley MP  
Minister for Police and Counter-terrorism, and Minister for the Hunter  
GPO Box 5341  
SYDNEY NSW 2001

[office@Catley.minister.nsw.gov.au](mailto:office@Catley.minister.nsw.gov.au)

30 October 2025

Dear Minister Catley

**Re. Appreciation for meeting with the Hunter Joint Organisation Mayors - 15 & 16 October 2025**

On behalf of the Hunter Joint Organisation Board of Mayors, I would like to extend our sincere thanks for the opportunity to meet recently with the Hunter Labor Caucus and for your participation alongside the NSW Premier at our Board meeting held at NSW Parliament House the following day. We greatly appreciate your commitment to engage with us to discuss our shared challenges, opportunities and priorities for the Hunter region.

As the collective voice of the ten councils representing a population approaching one million people, we welcome the opportunity to work more closely with the NSW Government to deliver on our mutual priorities for the Hunter.

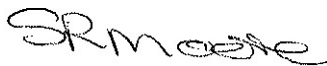
The insights, advice and feedback provided at these recent meetings was greatly appreciated and will directly assist the Hunter JO in our ambition to work collaboratively with the NSW Government to progress our shared goals around housing delivery, job creation, and economic transformation. We look forward to maintaining an open dialogue with you and other Hunter MPs to continue to progress outcomes in the following priority areas we discussed:

- The Hunter JOs appreciation and support for the process and outcomes arising from the NSW Government Inquiry into Post Mining Land Use, and our continued commitment to partner with the Government to accelerate implementation of the Inquiry's recommendations.
- The opportunity for greater alignment, coordination and investment across Federal, State & Local Governments to drive the Hunter's economic transformation.

- The importance of NSW Government planning and coordinating resources to support Councils to deliver housing targets through an integrated planning approach to TOD and Low-rise Mid-rise sites and other significant growth areas (e.g. Anambah–Branxton) across the Hunter.
- Potential alternative models for supporting Councils to fund the enabling infrastructure required to unlock housing across the Hunter region.
- The significant financial difficulties facing Councils to repair local water and sewer infrastructure impacted by disaster events, as has occurred in the Upper Hunter Shire. Under current disaster recovery funding arrangements, the repair of these assets is ineligible for cost recovery despite them being vital public assets and councils and their communities not having the capacity to recover repair costs through rating processes.
- Reform of current road funding arrangements and programs to ensure regional councils can sustainably manage their extensive road networks.
- The opportunity to prioritise the re-categorisation of local roads to state roads where they directly support infrastructure and assets of significance to the NSW Government or the region as a whole.

We thank you again for your time and should you require any further information or wish to continue discussions, please contact Kim Carland, Advocacy and Government Relations Lead on [kimc@hunterjo.nsw.gov.au](mailto:kimc@hunterjo.nsw.gov.au) or M 0460 034 614.

Yours sincerely,

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Cr Sue Moore  
Mayor, Singleton Council  
Chair, Hunter Joint Organisation

A handwritten signature in black ink, appearing to read "Leah Anderson".

Cr Leah Anderson  
Mayor, Port Stephens Council  
Deputy Chair, Hunter Joint Organisation

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The Hon. Chris Rath  
Shadow Minister for Local Government  
Parliament House  
Macquarie Street  
SYDNEY NSW 2000

[office.rath@parliament.nsw.gov.au](mailto:office.rath@parliament.nsw.gov.au)

30 October 2025

Dear Mr Rath,

**Re. Appreciation for meeting with the Hunter Joint Organisation Board of Mayors - 16 October 2025**

On behalf of the Hunter Joint Organisation Board of Mayors, I would like to extend our sincere thanks for meeting with us during our recent Board meeting at NSW Parliament House. We greatly appreciate your commitment to engage with us to discuss our shared challenges, opportunities and priorities for the Hunter region and for the local government sector more broadly.

As the collective voice of the ten councils representing a population approaching one million people, we welcome the opportunity to work more closely with you to deliver on our mutual priorities.

The insights, advice and support you provided at our meeting were greatly appreciated and as discussed, we will provide you with further examples and case studies to communicate and demonstrate the challenges and opportunities for our Member Councils across the Hunter, which are also reflective of the local government sector more broadly.

We look forward to continuing to maintain an open dialogue with you moving forward to continue to support and progress outcomes in the following priority areas we discussed:

- Improving the financial sustainability of local government, including a focus on addressing cost shifting and pursuing reforms to road and broader grant funding systems and programs.
- Supporting local government in their advocacy to the Federal Government to return Financial Assistance Grants to 1% of Commonwealth taxation revenue.



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- Supporting the current review by the Local Government Grants Commission of the Financial Assistance Grants methodology, with a view to improving equity in the allocation of these funds to better support high-need regional councils across NSW.

We thank you again for your time and should you require any further information or wish to continue discussions, please contact Kim Carland, Advocacy and Government Relations Lead on [kimc@hunterjo.nsw.gov.au](mailto:kimc@hunterjo.nsw.gov.au) or M 0460 034 614.

Yours sincerely,

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Cr Sue Moore  
Mayor, Singleton Council  
Chair, Hunter Joint Organisation

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Cr Leah Anderson  
Mayor, Port Stephens Council  
Deputy Chair, Hunter Joint Organisation

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The Hon. Courtney Houssos, MLC  
Minister for Finance, Minister for Domestic Manufacturing and  
Government Procurement, and Minister for Natural Resources  
52 Martin Place  
SYDNEY NSW 2000

[Courtney.Houssos@parliament.nsw.gov.au](mailto:Courtney.Houssos@parliament.nsw.gov.au)

30 October 2025

Dear Minister Houssos

**Re. Appreciation for meeting with the Hunter Joint Organisation Board of Mayors - 16 October 2025**

On behalf of the Hunter Joint Organisation Board of Mayors, I would like to extend our sincere thanks for the opportunity to meet with your Senior Advisors during our recent Board meeting at NSW Parliament House. We greatly appreciate this commitment to engage with us to discuss our shared challenges, opportunities and priorities for the Hunter region.

As the collective voice of the ten councils representing a population approaching one million people, we welcome the opportunity to work more closely with the NSW Government to deliver on our mutual priorities for the Hunter.

The insights, advice and support provided at the recent meeting were greatly appreciated and will directly assist the Hunter JO in our ambition to work collaboratively with the NSW Government to progress our shared goals around housing delivery, job creation, and economic transformation. We look forward to maintaining an open dialogue with you and your Department to continue to progress outcomes in the following priority areas we discussed:

- The Government's implementation of the recommendations arising from the Post-Mining Land Use Inquiry and governance arrangements for delivery given the number of agencies involved.
- The timeframe for legislation to formally establish the Future Jobs and Investment Authority and initial priorities for the new Authority.



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- The timeframe and process for releasing funding from the former Royalties for Rejuvenation program, and the importance of Councils being able to access these resources to plan and support local communities with their economic transformation.

We thank you again for your time and should you require any further information or wish to continue discussions, please contact Kim Carland, Advocacy and Government Relations Lead on [kimc@hunterjo.nsw.gov.au](mailto:kimc@hunterjo.nsw.gov.au) or M 0460 034 614.

Yours sincerely,

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Cr Sue Moore  
Mayor, Singleton Council  
Chair, Hunter Joint Organisation

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Cr Leah Anderson  
Mayor, Port Stephens Council  
Deputy Chair, Hunter Joint Organisation

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The Hon. Daniel Mookhey MLC  
NSW Treasurer  
52 Martin Place  
SYDNEY NSW 2000

[daniel.mookhey@parliament.nsw.gov.au](mailto:daniel.mookhey@parliament.nsw.gov.au)

30 October 2025

Dear Treasurer Mookhey,

**Re. Appreciation for meeting with the Hunter Joint Organisation Board of Mayors - 16 October 2025**

On behalf of the Hunter Joint Organisation Board of Mayors, I would like to extend our sincere thanks for meeting with us during our recent Board meeting at NSW Parliament House. We greatly appreciate your commitment to engage with us to discuss our shared challenges, opportunities and priorities for the Hunter region.

As the collective voice of the ten councils representing a population approaching one million people, we welcome the opportunity to work more closely with the NSW Government to deliver on our mutual priorities for the Hunter.

The insights, advice and support you provided at our meeting were greatly appreciated and will directly assist the Hunter JO in our ambition to work collaboratively with the NSW Government to progress our shared goals around housing delivery, job creation, and economic transformation. We look forward to maintaining an open dialogue with you and your Department to continue to progress outcomes in the following priority areas we discussed:

- The potential for a place-based tri-government agreement or comparable approach for the Hunter to focus, align and coordinate the objectives and collective efforts of Federal, State, and Local Governments to drive the economic transformation that is needed to replace 50,000 jobs as the region's economy transitions away from coal.
- The challenges and opportunities of returning a greater share of mining royalties back to the Hunter Region to directly support efforts to transform the region's economy.



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We thank you again for your time and should you require any further information or wish to continue discussions, please contact Kim Carland, Advocacy and Government Relations Lead on [kimc@hunterjo.nsw.gov.au](mailto:kimc@hunterjo.nsw.gov.au) or M 0460 034 614.

Yours sincerely,

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Cr Sue Moore  
Mayor, Singleton Council  
Chair, Hunter Joint Organisation

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Cr Leah Anderson  
Mayor, Port Stephens Council  
Deputy Chair, Hunter Joint Organisation

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[www.hunterjo.nsw.gov.au](http://www.hunterjo.nsw.gov.au)

The Hon. Penny Sharpe MLC  
Minister for Climate Change, Minister for Energy,  
Minister for the Environment and Minister for Heritage  
52 Martin Place  
SYDNEY NSW 2000

[office@sharpe.minister.nsw.gov.au](mailto:office@sharpe.minister.nsw.gov.au)

30 October 2025

Dear Minister Sharpe,

**Re. Appreciation for meeting with the Hunter Joint Organisation Board of Mayors - 16 October 2025**

On behalf of the Hunter Joint Organisation Board of Mayors, I would like to extend our sincere thanks for meeting with us during our recent Board meeting at NSW Parliament House. We greatly appreciate your commitment to engage with us to discuss our shared challenges, opportunities and priorities for the Hunter region.

As the collective voice of the ten councils representing a population approaching one million people, we welcome the opportunity to work more closely with the NSW Government to deliver on our mutual priorities for the Hunter.

The insights, advice and support you provided at our meeting were greatly appreciated and will directly assist the Hunter JO in our ambition to work collaboratively with the NSW Government to progress our shared goals around housing delivery, job creation, and economic transformation. We look forward to maintaining an open dialogue with you and your Department to continue to progress outcomes in the following priority areas we discussed:

- Providing greater upfront certainty to biodiversity assessment processes to both accelerate housing approvals and deliver more strategic regional biodiversity conservation outcomes. This includes the potential to invest and partner with our Member Councils in strategic regional conservation planning and bio-certification in the Hunter region.
- The status of the current NSW waste levy review process and the appropriateness of waste levy funds being returned to councils to invest in local and regional waste



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infrastructure and circular economy initiatives that deliver on the NSW Government's net zero and waste reduction targets.

- Ensuring the renewable energy roll out contributes to ongoing benefits and legacy outcomes for regional communities, for example upgrading key infrastructure or adopting innovative approaches to worker accommodation that enables repurposing for longer term housing supply.

On this final point, the Minister mentioned the Government is exploring the potential for modular housing to be utilised in the REZ's, with a view to contributing to longer term housing provision in regional communities. As discussed, it would be greatly appreciated if the Minister were able to provide any information or updates on the status of this work that is underway.

We thank you again for your time and should you require any further information or wish to continue discussions, please contact Kim Carland, Advocacy and Government Relations Lead on [kimc@hunterjo.nsw.gov.au](mailto:kimc@hunterjo.nsw.gov.au) or M 0460 034 614.

Yours sincerely,

Cr Sue Moore  
Mayor, Singleton Council  
Chair, Hunter Joint Organisation

Cr Leah Anderson  
Mayor, Port Stephens Council  
Deputy Chair, Hunter Joint Organisation

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The Hon. Ron Hoenig MP  
Minister for Local Government  
GPO Box 5341  
SYDNEY NSW 2001

[heffron@parliament.nsw.gov.au](mailto:heffron@parliament.nsw.gov.au)

30 October 2025

Dear Minister Hoenig,

**Re. Appreciation for meeting with the Hunter Joint Organisation Board of Mayors - 16 October 2025**

On behalf of the Hunter Joint Organisation Board of Mayors, I would like to extend our sincere thanks for meeting with us during our recent Board meeting at NSW Parliament House. We greatly appreciate your commitment to engage with us to discuss our shared challenges, opportunities and priorities for the Hunter region.

As the collective voice of the ten councils representing a population approaching one million people, we welcome the opportunity to work more closely with the NSW Government to deliver on our mutual priorities for the Hunter.

The insights and advice you provided at our meeting were of considerable assistance to our Member Councils in understanding the context and requirements for moving forward with the adoption and implementation of the new Model Code of Meeting Practice for Local Councils. We look forward to maintaining an open dialogue with you and your Department as we progress with its implementation.

We thank you again for your time and should you require any further information or wish to continue discussions, please contact Kim Carland, Advocacy and Government Relations Lead on [kimc@hunterjo.nsw.gov.au](mailto:kimc@hunterjo.nsw.gov.au) or M 0460 034 614.



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Yours sincerely,

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Cr Sue Moore  
Mayor, Singleton Council  
Chair, Hunter Joint Organisation

A handwritten signature in black ink, appearing to read "Leah Anderson".

Cr Leah Anderson  
Mayor, Port Stephens Council  
Deputy Chair, Hunter Joint Organisation

*The Hunter Joint Organisation's statutory mandate includes identifying the key regional strategic priorities, advocating for these priorities and building collaboration with other levels of government, industry and community. More information on our shared priorities are outlined in our [Hunter JO Strategic Plan 2035](#) and [Advocacy Priorities](#).*



4 Sandringham Avenue, Thornton,  
NSW 2322 - 02 4978 4020  
[www.hunterjo.nsw.gov.au](http://www.hunterjo.nsw.gov.au)

The Hon. Rose Jackson MLC  
Minister for Water, Minister for Housing,  
Minister for Homelessness, Minister for Mental Health, and Minister for Youth  
52 Martin Place  
SYDNEY NSW 2000

[office@jackson.minister.nsw.gov.au](mailto:office@jackson.minister.nsw.gov.au)

30 October 2025

Dear Minister Jackson

**Re. Appreciation for meeting with the Hunter Joint Organisation Board of Mayors - 16 October 2025**

On behalf of the Hunter Joint Organisation Board of Mayors, I would like to extend our sincere thanks for meeting with us during our recent Board meeting at NSW Parliament House. We greatly appreciate your commitment to engage with us to discuss our shared challenges, opportunities and priorities for the Hunter region.

As the collective voice of the ten councils representing a population approaching one million people, we welcome the opportunity to work more closely with the NSW Government to deliver on our mutual priorities for the Hunter.

The insights, advice and support you provided at our meeting were greatly appreciated and will directly assist the Hunter JO in our ambition to work collaboratively with the NSW Government to progress our shared goals around housing delivery, job creation, and economic transformation. We look forward to maintaining an open dialogue with you and your Department to continue to progress outcomes in the following priority areas we discussed:

- Potential alternative models for supporting Councils to fund the enabling infrastructure required to unlock housing across the Hunter region.
- Potential alternative models and approaches for encouraging and incentivising more affordable housing construction in regional areas like the Hunter.
- The financial challenges for regional councils in continuing to deliver and maintain vital water and wastewater infrastructure in their local communities, and the importance of ongoing funding support through programs such as Town Water Risk Reduction Program or alternative funding models.

- The significant financial difficulties facing Councils to repair local water and sewer infrastructure impacted by disaster events, as has occurred in the Upper Hunter Shire. Under current disaster recovery funding arrangements, the repair of these assets is ineligible for cost recovery despite them being vital public assets and councils and their communities not having the capacity to recover repair costs through rating processes.
- The Minister's in principle support and interest in further exploring the potential re-categorisation of Local Roads to State Roads where they are servicing state water assets. For example, Dungog Shire Council is solely responsible for funding the maintenance of Chichester Dam Road despite it underpinning the essential servicing and maintenance of the State-owned Chichester Dam.

We thank you again for your time and should you require any further information or wish to continue discussions, please contact Kim Carland, Advocacy and Government Relations Lead on [kimc@hunterjo.nsw.gov.au](mailto:kimc@hunterjo.nsw.gov.au) or M 0460 034 614.

Yours sincerely,



Cr Sue Moore  
Mayor, Singleton Council  
Chair, Hunter Joint Organisation



Cr Leah Anderson  
Mayor, Port Stephens Council  
Deputy Chair, Hunter Joint Organisation

*The Hunter Joint Organisation's statutory mandate includes identifying the key regional strategic priorities, advocating for these priorities and building collaboration with other levels of government, industry and community. More information on our shared priorities are outlined in our [Hunter JO Strategic Plan 2035](#) and [Advocacy Priorities](#).*



4 Sandringham Avenue, PO Box 3137,  
Thornton NSW 2323. 02 4978 4040  
[www.hunterjo.com.au](http://www.hunterjo.com.au)

Morven Cameron

25 November 2025

Dear Morven,

**Re. Acknowledgement of Contribution to Hunter Joint Organisation and Region**

We write to express our sincere gratitude and thanks for the enormous support and contribution you have provided over many years to the Hunter Joint Organisation, General Managers Advisory Committee and Hunter Region more broadly.

As a member of the Hunter JO Board and as Chair of the General Managers Advisory Committee, your insights, guidance and contributions have been instrumental to supporting the operations of the Hunter JO and importantly, to reviewing and reshaping the focus, directions and structure of the organisation moving forward. This important work has established a foundation that will continue to underpin the shared priorities and collaborative efforts of our region's Councils for many years to come.

We also acknowledge and thank you for the broader participation and contribution of Lake Macquarie City Council staff over many years to the operations of the Hunter JO and to the planning and delivery of the wide range of regional programs and initiatives being delivered. These contributions directly reflect your collaborative leadership and commitment to achieving outcomes for our whole region.

Your considerate leadership and support to the Hunter JO team during a time of substantial organisational review and change is also greatly valued and appreciated. Your advice and support during this period was a substantial factor in providing the level of confidence for staff on the organisation's future that has enabled us to both retain and grow a talented team of professional staff that is well placed to take the organisation forward in line with the Board's future directions.

We wish you all the very best in your future endeavours and look forward to our paths crossing again.

Yours sincerely,

A handwritten signature in black ink, appearing to read "SR Moore".

Cr Sue Moore  
Mayor, Singleton Council  
Chair, Hunter JO

A handwritten signature in black ink, appearing to read "Tim Crosdale".

Tim Crosdale  
General Manager, Port  
Stephens Council  
Chair GMAC

A handwritten signature in black ink, appearing to read "S. P. Wilson".

Steve Wilson  
Executive Officer  
Hunter Joint Organisation



DW25/368

Cr Sue Moore  
Mayor Singleton Council  
Hunter Joint Organisation

By email: [stevev@hunterjo.nsw.gov.au](mailto:stevev@hunterjo.nsw.gov.au)

Dear Cr Moore

Thank you for your letter of 1 October 2025 inviting me to attend the Hunter Joint Organisation's Board meeting on 4 December 2025. Unfortunately, I will not be able to attend as our NSW Environment Protection Authority (EPA) Board meeting is on this same day.

I am very keen to discuss the shared challenges and opportunities between the EPA and the Hunter Joint Organisation, and also the impacts of the extreme weather events. If it's possible to provide any other dates before the end of 2025, or in early 2026, I'd like to meet with you to discuss the issues you have outlined.

If you have any further questions about this issue, please contact Ms Jodie Avanti, Executive Assistant to the CEO, at [jodie.avanti@epa.nsw.gov.au](mailto:jodie.avanti@epa.nsw.gov.au).

Yours sincerely

A handwritten signature in black ink, appearing to read 'Tony Chappel', written in a cursive style.

**TONY CHAPPEL**  
**Chief Executive Officer**

13 October 2025

## The Hon. Ron Hoenig MP

Leader of the House in the Legislative Assembly  
Vice-President of the Executive Council  
Minister for Local Government

Our Ref: A981819 /MO25-0502

Cr Sue Moore  
Mayor Singleton Council  
Chair Hunter Joint Organisation  
PO Box 3137  
THORNTON NSW 2322

via email: [steveuw@hunterjo.nsw.gov.au](mailto:steveuw@hunterjo.nsw.gov.au)

Dear Cr Moore,

Thank you for your correspondence to the Premier, the Hon. Chris Minns MP, in support of the City of Newcastle's request for a review of the rate rebate concession. As this matter falls within my portfolio responsibilities, your correspondence has been referred to me for response.

I acknowledge your concerns regarding the cost-of-living pressures faced by seniors and appreciate your advocacy on this important issue. Please note that the response below has also been provided to the City of Newcastle.

Pensioner concessions in NSW are jointly funded by the NSW Government and councils. Since 2015, the Government has set aside around \$78 million each year towards subsidising council rates and charges for pensioners through its State Budget.

The Government must consider the budgetary implications of any change to the current funding arrangements. Upon coming to office, we have been left with over \$187 billion of debt, the largest debt ever passed from one government to another in the state's history.

The Government has had to make a series of tough decisions to begin the challenging task of repairing the state's finances. We've already reduced debt by \$13 billion while at the same time delivering an unprecedented infrastructure pipeline of roads, rail, schools, and hospitals.

As you are aware, each NSW council has the discretion to provide further concessions on rates for pensioners. Other assistance may also include agreeing to the periodic payment of rates other than by quarterly instalments, writing off interest on unpaid rates and providing relief where hardship has occurred due to changes in land valuations. Decisions to assist in these circumstances are made at the discretion of each council and the cost of providing further concessions must be met by the council.

The Government's recent response into the Inquiry on the ability for local governments to fund infrastructure and services was tabled in Parliament 6 May 2025, setting out the path to improve Council financial sustainability. In response to recommendation 1, the

Government acknowledges the importance of ensuring fairness and equity in the distribution of the rating burden across communities.

While a new comprehensive review of rate exemptions and concessions is not proposed at this time, the Government will draw on the Independent Pricing and Regulatory Tribunal's prior work to inform a more targeted consideration of rate exemptions and concessions. This work will be undertaken in consultation with key stakeholders, with a focus on identifying opportunities to enhance the rating system's effectiveness.

The Government will continue to keep councils informed as this work progresses. I hope this information has been helpful.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Ron Hoenig', with a long horizontal flourish extending to the right.

05 NOV 2025

**The Hon. Ron Hoenig MP**  
Leader of the House in the Legislative Assembly  
Vice-President of the Executive Council  
Minister for Local Government

# Attachment 6-19 Correspondence from Grahame Irwin, Department of Employment and Workplace Relations re Invitation to participate in Hunter Worker Transition Advisory Group, 13 November 2025

**From:** [IRWIN, Grahame](#)  
**Subject:** Information and agenda - First meeting of the Hunter Worker Transition Advisory Group [SEC=OFFICIAL:Sensitive]  
**Date:** Friday, 14 November 2025 9:43:16 AM  
**Attachments:** [image001.jpg](#)  
[Hunter WTAG Agenda 20 November 2025.docx](#)  
[Draft WTAG Terms of Reference.docx](#)  
[Background material for Hunter WTAG.docx](#)  
[Deed of Confidentiality and Conflict of Interest Declaration Form.docx](#)  
[QRCode for Aurecon Newcastle External Visitor Sign In \(1\).png](#)

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OFFICIAL: Sensitive

Dear Worker Transition Advisory Group Members,

Following on from your recent invitation to participate in the initial meeting of the **Hunter Worker Transition Advisory Group** (Advisory Group), a dedicated sub-group of the Net Zero Economy Authority's (NZEa) broader consultation arrangements for the Hunter region, we are pleased to provide you with some more context around this initial meeting.

The Advisory Group will bring together employers, unions, local government, and community representatives to support workers and communities through the energy transition in the Hunter. This tripartite, collaborative, and community-led approach will:

- drive place-based decisions
- help identify the support, services, and delivery approaches needed for effective, inclusive workforce transitions.
- complement broader regional activities

The Advisory Group will guide the co-design of two major DEWR initiatives:

- **Regional Workforce Transition Plan (RWTP)** – tailored strategies to help the Hunter region navigate workforce changes, build local capability, and harness emerging opportunities
- **Transitioning Workforce Fund (TWF)** – targeted, flexible support for workers and communities impacted by the energy transition.

This first meeting will establish the Advisory Group's Terms of Reference (which will be discussed at the meeting) and forward plan, including initial discussions on the design and delivery of the RWTP and TWF. Future meetings will be held every 2–3 months as the Advisory Group shapes practical, locally informed solutions for workforce transitions.

## Meeting Details

- Date: Thursday, 20 November 2025
- Time: 9:30 AM – 12:30 PM
- Location: Level 15, 727 Hunter Street, Newcastle (Aurecon)

Please find the following attachments for your information.

1. Agenda
2. Draft Terms of Reference (to be discussed at the meeting)
3. Deed of Confidentiality and Conflict of Interest Declaration Form
4. Background material
5. QR code for required pre-registration and building entry

To streamline your arrival at the Aurecon office for this meeting, we request you complete a pre-registration prior to your arrival at this link: [Aurecon Newcastle External Visitor Sign In](#) or utilise the attached QR code to complete this registration.

If you have any questions or concerns about the meeting, the attachments, or your role in the Advisory Group, please don't hesitate to contact:

## Grahame Irwin

Email: [grahame.irwin@dewr.gov.au](mailto:grahame.irwin@dewr.gov.au)  
Mobile: 0417 486 774

We look forward to working together to deliver tangible benefits for the Hunter region.

Kind regards,  
Grahame

Grahame Irwin

Regional Workforce Transition Officer

Hunter and Surrounds

***I live on Worimi Country***

Regional Partnerships Team  
Net Zero Priorities and Partnerships Branch  
Australian Government Department of Employment and Workplace Relations  
Phone (02) 4979 3530 | 0417 486 774  
[www.dewr.gov.au](http://www.dewr.gov.au)



The Department of Employment and Workplace Relations acknowledges the traditional owners and custodians of country throughout Australia and their continuing connection to land, waters and community. We pay our respects to them and their cultures, and Elders past, present and emerging.

**OFFICIAL: Sensitive**

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# **Submission**

## **Review of the NSW Roads Act 1993 – Options Paper**

**31 October 2025**



4 Sandringham Avenue, PO Box 3137,  
Thornton, NSW 2322 - 02 4978 4040  
[www.hunterjo.nsw.gov.au](http://www.hunterjo.nsw.gov.au)

Roads Act Review Project Team  
Safety, Policy, Environment and Regulation Branch  
Transport for NSW  
231 Elizabeth Street  
SYDNEY NSW 2000

Submitted via online portal

31 October 2025

To whom it may concern

**Re: Submission to the Review of the NSW Roads Act Options Paper**

The ten Member Councils of the Hunter Joint Organisation (Hunter JO) welcome the opportunity provided by Transport for NSW to provide input to the review of the *NSW Roads Act 1993* via the currently exhibited Options Paper.

The Hunter JO is the statutory Local Government entity established by the NSW Government, through the *NSW Local Government Act 1993*, to support the ten member Councils of the Hunter Region to work together for better rural and regional outcomes, and to enhance the way Local and State Governments work together to plan and deliver important regional infrastructure and investment.

Member Councils of the Hunter JO include:

- 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

The core statutory functions established by the NSW Government for the Hunter JO and joint organisations more broadly across NSW include:

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

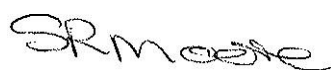
Through the [Hunter JO Strategic Plan 2035](#), our Member Councils have identified the following shared priorities for the Hunter Region, all of which would benefit from a more efficient and effective framework and management approach to the regional road network arising from the current reform process. These priorities include:

| Strategic Theme                             | Focus                                                                                                                                                                                                                                                                     |
|---------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Housing and Population Growth               | Inclusive, affordable, and sustainable housing that supports population growth through integrated development, efficient land use, protection of natural environments and reduced exposure to natural hazard risk.                                                        |
| Economic Transformation and Jobs            | The evolution of our region toward renewable and future focused industries, maximising our mining related and industrial lands and leveraging our regional strengths to drive innovation and economic growth, create jobs and protect our natural assets and environment. |
| Infrastructure and Connectivity             | Seamless, multimodal, low-emission connectivity powered by modern transport networks, enhanced digital infrastructure, and integrated planning to support sustainable mobility and regional growth.                                                                       |
| Environmental Sustainability and Resilience | A future focused on long-term resilience, where disaster preparedness, climate mitigation and adaptation, sustainable water management, and circular economy practices work together to protect ecosystems and build holistic resilience for future generations.          |
| Financial Sustainability and Funding Reform | Financial sustainability achieved through reformed funding processes and secure financial models that ensure the long-term viability and success of Local Government to deliver services to communities.                                                                  |
| Community Liveability and Wellbeing         | A community where enhanced access to services, improved public spaces, and a strong sense of identity and opportunity promote wellbeing and a high quality of life for all.                                                                                               |

The following submission has been developed in direct consultation with our Member Councils and drawing on the Hunter JOs regional advocacy and capacity building work in this area. I encourage you to consider our feedback and recommendations and would welcome the opportunity to further discuss with you.

Should you have any further queries please don't hesitate to contact Steve Wilson, Executive Officer on M0448 401 436 or at [steve@hunterjo.nsw.gov.au](mailto:steve@hunterjo.nsw.gov.au).

Yours Sincerely



Cr Sue Moore  
Mayor Singleton Council  
Chair Hunter Joint Organisation

# SUBMISSION

## Review of the NSW Roads Act Options Paper

31 October 2025

### Introduction

The ten Hunter JO Member Councils collectively manage around 12,644 kilometres of roads across the Hunter and Mid North Coast Region. We therefore welcome the opportunity to provide input to this important review of the *NSW Roads Act 1993* and greatly appreciate the opportunity to provide input through what has been a considered and engaging consultation process.

The views of the Hunter JO Member Councils are broadly consistent with the discussion included in TfNSW's options paper which identifies that the current Act is vehicle-centric and outdated, that roles are fragmented, approvals cumbersome, planning disconnected, liability ambiguous and sustainability overlooked.

At a broad level our Member Councils therefore support the intent of the reforms to deliver certainty in roles and responsibilities, reduce duplication, and empower councils to manage local roads efficiently while ensuring safety, accessibility and community benefit, including:

- clearer statutory responsibilities (especially on traffic regulation and approvals),
- streamlined Section 138/Works Authorisation Deed (WAD) processes
- better alignment with planning and transport legislation,
- explicit support for all road users and road safety, and
- resolution of legacy and utilities issues.

### Key Focus Areas for Reform

#### 1. Modernising the Act to reflect all road users

We support the NSW Roads Act moving beyond its current predominant focus on vehicle movement to a broader "movement and place" framework that recognises walking, cycling, public transport and placemaking as legitimate functions of the road reserve. We support broadening the definition of 'traffic' in the Roads Act to include consideration of all road user groups.

Broadening in this way will align with the movement & place principles and will ensure the needs of all road users are considered as a part of the design, maintenance and operation of the road network. The degree to which road user groups are engaged with or considered should be left to the discretion of the relevant road authority, as not all user groups may be significantly represented in all road types or in regions managed by all road authorities.

## 2. Roles and delegations

We support TfNSW's view that responsibilities between agencies are currently unclear. We agree that clearer statutory definitions of authority for traffic regulation, speed zoning and infrastructure approvals are needed. Long-standing delegations should be codified so councils can manage routine matters, with TfNSW retaining responsibility for state roads and higher-risk activities.

## 3. Street management and legacy issues

We agree the Act should better accommodate shared zones, low-speed environments and temporary place activations. We support provisions to address legacy encroachments (public infrastructure constructed on private land) and that give councils authority to direct utility companies to repair or relocate shallow services.

## 4. Safety and sustainability

We support embedding road safety as a core objective, consistent with Safe System and Vision Zero principles, and aligning the Act with broader sustainability and net-zero transport goals.

## 5. Approvals

We agree that approval processes can be improved. We recommend simplified procedures for minor works, clear guidance on when a Works Authorisation Deed applies, and removal of duplicate approvals for signage and temporary traffic management.

## 6. Planning integration

We support TfNSW's observation in the Options Paper that road management should be better aligned with land use planning. We agree with integrating the Roads Act with the *Environmental Planning and Assessment Act 1979*, the *Road Transport Act 2013* and the *Local Government Act 1993* and embedding road network plans within strategic planning instruments to support proactive management of growth areas. This approach has the potential to support the more efficient delivery of shared Federal, State and Local Government housing targets.

## 7. Purpose Statement and Regulatory Outcomes & Processes

The proposed purpose statement and regulatory outcomes identified in the Options Paper are generally supported. These provide a strong foundation for a more outcomes-focused regulatory framework, ensure the legislation reflects the strategic purpose and public value of the road network, and will better align the Act with more contemporary objectives and policy around movement and place.

## 8. Regulatory Tools and Processes

The development and engagement with Councils around proposed supporting mechanisms, including systems, protocols and compliance tools is supported. These have potential to ensure consistent and transparent regulatory improvements across all road authorities.

We support streamlined approval processes through risk-based permits and digital portals, with the addition of parameters for natural disasters. Current processes are overly complex and resource intensive, particularly for minor works such as driveways. The following is recommended:

- Risk-based assessment tools that differentiate between high-impact and low-impact works.
- A clear and consistent framework for third-party works in the road corridor
- A centralised digital approval portal to reduce administration burden, increase efficiency and ensure transparency.

- Recognise natural disaster and provide for the ability to respond quickly to community needs during / immediately post events.
- Include flexibility to streamline resilient measures such as road raising.

## 9. Compliance and Penalties

We support greater enforcement powers and associated penalties for road damage, unapproved work, overmass / oversize and non-compliance that are supported, defensible and robust in legal proceedings. This should include clear powers for councils to issue penalties, supported by state provided systems, tools and training. This is recommended to ensure greater and flexible enforcement powers for all road authorities to ensure compliance with the Act over roads they control.

## 10. Crown Roads

We support simplifying the Crown Road closure / transfer process and strengthening the roles and responsibilities for Crown Lands as the roads authority for Crown roads. This is because the current Crown Road permanent closure process is slow, complex, costly, cumbersome and inefficient even when all parties agree with the proposed closure. It is recommended that:

- A low-impact closure process for Crown roads where there are no adjoining landowner or agency objections.
- Automatic transfer of ownership where roads are already managed by councils and transfer has been initiated by councils.
- Councils should be afforded the right to refuse transfer of Crown roads, similar to the rights afforded to TfNSW.
- Provide clearer roles and responsibilities

## 11. Road Classification

The current approach to road classification is inconsistent and inhibits effective corridor planning and places unfair resource and funding burdens on road authorities, typically councils. We support establishment of a framework to ensure that road classification and the recategorisation process is based on clear criteria and delivered in a transparent manner. The classification must reflect the road function, network connectivity and access to critical infrastructure recognising that important road corridors often cross council boundaries in regional areas. The following is recommended:

- A clear and transparent road classification framework that considers the function, use and strategic importance of each road or broader corridor.
- Commit to regular recategorisation reviews to ensure a timely response to changes in the regional importance, function or road use.
- Recognise and facilitate easy processes for the classification / recategorisation of road corridors that span multiple council areas.
- Provide a consistent and consultative decision-making process between road authorities which is underpinned by a clear methodology with in-built independent dispute resolution mechanisms.
- Ensure that the road classification system recognises the importance of access to critical infrastructure and key public assets, such as hospitals, schools and larger localities / towns. This is required for ensuring community resilience, natural disasters management and economic development.

## 12. Road Funding

While noting that funding arrangements between and within different levels of government are out of scope for this review, it should still be noted that one of the biggest challenges facing Local Government across Regional NSW is a lack of funding to support delivery of a safe and secure road

network. Given that well-maintained road networks fundamentally connect local and regional communities, support community wellbeing and liveability, and underpin local and regional economic activity and prosperity, a more equitable and sustainable approach to road funding models and arrangements is urgently required.

Regional Councils in particular manage vastly greater road networks and have historically had to bear an undue burden when it comes to road funding compared with capital city counterparts, with this further exacerbated through Federal Financial Assistance Grant funding allocations which continue to deliver inequities to regional communities. For example, metropolitan councils manage a much smaller road network, meaning their funding needs are significantly lower. To put this into perspective, if 5% of the road network were renewed to the same standard each year, the relative cost would be about \$75 per ratepayer in Sydney, compared with over \$250 in Newcastle. In rural areas the gap is even more stark. Dungog Shire Council ratepayers would contribute more than \$3,800 each per year for the same outcome, while in Singleton the figure would exceed \$1,800 per ratepayer. This clearly disadvantages the affordability and capacity of regional and rural councils and their communities to effectively maintain their road networks.

While outside the scope of this review, truly effective and sustainable reform of road management across NSW will require a review of current funding models and arrangements.

## Potential Models

From reviewing the potential models included in the Options paper, we understand they are not mutually exclusive, and elements may be combined or phased in over time. The following comments reflect this understanding and approach.

### Model 1: Codification of Current Practice

Model 1 provides a pragmatic and achievable approach to improving clarity, consistency, and usability of the Act without requiring significant structural/regulatory change. It can also be achieved within the shortest timeframe.

While not providing as strategic an approach as could be delivered by a plan led framework (Model 2), initially proceeding with Option 1 could provide the opportunity to then progressively move toward Model 2, once initial issues have been addressed and resolved. It is noted that some elements of the mapping and planning tools proposed under Model 2 could also be initially incorporated into Model 1 to enhance decision-making and transparency. It is recommended that if proceeding with Model 1, that a road user hierarchy also be included to better reflect the needs of vulnerable users and align with contemporary transport policy.

### Model 2: Plan-led Framework

It is recognised that a plan-led framework under this model would support governance, strategy, planning and operational management through network plans and enable a more proactive approach to road management. This model provides:

- Clearer roles and responsibilities between state government (Transport for NSW and Crown Lands) and councils.
- Statutory road network plans to assist in long-term strategic planning, investment and management.
- Greater scope to provide delegations for routine approvals to road authorities and councils.
- Integration of road planning with the movement & place principles and with land use planning.

Model 2 also provides the most appropriate mechanism for achieving consistency in road categorisation and recategorisation, ensuring that administrative responsibility and funding align with actual road use, connectivity, and strategic function. A plan-led approach would allow state government and councils to jointly determine the function / purpose of each road corridor within the broader transport network.

While proactive road safety programs can occur under the existing Act, a plan-led framework would provide stronger statutory support, clearer processes and better alignment with state priorities. Embedding network-wide safety planning within a plan-led framework would therefore shift safety from a reactive, case-by-case process to a structured, risk-based approach supported by approved local network plans. This would include embedding safety treatments and priorities within local network plans which would help councils identify, assess and address risk across the network in line with Safe System principles, rather than responding only to individual requests or crash sites. This model would also enhance collaboration between councils and Transport for NSW, provide greater transparency in decision-making, and make proactive safety planning a core and ongoing responsibility under the Act.

However, while the value and principles that underpin Model 2 are recognised, it is considered that a progressive move toward this model may initially be appropriate, to enable initial issues to be addressed and resolved via Model 1. A progressive approach of this nature also acknowledges the resourcing implications for Councils that would be inherent in moving to Model 2 immediately, particularly around the drafting, consultation, review, and maintenance of the statutory road network plans. These responsibilities should not be shifted onto councils without appropriate funding and support.

### Model 3: Institutional Change

Model 3 is not supported. It is considered that improvements to oversight, performance monitoring and dispute resolution can be achieved through enhancements to existing structures and processes, rather than through the creation of a new regulatory institution. Previous examples of other regulators for NSW councils have typically resulted in additional reporting requirements which do not meaningfully contribute to overall efficiency. Adding further burdens of this nature on to already resource constrained councils would be an undesirable and unproductive outcome.

Councils are best placed to manage local streets and civic spaces, and any reform should strengthen, not diminish their role. The introduction of a new regulator would be inconsistent with this approach and is not considered a necessary supporting action for the governance of roads. Rather, it is considered that the establishment of a new regulator may:

- reduce the autonomy of councils as road managers, and
- introduce unrequired complexity and delay.
- centralise decision-making in a way that undermines local knowledge and responsiveness.

## Conclusion

On behalf of the Hunter JO Member Councils we commend Transport for NSW for undertaking this important review of the *Roads Act 1993*, and for the considered and engaging consultation process that has been delivered to date.

Drawing on the information provided in this submission and the individual submissions of our member Councils, we recommend a progressive and/or hybrid implementation of Models 1 and 2 with the intention of eventually delivering a more plan led framework (Model 2). Such an approach would draw on the strengths of codification, strategic planning, and independent oversight, and

offer the best pathway to achieving clarity, efficiency, and community benefit without unduly impacting the resource capability within councils to deliver in the short term.

In regard to Council resourcing, it should be noted that undertaking reform toward a plan led framework would require additional resourcing within councils to enact. This will require a level of support to be provided to councils, particularly in the development and implementation of the proposed road network plans. However, it is considered that the longer-term benefits ultimately implementing a plan led framework would lead to more efficient, integrated and safer roads for all users.

Furthermore, we reiterate our support for reforms that empower councils to manage local roads with greater autonomy, improves coordinated road management, and ensures alignment with state-wide priorities for safety, sustainability, and integrated transport and land use planning. By embedding clearer roles, streamlined approvals, meaningful resourcing and proactive safety planning into the legislative framework, a revised Act can better serve the diverse needs of communities across NSW.

We look forward to further collaboration with Transport for NSW and other stakeholders as the review continues to progress.



# **DRAFT Code of Meeting Practice**

**Version 4**

**4<sup>th</sup> December 2025**

## Controlled Document Information

### Authorisation Details

|                       |                                                |
|-----------------------|------------------------------------------------|
| Policy Name           | Code of Meeting Practice                       |
| Responsible Officer   | Steve Wilson (Executive Officer)               |
| Review timeframe      | Within 12 months of Local Government Elections |
| Next Scheduled Review | August 2029                                    |
| Authorisation         | Hunter JO Board                                |
| Authorisation Date    | 4 December 2025                                |

### Related Document Information

|                               |                                                                                                                   |
|-------------------------------|-------------------------------------------------------------------------------------------------------------------|
| Relation Legislation          | Local Government Act 1993<br>Local Government (General) Amendment (Joint Organisations) Regulation 2018 (CI 397C) |
| Related Policies / Procedures | N/A                                                                                                               |

### Definitions

| Term / Abbreviation | Definition |
|---------------------|------------|
|                     |            |

### Consultation

|                 |                                                          |
|-----------------|----------------------------------------------------------|
| Consulted with: | Executive officers Advisory Committee (27 November 2025) |
|-----------------|----------------------------------------------------------|

### Version History

| Version No. | Date Changed                  | Modified by   | Details and Comments |
|-------------|-------------------------------|---------------|----------------------|
| 1           | 28 <sup>th</sup> June 2018    | Roger Stephan | N/A                  |
| 2           | 9 <sup>th</sup> May 2019      | Joe James     | N/A                  |
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## **1 INTRODUCTION**

This Code of Meeting Practice is prescribed under section 360 of the *Local Government Act 1993* (the Act) and the *Local Government (General) Regulation 2021* (the Regulation).

The Office of Local Government released the Model Code of Meeting Practice in July 2025. Joint organisations must adopt a code of meeting practice that incorporates the mandatory provisions of the Model Meeting Code.

The joint organisation's adopted code of meeting practice may incorporate the non-mandatory provisions of the Model Meeting Code and other supplementary provisions. However, the code of meeting practice adopted must not contain provisions that are inconsistent with the mandatory provisions of the Model Meeting Code.

A joint organisation committee of which all the members are voting representatives must conduct its meetings in accordance with the code of meeting practice adopted by the joint organisation.

## 2 MEETING PRINCIPLES

### 2.1 Board and committee meetings should be:

*Transparent:* Decisions are made in a way that is open and accountable.

*Informed:* Decisions are made based on relevant, quality information.

*Inclusive:* Decisions respect the diverse needs and interests of local communities.

*Principled:* Decisions are informed by the principles prescribed under Chapter 3 of the Act.

*Trusted:* The community has confidence that voting representatives and staff act ethically and make decisions in the interests of the whole community.

*Effective:* Meetings are well organised, effectively run and skilfully chaired.

*Orderly:* Voting representatives, staff and meeting attendees behave in a way that contributes to the orderly conduct of the meeting.

**Note: The Office of Local Government has issued a guideline on free speech in local government in NSW. The Guideline provides practical guidance to joint organisations on what free speech means in the context of NSW local government, including in relation to board meetings. The Guidelines have been issued under section 23A of the Act meaning joint organisations must consider them when exercising their functions at meetings.**

### 3 BEFORE THE MEETING

#### Timing of ordinary board meetings

- 3.1 The board shall, by resolution, set the frequency, time, date and place of its ordinary meetings.

**Note: Under section 400T of the Act, boards of joint organisations are required to meet at least four (4) times each year, each time in a different quarter of the year.**

#### Extraordinary meetings

- 3.2 If the chairperson receives a request in writing, signed by at least two (2) voting representatives, the chairperson must call an extraordinary meeting of the board to be held as soon as practicable, but in any event, no more than fourteen (14) days after receipt of the request. The chairperson can be one of the two members requesting the meeting.

**Note: Clause 3.2 reflects section 366 of the Act.**

- 3.3 The chairperson may call an extraordinary meeting without the need to obtain the signature of two (2) voting representatives.

#### Notice to the public of joint organisation meetings

- 3.4 The board must give notice to the public of the time, date and place of each of its meetings, including extraordinary meetings, and of each meeting of committees of the board.

**Note: Clause 3.4 reflects section 9(1) of the Act.**

- 3.5 For the purposes of clause 3.4, notice of a meeting of the board and of a committee of the board must be published before the meeting takes place. The notice must be published on the joint organisation's website, and in such other manner that the board is satisfied is likely to bring notice of the meeting to the attention of as many people as possible.
- 3.6 For the purposes of clause 3.4, notice of more than one (1) meeting may be given in the same notice.

#### Notice to voting representatives of ordinary board meetings

- 3.7 The executive officer must send to each voting representative, at least three (3) days before each meeting of the board, a notice specifying the time, date and place at which the meeting is to be held, and the business proposed to be considered at the meeting.

**Note: Clause 3.7 reflects section 367(1) of the Act.**

- 3.8 The notice and the agenda for, and the business papers relating to, the meeting may be given to voting representatives in electronic form, unless the board determines otherwise, but only if all voting representatives have facilities to access the notice, agenda and business papers in that form.

**Note: Clause 3.8 reflects section 367(3) of the Act.**

#### Notice to voting representatives of extraordinary meetings

- 3.9 Notice of less than three (3) days may be given to voting representatives of an extraordinary meeting of the board in cases of emergency.

**Note: Clause 3.9 reflects section 367(2) of the Act.**

#### Giving notice of business to be considered at board meetings

- 3.10 A voting representative may give notice of any business they wish to be considered by the board at its next ordinary meeting by way of a notice of motion. To be included on the agenda of the meeting, the notice of motion must be in writing and must be submitted within such reasonable time before the meeting is to be held as determined by the board.
- 3.11 A voting representative may, in writing to the executive officer, request the withdrawal of a notice of motion submitted by them prior to its inclusion in the agenda and business paper for the meeting at which it is to be considered.

#### Questions with notice

- 3.12 A voting representative may, by way of a notice submitted under clause 3.10, ask a question for response by the executive officer about the performance or operations of the joint organisation.
- 3.13 A voting representative is not permitted to ask a question with notice under clause 3.12 that would constitute an act of disorder.
- 3.14 The executive officer or their nominee may respond to a question with notice submitted under clause 3.12 by way of a report included in the business papers for the relevant meeting of the board.

#### Agenda and business papers for ordinary meetings

- 3.15 The executive officer must cause the agenda for a meeting of the board or a committee of the board to be prepared as soon as practicable before the meeting.
- 3.16 The executive officer must ensure that the agenda for an ordinary meeting of the board states:
- (a) all matters to be dealt with arising out of the proceedings of previous meetings of the board, and
  - (b) any matter or topic that the chairperson proposes, at the time when the agenda is prepared, to put to the meeting, and

- (c) all matters, including matters that are the subject of staff reports and reports of committees, to be considered at the meeting, and
  - (d) any business of which due notice has been given under clause 3.10.
- 3.17 Nothing in clause 3.16 limits the powers of the chair to put a chairal minute to a meeting without notice under clause 9.7.
- 3.18 The executive officer must not include in the agenda for a meeting of the board any business of which due notice has been given if, in the opinion of the executive officer, the business is, or the implementation of the business would be, unlawful. The executive officer must report, without giving details of the item of business, any such exclusion to the next meeting of the board.
- 3.19 Where the agenda includes the receipt of information or discussion of other matters that, in the opinion of the executive officer, is likely to take place when the meeting is closed to the public, the executive officer must ensure that the agenda of the meeting:
  - (a) identifies the relevant item of business and indicates that it is of such a nature (without disclosing details of the information to be considered when the meeting is closed to the public), and
  - (b) states the grounds under section 10A(2) of the Act relevant to the item of business.

**Note: Clause 3.19 reflects section 9(2A)(a) of the Act.**

- 3.20 The executive officer must ensure that the details of any item of business which, in the opinion of the executive officer, is likely to be considered when the meeting is closed to the public, are included in a business paper provided to voting representatives for the meeting concerned. Such details must not be included in the business papers made available to the public and must not be disclosed by a voting representative or by any other person to another person who is not authorised to have that information.

#### Availability of the agenda and business papers to the public

- 3.21 Copies of the agenda and the associated business papers, such as correspondence and reports for meetings of the board and committees of board, are to be published on the joint organisation's website, and must be made available to the public for inspection, or for taking away by any person free of charge at the offices of the joint organisation, at the relevant meeting and at such other venues determined by the board.

**Note: Clause 3.21 reflects section 9(2) and (4) of the Act.**

- 3.22 Clause 3.21 does not apply to the business papers for items of business identified under clause 3.19 as being likely to be considered when the meeting is closed to the public.

**Note: Clause 3.22 reflects section 9(2A)(b) of the Act.**

- 3.23 For the purposes of clause 3.21, copies of agendas and business papers must be published on the joint organisation's website and made available to the

public at a time that is as close as possible to the time they are available to voting representatives.

**Note: Clause 3.23 reflects section 9(3) of the Act.**

- 3.24 A copy of an agenda, or of an associated business paper made available under clause 3.21, may in addition be given or made available in electronic form unless the board determines otherwise.

**Note: Clause 3.24 reflects section 9(5) of the Act.**

#### Agenda and business papers for extraordinary meetings

- 3.25 The board must ensure that the agenda for an extraordinary meeting of the board deals only with the matters stated in the notice of the meeting.
- 3.26 Nothing in clause 3.25 limits the powers of the chair to put a chairal minute to an extraordinary meeting without notice under clause 9.7.
- 3.27 Despite clause 3.25, business may be considered at an extraordinary meeting of the board at which all voting representatives are present, even though due notice has not been given of the business, if the board resolves to deal with the business on the grounds that it is urgent and requires a decision by the board before the next scheduled ordinary meeting of the board. A resolution adopted under this clause must state the reasons for the urgency.
- 3.28 A motion moved under clause 3.27 can be moved without notice but only after the business notified in the agenda for the extraordinary meeting has been dealt with. Despite any other provision of this code, only the mover of a motion moved under clause 3.27, and the chairperson, if they are not the mover of the motion, can speak to the motion before it is put.
- 3.29 If all voting representatives are not present at the extraordinary meeting, the board may only deal with business at the meeting that voting representatives have not been given due notice of, where a resolution is adopted in accordance with clause 3.27 and the chairperson also rules that the business is urgent and requires a decision by the board before the next scheduled ordinary meeting.
- 3.30 A motion of dissent cannot be moved against a ruling of the chairperson under clause 3.29 on whether a matter is urgent.

#### Prohibition of pre-meeting briefing sessions

- 3.31 Briefing sessions must not be held to brief voting representatives on business listed on the agenda for meetings of the board or committees of the board.

**Note: The prohibition on the holding of briefing sessions under clause 3.31 reflects the intent of Chapter 4, Part 1 of the Act which requires business of the board to be conducted openly and transparently at a formal meeting of which due notice has been given and to which the public has access. Pre-meeting briefing sessions are inconsistent with the principles of transparency, accountability and public participation and have the potential to undermine confidence in the proper and lawful**

**decision-making processes of the board.**

- 3.32 Nothing in clause 3.31 prevents a voting representative from requesting information from the executive officer about a matter to be considered at a meeting, provided the information is also available to the public. Information requested under this clause must be provided in a way that does not involve any discussion of the information.

## **4 PUBLIC FORUMS**

- 4.1 The board may hold a public forum prior to meetings of the board and committees of the board for the purpose of hearing oral submissions from members of the public on items of business to be considered at the meeting. Public forums may also be held prior to meetings of other committees of the board.
- 4.2 The board may determine the rules under which public forums are to be conducted and when they are to be held.
- 4.3 The provisions of this code requiring the livestreaming of meetings also apply to public forums.

## 5 COMING TOGETHER

### Attendance by voting representatives at meetings

- 5.1 All voting representatives must make reasonable efforts to attend meetings of the board and of committees of the board of which they are members.

**Note: A voting representative may not attend a meeting as a voting representative (other than the first meeting of the board after the voting representative is elected or a meeting at which the voting representative takes an oath or makes an affirmation of office) until they have taken an oath or made an affirmation of office in the form prescribed under section 233A of the Act.**

- 5.2 The board may determine standards of dress for voting representatives when attending meetings.

- 5.3 This clause was omitted

- 5.4 The board of the joint organisation may, if it thinks fit, transact any of its business at a meeting at which representatives (or some representatives) participate by telephone or other electronic means, but only if any representative who speaks on a matter before the meeting can be heard by the other representatives. For the purposes of a meeting held in accordance with this clause, the chairperson and each other voting representative on the board have the same voting rights as they have at an ordinary meeting of the board.

**Note: Clause 5.4 reflects section 397G of the Regulation. Joint organisations may adopt clause 5.4 and omit clause 5.3.**

- 5.5 Where a voting representative is unable to attend one or more meetings of the board or committees of the board, the voting representative should submit an apology for the meetings they are unable to attend, state the reasons for their absence from the meetings and request that the board grant them a leave of absence from the relevant meetings.

- 5.6 The board must not act unreasonably when considering whether to grant a voting representative's request for a leave of absence.

- 5.7 Where a voting representative makes an apology under clause 5.5, the board must determine by resolution whether to grant the voting representative a leave of absence for the meeting for the purposes of section 234(1)(d) of the Act. If the board resolves not to grant a leave of absence for the meeting, it must state the reasons for its decision in its resolution.

- 5.8 A voting representative's civic office will become vacant if the voting representative is absent from three (3) consecutive ordinary meetings of the board without prior leave of the board, or leave granted by the board at any of the meetings concerned, unless the holder is absent because they have been suspended from office under the Act, or because the board has been suspended under the Act, or as a consequence of a compliance order under section 438HA.

**Note: Clause 5.8 reflects section 234(1)(d) of the Act.**

The quorum for a meeting

- 5.9 The quorum for a meeting of the board is a majority of the voting representatives of the board who hold office at that time and are not suspended from office.

**Note: Clause 5.9 reflects section 368(1) of the Act.**

- 5.10 Clause 5.9 does not apply if the quorum is required to be determined in accordance with directions of the Minister in a performance improvement order issued in respect of the board.

**Note: Clause 5.10 reflects section 368(2) of the Act.**

- 5.11 A meeting of the board must be adjourned if a quorum is not present:
- (a) at the commencement of the meeting where the number of apologies received for the meeting indicates that there will not be a quorum for the meeting, or
  - (b) within half an hour after the time designated for the holding of the meeting, or
  - (c) at any time during the meeting.
- 5.12 In either case, the meeting must be adjourned to a time, date, and place fixed:
- (a) by the chairperson, or
  - (b) in the chairperson's absence, by the majority of the voting representatives present, or
  - (c) failing that, by the executive officer.
- 5.13 The executive officer must record in the board's minutes the circumstances relating to the absence of a quorum (including the reasons for the absence of a quorum) at or arising during a meeting of the board, together with the names of the voting representatives present.
- 5.14 Where, prior to the commencement of a meeting, it becomes apparent that a quorum may not be present at the meeting, or that the health, safety or welfare of voting representatives, board staff and members of the public may be put at risk by attending the meeting because of a natural disaster or a public health emergency, the chair may, in consultation with the executive officer and, as far as is practicable, with each voting representative, cancel the meeting. Where a meeting is cancelled, notice of the cancellation must be published on the board's website and in such other manner that the board is satisfied is likely to bring notice of the cancellation to the attention of as many people as possible.
- 5.15 Where a meeting is cancelled under clause 5.14, the business to be considered at the meeting may instead be considered, where practicable, at the next ordinary meeting of the board or at an extraordinary meeting called by the chair under clause 3.3.

### Meetings held by audio-visual link

- 5.16 A meeting of the board or a committee of the board may be held by audio-visual link where the chair determines that the meeting should be held by audio-visual link because of a natural disaster or a public health emergency. The chair may only make a determination under this clause where they are satisfied that attendance at the meeting may put the health and safety of voting representatives and staff at risk. The chair must make a determination under this clause in consultation with the executive officer and, as far as is practicable, with each voting representative.
- 5.17 Where the chair determines under clause 5.16 that a meeting is to be held by audio-visual link, the executive officer must:
- (a) give written notice to all voting representatives that the meeting is to be held by audio-visual link, and
  - (b) take all reasonable steps to ensure that all voting representatives can participate in the meeting by audio-visual link, and
  - (c) cause a notice to be published on the board's website and in such other manner the executive officer is satisfied will bring it to the attention of as many people as possible, advising that the meeting is to be held by audio-visual link and providing information about where members of the public may view the meeting.
- 5.18 This code applies to a meeting held by audio-visual link under clause 5.16 in the same way it would if the meeting was held in person.

**Note: Where a board holds a meeting by audio-visual link under clause 5.16, it is still required under section 10 of the Act to provide a physical venue for members of the public to attend in person and observe the meeting.**

### Attendance by voting representatives at meetings by audio-visual link

- 5.19 Voting representatives may attend and participate in meetings of the board and committees of the board by audio-visual link with the approval of the board or the relevant committee where they are prevented from attending the meeting in person because of ill-health or other medical reasons or because of unforeseen caring responsibilities.
- 5.20 Clause 5.19 does not apply to meetings at which a chairal election is to be held.
- 5.21 A request by a voting representative for approval to attend a meeting by audio-visual link must be made in writing to the executive officer prior to the meeting in question and must provide reasons why the voting representative will be prevented from attending the meeting in person.
- 5.22 Voting representatives may request approval to attend more than one meeting by audio-visual link. Where a voting representative requests approval to attend more than one meeting by audio-visual link, the request must specify the meetings the request relates to in addition to the information required under clause 5.21.

- 5.23 The board must comply with the Health Privacy Principles prescribed under the *Health Records and Information Privacy Act 2002* when collecting, holding, using and disclosing health information in connection with a request by a voting representative to attend a meeting by audio-visual link.
- 5.24 A voting representative who has requested approval to attend a meeting of the board or a committee of the board by audio-visual link may participate in the meeting by audio-visual link until the board or committee determines whether to approve their request and is to be taken as present at the meeting. The voting representative may participate in a decision in relation to their request to attend the meeting by audio-visual link.
- 5.25 A decision whether to approve a request by a voting representative to attend a meeting of the board or a committee of the board by audio-visual link must be made by a resolution of the board or the committee concerned. The resolution must state the meetings the resolution applies to.
- 5.26 If the board or committee refuses a voting representative's request to attend a meeting by audio-visual link, their link to the meeting is to be terminated.
- 5.27 A decision whether to approve a voting representative's request to attend a meeting by audio-visual link is at the board's or the relevant committee's discretion. The board and committees of the board must act reasonably when considering requests by voting representatives to attend meetings by audio-visual link.
- 5.28 The board and committees of the board may refuse a voting representative's request to attend a meeting by audio-visual link where the board or committee is satisfied that the voting representative has failed to appropriately declare and manage conflicts of interest, observe confidentiality or to comply with this code on one or more previous occasions they have attended a meeting of the board or a committee of the board by audio-visual link.
- 5.29 This code applies to a voting representative attending a meeting by audio-visual link in the same way it would if the voting representative was attending the meeting in person. Where a voting representative is permitted to attend a meeting by audio-visual link under this code, they are to be taken as attending the meeting in person for the purposes of the code and will have the same voting rights as if they were attending the meeting in person.
- 5.30 A voting representative must give their full attention to the business and proceedings of the meeting when attending a meeting by audio-visual link. The voting representative's camera must be on at all times during the meeting except as may be otherwise provided for under this code.
- 5.31 A voting representative must be appropriately dressed when attending a meeting by audio-visual link and must ensure that no items are within sight of the meeting that are inconsistent with the maintenance of order at the meeting or that are likely to bring the board or the committee into disrepute.

### Entitlement of the public to attend board meetings

- 5.32 Everyone is entitled to attend a meeting of the board and committees of the board. The board must ensure that all meetings of the board and committees of the board are open to the public.

**Note: Clause 5.32 reflects section 10(1) of the Act.**

- 5.33 Clause 5.32 does not apply to parts of meetings that have been closed to the public under section 10A of the Act.

- 5.34 A person (whether a voting representative or another person) is not entitled to be present at a meeting of the board or a committee of the board if expelled from the meeting:

- (a) by a resolution of the meeting, or
- (b) by the person presiding at the meeting if the board has, by resolution, authorised the person presiding to exercise the power of expulsion.

**Note: Clause 5.34 reflects section 10(2) of the Act.**

- 5.35 On the adoption of this code and at the commencement of each board term, the board must determine whether to authorise the person presiding at a meeting to exercise a power of expulsion.

**Note: If adopted, clauses 15.15 and 15.16 confer a standing authorisation on all chairpersons of meetings of the board and committees of the board to expel persons from meetings. If adopted, clause 15.15 authorises chairpersons to expel any person, including a voting representative, from a board or committee meeting. Alternatively, if adopted, clause 15.16 authorises chairpersons to expel persons other than voting representatives from a board or committee meeting.**

### Livestreaming of meetings

- 5.36 This clause is omitted.

- 5.37 This clause is omitted.

- 5.38 This clause is omitted.

- 5.39 This clause is omitted.

- 5.40 This clause is omitted.

- 5.41 Recordings of meetings may be disposed of in accordance with the *State Records Act 1998*.

**Note: Joint organisations are not required to livestream their meetings but may choose to do so by adopting clauses 5.36–5.40. Joint organisations that choose not to livestream their meetings may omit clauses 5.36–5.40.**

### Attendance of the executive officer and other staff at meetings

- 5.42 The executive officer is entitled to attend, but not to vote at, a meeting of the board or a meeting of a committee of the board of which all of the members are voting representatives.

**Note: Clause 5.42 reflects section 376(1) of the Act.**

- 5.43 The executive officer is entitled to attend a meeting of any other committee of the board and may, if a member of the committee, exercise a vote.

**Note: Clause 5.43 reflects section 376(2) of the Act.**

- 5.44 The executive officer may be excluded from a meeting of the board or a committee while the board or committee deals with a matter relating to the standard of performance of the executive officer or the terms of employment of the executive officer.

**Note: Clause 5.44 reflects section 376(3) of the Act.**

- 5.45 The attendance of other board staff at a meeting, (other than as members of the public) shall be determined by the executive officer in consultation with the chair.

## 6 THE CHAIRPERSON

### The chairperson at meetings

- 6.1 The chair, or at the request of or in the absence of the chair, the deputy chair (if any) presides at meetings of the board.

**Note: Clause 6.1 reflects section 369(1) of the Act.**

- 6.2 If the chair and the deputy chair (if any) are absent, a voting representative elected to chair the meeting by the voting representatives present presides at a meeting of the board.

**Note: Clause 6.2 reflects section 369(2) of the Act.**

### Election of the chairperson in the absence of the chair and deputy chair

- 6.3 If no chairperson is present at a meeting of the board at the time designated for the holding of the meeting, the first business of the meeting must be the election of a chairperson to preside at the meeting.

- 6.4 The election of a chairperson must be conducted:

- (a) by the executive officer or, in their absence, an employee of the joint organisation designated by the executive officer to conduct the election, or
- (b) by the person who called the meeting or a person acting on their behalf if neither the executive officer nor a designated employee is present at the meeting, or if there is no executive officer or designated employee.

- 6.5 If, at an election of a chairperson, two (2) or more candidates receive the same number of votes and no other candidate receives a greater number of votes, the chairperson is to be the candidate whose name is chosen by lot.

- 6.6 For the purposes of clause 6.5, the person conducting the election must:

- (a) arrange for the names of the candidates who have equal numbers of votes to be written on similar slips, and
- (b) then fold the slips so as to prevent the names from being seen, mix the slips and draw one of the slips at random.

- 6.7 The candidate whose name is on the drawn slip is the candidate who is to be the chairperson.

- 6.8 Any election conducted under clause 6.3, and the outcome of the vote, are to be recorded in the minutes of the meeting.

### Chairperson to have precedence

- 6.9 When the chairperson rises or speaks during a meeting of the board:

- (a) any voting representative then speaking or seeking to speak must cease speaking and, if standing, immediately resume their seat, and

- (b) every voting representative present must be silent to enable the chairperson to be heard without interruption.

## **7 MODES OF ADDRESS**

- 7.1 Where physically able to, voting representatives and staff should stand when the chair enters the chamber and when addressing the meeting.
- 7.2 If the chairperson is the chair, they are to be addressed as 'Mr Chair', 'Madam Chair' or 'Chair'.
- 7.3 If the chairperson is the deputy chair, they are to be addressed as 'Mr Deputy Chair', or 'Madam Deputy Chair' or 'Deputy Chair'.
- 7.4 Where the chairperson is not the chair or deputy chair, they are to be addressed as either 'Mr Chairperson' or 'Madam Chairperson' or 'Chair'.
- 7.5 A voting representative is to be addressed as 'Councillor [surname]'.
- 7.6 A joint organisation officer is to be addressed by their official designation or as Mr/Ms/Mx [surname].

## **8 ORDER OF BUSINESS FOR ORDINARY BOARD MEETINGS**

- 8.1 At a meeting of the board, the general order of business is as fixed by resolution of the board.
- 8.2 The order of business as fixed under clause 8.1 may be altered for a particular meeting of the board if a motion to that effect is passed at that meeting. Such a motion can be moved without notice.

**Note: If adopted, Part 13 allows board to deal with items of business by exception.**

- 8.3 Despite any other provision of this code, only the mover of a motion referred to in clause 8.2 and the chairperson, if they are not the mover of the motion, can speak to the motion before it is put.

## **9 CONSIDERATION OF BUSINESS AT BOARD MEETINGS**

### Business that can be dealt with at a board meeting

- 9.1 The board must not consider business at a meeting of the board:
- (a) unless a voting representative has given notice of the business, as required by clause 3.10, and
  - (b) unless notice of the business has been sent to the voting representatives in accordance with clause 3.7 in the case of an ordinary meeting or clause 3.9 in the case of an extraordinary meeting called in an emergency.
- 9.2 Clause 9.1 does not apply to the consideration of business at a meeting, if the business:
- (a) is already before, or directly relates to, a matter that is already before the board, or
  - (b) is the election of a chairperson to preside at the meeting, or
  - (c) is a matter or topic put to the meeting by way of a chairal minute, or
  - (d) is a motion for the adoption of recommendations of a committee of the board.
- 9.3 Despite clause 9.1, business may be considered at a meeting of the board at which all voting representatives are present even though due notice has not been given of the business to voting representatives, if the board resolves to deal with the business on the grounds that it is urgent and requires a decision by the board before the next scheduled ordinary meeting. A resolution adopted under this clause must state the reasons for the urgency.
- 9.4 A motion moved under clause 9.3 can be moved without notice. Despite any other provision of this code, only the mover of a motion referred to in clause 9.3 and the chairperson, if they are not the mover of the motion, can speak to the motion before it is put.
- 9.5 If all voting representatives are not present at a meeting, the board may only deal with business at the meeting that voting representatives have not been given due notice of, where a resolution is adopted in accordance with clause 9.3, and the chairperson also rules that the business is urgent and requires a decision by the board before the next scheduled ordinary meeting.
- 9.6 A motion of dissent cannot be moved against a ruling by the chairperson under clause 9.5.

### Chairal minutes

- 9.7 The chair may, by minute signed by the chair, put to the meeting without notice any matter or topic that the chair determines should be considered at the meeting.
- 9.8 A chairal minute, when put to a meeting, takes precedence over all business on the board's agenda for the meeting. The chair may move the adoption of a chairal minute without the motion being seconded.

- 9.9 A recommendation made in a chairal minute put by the chair is, so far as it is adopted by the board, a resolution of the board.

#### Staff reports

- 9.10 A recommendation made in a staff report is, so far as it is adopted by the board, a resolution of the board.

#### Reports of committees of board

- 9.11 The recommendations of a committee of the board are, so far as they are adopted by the board, resolutions of the board.
- 9.12 If in a report of a committee of the board distinct recommendations are made, the board may make separate decisions on each recommendation.

#### Questions

- 9.13 A question must not be asked at a meeting of the board unless it concerns a matter on the agenda of the meeting or notice has been given of the question in accordance with clauses 3.10 and 3.12, unless the board determines otherwise in accordance with this code.
- 9.14 A voting representative may, through the chairperson, ask another voting representative about a matter on the agenda.
- 9.15 A voting representative may, through the chair, ask the executive officer about a matter on the agenda. The executive officer may request another joint organisation employee to answer the question.
- 9.16 A voting representative or joint organisation employee to whom a question is put is entitled to be given reasonable notice of the question and, in particular, sufficient notice to enable reference to be made to other persons or to information. Where a voting representative or joint organisation employee to whom a question is put is unable to respond to the question at the meeting at which it is put, they may take it on notice and report the response to the next meeting of the board.
- 9.17 Voting representatives must ask questions directly, succinctly, and without argument.
- 9.18 The chairperson must not permit discussion on any reply to, or refusal to reply to, a question put to a voting representative or joint organisation employee.

## **10 RULES OF DEBATE**

### Motions to be seconded

- 10.1 Unless otherwise specified in this code, a motion or an amendment cannot be debated unless or until it has been seconded.

### Notices of motion

- 10.2 A voting representative who has submitted a notice of motion under clause 3.10 is to move the motion the subject of the notice of motion at the meeting at which it is to be considered.
- 10.3 If a voting representative who has submitted a notice of motion under clause 3.10 wishes to withdraw it, they may request its withdrawal at any time. If the notice of motion is withdrawn after the agenda and business paper for the meeting at which it is to be considered have been sent to voting representatives, the chairperson is to note the withdrawal of the notice of motion at the meeting unless the board determines to consider the notice of motion at the meeting.
- 10.4 In the absence of a voting representative who has placed a notice of motion on the agenda for a meeting of the board:
- (a) any other voting representative may, with the leave of the chairperson, move the motion at the meeting, or
  - (b) the chairperson may defer consideration of the motion until the next meeting of the board.

### Chairperson's duties with respect to motions

- 10.5 It is the duty of the chairperson at a meeting of the board to receive and put to the meeting any lawful motion that is brought before the meeting.
- 10.6 The chairperson must rule out of order any motion or amendment to a motion that is unlawful or the implementation of which would be unlawful.
- 10.7 Before ruling out of order a motion or an amendment to a motion under clause 10.6, the chairperson is to give the mover an opportunity to clarify or amend the motion or amendment.

### Amendments to motions

- 10.8 An amendment to a motion must be moved and seconded before it can be debated.
- 10.9 An amendment to a motion must relate to the matter being dealt with in the original motion before the board and must not be a direct negative of the original motion. An amendment to a motion which does not relate to the matter being dealt with in the original motion, or which is a direct negative of the original motion, must be ruled out of order by the chairperson.

- 10.10 The mover of an amendment is to be given the opportunity to explain any uncertainties in the proposed amendment before a seconder is called for.
- 10.11 If an amendment has been lost, a further amendment can be moved to the motion to which the lost amendment was moved, and so on, but no more than one (1) motion and one (1) proposed amendment can be before board at any one time.
- 10.12 While an amendment is being considered, debate must only occur in relation to the amendment and not the original motion. Debate on the original motion is to be suspended while the amendment to the original motion is being debated.
- 10.13 If the amendment is carried, it becomes the motion and is to be debated. If the amendment is lost, debate is to resume on the original motion.
- 10.14 An amendment may become the motion without debate or a vote where it is accepted by the voting representative who moved the original motion.

#### Limitations on the number and duration of speeches

- 10.15 A voting representative who, during a debate at a meeting of the board, moves an original motion, has the right to speak on each amendment to the motion and a right of general reply to all observations that are made during the debate in relation to the motion, and any amendment to it at the conclusion of the debate before the motion (whether amended or not) is finally put.
- 10.16 A voting representative, other than the mover of an original motion, has the right to speak once on the motion and once on each amendment to it.
- 10.17 A voting representative must not, without the consent of the board, speak more than once on a motion or an amendment, or for longer than five (5) minutes at any one time.
- 10.18 Despite clause 10.17, the chairperson may permit a voting representative who claims to have been misrepresented or misunderstood to speak more than once on a motion or an amendment, and for longer than five (5) minutes on that motion or amendment to enable the voting representative to make a statement limited to explaining the misrepresentation or misunderstanding.
- 10.19 Despite clauses 10.15 and 10.16, a voting representative may move that a motion or an amendment be now put:
- (a) if the mover of the motion or amendment has spoken in favour of it and no voting representative expresses an intention to speak against it, or
  - (b) if at least two (2) voting representatives have spoken in favour of the motion or amendment and at least two (2) voting representatives have spoken against it.
- 10.20 The chairperson must immediately put to the vote, without debate, a motion moved under clause 10.19. A seconder is not required for such a motion.

- 10.21 If a motion that the original motion or an amendment be now put is passed, the chairperson must, without further debate, put the original motion or amendment to the vote immediately after the mover of the original motion has exercised their right of reply under clause 10.15.
- 10.22 If a motion that the original motion or an amendment be now put is lost, the chairperson must allow the debate on the original motion or the amendment to be resumed.
- 10.23 All voting representatives must be heard without interruption and all other voting representatives must, unless otherwise permitted under this code, remain silent while another voting representative is speaking.
- 10.24 Once the debate on a matter has concluded and a matter has been dealt with, the chairperson must not allow further debate on the matter.
- 10.25 Clause 10.24 does not prevent a further motion from being moved on the same item of business where the original motion is lost provided the motion is not substantially the same as the one that is lost.

Participation by non-voting representatives in joint organisation board meetings

- 10.26 Non-voting representatives of joint organisation boards may speak on but must not move, second or vote on any motion or an amendment to a motion.

**Note: Under section 400T(1)(c) of the Act, non-voting representatives of joint organisation boards may attend but are not entitled to vote at a meeting of the board.**

**Note: Joint organisations must adopt clause 10.26.**

## 11 VOTING

### Voting entitlements of voting representatives

- 11.1 Each voting representative is entitled to one (1) vote.

**Note: Clause 11.1 reflects section 370(1) of the Act.**

**Note: Under section 400T(1) of the Act, voting representatives of joint organisation boards are entitled to one (1) vote each at meetings of the board.**

- 11.2 This clause is omitted

- 11.3 This clause is omitted

- 11.4 A motion at a meeting of the board of a joint organisation is taken to be lost in the event of an equality of votes.

**Note: Clause 11.4 reflects section 397E of the Regulation. Joint organisations must adopt clause 11.4 and omit clauses 11.2 and 11.3. Joint organisations must not adopt clause 11.4.**

**Note: Under section 400U(4) of the Act, joint organisations may specify more stringent voting requirements for decisions by the board such as a 75% majority or consensus decision making. Where a joint organisation's charter specifies more stringent voting requirements, clause 11.4 must be adapted to reflect those requirements.**

### Voting at board meetings

- 11.5 A voting representative who is present at a meeting of the board but who fails to vote on a motion put to the meeting is taken to have voted against the motion.

- 11.6 If a voting representative who has voted against a motion put at a board meeting so requests, the executive officer must ensure that the voting representative's dissenting vote is recorded in the board's minutes.

- 11.7 The decision of the chairperson as to the result of a vote is final unless the decision is immediately challenged and not fewer than two (2) voting representatives rise and call for a division.

- 11.8 When a division on a motion is called, the chairperson must ensure that the division takes place immediately. The executive officer must ensure that the names of those who vote for the motion and those who vote against it are recorded in the board's minutes for the meeting.

- 11.9 When a division on a motion is called, any voting representative who fails to vote will be recorded as having voted against the motion in accordance with clause 11.5 of this code.

11.10 Voting at a meeting, including voting in an election at a meeting, is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system). However, the board may resolve that the voting in any election by voting representatives for chair or deputy chair is to be by secret ballot.

11.11 This clause is omitted

**Note: If clause 11.11 is adopted, clauses 11.6 – 11.9 and clause 11.15 may be omitted.**

Voting on planning decisions

11.12 This clause is omitted

11.13 This clause is omitted

11.14 This clause is omitted

11.15 This clause is omitted

11.16 This clause is omitted

11.17 This clause is omitted

**Note: Clauses 11.12 – 11.17 of the Model Code of Meeting Practice are deleted because Joint Organisation's do not have planning powers.**

## **12 COMMITTEE OF THE WHOLE**

- 12.1 The board may resolve itself into a committee to consider any matter before the board.

**Note: Clause 12.1 reflects section 373 of the Act.**

- 12.2 All the provisions of this code relating to meetings of the board, so far as they are applicable, extend to and govern the proceedings of the board when in committee of the whole, except the provisions limiting the number and duration of speeches and encouraging voting representatives and staff to stand when addressing the meeting.

**Note: Clauses 10.15 – 10.25 limit the number and duration of speeches.**

**Note: Clause 7.1 encourages voting representatives and staff to stand when addressing the meeting where they can.**

- 12.3 The executive officer or, in the absence of the executive officer, an employee of the joint organisation designated by the executive officer, is responsible for reporting to the board the proceedings of the committee of the whole. It is not necessary to report the proceedings in full, but any recommendations of the committee must be reported.
- 12.4 The board must ensure that a report of the proceedings (including any recommendations of the committee) is recorded in the board's minutes. However, the board is not taken to have adopted the report until a motion for adoption has been made and passed.

## **13 DEALING WITH ITEMS BY EXCEPTION**

- 13.1 The board or a committee of board may, at any time, resolve to adopt multiple items of business on the agenda together by way of a single resolution where it considers it necessary to expedite the consideration of business at a meeting.
- 13.2 Before the board or committee resolves to adopt multiple items of business on the agenda together under clause 13.1, the chairperson must list the items of business to be adopted and ask voting representatives to identify any individual items of business listed by the chairperson that they intend to vote against the recommendation made in the business paper or that they wish to speak on.
- 13.3 The board or committee must not resolve to adopt any item of business under clause 13.1 that a voting representative has identified as being one they intend to vote against the recommendation made in the business paper or to speak on.
- 13.4 Where the consideration of multiple items of business together under clause 13.1 involves a variation to the order of business for the meeting, the board or committee must resolve to alter the order of business in accordance with clause 8.2.

- 13.5 A motion to adopt multiple items of business together under clause 13.1 must identify each of the items of business to be adopted and state that they are to be adopted as recommended in the business paper.
- 13.6 Items of business adopted under clause 13.1 are to be taken to have been adopted unanimously.
- 13.7 Voting representatives must ensure that they declare and manage any conflicts of interest they may have in relation to items of business considered together under clause 13.1.

## **14 CLOSURE OF BOARD MEETINGS TO THE PUBLIC**

### Grounds on which meetings can be closed to the public

- 14.1 The board or a committee of the board may close to the public so much of its meeting as comprises the discussion or the receipt of any of the following types of matters:
- (a) personnel matters concerning particular individuals (other than voting representatives),
  - (b) the personal hardship of any resident or ratepayer,
  - (c) information that would, if disclosed, confer a commercial advantage on a person with whom the board is conducting (or proposes to conduct) business,
  - (d) commercial information of a confidential nature that would, if disclosed:
    - (i) prejudice the commercial position of the person who supplied it, or
    - (ii) confer a commercial advantage on a competitor of the board, or
    - (iii) reveal a trade secret,
  - (e) information that would, if disclosed, prejudice the maintenance of law,
  - (f) matters affecting the security of the board, voting representatives, board staff or board property,
  - (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege,
  - (h) information concerning the nature and location of a place or an item of Aboriginal significance on community land,
  - (i) alleged contraventions of the board's code of conduct.

**Note: Clause 14.1 reflects section 10A(1) and (2) of the Act.**

- 14.2 The board or a committee of the board may also close to the public so much of its meeting as comprises a motion to close another part of the meeting to the public.

**Note: Clause 14.2 reflects section 10A(3) of the Act.**

### Matters to be considered when closing meetings to the public

- 14.3 A meeting is not to remain closed during the discussion of anything referred to in clause 14.1:

- (a) except for so much of the discussion as is necessary to preserve the relevant confidentiality, privilege or security, and
- (b) if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret – unless the board or committee concerned is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest.

**Note: Clause 14.3 reflects section 10B(1) of the Act.**

14.4 A meeting is not to be closed during the receipt and consideration of information or advice referred to in clause 14.1(g) unless the advice concerns legal matters that:

- (a) are substantial issues relating to a matter in which the board or committee is involved, and
- (b) are clearly identified in the advice,
- (c) are fully discussed in that advice, and
- (d) are subject to legal professional privilege.

**Note: Clause 14.4 reflects section 10B(2) of the Act.**

14.5 If a meeting is closed during the discussion of a motion to close another part of the meeting to the public (as referred to in clause 14.2), the consideration of the motion must not include any consideration of the matter or information to be discussed in that other part of the meeting other than consideration of whether the matter concerned is a matter referred to in clause 14.1.

**Note: Clause 14.5 reflects section 10B(3) of the Act.**

14.6 For the purpose of determining whether the discussion of a matter in an open meeting would be contrary to the public interest, it is irrelevant that:

- (a) a person may misinterpret or misunderstand the discussion, or
- (b) the discussion of the matter may:
  - (i) cause embarrassment to the board or committee concerned, or to voting representatives or to employees of the board, or
  - (ii) cause a loss of confidence in the board or committee.

**Note: Clause 14.6 reflects section 10B(4) of the Act.**

14.7 In deciding whether part of a meeting is to be closed to the public, the board or committee concerned must consider any relevant guidelines issued by the Departmental Chief Executive of the Office of Local Government.

**Note: Clause 14.7 reflects section 10B(5) of the Act.**

#### Notice of likelihood of closure not required in urgent cases

14.8 Part of a meeting of the board, or of a committee of the board, may be closed to the public while the board or committee considers a matter that has not been identified in the agenda for the meeting under clause 3.19 as a matter that is

likely to be considered when the meeting is closed, but only if:

- (a) it becomes apparent during the discussion of a particular matter that the matter is a matter referred to in clause 14.1, and
- (b) the board or committee, after considering any representations made under clause 14.9, resolves that further discussion of the matter:
  - (i) should not be deferred (because of the urgency of the matter), and
  - (ii) should take place in a part of the meeting that is closed to the public.

**Note: Clause 14.8 reflects section 10C of the Act.**

#### Representations by members of the public

- 14.9 The board, or a committee of the board, may allow members of the public to make representations to or at a meeting, before any part of the meeting is closed to the public, as to whether that part of the meeting should be closed.

**Note: Clause 14.9 reflects section 10A(4) of the Act.**

- 14.10 A representation under clause 14.9 is to be made after the motion to close the part of the meeting is moved and seconded.
- 14.11 Despite clauses 14.9 and 14.10, the board may resolve to close the meeting to the public in accordance with this Part to hear a representation from a member of the public as to whether the meeting should be closed to consider an item of business where the representation involves the disclosure of information relating to a matter referred to in clause 14.1.
- 14.12 Where the matter has been identified in the agenda of the meeting under clause 3.19 as a matter that is likely to be considered when the meeting is closed to the public, in order to make representations under clause 14.9, members of the public must first make an application to the board in a manner determined by the board.

#### Expulsion of non-voting representatives from meetings closed to the public

- 14.13 If a meeting or part of a meeting of the board or a committee of the board is closed to the public in accordance with section 10A of the Act and this code, any person who is not a voting representative and who fails to leave the meeting when requested, may be expelled from the meeting as provided by section 10(2)(a) or (b) of the Act.
- 14.14 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the board or person presiding, may, by using such force as is reasonably necessary, remove the first-mentioned person from that place and, if necessary restrain that person from re-entering that place for the remainder of the meeting.

**Note: Failure to comply with a direction to leave a meeting is an offence under section 660 of the Act carrying a maximum penalty of 20 penalty units.**

#### Obligations of voting representatives attending meetings by audio-visual link

- 14.15 Voting representatives attending a meeting by audio-visual link must ensure that no other person is within sight or hearing of the meeting at any time that the meeting is closed to the public under section 10A of the Act.

#### Information to be disclosed in resolutions closing meetings to the public

- 14.16 The grounds on which part of a meeting is closed must be stated in the decision to close that part of the meeting and must be recorded in the minutes of the meeting. The grounds must specify the following:
- (a) the relevant provision of section 10A(2) of the Act,
  - (b) the matter that is to be discussed during the closed part of the meeting,
  - (c) the reasons why the part of the meeting is being closed, including (if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret) an explanation of the way in which discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

**Note: Clause 14.16 reflects section 10D of the Act.**

#### Resolutions passed at closed meetings to be made public

- 14.17 If the board passes a resolution during a meeting, or a part of a meeting, that is closed to the public, the chairperson must make the resolution public as soon as practicable after the meeting, or the relevant part of the meeting, has ended, and the resolution must be recorded in the publicly available minutes of the meeting.
- 14.18 Resolutions passed during a meeting, or a part of a meeting, that is closed to the public must be made public by the chairperson under clause 14.17 during a part of the meeting that is livestreamed where practicable.
- 14.19 The executive officer must cause business papers for items of business considered during a meeting, or part of a meeting, that is closed to public, to be published on the board's website as soon as practicable after the information contained in the business papers ceases to be confidential.
- 14.20 The executive officer must consult with the board and any other affected persons before publishing information on the board's website under clause 14.19 and provide reasons for why the information has ceased to be confidential.

## **15 KEEPING ORDER AT MEETINGS**

### Points of order

- 15.1 A voting representative may draw the attention of the chairperson to an alleged breach of this code by raising a point of order. A point of order does not require a seconder.
- 15.2 A point of order must be taken immediately it is raised. The chairperson must suspend the business before the meeting and permit the voting representative raising the point of order to state the provision of this code they believe has been breached. The chairperson must then rule on the point of order – either by upholding it or by overruling it.

### Questions of order

- 15.3 The chairperson, without the intervention of any other voting representative, may call any voting representative to order whenever, in the opinion of the chairperson, it is necessary to do so.
- 15.4 A voting representative who claims that another voting representative has committed an act of disorder, or is out of order, may call the attention of the chairperson to the matter.
- 15.5 The chairperson must rule on a question of order immediately after it is raised but, before doing so, may invite the opinion of the board.
- 15.6 The chairperson's ruling must be obeyed unless a motion dissenting from the ruling is passed.

### Motions of dissent

- 15.7 A voting representative can, without notice, move to dissent from a ruling of the chairperson on a point of order or a question of order. If that happens, the chairperson must suspend the business before the meeting until a decision is made on the motion of dissent.
- 15.8 If a motion of dissent is passed, the chairperson must proceed with the suspended business as though the ruling dissented from had not been given. If, as a result of the ruling, any motion or business has been rejected as out of order, the chairperson must restore the motion or business to the agenda and proceed with it in due course.
- 15.9 Despite any other provision of this code, only the mover of a motion of dissent and the chairperson can speak to the motion before it is put. The mover of the motion does not have a right of general reply.

### Acts of disorder

- 15.10 A voting representative commits an act of disorder if the voting representative, at a meeting of the board or a committee of the board:
  - (a) contravenes the Act, the Regulation or this code, or

- (b) assaults or threatens to assault another voting representative or person present at the meeting, or
- (c) moves or attempts to move a motion or an amendment that has an unlawful purpose or that deals with a matter that is outside the jurisdiction of the board or the committee, or addresses or attempts to address the board or the committee on such a motion, amendment or matter, or
- (d) uses offensive or disorderly words, or
- (e) makes gestures or otherwise behaves in a way that is sexist, racist, homophobic or otherwise discriminatory, or, if the behaviour occurred in the Legislative Assembly, would be considered disorderly, or
- (f) imputes improper motives to or unfavourably personally reflects upon any other board official, or a person present at the meeting, except by a motion, or
- (g) says or does anything that would promote disorder at the meeting or is otherwise inconsistent with maintaining order at the meeting.

**Note: Clause 15.10 reflects section 182 of the Regulation.**

**Note: The Legislative Assembly's Speaker's Guidelines state that "Members are not to use language, make gestures, or behave in any way in the Chamber that is sexist, racist, homophobic or otherwise exclusionary or discriminatory. Such conduct may be considered offensive and disorderly, in accordance with Standing Order 74".**

15.11 The chairperson may require a voting representative:

- (a) to apologise without reservation for an act of disorder referred to in clauses 15.10(a), (b), (d), (e), or (g), or
- (b) to withdraw a motion or an amendment referred to in clause 15.10(c) and, where appropriate, to apologise without reservation, or
- (c) to retract and apologise without reservation for any statement that constitutes an act of disorder referred to in clauses 15.10(d), (e), (f) or (g).

**Note: Clause 15.11 reflects section 233 of the Regulation.**

15.12 A failure to comply with a requirement under clause 15.11 constitutes a fresh act of disorder for the purposes of clause 15.10.

15.13 Where a voting representative fails to take action in response to a requirement by the chairperson to remedy an act of disorder under clause 15.11 at the meeting at which the act of disorder occurred, the chairperson may require the voting representative to take that action at each subsequent meeting until such time as the voting representative complies with the requirement. If the voting representative fails to remedy the act of disorder at a subsequent meeting, they may be expelled from the meeting under clause 15.18.

#### How disorder at a meeting may be dealt with

15.14 If disorder occurs at a meeting of the board, the chairperson may adjourn the meeting for a period of not more than fifteen (15) minutes and leave the chair. The board, on reassembling, must, on a question put from the chairperson, decide without debate whether the business is to be proceeded with or not.

This clause applies to disorder arising from the conduct of members of the public as well as disorder arising from the conduct of voting representatives.

#### Expulsion from meetings

15.15 This non-mandatory clause is omitted

15.16 This non-mandatory clause is omitted

15.17 This non-mandatory clause is omitted

15.18 A voting representative may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the board for having failed to comply with a requirement under clause 15.11 or clause 15.13. The expulsion of a voting representative from the meeting for that reason does not prevent any other action from being taken against the voting representative for the act of disorder concerned.

**Note: Clause 15.18 reflects section 233(2) of the Regulation.**

15.19 A member of the public may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the board for engaging in or having engaged in disorderly conduct at the meeting.

15.20 Members of the public attending a meeting of the board:

- (a) must remain silent during the meeting unless invited by the chairperson to speak,
- (b) must not bring flags, signs or protest symbols to the meeting, and
- (c) must not disrupt the meeting.

15.21 Without limiting clause 15.19, a contravention of clause 15.20 or an attempt to contravene that clause, constitutes disorderly conduct for the purposes of clause 15.19. Members of the public may, as provided by section 10(2) of the Act, be expelled from a meeting for a breach of clause 15.20.

15.22 Where a voting representative or a member of the public is expelled from a meeting, the expulsion and the name of the person expelled, if known, are to be recorded in the minutes of the meeting.

15.23 If a voting representative or a member of the public fails to leave the place where a meeting of the board is being held immediately after they have been expelled, a police officer, or any person authorised for the purpose by the board or person presiding, may, by using such force as is reasonably necessary, remove the voting representative or member of the public from that place and, if necessary, restrain the voting representative or member of the public from re-entering that place for the remainder of the meeting.

**Note: Failure to comply with a direction to leave a meeting is an offence under section 660 of the Act carrying a maximum penalty of 20 penalty units.**

### How disorder by voting representatives attending meetings by audio-visual link may be dealt with

- 15.24 Where a voting representative is attending a meeting by audio-visual link, the chairperson or a person authorised by the chairperson may mute the voting representative's audio link to the meeting for the purposes of enforcing compliance with this code.
- 15.25 If a voting representative attending a meeting by audio-visual link is expelled from a meeting for an act of disorder, the chairperson of the meeting or a person authorised by the chairperson, may terminate the voting representative's audio-visual link to the meeting.

### Use of mobile phones and the unauthorised recording of meetings

- 15.26 Voting representatives, board staff and members of the public must ensure that mobile phones are turned to silent during meetings of the board and committees of the board.
- 15.27 A person must not live stream or use an audio recorder, video camera, mobile phone or any other device to make a recording of the proceedings of a meeting of the board or a committee of the board without the prior authorisation of the board or the committee.
- 15.28 Without limiting clause 15.19, a contravention of clause 15.27 or an attempt to contravene that clause, constitutes disorderly conduct for the purposes of clause 15.19. Any person who contravenes or attempts to contravene clause 15.27, may, as provided for under section 10(2) of the Act, be expelled from the meeting.
- 15.29 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the board or person presiding, may, by using such force as is reasonably necessary, remove the first-mentioned person from that place and, if necessary, restrain that person from re-entering that place for the remainder of the meeting.

**Note: Failure to comply with a direction to leave a meeting is an offence under section 660 of the Act carrying a maximum penalty of 20 penalty units.**

## **16 CONFLICTS OF INTEREST**

- 16.1 All voting representatives and, where applicable, all other persons, must declare and manage conflicts of interest they have in matters being considered at meetings of the board and committees of the board in accordance with the board's code of conduct. All declarations of conflicts of interest must be recorded in the minutes of the meeting at which the declaration was made.
- 16.2 Voting representatives attending a meeting by audio-visual link must declare and manage any conflicts of interest they have in matters being considered at the meeting in accordance with the board's code of conduct. Where a voting

representative has declared a conflict of interest in a matter being discussed at the meeting, the voting representative's audio-visual link to the meeting must be suspended or terminated and the voting representative must not be in sight or hearing of the meeting at any time during which the matter is being considered or discussed by the board or committee, or at any time during which the board or committee is voting on the matter.

## 17 DECISIONS OF THE BOARD

### Board decisions

- 17.1 A decision supported by a majority of the votes at a meeting of the board at which a quorum is present is a decision of the board.

**Note: Clause 17.1 reflects section 371 of the Act in the case of joint organisations and section 400T(8) in the case of joint organisations.**

**Note: Under section 400U(4) of the Act, joint organisations may specify more stringent voting requirements for decisions by the board such as a 75% majority or consensus decision making. Where a joint organisation's charter specifies more stringent voting requirements, clause 17.1 must be adapted to reflect those requirements.**

- 17.2 Decisions made by the board must be accurately recorded in the minutes of the meeting at which the decision is made.

### Rescinding or altering board decisions

- 17.3 A resolution passed by the board may not be altered or rescinded except by a motion to that effect of which notice has been given in accordance with this code.

**Note: Clause 17.3 reflects section 372(1) of the Act.**

- 17.4 If a notice of motion to rescind a resolution is given at the meeting at which the resolution is carried, the resolution must not be carried into effect until the motion of rescission has been dealt with.

**Note: Clause 17.4 reflects section 372(2) of the Act.**

- 17.5 If a motion has been lost, a motion having the same effect must not be considered unless notice of it has been duly given in accordance with this code.

**Note: Clause 17.5 reflects section 372(3) of the Act.**

- 17.6 A notice of motion to alter or rescind a resolution, and a notice of motion which has the same effect as a motion which has been lost, must be signed by three (3) voting representatives if less than three (3) months has elapsed since the resolution was passed, or the motion was lost.

**Note: Clause 17.6 reflects section 372(4) of the Act.**

- 17.7 If a motion to alter or rescind a resolution has been lost, or if a motion which has the same effect as a previously lost motion is lost, no similar motion may be brought forward within three (3) months of the meeting at which it was lost. This clause may not be evaded by substituting a motion differently worded, but in principle the same.

**Note: Clause 17.7 reflects section 372(5) of the Act.**

- 17.8 The provisions of clauses 17.5–17.7 concerning lost motions do not apply to motions of adjournment.

**Note: Clause 17.8 reflects section 372(7) of the Act.**

- 17.9 A notice of motion submitted in accordance with clause 17.6 may only be withdrawn under clause 3.11 with the consent of all signatories to the notice of motion.

- 17.10 This clause is omitted (not relevant to joint organisations)

- 17.11 A motion to alter or rescind a resolution of the board may be moved on the report of a committee of the board and any such report must be recorded in the minutes of the meeting of the board.

**Note: Clause 17.11 reflects section 372(6) of the Act.**

- 17.12 Subject to clause 17.7, in cases of urgency, a motion to alter or rescind a resolution of the board may be moved at the same meeting at which the resolution was adopted, where:

- (a) a notice of motion signed by three voting representatives is submitted to the chairperson at the meeting, and
- (b) the board resolves to deal with the motion at the meeting on the grounds that it is urgent and requires a decision by the board before the next scheduled ordinary meeting of the board.

- 17.13 A motion moved under clause 17.12(b) can be moved without notice. Despite any other provision of this code, only the mover of a motion referred to in clause 17.12(b) and the chairperson, if they are not the mover of the motion, can speak to the motion before it is put.

- 17.14 A resolution adopted under clause 17.12(b) must state the reasons for the urgency.

#### Recommitting resolutions to correct an error

- 17.15 Despite the provisions of this Part, a voting representative may, with the leave of the chairperson, move to recommit a resolution adopted at the same meeting:

- (a) to correct any error, ambiguity or imprecision in the board's resolution, or
- (b) to confirm the voting on the resolution.

- 17.16 In seeking the leave of the chairperson to move to recommit a resolution for the purposes of clause 17.15(a), the voting representative is to propose alternative wording for the resolution.

- 17.17 The chairperson must not grant leave to recommit a resolution for the purposes of clause 17.15(a), unless they are satisfied that the proposed alternative wording of the resolution would not alter the substance of the resolution previously adopted at the meeting.

- 17.18 A motion moved under clause 17.15 can be moved without notice. Despite any other provision of this code, only the mover of a motion referred to in clause 17.15 and the chairperson, if they are not the mover of the motion, can speak to the motion before it is put.
- 17.19 A motion of dissent cannot be moved against a ruling by the chairperson under clause 17.15.
- 17.20 A motion moved under clause 17.15 with the leave of the chairperson cannot be voted on unless or until it has been seconded.

## **18 TIME LIMITS ON BOARD MEETINGS**

- 18.1 This non mandatory clause is omitted
- 18.2 This non mandatory clause is omitted
- 18.3 This non mandatory clause is omitted
- 18.4 This non mandatory clause is omitted

## 19 AFTER THE MEETING

### Minutes of meetings

- 19.1 The joint organisation is to keep full and accurate minutes of the proceedings of meetings of the board.

**Note: Clause 19.1 reflects section 375(1) of the Act.**

- 19.2 At a minimum, the executive officer must ensure that the following matters are recorded in the board's minutes:

- (a) the names of voting representatives attending a board meeting and whether they attended the meeting in person or by audio-visual link,
- (b) details of each motion moved at a board meeting and of any amendments moved to it,
- (c) the names of the mover and seconder of the motion or amendment,
- (d) whether the motion or amendment was passed or lost, and
- (e) such other matters specifically required under this code.

- 19.3 The minutes of a board meeting must be confirmed at a subsequent meeting of the board.

**Note: Clause 19.3 reflects section 375(2) of the Act.**

- 19.4 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.

- 19.5 When the minutes have been confirmed, they are to be signed by the person presiding at the subsequent meeting.

**Note: Clause 19.5 reflects section 375(2) of the Act.**

- 19.6 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.

- 19.7 The confirmed minutes of a board meeting must be published on the board's website. This clause does not prevent the board from also publishing unconfirmed minutes of its meetings on its website prior to their confirmation.

### Access to correspondence and reports laid on the table at, or submitted to, a meeting

- 19.8 The board and committees of the board must, during or at the close of a meeting, or during the business day following the meeting, give reasonable access to any person to inspect correspondence and reports laid on the table at, or submitted to, the meeting.

**Note: Clause 19.8 reflects section 11(1) of the Act.**

- 19.9 Clause 19.8 does not apply if the correspondence or reports relate to a matter that was received or discussed or laid on the table at, or submitted to, the meeting when the meeting was closed to the public.

**Note: Clause 19.9 reflects section 11(2) of the Act.**

- 19.10 Clause 19.8 does not apply if the board or the committee resolves at the meeting, when open to the public, that the correspondence or reports are to be treated as confidential because they relate to a matter specified in section 10A(2) of the Act.

**Note: Clause 19.10 reflects section 11(3) of the Act.**

- 19.11 Correspondence or reports to which clauses 19.9 and 19.10 apply are to be marked with the relevant provision of section 10A(2) of the Act that applies to the correspondence or report.

#### Implementation of decisions of the board

- 19.12 The executive officer is to implement, without undue delay, lawful decisions of the board.

**Note: Clause 19.12 reflects section 335(b) of the Act.**

## **20 BOARD COMMITTEES**

### Application of this Part

- 20.1 This Part only applies to committees of the board whose members are all voting representatives.

### Board committees whose members are all voting representatives

- 20.2 The board may, by resolution, establish such committees as it considers necessary.
- 20.3 A committee of the board is to consist of the chair and such other voting representatives as are elected by the voting representatives or appointed by the board.
- 20.4 The quorum for a meeting of a committee of the board is to be:
- (a) such number of members as the board decides, or
  - (b) if the board has not decided a number – a majority of the members of the committee.

### Functions of committees

- 20.5 The board must specify the functions of each of its committees when the committee is established but may from time to time amend those functions.

### Notice of committee meetings

- 20.6 The executive officer must send to each voting representative, regardless of whether they are a committee member, at least three (3) days before each meeting of the committee, a notice specifying:
- (a) the time, date and place of the meeting, and
  - (b) the business proposed to be considered at the meeting.
- 20.7 Notice of less than three (3) days may be given of a committee meeting called in an emergency.

### Non-members entitled to attend committee meetings

- 20.8 A voting representative who is not a member of a committee of the board is entitled to attend, and to speak at a meeting of the committee. However, the voting representative is not entitled:
- (a) to give notice of business for inclusion in the agenda for the meeting, or
  - (b) to move or second a motion at the meeting, or
  - (c) to vote at the meeting.

### Chairperson and deputy chairperson of board committees

- 20.9 The chairperson of each committee of the board must be:

- (a) the chair, or
  - (b) if the chair does not wish to be the chairperson of a committee, a member of the committee elected by the board, or
  - (c) if the board does not elect such a member, a member of the committee elected by the committee.
- 20.10 The board may elect a member of a committee of the board as deputy chairperson of the committee. If the board does not elect a deputy chairperson of such a committee, the committee may elect a deputy chairperson.
- 20.11 If neither the chairperson nor the deputy chairperson of a committee of the board is able or willing to preside at a meeting of the committee, the committee must elect a member of the committee to be acting chairperson of the committee.
- 20.12 The chairperson is to preside at a meeting of a committee of the board. If the chairperson is unable or unwilling to preside, the deputy chairperson (if any) is to preside at the meeting. If neither the chairperson nor the deputy chairperson is able or willing to preside, the acting chairperson is to preside at the meeting.

#### Procedure in committee meetings

- 20.13 Subject to any specific requirements of this code, each committee of the board may regulate its own procedure. The provisions of this code are to be taken to apply to all committees of the board.
- 20.14 This clause is omitted
- 20.15 A motion at a committee of a joint organisation is taken to be lost in the event of an equality of votes.

**Note: Clause 20.15 reflects section 397E of the Regulation. Joint organisations must adopt clause 20.15 and omit clause 20.14.**

- 20.16 Voting at a board committee meeting is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system).

#### Chairal minutes

- 20.17 The provisions of this code relating to chairal minutes also apply to meetings of committees of the board in the same way they apply to meetings of the board.

#### Closure of committee meetings to the public

- 20.18 The provisions of the Act and Part 14 of this code apply to the closure of meetings of committees of the board to the public in the same way they apply to the closure of meetings of the board to the public.
- 20.19 If a committee of the board passes a resolution, or makes a recommendation, during a meeting, or a part of a meeting that is closed to the public, the chairperson must make the resolution or recommendation public as soon as practicable after the meeting or part of the meeting has ended and report the

resolution or recommendation to the next meeting of the board. The resolution or recommendation must also be recorded in the publicly available minutes of the meeting.

- 20.20 Resolutions passed during a meeting, or a part of a meeting that is closed to the public must be made public by the chairperson under clause 20.19 during a part of the meeting that is livestreamed where practicable.
- 20.21 The executive officer must cause business papers for items of business considered during a meeting, or part of a meeting, that is closed to public, to be published on the board's website as soon as practicable after the information contained in the business papers ceases to be confidential.
- 20.22 The executive officer must consult with the committee and any other affected persons before publishing information on the board's website under clause 20.21 and provide reasons for why the information has ceased to be confidential.

#### Disorder in committee meetings

- 20.23 The provisions of the Act, the Regulation, and this code relating to the maintenance of order in board meetings apply to meetings of committees of the board in the same way they apply to meetings of the board.

#### Minutes of board committee meetings

- 20.24 Each committee of the board is to keep full and accurate minutes of the proceedings of its meetings. At a minimum, a committee must ensure that the following matters are recorded in the committee's minutes:
- (a) the names of voting representatives attending a meeting and whether they attended the meeting in person or by audio-visual link,
  - (b) details of each motion moved at a meeting and of any amendments moved to it,
  - (c) the names of the mover and seconder of the motion or amendment,
  - (d) whether the motion or amendment was passed or lost, and
  - (e) such other matters specifically required under this code.
- 20.25 This non mandatory clause is omitted
- 20.26 The minutes of meetings of each committee of the board must be confirmed at a subsequent meeting of the committee.
- 20.27 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.
- 20.28 When the minutes have been confirmed, they are to be signed by the person presiding at the subsequent meeting.
- 20.29 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.

- 20.30 The confirmed minutes of a meeting of a committee of the board must be published on the joint organisation's website. This clause does not prevent the board from also publishing unconfirmed minutes of meetings of committees of the board on its website prior to their confirmation.

## **21 IRREGULARITIES**

21.1 Proceedings at a meeting of a board or a board committee are not invalidated because of:

- (a) a vacancy in a civic office, or
- (b) a failure to give notice of the meeting to any voting representative or committee member, or
- (c) any defect in the election or appointment of a voting representative or committee member, or
- (d) a failure of a voting representative or a committee member to declare a conflict of interest, or to refrain from the consideration or discussion of, or vote on, the relevant matter, at a board or committee meeting in accordance with the board's code of conduct, or
- (e) a failure to comply with this code.

**Note: Clause 21.1 reflects section 374 of the Act.**

## 22 DEFINITIONS

|                        |                                                                                                                                                                                                                                                                                               |
|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| the Act                | means the <i>Local Government Act 1993</i>                                                                                                                                                                                                                                                    |
| act of disorder        | means an act of disorder as defined in clause 15.10 of this code                                                                                                                                                                                                                              |
| amendment              | in relation to an original motion, means a motion moving an amendment to that motion                                                                                                                                                                                                          |
| audio recorder         | any device capable of recording speech                                                                                                                                                                                                                                                        |
| audio-visual link      | means a facility that enables audio and visual communication between persons at different places                                                                                                                                                                                              |
| business day           | means any day except Saturday or Sunday or any other day the whole or part of which is observed as a public holiday throughout New South Wales                                                                                                                                                |
| chairperson            | in relation to a meeting of the board – means the person presiding at the meeting as provided by section 369 of the Act and clauses 6.1 and 6.2 of this code, and in relation to a meeting of a committee – means the person presiding at the meeting as provided by clause 20.9 of this code |
| this code              | means the board’s adopted code of meeting practice                                                                                                                                                                                                                                            |
| committee of the board | means a committee established by the board in accordance with clause 20.2 of this code (being a committee consisting only of voting representatives) or the board when it has resolved itself into committee of the whole under clause 12.1                                                   |
| board official         | includes voting representatives, members of staff of a board, administrators, board committee members, delegates of board and any other person exercising functions on behalf of the board                                                                                                    |
| day                    | means calendar day                                                                                                                                                                                                                                                                            |
| division               | means a request by two voting representatives under clause 11.7 of this code requiring the recording of the names of the voting representatives who voted both for and against a motion                                                                                                       |
| livestream             | a video broadcast of a meeting transmitted across the internet concurrently with the meeting                                                                                                                                                                                                  |
| open voting            | means voting on the voices or by a show of hands or by a visible electronic voting system or similar means                                                                                                                                                                                    |
| planning decision      | means a decision made in the exercise of a function of a board under the <i>Environmental Planning and</i>                                                                                                                                                                                    |

|                               |                                                                                                                                                                                                                                                                                                                      |
|-------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                               | <i>Assessment Act 1979</i> including any decision relating to a development application, an environmental planning instrument, a development control plan, a planning agreement or a development contribution plan under that Act, but not including the making of an order under Division 9.3 of Part 9 of that Act |
| performance improvement order | means an order issued under section 438A of the Act                                                                                                                                                                                                                                                                  |
| quorum                        | means the minimum number of voting representatives or committee members necessary to conduct a meeting                                                                                                                                                                                                               |
| the Regulation                | means the <i>Local Government (General) Regulation 2021</i>                                                                                                                                                                                                                                                          |
| year                          | means the period beginning 1 July and ending the following 30 June                                                                                                                                                                                                                                                   |



Australian Government  
Department of Employment  
and Workplace Relations

# Hunter Worker Transition Advisory Group

Terms of Reference (draft)

*November 2025*

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## Context

Australia's transition to net zero is reshaping industries, jobs, communities and local economies across the country. This shift is an opportunity to build a more resilient, inclusive and competitive economy, and a skilled workforce is central to a successful transition.

The Australian Government is consulting with regional communities on the best ways to navigate change, with an initial focus on four regions most affected by the energy transition: the Hunter Valley in NSW, Gippsland in Victoria, South West Western Australia and Central Queensland.

The Worker Transition Advisory Group (the Group) is being convened in the Hunter region. Reporting to the Minister for Employment and Workplace Relations, this Group will bring together community stakeholders to shape responses that support local employment and economic outcomes. Other arrangements will be established in other regions as transition progresses.

The Group will be a sub-group of enduring consultation arrangements established by the Net Zero Economy Authority to support the Future Made in the Hunter agenda.

## Purpose

Local communities are best placed to understand their workforce needs and opportunities. Through the Group, the Minister for Employment and Workplace Relations will engage with community stakeholders to enable community needs and opportunities to be raised, discussed and addressed.

The Group will be a critical mechanism to ensure government efforts reflect local priorities, including informing the design and delivery of workforce transition supports in the Hunter region under the Australian Government's Regional Workforce Transition Plan (RWTP) and Transitioning Workforce Fund (TWF).

## Role of the Group

The Group will identify local workforce transition challenges, opportunities and priorities and advise on ways to address them. The Group's advisory role includes:

- providing strategic insights into local labour market conditions
- identifying workforce transition priorities and verifying local workforce transition challenges and opportunities
- prioritising community needs and ideas based on consultation and other evidence
- contributing to the design, delivery and refinement of the RWTP and TWF
- recommending projects and other actions that will improve transition supports and fill service gaps
- working with the department to gather and address broader stakeholder concerns and enquiries.

The Group will operate in an advisory capacity and not hold decision-making authority. The department will be responsible for all program delivery processes in line with statutory obligations.

## Membership

The Group will report to the Minister for Employment and Workplace Relations, supported by the department.

The Group will be supported by an independent facilitator and the department's Regional Workforce Transition Officer (RWTO) for the Hunter, who will both bring the Group together and support its operations.

Membership will include trusted community voices who are able to collaborate and represent the workforce transition priorities for the region. Membership includes:

- community organisations
- education and training providers
- business, including small and medium size enterprises
- unions
- local, state and federal governments.

The Hunter RWTO will be a member of the Group and also responsible for the Group's management and administration. This includes ensuring members are provided with the relevant materials to enable the Group to make effective contributions on behalf of the community.

## **Responsibilities of members**

Members are expected to:

- actively represent and contribute insights, ideas and proposals informed by community connections to ensure advice reflects local views and priorities
- share intelligence from sectors and communities affected by the energy transition, including emerging workforce challenges and opportunities
- identify existing programs, services and incentives that could be leveraged to support workforce transition and avoid duplication
- provide feedback on the relevance and effectiveness of services and supports, informed by community experience
- consider and provide advice on proposals being developed or taken to market by the department, with a focus on ensuring services reflect local needs and priorities
- maintain consistent representation at meetings, either through personal attendance or by nominating a suitable proxy (noting – proxies must be approved by the department and must declare conflicts of interest before attending meetings)
- participate in discussions respectfully, consider diverse views, and seek shared understanding on priorities and timelines
- maintain the confidentiality of confidential information
- disclose and update any actual or perceived conflicts of interest related to the business of the Group to maintain transparency and integrity.

## **Governance principles**

The Group will act in accordance with the following principles:

- people-centred – recognising that the interests of workers, job seekers, their families and the broader community are central to the considerations of the Group
- inclusive local engagement – considering and responding to the challenges and opportunities faced by all cohorts in communities, including First Nations peoples, women, mature aged workers, culturally and linguistically diverse people, people with disability, and people under 25
- collaborative planning – supporting co-design of regional strategies such as the RWTP and TWF.

## **Key activities and parameters**

Key activities of the Group include:

- establishment of the Group – with development and agreement on the Terms of Reference
- initiation and strategic planning – identifying regional priorities and developing a work/operational plan
- contributing to the design and ongoing refinement of the RWTP and TWF – so they are and remain responsive to emerging community needs and labour market conditions
- consideration of projects – providing advice to the Minister and department on priorities for government funding
- advisory activities – providing advice on workforce transition supports required, any barriers to accessing those supports and potential projects
- review and integration – conducting an annual review of the Group's performance and considering potential alignment with other groups with similar goals.

The Group will identify and prioritise regional transition needs that:

- consider urgency and demonstrate community impact
- meet overall feasibility and resource requirements
- consider synergy with existing services.

## Meeting protocols

Meeting frequency is to be agreed by the Group. It is anticipated that the Group will meet on a regular basis initially (e.g. 2 monthly) and at least quarterly as its work matures.

For meeting agendas and minutes:

- all members are able to contribute to agendas
- minutes will be taken by the facilitator or designated note-taker
- draft minutes are to be reviewed by members and endorsed by the Group.

## Confidentiality and conflicts of interests

The Commonwealth requires all members to preserve and maintain the confidentiality of confidential information and to appropriately deal with any conflict of interest. As such, all members will be required to sign a Deed of Confidentiality and Conflict of Interest (the Deed).

The Deed sets out members' duties in relation to preserving and maintaining the confidentiality of confidential information, and appropriate management of any conflict of interest.

Members are required to declare any actual, potential or perceived conflict, either existing, anticipated or arising that may interfere with or restrict them from participating in the Group fairly and independently.

Committee members will have an opportunity to declare any new or relevant interests at the start of each committee meeting. Members are expected to declare conflicts of interest as soon as they become aware of them, including during meetings as new information arises.

The declarations include any pecuniary or other interest that may affect the Group's operations. Examples of pecuniary or other interests include:

- any financial interest that may be affected by the activities of the Group
- any close association with, or representation of an organisation that has a financial interest that may be affected by the activities of the Group
- any relatives or friends with a financial interest that may be affected by the activities of the Group
- any personal bias, interest, allegiance, loyalty or personal obligation which would in any way affect, appear to affect or impair the member's ability to participate in the Group diligently and independently.

The department must be advised as soon as possible of any potential or actual conflicts of interest that may affect a member's ability to fulfil their role in the Group. The Minister or department may also decide that an interest is significant enough to require a member to withdraw from any Group activity or discussion on a particular issue or project.

The conflicts of interest declared during a meeting will also be added to the conflict-of-interest register maintained by the department.

## Review requirements

These terms of reference may be reviewed at any time. At a minimum, they will be reviewed and confirmed by members annually.

Proposed changes must be agreed by the Group and approved by the Minister.



# **Investment Policy (Draft)**

**Version: 0.1**

## Controlled Document Information

### Authorisation Details

|                       |                               |
|-----------------------|-------------------------------|
| Policy Name           | Investment Policy             |
| Responsible Officer   | Director of Programs          |
| Review timeframe      | Annually                      |
| Next Scheduled Review | February 2027                 |
| Authorisation         | Hunter JO Board               |
| Authorisation Date    | 4 <sup>th</sup> December 2025 |

### Related Document Information

|                               |                                                                                                                                                                                                                                                                                                             |
|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Related Legislation           | Local Government Act 1993 (s625)<br>Local Government (General) Regulation 2021 (cl. 212)<br>Ministerial Investment Order 12 January 2011 Appendix A<br>Office of Local Government Investment Policy Guidelines (May 2010)<br>Office of Local Government Code of Accounting Practice and Financial Reporting |
| Related Policies / Procedures | N/A                                                                                                                                                                                                                                                                                                         |

### Definitions

| Term / Abbreviation | Definition                             |
|---------------------|----------------------------------------|
| ADI                 | Authorised Deposit-taking Institutions |

### Consultation

|                 |                                                   |
|-----------------|---------------------------------------------------|
| Consulted with: | General Managers Advisory Committee (27 Nov 2025) |
|-----------------|---------------------------------------------------|

### Version History

| Version No. | Date Changed  | Modified by | Details and Comments |
|-------------|---------------|-------------|----------------------|
| 0.1         | November 2025 | Tim Askew   | First draft          |

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## Purpose

The purpose of Hunter Joint Organisation's (Hunter JO's) Investment Policy is to provide guidance for the investment of funds received as member fees and grants. This policy sets the framework for managing Hunter JO's investments, ensuring capital preservation, liquidity, compliance with NSW legislation, and transparent reporting.

## Objective

To provide a framework for the investing of Hunter Joint Organisation's funds at the most favourable rate of interest available to it at the time whilst having due consideration of risk and security for that investment type, ensuring that its liquidity requirements are being met and management of the funds is commensurate to the resources available for managing funds at the Hunter JO.

## Legislative Requirements

All investments are to comply with the following:

- Local Government Act 1993;
- Local Government (General) Regulation 2005;
- Ministerial Investment Order;
- Local Government Code of Accounting Practice and Financial Reporting,;
- Australian Accounting Standards; and
- Division of Local Government Circulars.

## Delegation of Authority

Authority for implementation of the Investment Policy is delegated by the Hunter Joint Organisation Board to the Executive Officer in accordance with the *Local Government Act 1993*. The Executive Officer may in turn delegate the day-to-day management of Council's Investment to the Responsible Accounting Officer or senior staff, subject to regular reviews. Officers' delegated authority to manage Hunter JO's investments shall be recorded and required to acknowledge they have received a copy of this policy and understand their obligations in this role.

## Prudent Person Standard

The investment will be managed with the care, diligence and skill that a prudent person would exercise. As trustees of public monies, officers are to manage Hunter JO's investment portfolios to safeguard the portfolio in accordance with the spirit of this Investment Policy, and not for speculative purposes.

## Ethics and Conflicts of Interest

Officers shall refrain from personal activities that would conflict with the proper execution and management of Hunter JO's investment portfolio. This policy requires officers to disclose any conflict of interest to the Executive Officer. Independent advisors are also required to declare that they have no actual or perceived conflicts of interest.

## Approved Investments

Given the resources, size and the regular changes in cash flow of the Hunter JO, the investments are limited to those allowed by the most current Ministerial Investment Order (NSW OLG). This can include:

- interest bearing deposits/senior securities issued by an eligible ADI (most likely option);

- Commonwealth/State/Territory Government securities, for example, bonds;
- investments with TCorp and/or investments in TCorp managed funds.

All investments must be denominated in Australian dollars.

## Prohibited Investments

In accordance with any current Ministerial Investment Order, this investment policy prohibits but is not limited to any investment carried out for speculative purposes, including:

- derivative based instruments;
- principal only investments or securities that provide potentially nil or negative cash flow; and
- standalone securities issued that have underlying futures, options, forwards contracts and swaps of any kind.

This policy also prohibits the use of leveraging (borrowing to invest) of an investment.

## Risk Management Guidelines

Investments obtained are to be considered in light of the following key criteria:

*Preservation of Capital* – the requirement for preventing losses in an investment portfolio's total value (considering the time value of money);

*Credit risk* – the risk that the Hunter JO has invested in fails to pay the interest and or repay the principal of an investment;

*Market Risk* - the risk that the fair value or future cash flows of an investment will fluctuate due to changes in market prices;

*Liquidity Risk* - the risk an investor is unable to redeem the investment at a fair price within a timely period; and

*Maturity Risk* - the risk relating to the length of term to maturity of the investment.

## Investment Benchmark

The Hunter JO's resources are limited and cash flow changes quickly, therefore a simple at call investment is the most likely objective for surplus funds. Other approved investments can be used to achieve the benchmark set in this policy.

The benchmark to be used is the Reserve Bank of Australia (RBA) current official cash rate target.

## Investment Advisor

The Hunter JO can engage an investment advisor, however unlikely, given our size and resources. The investment advisor must be approved by the Hunter JO Board and be licensed by the Australian Securities and Investment Commission. The advisor must be an independent person who has no actual or potential conflict of interest in relation to investment products being recommended and is free to choose the most appropriate product within the terms and conditions of the investment policy.

## Reporting

Documentary evidence must be held for each investment and details thereof maintained in an investment register. The documentary evidence must provide Hunter JO legal title to the investment and evidence provided of the amounts of investments held on the Hunter JO's behalf as at 30 June each year. All investments are to be appropriately recorded in the Hunter JO's financial records,

reconciled and the investment register updated monthly. The investment register will be included in the financial report completed monthly and reported to the Hunter JO Board at least 4 times per year.

## Review and Evaluation

This Investment Policy will be reviewed at least once a year or as required in the event of legislative changes. Any breach of this policy will be notified to the Hunter JO Board at the earliest opportunity following the breach.

## NSW Joint Organisation Chairs Forum

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**When:** Tuesday, 18 November 2025

**Time:** 3.00 – 5.00pm

**Where:** This meeting will be held online only

**Teams Link:** [Click here to join the meeting](#)

## MEMBERS MEETING INVITEES

|                                                                         |                           |                                                                |
|-------------------------------------------------------------------------|---------------------------|----------------------------------------------------------------|
| <b>Canberra Region JO</b>                                               | Chair                     | Cr Russell Fitzpatrick, Mayor Bega Valley Shire Council        |
|                                                                         | Executive Officer         | Sharon Houlihan                                                |
| <b>Central NSW JO</b>                                                   | Chair                     | Cr Kevin Beatty, Mayor Cabonne Shire Council (Deputy Convenor) |
|                                                                         | Interim Executive Officer | Kate Barker                                                    |
| <b>Far North West JO</b>                                                | Chair                     | Cr Jarrod Marsden, Mayor Cobar Shire Council                   |
|                                                                         | Interim Executive Officer | Peter Vlatko                                                   |
| <b>Far South West JO</b>                                                | Chair                     | Cr Daniel Linklater, Mayor Wentworth Shire Council             |
|                                                                         | Executive Officer         | Jay Nankivell                                                  |
| <b>Hunter JO</b>                                                        | Chair                     | Cr Sue Moore, Mayor Singleton Council (Convenor)               |
|                                                                         | Executive Officer         | Steve Wilson                                                   |
| <b>Illawarra Shoalhaven JO</b>                                          | Chair                     | Cr Chris Homer, Mayor Shellharbour Council                     |
|                                                                         | Executive Officer         | Roger Stephan                                                  |
| <b>Mid North Coast JO</b>                                               | Chair                     | Cr Steve Allan, Mayor Bellingen Shire Council                  |
|                                                                         | Interim Executive Officer | Skye Frost                                                     |
| <b>Namoi Unlimited JO</b>                                               | Chair                     | Non-Operational                                                |
|                                                                         | Executive Officer         | Non-Operational                                                |
| <b>New England JO<br/>(Coalition of Renewable Energy Mayors, CoREM)</b> | Chair                     | Cr Sam Coupland, Mayor Armidale Regional Council               |
|                                                                         | Executive Officer         | Unconfirmed                                                    |
| <b>Northern Rivers JO</b>                                               | Chair                     | Cr Chris Cherry, Mayor Tweed Shire Council                     |
|                                                                         | Executive Officer         | Phil Rudd                                                      |
| <b>Alliance of Western Councils</b>                                     | Chair                     | Cr Glen Neill, Mayor Bogan Shire Council                       |
|                                                                         | Executive Officer         | Lisa Schiff                                                    |
| <b>Riverina and Murray JO</b>                                           | Chair                     | Cr Ruth McRae OAM, Mayor Murrumbidgee Shire Council            |
|                                                                         | Interim Executive Officer | Brett Stonestreet                                              |
| <b>Riverina Eastern Regional Organisation of Councils, REROC</b>        | Chair                     | Cr Rick Firman OAM, Mayor, Temora Shire Council                |
|                                                                         | CEO                       | Megan Mulrooney                                                |

## INVITED GUESTS

**NSW Minister for Local Government**      The Hon. Ron Hoenig MP

|                                       |                                      |                    |
|---------------------------------------|--------------------------------------|--------------------|
| <b>NSW Office of Local Government</b> | Deputy Secretary, Local Government   | Brett Whitworth    |
|                                       | Director, Office of Deputy Secretary | Patrick Doyle      |
|                                       | Manager Council Engagement           | Sharne Colefax     |
|                                       | Council Engagement Manager           | Virginia Errington |
|                                       | Council Engagement Manager           | Louise Taylor      |

|                             |                         |                                                     |
|-----------------------------|-------------------------|-----------------------------------------------------|
| <b>Local Government NSW</b> | President               | Cr Phyllis Miller OAM<br>Mayor Forbes Shire Council |
|                             | Chief Executive Officer | David Reynolds                                      |

|                                                |                         |                                                     |
|------------------------------------------------|-------------------------|-----------------------------------------------------|
| <b>Australian Local Government Association</b> | President               | Cr Matt Burnett<br>Mayor Gladstone Regional Council |
|                                                | Chief Executive Officer | Amy Crawford                                        |

|                                                                              |           |
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## 1. Welcome & Acknowledgement of Country

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Convenor, Cr Sue Moore (Mayor Singleton Council and Chair Hunter JO) will welcome members and guests and acknowledge the country and history of the traditional custodians of the lands upon which we meet today. We pay our respects to the Elders past, present and emerging, of our region, and of Australia.

## 2. Attendees and Apologies

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### **Recommendation:**

- **That the attendees and apologies of the NSW Joint Organisation Chairs Forum held on 18 November 2025 be accepted.**

The secretariat will call for any additional attendees and apologies.

Apologies have been received from the following:

- Cr Rick Firman, Mayor Temora Shire Council, Chair REROC
- Megan Mulrooney, CEO, REROC
- Brett Stonestreet, Interim Executive Officer Riverina and Murray JO

Apologies have been received from the following guests:

- Cr Matt Burnett, President Australian Local Government Association
- Amy Crawford, Chief Executive Officer Australian Local Government Association

Additional attendees:

Nil.

### 3. Minutes of the Previous Meeting

#### 3.1. Confirmation of Previous Meeting Minutes

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**Recommendation:**

- That the minutes of the NSW Joint Organisation Chairs Forum held on 7 August 2025 be received and noted.

**NSW Joint Organisations Chairs Forum Minutes****9.00am, Thursday 7 August 2025****McKell Room, NSW Parliament House****Present - Chairs**

|                                   |                                  |                      |
|-----------------------------------|----------------------------------|----------------------|
| Cr Sue Moore (Convenor)           | Mayor Singleton Council          | Hunter JO            |
| Cr Russell Fitzpatrick            | Mayor Bega Valley Shire Council  | Canberra Region JO   |
| Cr Kevin Beatty (Deputy Convenor) | Mayor Cabonne Shire Council      | Central NSW JO       |
| Cr Steve Allan                    | Mayor Bellingen Shire Council    | Mid North Coast JO   |
| Cr Ruth McRae OAM                 | Mayor Murrumbidgee Shire Council | Riverina & Murray JO |
| Cr Rick Firman OAM                | Mayor Temora Shire Council       | REROC                |

**Present – Executive Officers**

|                 |                           |                         |
|-----------------|---------------------------|-------------------------|
| Sharon Houlihan | Chief Executive Officer   | Canberra Region JO      |
| Kate Barker     | Interim Executive Officer | Central NSW JO          |
| Steve Wilson    | Executive Officer         | Hunter JO               |
| Roger Stephan   | Chief Executive Officer   | Illawarra Shoalhaven JO |
| Yvonne Lingua   | Executive Officer         | Riverina and Murray JO  |
| Megan Mulrooney | Chief Executive Officer   | REROC                   |

**Additional Attendees**

|                       |                                    |                                             |
|-----------------------|------------------------------------|---------------------------------------------|
| Brett Whitworth       | Deputy Secretary, Local Government | NSW Office of Local Government              |
| Cr Phyllis Miller OAM | President                          | LGNSW                                       |
| David Reynolds        | Chief Executive Officer            | LGNSW                                       |
| Cr Doug Curran        | Mayor                              | Griffith City Council (Observer)            |
| Cr Sharon Cadwallader | Mayor Ballina Shire Council        | Deputy Chair Northern Rivers JO, (Observer) |
| Scott Grant           | General Manager                    | Griffith City Council, (Observer)           |
| Julie Briggs          | Policy Advisor                     | Country Mayors Association (Observer)       |

### **Apologies from forum members**

|                   |                            |                         |
|-------------------|----------------------------|-------------------------|
| Cr Chris Homer    | Mayor Shellharbour Council | Illawarra Shoalhaven JO |
| Cr Jarrod Marsden | Mayor Cobar Shire Council  | Far North West JO       |
| Cr Chris Cherry   | Mayor Tweed Shire Council  | Northern Rivers JO      |
| Ross Earl         | Executive Officer          | Far North West JO       |
| Phil Rudd         | Executive Officer          | Northern Rivers JO      |
| Liz Fairweather   | Executive Officer          | Mid North Coast JO      |

*Formal meeting opened at 9.07am.*

### **Item 1 Welcome & Acknowledgment of Country**

*Convenor, Cr Sue Moore welcomed members and guests and made an acknowledgement of country.  
The meeting commenced at 9.07am.*

### **Item 2 Attendees and Apologies**

*The convenor called for any additional attendees and apologies. Apologies were received from forum members and guests.*

***Resolved: That the attendees and apologies of the NSW Joint Organisation Chairs Forum held on 7 August 2025 be accepted.***

***Moved: Cr Kevin Beatty, Seconded: Cr Steve Allan, Carried.***

### **Item 3 Minutes of Previous Meeting**

#### **3.1 Confirmation of Previous Meeting Minutes**

***Resolved: That the minutes of the NSW Joint Organisation Chairs Forum held on 7 May 2025 be received and noted.***

***Moved: Cr Steve Allan, Seconded: Cr Kevin Beatty, Carried.***

#### **3.2 Action Register**

***Resolved: That the NSW Joint Organisations Chairs Forum notes the progress of actions from previous meetings.***

***Moved: Cr Rick Firman OAM, Seconded: Cr Kevin Beatty, Carried.***

### **Item 4 Correspondence**

***Resolved: That the NSW Joint Organisations Chairs Forum notes, discusses or provides guidance for further action regarding incoming and outgoing correspondence.***

***Moved: Cr Steve Allan, Seconded: Cr Kevin Beatty, Carried.***

### **Item 5 Workshops and Presentations**

#### **5.1 Workshop – Community Benefit Sharing – Potential for Jo State-wide approach**

*Presenter: Sharon Houlihan, Canberra Region JO & Kate Barker, Central NSW JO &*

*Following the resolution endorsed by the Chairs Forum at its 7th May 2025 meeting, this session explored a consistent state-wide approach across the JO network towards advocacy, frameworks and resources to support the establishment of Community Benefit Sharing schemes, in collaboration with a broader range of stakeholders (e.g. Country Mayors Association, Mining and Energy Related Councils, Coalition of Renewable Energy Mayors).*

#### **5.2 Briefing – Individual JO Spotlight**

*Presenter: Steve Wilson, Hunter JO*

*This session presented the operating structure, systems, Board processes, priorities, challenges and opportunities for the Hunter JO around the state. A different JO will similarly present at each meeting of the Chairs Forum.*

#### **Item 6 Standing Updates**

##### **6.1 Minister for Local Government**

*NSW Minister for Local Government The Hon Ron Hoenig MP was an apology.*

##### **6.2 NSW Office of Local Government Report**

*Brett Whitworth, Deputy Secretary Local Government – Office of Local Government provided a verbal update.*

##### **6.3 Australian Local Government Association Report**

***Resolved: That the NSW Joint Organisations Chairs Forum notes the written update from the Australian Local Government Association.***

***Moved: Cr Russell Fitzpatrick, Seconded: Cr Steve Allan, Carried.***

##### **6.4 LGNSW Report**

*Cr Phyllis Miller OAM, LGNSW President spoke to the report.*

***Resolved: That the NSW Joint Organisations Chairs Forum notes the update from Local Government NSW.***

***Moved: Cr Russell Fitzpatrick, Seconded: Cr Rick Firman OAM, Carried.***

##### **6.5 Country Mayors Association**

*Cr Rick Firman OAM, Chair Country Mayors Association, provided a verbal update on key priorities and activities of the Country Mayors Association.*

***Resolved: That the Country Mayors Association update be noted.***

***Moved: Cr Russell Fitzpatrick, Seconded: Cr Steve Allan, Carried.***

#### **Item 7 Reports**

##### **7.1 Community Benefit Sharing – Potential for JO State-wide approach**

***Resolved: That the NSW Joint Organisations' Chairs Forum:***

- ***Notes the report on known advocacy and action underway statewide for establishment of arrangements for community benefits-sharing payments by energy companies to councils.***
- ***Identify initial shared issues, opportunities and priorities across the JO network relating to the need for more effective community benefit schemes arising from the renewable energy infrastructure roll out.***
- ***Agrees to maintain a 'watching brief' via inclusion of a standard item on agendas of future meetings of the NSW Joint Organisations Chairs Forum regarding progress of advocacy and action for establishment of arrangements for community benefits-sharing payments by energy companies to councils.***
- ***That the NSW JO Chairs Forum write to all joint organisations, regional organisations of councils and other regional groups of councils to recommend and seek their support for and participation in a collaborative approach to: understanding and applying the new benefit-sharing guideline for large-scale energy developments; developing council policies and procedures for negotiating community benefits-sharing arrangements and; advocating for clear planning processes, additional guidelines and retrospective arrangements to ensure net community benefit for regional host communities for all energy developments.***

***Moved: Cr Russell Fitzpatrick, Seconded: Cr Rick Firman OAM, Carried.***

##### **7.2 Shared Priorities provided to NSW Net Zero Commission Consultation Process**

***Resolved: That the NSW Joint Organisations Chairs Forum note the report***

***Moved: Cr Russell Fitzpatrick, Seconded: Cr Rick Firman OAM, Carried.***

### **7.3 State-wide JO Disaster Adaption Planning**

***Resolved: That the Joint Organisation Chairs' Forum note the update on NSW Disaster Adaptation Planning and Readiness Projects being delivered across the JO network.***

***Moved: Cr Rick Firman OAM, Seconded: Cr Steve Allan, Carried.***

### **7.4 State-wide JONZA Program Update**

***Resolved: That the NSW Joint Organisations Chairs Forum note the project updates provided on the JONZA Program.***

***Moved: Cr Rick Firman OAM, Seconded: Cr Steve Allan, Carried.***

### **Item 8 General Business**

*Cr Ruth McRae OAM, Chair Riverina and Murray JO (RAMJO) acknowledged the significant contribution of Yvonne Lingua, RAMJO Executive Officer who will soon be leaving the organisation. Thanks and appreciation were also communicated by participants to Yvonne for her contributions to the broader JO network, and best wishes extended for her future.*

### **Item 9 Close**

*The convenor, Cr Sue Moore closed the meeting at 11.34am.*

*Formal meeting closed 11.34am.*

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### 3.2. Action Register

#### Recommendation:

- That the NSW Joint Organisations Chairs Forum notes the progress of actions from previous meetings.

Key: Complete In progress Incomplete

| Date and Agenda Item No. | Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Responsibility | Status      | Target Date    | Progress Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------------|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7/8/2025<br>7.1          | <p><b>Community benefits-sharing for energy projects - potential for a statewide coordinated policy development and advocacy approach</b></p> <p>That the NSW JO Chairs Forum write to all joint organisations, regional organisations of councils and other regional groups of councils to recommend and seek their support for and participation in a collaborative approach to: understanding and applying the new benefit-sharing guideline for large-scale energy developments; developing council policies and procedures for negotiating community benefits-sharing arrangements and; advocating for clear planning processes, additional guidelines and retrospective arrangements to ensure net community benefit for regional host communities for all energy developments.</p> | Hunter JO      | In progress | 31 August 2025 | <p>Correspondence seeking support and participation has been sent to the following organisations:</p> <ul style="list-style-type: none"> <li>• Canberra Region JO</li> <li>• Central NSW JO</li> <li>• Far North West JO</li> <li>• Far West JO</li> <li>• Illawarra Shoalhaven JO</li> <li>• Mid North Coast JO</li> <li>• Northern Rivers JO</li> <li>• Riverina &amp; Murray JO</li> <li>• Riverina Eastern ROC</li> <li>• Alliance of Western Councils</li> <li>• Country Mayors Association</li> <li>• New England Coalition of Renewable Energy Mayors (CoREM)</li> <li>• Mining and Energy Related Councils</li> <li>• Regional Cities NSW</li> </ul> <p>An update on the status of support received is provided in Agenda Item 7.2.</p> |
| 7/5/2025<br>7.1          | <b>Benefit Sharing for communities impacted by the transition to renewable energy</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Central NSW JO | Complete    | 7 August 2025  | <p><b>August 2025:</b> Discussion occurred at the 7<sup>th</sup> August 2025 Chairs Forum meeting that explored opportunities for a consistent state-wide approach towards advocacy, frameworks and</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

|  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |  |  |                                                                                                                                                                                                                                                                                              |
|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <p>That the Joint Organisation Chairs' Forum note the Benefit Sharing for communities impacted by the transition to renewable energy report and</p> <ol style="list-style-type: none"> <li>1. Note that the impacts to communities from the transition to renewables are poorly understood and likely to be highly understated.</li> <li>2. Recognise that the current voluntary benefits sharing arrangements for renewable energy development is a trivial fraction of the income generators receive from Large Generation Certificates;</li> <li>3. Advocate for better benefit sharing arrangements for the communities of regional NSW; and</li> <li>4. Support a greater focus on the roll out of Distributed Energy Resources.</li> </ol> |  |  |  | <p>resources to support the establishment of Community Benefit Sharing schemes.</p> <p>Action (7/8/2025 7.1) above was resolved from that discussion, with further actions to be informed by responses to the correspondence that has been sent to JO's and other alliances of councils.</p> |
|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Attachments\*:**

- NB Previously reported completed actions arising are included in Attachment 3.2-1: NSW Joint Organisation Chairs Forum Completed Action Register

\*Attachments are included at the end of the Board Pack to provide supplementary information and context.

## 4. Correspondence

|                       |                                                               |
|-----------------------|---------------------------------------------------------------|
| <b>Report Author:</b> | Bonnie Gradwell, Administration and Events Officer, Hunter JO |
|-----------------------|---------------------------------------------------------------|

### Recommendation:

- That the NSW Joint Organisations Chairs Forum notes, discusses or provides guidance for further action regarding incoming and outgoing correspondence.

### Executive Summary:

This report provides an update on correspondence sent and received in relation to the NSW Joint Organisations Chairs Forum.

**Background:** Nil

### Attachments\*:

#### Correspondence Sent:

- Attachment 4-1: State-wide approach to Community Benefit Schemes template, 11 August 2025

| Received:                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• Country Mayors Association</li><li>• Hunter JO</li><li>• Regional Cities NSW</li><li>• Riverina and Murray JO</li><li>• Alliance of Western Councils</li><li>• Canberra Region JO</li><li>• Central NSW JO</li><li>• Far North West JO</li><li>• Far West JO</li></ul> | <ul style="list-style-type: none"><li>• Illawarra Shoalhaven JO</li><li>• Mid North Coast JO</li><li>• New England Coalition of Renewable Energy Mayors</li><li>• Northern Rivers JO</li><li>• Riverina and Murray</li><li>• Riverina Eastern ROC</li><li>• Mining &amp; Energy Related Councils NSW</li><li>• Regional Cities NSW</li></ul> |

- Attachment 4-2: Correspondence to The Hon Penny Sharpe re Joint Organisation Net Zero Acceleration Program, 21 October 2025

#### Correspondence Received:

Nil

\*Attachments are provided as a separate document to provide supplementary information and context.

## 5. Briefings and Presentations

### 5.1. Briefings - Community Benefit Sharing for Energy Projects

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The following updates and discussion will occur. NB further background to these briefings is provided in Agenda Item 7.2.

| Timing  | Presenter                                                                  | Focus                                                                                                                                                               |
|---------|----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5 mins  | Steve Wilson – Executive Officer, Hunter JO                                | Status of interest and support to participate in a statewide coordinated policy development and advocacy approach to Community benefits-sharing for energy projects |
| 10 mins | Sharon Houlihan – CEO, Canberra Region JO                                  | Outcomes of recent workshops to develop a model policy regarding state significant developments including renewable energy projects.                                |
| 20 mins | Jess Jennings – Executive Officer, Mining & Energy Related Councils (MERC) | Status of policy and advocacy work being undertaken by the Association of Mining and Energy Related Councils, including potential opportunities for collaboration.  |

### 5.2. Presentation – Individual JO Spotlight (Illawarra – Shoalhaven JO)

---

*Presenter: Roger Stephan, CEO Illawarra Shoalhaven JO*

At each meeting of the Chairs Forum this briefing session will provide an overview of the operating structure, systems, board processes, priorities, challenges and opportunities of a different JO from around the state. The focus for this meeting will be the Illawarra – Shoalhaven JO.

## 6. Standing Updates

### 6.1. Minister for Local Government (to be confirmed)

---

NSW Minister for Local Government, The Hon Ron Hoenig MP will provide a verbal update if in attendance.

### 6.2. NSW Office of Local Government

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Brett Whitworth, Deputy Secretary Local Government – Office of Local Government will provide a verbal update. Areas of interest include:

- JO framework review and potential resulting changes to joint organisation model
- Status of changes to proclamations for new JO member councils and/or bringing in Associate Members
- Reduction in compliance obligations for joint organisations
- Aligning ARIC requirements to nature and scope of activities delivered by joint organisations
- 2024/25 audit process, costs and obligations and concerns
- Updated NSW Code of Conduct for Local Government
- NSW approach to 28<sup>th</sup> November 2025 National Local Government Minister's Forum – Federal Financial Assistance Grants reform.

|                       |                                                                             |
|-----------------------|-----------------------------------------------------------------------------|
| <b>Report Author:</b> | Mayor Cr Matt Burnett, President of Australian Local Government Association |
|-----------------------|-----------------------------------------------------------------------------|

**Recommendation:**

- **That the NSW Joint Organisations Chairs Forum notes the update from the Australian Local Government Association.**

**Discussion:**

- **Making Sure Local Government Voices Are Heard**

It is encouraging to see local government recognised as a key partner in the federal government's climate adaptation initiatives and in delivering national priorities such as emissions targets. This recognition provides a strong foundation for local government to further advocate for governance and funding models that reflect and support this essential role.

In August, I attended the Energy and Climate Change Ministerial Council (ECMC) meeting in Sydney, chaired by Minister Chris Bowen. Discussions focused on the development of the National Climate Risk Assessment (NCRA) and the National Adaptation Plan (NAP) —both essential frameworks for preparing communities for future climate challenges. Since the release of the NCRA and NAP, ALGA continues to advocate for councils to be recognised as leaders in climate resilience and adaptation. While both reports were welcomed, I continue to express concern regarding the financial strain and inequitable burden placed on local governments in the absence of adequate governance and funding models.

In September, I gave evidence at the public Senate hearing on the proposed National Volunteer Incentive Scheme (Climate Army). I emphasised that councils are often first responders and last to leave during disasters, with staff diverted from core duties to support recovery efforts. I also highlighted the vital role of volunteers and the impact of declining volunteerism on council capacity, underscoring the need for targeted funding.

At the Infrastructure and Transport Ministers Meeting (ITMM), I represented local government, where Ministers agreed to develop a national framework for decarbonisation across infrastructure. We also raised safety concerns around personal mobility devices such as e-scooters, which are increasingly prevalent in our communities.

I was invited to attend the Northern Australia Ministerial Forum (NAMF), where the focus was on housing. I presented on the importance of engaging local governments as strategic delivery partners and called on Ministers to recognise the infrastructure councils provide—including through funding opportunities.

These engagements reflect our commitment to ensuring local government is not only heard but actively involved in shaping national priorities. We will continue to advocate for recognition, resources, and reform that empower councils to deliver for their communities.

- **Housing**

Housing remains a national priority, and ALGA continues to ensure that local government is recognised as a key partner in delivering solutions. In August, I joined fellow ALGA Board members and local government leaders at a Housing Roundtable hosted by Minister Clare O'Neil in Melbourne. The Minister was genuinely engaged with our ideas on how councils can help boost housing supply and productivity. We are now working closely with her office to maintain momentum and ensure councils

are part of the solution to meet the Government's goal of building one million well-located homes over the next five years.

To further this work, ALGA is hosting the Local Government Housing Forum on Thursday, 27 November 2025, at the Parliament House Theatre, Canberra (3:00–6:00 pm), followed by a networking reception. This national event will bring together local government leaders, the housing sector, and key decision-makers to explore practical solutions to Australia's housing challenges. Highlights will include a Ministers Forum, the launch of the *Australian Community Housing–ALGA Affordable Housing Guide*, and a networking reception hosted by ALGA and the Chairs of the Parliamentary Friends of Local Government with federal ministers and sector leaders. We will hear directly from Ministers McBain and Minister O'Neil on the Government's national housing target. If you are interested in attending, please RSVP by Friday, 14 November 2025 via this link.

ALGA has again partnered with the Institute of Public Works Engineers Australasia (IPWEA) to gather data and asset information from councils for the 2026 National State of the Assets (NSoA) report. The **2026 NSoA survey** provides a valuable and comprehensive evidence base for advocating for better roads and infrastructure funding in the future. The final report and summary are expected to be released mid-next year. We have also partnered with Public Skills Australia (PSA) as part of the national **Local Government Skills Audit and Jobs Survey**. This information will help councils to strengthen workforce planning and support the pipeline of workers needed to meet future demands. I encourage councils to participate in both surveys.

- **Arts Culture Policy**

I recently wrote to the Hon Tony Burke MP to advocate for the formal recognition of local government in the forthcoming arts policy. I emphasised that councils are the largest contributors to community arts and cultural development, providing essential infrastructure and programs that ensure equitable access nationwide.

I recommended that any new policy should embed councils as formal partners, establishing clear pathways for engagement and co-investment. Additionally, I highlighted successful existing models and that with targeted support, councils' current contributions can be amplified to achieve stronger national outcomes.

- **Member engagement and events**

Our recent Roads Congress in Bendigo 11-12 November where the theme Driving National Productivity placed a strong focus on infrastructure, funding, and maintenance. The Congress provided a vital platform for collaboration among engineers, planners, and policymakers, reinforcing the role of local roads in supporting Australia's economic growth. It was a valuable opportunity to hear directly from the Hon. Catherine King MP is the Minister for Infrastructure, Transport, Regional Development and Local Government and Senator Matt O'Sullivan Shadow Assistant Minister for Infrastructure.

ALGA launched a four-part webinar series on **Generative AI in Local Government**, led by Nick Abrahams. Over three hundred attendees have been to the first two sessions, with the next scheduled for 10 February 2026. These webinars are part of our broader commitment to equipping councils with the tools and knowledge to navigate the evolving tech landscape.

It has been a privilege to be able to attend and speak at the recent state and territory association conferences and hear about the incredible breadth of work across councils. It really highlighted the importance of partnerships and how we can share approaches to common challenges and build on each other's successes.

|                       |                                           |
|-----------------------|-------------------------------------------|
| <b>Report Author:</b> | Mayor Phyllis Miller OAM, LGNSW President |
|-----------------------|-------------------------------------------|

### **Recommendation:**

- **That the NSW Joint Organisations Chairs Forum notes the update from Local Government NSW.**

### **LGNSW 2025 Annual Conference**

LGNSW's 2025 Annual Conference will take place in Penrith between 23 and 25 November, with a full program of speakers, panels and motions debate. LGNSW received more than 400 motions submitted by members prior to the deadline: an all-time record.

### **Planning System Reforms Bill**

The NSW Government has introduced the Environmental Planning and Assessment (Planning System Reforms) Bill 2025 to Parliament, developed after significant engagement with the NSW Opposition.

The proposed changes have the potential to help address some concerns held by councils and ensure council assessment efforts are focussed on higher impact development. Key to the success and acceptance of these reforms will be ensuring that growth is accompanied by sufficient investment in the necessary infrastructure to accommodate it.

However, there are still many questions and some areas of concern for councils. LGNSW has raised concerns with the Government and Opposition. These include:

- The need for an independent review of the new Housing Delivery Authority, which has been recommending thousands of dwellings for a State Significant Development pathway, with 75% of proposals including concurrent spot rezoning.
- The need for meaningful and proportionate public exhibition of development.
- Opposing any moves to further restrict the ability of democratically elected councils to determine locally appropriate development.
- Commit to establishment of an Implementation Panel with local government representation to inform development of the statutory rules, environmental planning instruments and policies that will operationalise much of the Bill.
- Ensuring adequate safeguards for environmental considerations and hazard prone land.

As at the date of this report, the Bill is still making its way through Parliament. Positive amendments agreed to in the lower house will go some way towards improving the operation and transparency of the reforms. Among them are amendments to strengthen transparency and oversight of the Housing Delivery Authority, the Development Coordination Authority and Community Participation Plans.

The amendments also strengthen safeguards around expedited amendments to environmental planning instruments and the declaration of so-called Targeted Assessment Developments (TAD). In an improvement, the amendments mean the TAD pathway will not apply to resource projects or large renewable energy projects.

And, finally, the amendments improve protections against development on certain bushfire-prone land – an important win for community safety.

## **Local Government Amendment (Elections) Bill 2025**

Parliamentary consideration of the Local Government Amendment (Elections) Bill 2025 progressed in October 2025. I'm pleased that the Legislative Council supported an amendment from the crossbench to the Bill so that the duration of pre-poll would be a one-week period and include the Saturday to Friday before election day.

LGNSW has also continued to make clear the need for further amendments to this legislation, including seeking the following amendments to the Bill:

- Nominations – Amendments to the Local Government (General) Regulation 2021 to open nominations in mid-July and close nominations to enable the ballot draw at the end of July.
- Postal voting – Amendments to the Local Government (General) Regulation 2021 to bring the postal voting period earlier so that results can be declared as soon as possible after election day. For instance, this could include a full month of postal voting up to a deadline of the Friday before election day.
- Oversight of NSW Electoral Commission (NSWEC) pricing – Amendments to the Bill to establish a role for the Independent Pricing and Regulatory Tribunal (IPART) to have oversight and regulation of the NSW Electoral Commission's (NSWEC) pricing as a monopoly provider.
- Candidate safety – Amendments to the Electoral Act 2017 and Local Government (General) Regulation 2021, so that a street address is not required on campaign materials.
- Method of filling casual vacancies – Amendments to the Bill to retain council choice, in the first meeting post-election, to choose the method of filling casual vacancies most suitable for the local context. This would include options for a by-election, a countback election from among all candidates, and a countback election from the same group as the vacating councillor.

## **E-bike reform**

In October the NSW Government introduced legislation to introduce a much-needed regulatory framework for e-bikes and other micromobility vehicles. On the whole, the legislation is a welcome step forward. Councils and LGNSW have long been calling for better legislation to fill the regulatory vacuum that was causing havoc, confusion and community safety concerns for communities and councils.

While disappointingly under the proposed reforms councils will not have the final say on refusing a license, they will still have the power to decide where shared schemes can operate in their local government area, set dedicated parking spots and establish much needed go-slow or no-go zones. These measures recognise that local government is best placed to manage how shared mobility works on the ground.

It is welcome that these laws will improve public safety standards through better regulated use, enforcement of helmet requirements and clear, designated parking. However, the regulation and enforcement measures must not create yet another cost burden for ratepayers.

It is appropriate that shared scheme operators, who profit from e-bike use, will contribute through a fee to fund approvals, compliance monitoring, ranger activity, infrastructure, and a data-sharing platform to track usage. A portion of this funding will flow to councils.

LGNSW will work closely with the NSW Government on the detail of these regulations to ensure councils can fairly recover their costs and keep their communities safe.

## **Councillor conduct reforms**

In mid-October the Local Government and Other Legislation Amendment (Councillor Conduct) Bill 2025 was tabled in Parliament. The intent of the Bill is to improve transparency and accountability of NSW councils, to ensure misconduct matters are dealt with promptly and appropriately, and to create a one-stop-shop for misconduct matters involving councillors.

The Bill is broadly consistent with LGNSW's 2025 Policy Platform and our associated advocacy to 'Improve the Code of Conduct framework to ensure complaints are dealt with efficiently, effectively and in line with principles of procedural fairness'.

However, LGNSW remains concerned about whether the Bill will achieve these objectives and whether the Land and Environment Court (LEC) is the most appropriate court for dealing with significant conduct matters involving councillors. LGNSW has raised the following concerns with the NSW Government:

1. Absence of protection for councillors from double jeopardy for 'damages' arising from bullying or sexual harassment - The Bill ought to be amended to prevent a person from commencing proceedings in both the Industrial Relations Commission (IRC) and LEC for damages in relation to the same conduct.
2. Appropriate jurisdiction for councillor misconduct cases - LGNSW would prefer "public interest proceedings" against councillors be dealt with by the IRC rather than the LEC, particularly where they concern bullying and sexual harassment.

LGNSW has also asked the Minister to formally establish a working party, including LGNSW representatives, to facilitate the implementation of the legislation. This should include advising on the as yet unseen drafts of updated Codes of Conduct, privileges committee framework, and relevant practice notes of the LEC concerning the relevant jurisdiction should the Bill pass and it be expanded as intended.

LGNSW seeks robust legislation that will provide for safe and respectful workplaces while also protecting councillors and staff.

### **2026-27 rate peg**

In late September 2025 the Independent Pricing and Regulatory Tribunal (IPART) announced the [2026-27 rate pegs](#), with increases ranging from 2.5% to 4.2% (or up to 5.7% when population and adjustment factors are included). While lower than last year, the figures reflect easing inflation and sit slightly above the current CPI.

The outcome was broadly sensible and reflected IPART's improved rate peg methodology. LGNSW welcomed the continued decision not to cap the Domestic Waste Management Charge, which gives councils flexibility as they work towards the Food Organics and Garden Organics (FOGO) mandate. Adjustments for the Emergency Services Levy (ESL), population growth, and election costs are also sensible, with the latter now smoothed over four years so councils are better able to fund the escalating costs of elections.

However, while we acknowledge the funding gap that is covered by its inclusion, we are concerned about the need for the inclusion of a new adjustment for the dams safety levy. In effect, it shifts a State Government charge onto local councils and their communities. Dam regulation is a state responsibility. The NSW Government should continue to meet those costs directly rather than transferring them onto ratepayers.

LGNSW will continue to advocate for long-term funding reform, building on the strong recommendations of last year's Parliamentary Inquiry.

### **Win – four-year Weeds Action Program funding**

The [NSW Biosecurity Action Plan](#) was released on 18 September 2025, with improvements including:

- Establishment of a State Biosecurity Committee
- Training 200 additional staff to respond to biosecurity emergencies
- Implementing a new statewide invasive species plan with multi-year resourcing

- A \$40.7 million, four-year Weeds Action Program (WAP)
- Increased education and awareness on biosecurity responsibilities

LGNSW has long called for greater security and certainty around WAP funding, so it's terrific to see the roll out of four-year funding, which I raised as a priority in my meeting with Minister Moriarty earlier this year.

Program Guidelines and frequently asked questions (FAQ) are now available on the [NSW Government Grants and Funding website](#).

### **New Rural Health Alliance**

LGNSW has continued to take a strong position in the fight to ensure rural and regional communities have equitable access to health services. People in rural, regional and remote NSW are being failed by a health system that is under-resourced, lacking in accountability and dependent on short-term fixes.

LGNSW has participated at length in various inquiries and we continue to call for the full implementation of [all 44 recommendations](#) from the NSW Legislative Assembly Select Committee Inquiry on Remote, Rural and Regional Health.

Dr Joe McGirr, Independent Member for Wagga Wagga, has launched a Rural Health Action Plan, informed by the findings of the Select committee he chaired. The plan is built around six points that will reform the health system – without excessive cost – and give rural and regional communities the healthcare services they need and deserve.

Visit Dr McGirr's website to view the [Rural Health Action Plan](#) and potentially lend your support.

I have accepted Dr Joe's invitation for LGNSW to join his *Better Care Closer to Home* alliance of health and community organisations which will support the plan going forward. This is in recognition of the incredible work that many councils are already doing in the provision of healthcare services and facilities and we look forward to working to bring about genuine and lasting reform.

### **New approach to road recategorisation**

The NSW Government has announced a [New Approach to Road Recategorisation](#), replacing an outdated and ad-hoc review process. LGNSW welcomes the move away from periodic mass reviews and supports the streamlined system aimed at ensuring roads are correctly categorised and managed by the appropriate road manager, in line with LGNSW's [submission](#) earlier this year.

Under the new approach, councils will be able to submit proposals through an online self-assessment tool and data portal. This is expected to deliver more timely and efficient assessments of roads proposed for recategorisation.

While this reform is a step in the right direction, there remains a lack of detail at this stage. The NSW Government must keep councils informed and ensure that the self-assessment tool and data portal are fully operational and accessible when the system goes live.

### **Launch of Disaster Adaptation Plan guidelines**

On 13 August the NSW Government launched the [Disaster Adaptation Plan \(DAP\) Guidelines](#). I was pleased to be invited to speak at the launch of these guidelines and emphasise how important DAPs are as communities grapple with the increasing frequency and scale of disasters.

Key to their success will be to ensure that councils and communities are genuinely involved in their development, and that identified actions are resourced so they can be implemented.

A more strategic approach to investment in disaster risk reduction, informed by careful planning in these DAPs, should end up saving all of us money. This must include funding for betterment and a move away from like-for-like recovery funding which can be short sighted and wasteful.

The NSW Reconstruction Authority is working with councils on the first two DAPs, for the Hawkesbury Nepean Valley and the Northern Rivers. Councils in these regions, while recognising how important DAPs have the potential to be, have emphasised how resource and time intensive their preparation is. It's important that the NSW Government supports councils where needed to ensure they can meaningfully provide input into these DAPs, including by providing accurate and up to date hazard mapping.

## **2025 LGNSW Water Conference**

The LGNSW Water Management Conference was held in Albury in September, tackling some of the toughest challenges facing local water utilities (LWUs) and the communities they serve, from ageing infrastructure and PFAS contamination to drought, flood recovery, skilled workforce shortages and climate impacts.

A clear theme was the urgent need for regulatory reform and fit-for-purpose funding programs so councils can focus on delivering safe, secure and affordable water, rather than being hindered by duplicative reporting.

Together with the NSW Water Directorate, we'll keep pressing Department of Climate Change, Energy, the Environment and Water (DCCEE) to extend the Safe and Secure Water Program and Town Water Risk Reduction Program beyond 2028, with councils and LWUs directly involved in their design.

The collaboration, knowledge-sharing and commitment on display from our sector's LWUs at this year's conference was deeply impressive.

Ballina Shire Council, with the support of Rous County Council, will host the 2026 conference.

## **Recent parliamentary inquiry hearings**

LGNSW appeared before the Parliamentary inquiry into Historical Development Consents in NSW in late October. LGNSW raised long-standing concerns around these so-called 'zombie developments', as councils have to deal with the fallout from the re-ignition of historical, sometimes decades old, development consents. The current legal framework for historical development consents presents a range of issues for councils, including resourcing and cost implications, development that does not meet contemporary planning, environmental or disaster risk requirements and uncertainties around powers to revoke consents.

Councils want to see changes implemented that will help avoid these 'zombie developments' in the future, and certainly do not want to see the current surplus of stalled and undelivered housing approvals becoming the next generation of zombie developments. LGNSW made clear that steps should be taken to identify and activate existing development approvals and discourage land banking to incentivise landowners to unlock the significant housing potential that already exists.

LGNSW also appeared before a hearing of the Parliamentary inquiry into interventions to reduce road trauma in regional NSW caused by speeding, fatigue, drink and drug driving on 5 November. LGNSW made a number of key recommendations to this inquiry, including that the NSW Government must:

- Prioritise and expand funding to address the local road infrastructure backlog,
- Expand investment in targeted road safety infrastructure,
- Strengthen coordination and enforcement activities in rural and regional NSW,
- Improve council access to timely, localised crash data,
- Closely consult with councils on appropriate local speed limits,

- Support council-led, locally tailored road safety education campaigns.

### Central Darling Shire Council

After a 12 year wait, the people of the Central Darling Shire will finally have a local council to represent them with the first council meeting to take place in December. This is a really significant time for that community with the long-awaited return of a democratic body. I firstly want to congratulate the three individuals who were elected to Central Darling Council by their community - Peter Sullivan (Ward A), Max Bradley (Ward B) and Daniel Fusi (Ward C). Under the provisions of the Rural and Remote Council model, they will now be joined by the three appointees announced by Minister Hoenig last Friday, namely Bob Stewart, Fiona Kelly and The Hon. Barbara Perry. I congratulate Bob Stewart for his appointment as Chairperson, bringing with him all the local knowledge and experience he has gained serving as Administrator since 2019. I wish this new council all the very best as they seek to represent and lead their community.

LGNSW has long called for a return to democratic representation for Central Darling Shire, and acknowledges the particular challenges this council has faced due to its size and small, dispersed population. However, it is LGNSW's firm position that the Rural and Remote Council model must not be expanded to any further councils.

### LGNSW submissions

LGNSW has lodged the following submissions since June 2025. LGNSW always welcomes input from all LGNSW members, including ROCs and JOs, to inform our submissions.

| Topic                                                                                                 | Submitted to                                                                 | Date      |
|-------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|-----------|
| <a href="#">Review of the Roads Act 1993 (Options Paper)</a>                                          | Transport for NSW                                                            | October   |
| <a href="#">Audit of the Effectiveness of the Commonwealth Home Support Programme</a>                 | Australian National Audit Office                                             | October   |
| <a href="#">Inquiry into Rural Housing and Second Dwelling Reform</a>                                 | Select Committee on Rural Housing and Second Dwellings Reform                | October   |
| <a href="#">Review of Discount Rate Methodology for Local Government Infrastructure Contributions</a> | IPART                                                                        | October   |
| <a href="#">Australia's Strategy for Nature Implementation Plan</a>                                   | Commonwealth Department of Climate Change, Energy, the Environment and Water | October   |
| <a href="#">EPA Climate Change Licensee Requirements</a>                                              | NSW EPA                                                                      | October   |
| <a href="#">NSW Mental Health and Wellbeing Strategy</a>                                              | NSW Mental Health Commission                                                 | September |
| <a href="#">Community Improvement Districts (CIDs) Amendment Regulation 2025</a>                      | Transport for NSW                                                            | September |
| <a href="#">Draft Acid Sulfate Soils Resource Recovery Order (RRO) and Exemption</a>                  | NSW EPA                                                                      | September |

| Topic                                                                                                                     | Submitted to                                                    | Date |
|---------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|------|
| <a href="#">Inquiry into the Illegal Tobacco Trade</a>                                                                    | Portfolio Committee No. 5 - Justice and Communities             | July |
| <a href="#">Land Management (Native Vegetation) Code 2018 Amendment Order 2025</a>                                        | Local Land Services                                             | July |
| <a href="#">Interventions to Reducing Road Trauma in Regional NSW Caused by Speeding, Fatigue, Drink and Drug Driving</a> | Standing Committee on Road Safety (StaySafe)                    | July |
| <a href="#">Pricing Framework for Australian Support at Home Aged Care Services 2026-27</a>                               | Independent Health and Aged Care Pricing Authority's (IHACPA)   | July |
| <a href="#">Dams Safety Act 2015 Review</a>                                                                               | DCCEEW                                                          | July |
| <a href="#">Works in Kind Guidelines - Housing and Productivity Contribution Scheme</a>                                   | Department of Planning, Housing and Infrastructure              | July |
| <a href="#">Community Participation Plan Changes</a>                                                                      | Department of Planning, Housing and Infrastructure              | July |
| <a href="#">2025 Independent Market Monitoring Review - Early Childhood Education and Care</a>                            | IPART NSW                                                       | July |
| <a href="#">Draft NSW Heritage Strategy</a>                                                                               | Heritage NSW                                                    | July |
| <a href="#">Inquiry into LG Elections Bill 2024</a>                                                                       | Inquiry into LG Elections Bill 2024                             | July |
| <a href="#">Inquiry into the Early Childhood Education and Care Sector in NSW</a>                                         | NSW Legislative Council - Portfolio Committee No. 3 (Education) | June |
| <a href="#">NSW Waste and Circular Infrastructure Plan</a>                                                                | NSW EPA                                                         | June |
| <a href="#">National Child Safety Review</a>                                                                              | Australian Government, Department of Education                  | June |
| <a href="#">National Principles for the Regulation of Assistance Animals</a>                                              | Australian Department of Social Services                        | June |
| <a href="#">Evaluation of the Public Spaces (Unattended Property) Act 2021</a>                                            | Office of Local Government (OLG)                                | June |
| <a href="#">Sydney Water Licence Review</a>                                                                               | NSW Environment Protection Authority                            | June |
| <a href="#">Explanation of Intended Effect: Illegal Tree and Vegetation Clearing</a>                                      | Department of Planning, Housing and Infrastructure              | June |

**Financial / Resourcing Implications:** There are no financial/resourcing implications as a result of this update.

**Next steps:** LGNSW will continue to keep the local government sector updated on relevant developments.

**Appendices /Attachments:** Nil.

## 7. Reports

### 7.1. NSW JO Chairs Forum 2026 Meeting Dates

|                       |                                            |
|-----------------------|--------------------------------------------|
| <b>Report Author:</b> | Steve Wilson, Executive Officer, Hunter JO |
|-----------------------|--------------------------------------------|

#### Recommendation:

- **That the NSW Joint Organisations Chairs Forum confirm a preferred option for 2026 meeting dates**

#### Executive Summary:

This paper seeks to confirm a preferred option for the JO Chairs Forum meeting dates in 2026.

#### Background:

The Terms of Reference for the JO's Chairs Forum identify that:

- Meetings will be held at least 3 times per year or as required from time to time.
- Meetings of the forum shall generally be scheduled for March, August and November of each year and coincide with other local government-related meetings or events (NB in 2025 meetings were held during May, August and November).
- Meetings shall be held, if possible, at NSW Parliament House in Macquarie Street, so as to facilitate engagement with Ministers and government officials and to align with scheduling of other regional and rural NSW council associations meetings.

#### Discussion:

To identify potential meeting dates for 2026, it is proposed to align them with those of other key NSW council associations meeting quarterly in Sydney including Country Mayors Association, Regional Cities NSW, the Premier's Advisory Forum on Rural, Regional and Remote Issues and annual LGNSW Rural and Regional Summit. It is proposed that all meetings of the Chairs' Forum would occur in NSW Parliament House (subject to meeting room availability).

Potential options identified for the 2026 meetings of the Chairs Forum are provided below:

| Month                | Option 1 (Wednesday PM)                                     | Option 2 (Thursday AM)                                                                                             |
|----------------------|-------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| <b>May 2026</b>      | Wednesday 6 <sup>th</sup> May 2026<br>2.00pm – 4.30pm       | No Thursday option proposed for May due to LGNSW Rural and Regional Summit being held on 7 <sup>th</sup> May 2026. |
| <b>August 2026</b>   | Wednesday 26 <sup>th</sup> August 2026<br>2.00pm – 4.30pm   | Thursday 27 <sup>th</sup> August 2026<br>10.30am* – 1.00pm                                                         |
| <b>November 2026</b> | Wednesday 11 <sup>th</sup> November 2026<br>2.00pm – 4.30pm | Thursday 12 <sup>th</sup> November 2026<br>10.30am* – 1.00pm                                                       |

*\*Potential exists to move starting time to 11.00am to accommodate morning flights*

### Relationship to other meetings

The options provided above:

1. Avoid workshops and meetings of the Country Mayors Association which are scheduled for:
  - 2.00 - 4.00pm on Thursday afternoon (CMA workshops)
  - 8.20am – 1.00pm on Friday mornings (CMA meetings)
2. Avoids overlapping with the LGNSW Rural and Regional Summit on 7<sup>th</sup> May 2026
3. Potentially overlap (Option 2) with a portion of the quarterly Regional Cities NSW meeting. While yet to be confirmed for 2026, during 2025 meetings of this group occurred between 9am – 2.00pm on the Thursday.

NB 2026 meeting dates for the Premier's Advisory Forum on Rural, Regional and Remote Issues are yet to be confirmed, however the first meeting of this group in October occurred outside of the quarterly meeting cycle of JO Chairs and other council alliances in Sydney.

### Example:

The following tables provide an example of how the two options for the JO Chairs Forum (highlighted) would relate to other meetings (example is for August 2026):

#### **Option #1 (Wednesday PM)**

| Meeting                       | Date                                   | Time             |
|-------------------------------|----------------------------------------|------------------|
| JO Executive Officers meeting | Wednesday 26 <sup>th</sup> August 2026 | 10.00am – 1.00pm |
| JO Chairs Forum               | Wednesday 26 <sup>th</sup> August 2026 | 2.00pm – 4.30pm  |
| Regional Cities NSW           | Thursday 27 <sup>th</sup> August 2026  | 9.00am - 2.00pm  |
| CMA workshop                  | Thursday 27 <sup>th</sup> August 2026  | 2.00pm – 4.00pm  |
| CMA meeting                   | Friday 28 <sup>th</sup> August 2026    | 8.20am – 1.00pm  |

#### **Option #2 (Thursday AM)**

| Meeting                       | Date                                   | Time              |
|-------------------------------|----------------------------------------|-------------------|
| JO Executive Officers meeting | Wednesday 26 <sup>th</sup> August 2026 | 1.00pm – 4.00pm   |
| JO Chairs Forum               | Thursday 27 <sup>th</sup> August 2026  | 10.30am* – 1.00pm |
| Regional Cities NSW           | Thursday 27 <sup>th</sup> August 2026  | 9.00am - 2.00pm   |
| CMA workshop                  | Thursday 27 <sup>th</sup> August 2026  | 2.00pm – 4.00pm   |
| CMA meeting                   | Friday 28 <sup>th</sup> August 2026    | 8.20am – 1.00pm   |

*\*Potential exists to move starting time to 11.00am to accommodate morning flights*

### Additional items to consider

- Travel arrangements / timing for Chairs if arriving on the Thursday. Would starting the JO Chairs meeting at 10.30am or 11am be suitable for those flying into Sydney on that morning?
- Whether Chairs would want to stay an additional night if the JO Chairs meeting is scheduled for the Wednesday afternoon (i.e. rather than flying in on the Thursday morning)

**Financial / Resourcing Implications:**

An additional night of accommodation cost may be incurred by Chairs with Option 2 (Wednesday PM) due to the need to arrive in Sydney on the Wednesday (rather than flying in on Thursday morning).

All other costs for hosting the meetings are similar for both options.

**Next steps:**

Meetings will be scheduled for 2026 in line with the preferred option endorsed by the Chairs Forum.

**Appendices / Attachments: Nil**

## 7.2. Community Benefit Sharing – Potential for JO State-wide approach

|                        |                                                                                                                                                                                  |
|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Report Authors:</b> | Steve Wilson, Executive Officer Hunter JO<br>Sharon Houlihan, Chief Executive Officer Canberra Region JO<br>Jess Jennings, Executive Officer, Mining and Energy Related Councils |
|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### Recommendations:

#### That the NSW Joint Organisations' Chairs Forum:

- **Note the progress update provided in the report**
- **Endorse seeking a briefing on the “REAL (Regional Energy and Legacy) Deal” from the Regional Institute of Australia to the May 2026 meeting of the JO Chairs Forum.**

### Background:

At its 8<sup>th</sup> August 2025 meeting the JO Chairs Forum explored the potential for a collaborative state-wide approach by all Joint Organisations, Regional Organisations of Councils and other regional alliances of councils to participate in a collaborative approach to:

- understanding and applying the new benefit-sharing guideline for large-scale energy developments
- developing council policies and procedures for negotiating community benefits-sharing arrangements
- advocating for clear planning processes, additional guidelines and retrospective arrangements to ensure net community benefit for regional host communities for all energy developments.

Correspondence was subsequently sent from the JO Chairs Forum to a range of organisations seeking their in-principle support to be involved (refer Correspondence). An update on responses along with broader initiatives that have also been identified and are currently being explored are provided below.

### Discussion:

#### 1. Support for State-wide collaborative approach to community benefit sharing

Following the 7<sup>th</sup> August 2025 resolution of the Chairs Forum, correspondence has been sent to all joint organisations, regional organisations of councils and other regional groups of councils recommending and seeking their support for and participation in a collaborative approach to shaping policy and advocacy around community benefits sharing. At the time of writing, the status of responses includes:

- Support to participate endorsed by Boards of Canberra Region JO, Riverina & Murray JO, Central NSW JO and Hunter JO
- Process for seeking Board support currently in progress for Mid North Coast JO, Illawarra Shoalhaven JO and REROC.
- Mining and Energy Related Councils are actively participating in the current Chairs Form to share information and explore opportunities for collaboration
- Responses remain pending from:
  - Far North West JO, Northern Rivers JO, Country Mayors Association and Regional Cities NSW

- Far West JO, Alliance of Western Councils and New England Coalition of Renewable Energy Mayors (CoREM), however it is unclear as to the current operating status of these organisations.

## 2. Model Policy for Councils

Canberra Region JO has undertaken two workshops with member councils' general managers and planning directors, supported by Armidale Regional Council and Lindsay Taylor Lawyers, to develop a model policy regarding state significant developments including renewable energy projects. The model policy will state a position with respect to councils' interactions with the state regarding state significant developments planning processes and guide the development of voluntary planning agreements for state significant developments. The model policy will be provided to CRJO councils individually to consider adopting.

## 3. Association of Mining & Energy Related Councils (MERC)

The Association of Mining and Energy Related Councils represents mining and energy related councils and their communities throughout New South Wales. Their vision includes "empowering, resourcing and advocating on behalf of local councils impacted by mining and energy production."

Jess Jennings, MERC Executive Officer is providing an update to the 18<sup>th</sup> November 2025 Chairs Forum on the status and direction of current policy and advocacy initiatives underway by MERC focused on Community Benefit Sharing, including the potential for broader collaboration on these initiatives across MERC and the JO Chairs Forum.

## 4. Regional Australia Institute "REAL Deal (Regional Energy and Legacy Deal)"

The Regional Australia Institute (RAI) has released [Towards Net Zero: Building a Legacy](#), calling for a new approach and new national framework called the REAL Deal (Regional Energy and Legacy Deal). The REAL Deal is a once-in-a-generation chance to ensure the energy transition leaves a lasting legacy. It moves us beyond today's patchwork of benefit-sharing arrangements, where some communities secure funding and others miss out – towards a fair, consistent model across the country.

The key elements are:

- Regional communities would be funded to develop regional plans and then prioritise the execution and funding to realise their regions aspirations.
- Industry would contribute to agreed amounts in pooled regional benefit funds – Local Legacy Funds. This will facilitate significant investment that deliver long term social, economic and environmental benefits.
- Governments at federal and state level would make strategic funding contributions to local investments. Funding could be allocated from existing government budgets such as infrastructure, health, housing or education pipelines to align with regional goals

Given the synergies of this initiative with the directions identified by the JO Chairs Forum, further opportunities to understand and potentially collaborate with the Regional Australia Institute will be explored. This will include the potential for a briefing to be provided to the May 2026 meeting of the Chairs Forum.

**Financial / Resourcing Implications:** Nil

**Next steps:**

- Remaining joint organisations to confirm their support and participation

- Continue to liaise with other alliances of councils to confirm level of interest and support
- Invite Regional Australia Institute to the May 2026 JO Chairs Forum to provide a briefing on the REAL (Regional Energy and Legacy) Deal.

**Appendices/ Attachments:** Nil

### 7.3. Shared Audit, Risk & Improvement Committee (ARIC)

|                       |                                            |
|-----------------------|--------------------------------------------|
| <b>Report Author:</b> | Tim Askew, Director of Programs, Hunter JO |
|-----------------------|--------------------------------------------|

#### **Recommendation:**

- **That the NSW Joint Organisations Chairs Forum notes the shared ARIC model update.**

#### **Executive Summary:**

This report provides an overview of the progress and plans for the establishment of a Audit, Risk & Improvement Committee (ARIC) among four Joint Organisations (JOs): Hunter JO, Central NSW JO, Illawarra Shoalhaven JO, and Mid North Coast JO. As previously reported, we are still targeting a commencement date of 29 May 2026, however the plan to achieve that date has been modified to incorporate the inclusion of Mid North Coast JO. The shared ARIC draft implementation plan included in Appendix 7.5-A provides a high-level plan and status for each task required in developing the Shared ARIC.

#### **Background:**

Under Section 428B of the NSW Local Government Act Joint Organisations are permitted to enter into a shared ARIC arrangement. The NSW OLG encourages the establishment of Shared ARICs due to the operational scale, size, and lower risk profiles of our organisations. This approach not only reduces costs but also avoids duplication of efforts. Hunter JO, Illawarra Shoalhaven JO and Central NSW JO Boards have resolved to pursue a shared ARIC model. Mid North Coast JO have also advised they are considering the opportunity to join and will put a resolution to their Board at the next available time. As advised at the previous meeting, the proposed start date for the ARIC remains unchanged at 29 May 2026. However, the timeline of tasks to achieve this has been modified to include Mid North Coast JO's schedule.

#### **Discussion:**

The appendix shows the tasks required to achieve a shared ARIC. The development of a shared internal audit function will also be developed in due course to coincide with the development of the shared ARIC. The key milestones include:

- **Planning & Collaboration (Oct - Dec 2025):** Establishing a JO ARIC Working Group and drafting the Terms of Reference and Memorandum of Understanding.
- **Consultation & Approvals (Jan - May 2026):** Consulting JO Boards and stakeholders on the draft documents, identifying prospective ARIC members, and obtaining formal Board approvals to commence.
- **Implementation (29 May 2026):** Appointing ARIC members, finalising internal frameworks, and holding the inaugural ARIC meeting.

#### **Financial / Resourcing Implications:**

The cost of ARIC operations will be limited to no more than \$10,000 per JO annually, including internal audit costs. Sharing one ARIC among multiple JOs will spread costs and avoid duplication. General administration and secretariat support will be provided in-kind by a lead JO on a rotating basis, further reducing expenses.

**Next steps:**

The next steps will be for the individual JO's participating to nominate representatives for the working group and begin reviewing the MoU and ARIC structure as per the implementation plan.

**Appendices\*\*:**

- Appendix 7.5-A: Shared ARIC\_Summary Implementation Plan for a JO Shared ARIC (Draft)\_Nov25

\*\*Appendices are included directly following the report and inform the validity of the report

## Appendix 7.5-A: Shared ARIC\_Summary Implementation Plan for a JO Shared ARIC (Draft)\_Nov25

\*U= Underway; TC = To commence; C = Complete

| Task                                                                     | Responsibility                      | Timing          | Status* |
|--------------------------------------------------------------------------|-------------------------------------|-----------------|---------|
| Establish Shared ARIC project working group                              | Hunter JO (lead)                    | Nov 25          | U       |
| Shared ARIC Terms of Reference & MOU                                     | Hunter JO (lead) with project group | Nov 25 – Jan 26 | U       |
| Consult JO Boards & stakeholders on draft ToR & MOU?                     | Project group                       | Dec 25 – Feb 26 | TC      |
| Identify & approach prospective independent Chair & ARIC members         | Project group                       | Nov 25 – Feb 26 | TC      |
| Allocate ARIC budget into JO budgets                                     | Each JO                             | Jun 26 each yr  | TC      |
| Obtain formal JO Board approvals (join shared ARIC, adopt ToR, sign MOU) | Each JO Board                       | Feb- May 26     | TC      |
| Appoint ARIC members (Chair & independents) & confirm acceptance         | Hunter JO (lead)                    | by May 26       | TC      |
| Finalise internal JO policy/frameworks required by OLG/ARICs             | Each JO                             | Feb- May 26     | TC      |
| Establish internal audit approach (shared resource or contract)          | Project group                       | May 26          | TC      |
| Lock in 2026 ARIC meeting schedule                                       | Hunter JO (lead) & ARIC Chair       | Feb – May 26    | TC      |
| Conduct ARIC member induction (JO context, legal framework)              | Hunter JO (lead) & ARIC Chair       | May 26          | TC      |
| Hold inaugural ARIC meeting (approve work plan, review risk registers)   | ARIC Chair & members                | May 26          | TC      |
| Provide first quarterly ARIC report to each JO Board                     | ARIC Chair & secretariat            | By Aug 26       | TC      |
| Deliver 2025–26 Annual ARIC Report to all Boards                         | ARIC Chair & secretariat            | By Aug 26       | TC      |
| Review ARIC operations & stakeholder feedback                            | Project group & ARIC Chair          | Jun 2026        | TC      |
| Plan rotation of lead JO secretariat role for 2028                       | All JO CEOs & ARIC Chair            | Late 2027       | TC      |

## 7.4. State-wide JO Disaster Adaptation Update

|                        |                                                                                                       |
|------------------------|-------------------------------------------------------------------------------------------------------|
| <b>Report Authors:</b> | Canberra Region JO, Central NSW JO, Hunter JO, Illawarra Shoalhaven JO, Riverina and Murray JO & RERO |
|------------------------|-------------------------------------------------------------------------------------------------------|

### Recommendation:

- **That the Joint Organisation Chairs' Forum note the update on NSW Disaster Adaptation Planning and Readiness Projects being delivered across the JO network.**

### Executive Summary:

This report provides an update on the delivery of grant funded disaster adaptation planning and readiness projects being delivered across the NSW Joint Organisation network.

### Background:

The JO network continues to collaborate on a number of disaster preparedness projects funded under the Disaster Ready Fund (DRF) administered by National Emergency Management Agency via the NSW Reconstruction Authority. Illawarra Shoalhaven JO is providing a statewide Network Coordination role across these projects.

These projects recognise the important role that JO's will play in supporting the NSW Reconstruction Authority to collaboratively consult and prepare Regional Disaster Adaptation Plans in accordance with the impending release of the NSW Disaster Adaptation Planning Guidelines.

### Discussion:

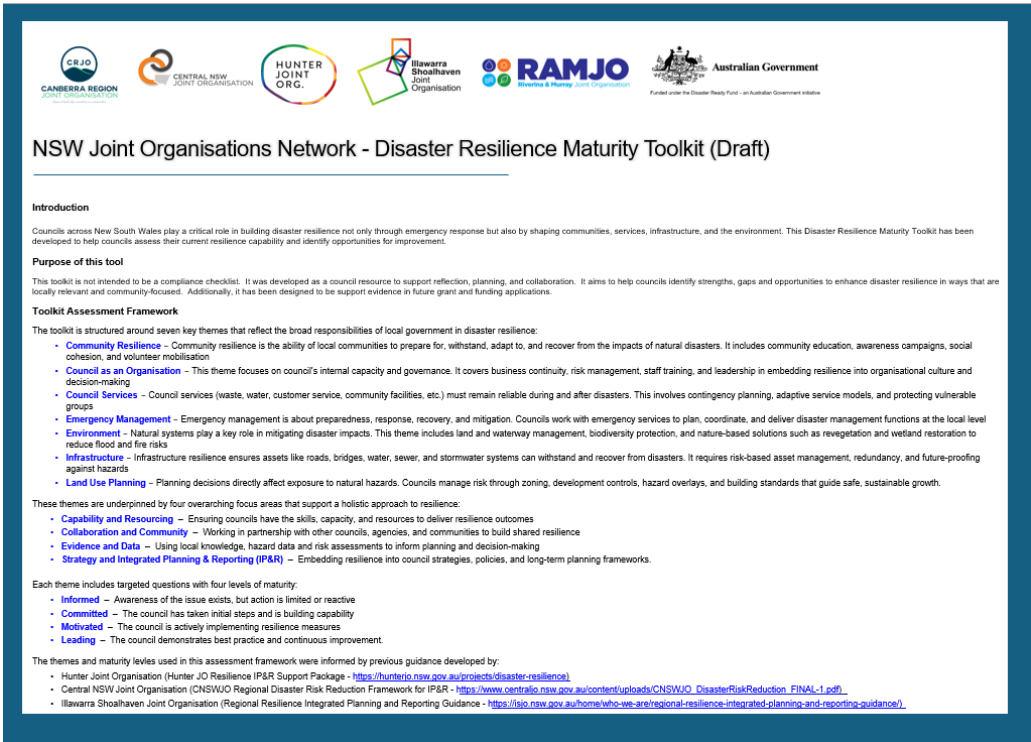
#### Project Updates

The status of projects being delivered across the network include:

| Region          | Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
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| Canberra Region | <p>Implementation plan was approved by National Emergency Management Agency (NEMA) on 5 May 2025, marking the project's official start date. However, CRJO did not receive executed funding deed until 30 June 2025 and, project resources were only fully allocated from July 2025. The outputs/outcomes of this project include:</p> <ul style="list-style-type: none"><li>• Resilience baseline maturity mapping &amp; maturity matrix template</li><li>• Support NSW RA in the development of a foundational Disaster Adaptation Plan (DAP)</li><li>• Support Councils in the development of Critical Infrastructure Resilience Plans (CIRPs)</li><li>• Support Councils in the development of Regional/Local Disaster Waste Management Plans</li><li>• Align Resilience projects to the work undertaken across the state through the JO network and relevant state partners.</li><li>• Identify funding opportunities and support Councils through funding applications.</li><li>• Annual budget for consultancy to address regional needs as required.</li></ul> <p>However, since project commencement there have been some changes to the reporting requirements from NSW Reconstruction Authority (NSW RA). This in combination with the delayed release of the Disaster Adaptation Planning Guidelines on 13 August 2025, delay in deed signing, and recruitment have led CRJO to submit a project variation. This variation will ensure compliance with new reporting requirements and increase alignment with DAP guidelines.</p> |

| Region                      | Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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|                             | NSW RA are currently in the process of reviewing this variation and will be submitting it to NEMA for approval by mid-November.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Central NSW</b>          | <ul style="list-style-type: none"> <li>• Resilience assessments of evacuations centres now complete.</li> <li>• Preparing to release the RFQ for the development of a Disaster Resilience Action Plan guidance template.</li> <li>• Scoping Critical Infrastructure Resilience Plans work underway.</li> <li>• Working with Reconstruction Authority to progress the regional Disaster Adaptation Plan for our region.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Hunter</b>               | <p>Project updates for Hunter JO's three-year DRF Round 2 project include:</p> <ul style="list-style-type: none"> <li>• <b>Disaster Adaptation Planning (DAP):</b> kick off meeting held with NSW RA Hunter and Central Coast team. Actions assigned to Hunter JO include support with data collation, stakeholder mapping and governance establishment.</li> <li>• <b>Council collaboration and capacity building:</b> council capacity building continues through the Hunter Resilience Network, GMAC and specialist working groups. Current priorities include spontaneous volunteering advocacy, Resource Sharing MOU and disaster waste management.</li> <li>• <b>Advocacy:</b> the Hunter JO Board met with NSW Minister for Recovery to discuss priorities and advocacy asks for the Hunter Region. Hunter JO presented a regional submission to the NSW Inquiry reviewing the operations of the NSW Reconstruction Authority regarding the NSW East Coast severe weather from May 2025.</li> <li>• <b>Simtable:</b> the Simtable program continues to be well utilised. Current activities include an ongoing loan to the Burrell Creek Youth and Community Association (MidCoast), various loans to local RFS brigades, and workshops as part of the Lake Mac Living Smart Festival and Emergency Services Community Resilience Expo.</li> <li>• <b>Resilience Maturity Matrix:</b> supporting development of the Resilience Maturity Matrix led by ISJO.</li> <li>• <b>IP&amp;R Resilience Review:</b> review and assessment of 2022-26 and 2025-29 IP&amp;R documents complete.</li> <li>• <b>Disaster Dashboard:</b> councils are to advise of their decision whether to proceed with a Disaster Dashboard subscription by December 2025.</li> </ul> <p>Hunter JO continues to work with the broader JO network on shared opportunities and challenges including alignment of the DRF grant and DAP deliverables.</p> |
| <b>Illawarra Shoalhaven</b> | <p><b><u>Project Administration</u></b></p> <ul style="list-style-type: none"> <li>• The project variation was submitted by NSW Reconstruction Authority (RA) to NEMA for review on 24 October. ISJO originally submitted the variation to NSW RA on 20 August. NSW RA has not provided an indicative timeframe for NEMA's decision.</li> <li>• The methodology for JOs to evidence in-kind contributions has been finalised and approved by NSW RA.</li> <li>• The ISJO is currently midway through Milestone 2 of the project (July 2025 – March 2026).</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

| Region | Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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|        | <p><b><u>Project Update</u></b></p> <p><b>1. Regional Delivery Program</b></p> <p>ISJO has made strong progress in planning and delivery under this component. Key activities to date include:</p> <ul style="list-style-type: none"> <li> <p><b>Building Resilience into IP&amp;R: 2025/2026 Member Councils Report</b></p> <p>Supported by the Disaster Risk Reduction Fund, the ISJO and other JOs developed guidance materials for their member councils for integrating disaster resilience into the IP&amp;R process (<a href="#">Regional Resilience Integrated Planning and Reporting Guidance</a>).</p> <p>Our recently released <a href="#">Building Resilience into IP&amp;R 2025/2026 Member Councils Report</a> analyses the latest IP&amp;R suite and evaluates how well disaster resilience has been embedded in council future planning.</p> <p>The report was very well received by Member Councils and the Office of Local Government, with several councils indicating it provided motivation to improve and benchmark progress in future iterations.</p> <p>Next steps will involve the ISJO delivering workshops with each council to strengthen capability and capacity in this area.</p> </li> <li> <p><b>Vulnerability Of Illawarra Shoalhaven Communities to Electricity Supply Interruptions from Natural Hazards Assessment</b></p> <p>The ISJO has engaged the University of Wollongong to assess and map communities vulnerable to electricity supply interruptions caused by natural hazards. The assessment will define vulnerability using both individual and community-level indicators, consider adaptive capacity (e.g. local mitigation measures such as solar, batteries, and generators), and deliver a geographically targeted evidence base to inform future investment in community-scale energy resilience.</p> <p>The project is currently in its inception and framework development stage and, once complete, will create with our previously released <a href="#">Implications of Severe Weather Events on the Local and Regional Road Network</a> a suite of insights into the impacts of natural hazards and disaster events on our regions infrastructure and lifestyle</p> </li> <li> <p><b><a href="#">Our Multi-hazard Monitoring and Sensor Network</a></b></p> <p>Utilising funding under the Disaster Risk Reduction Fund, the ISJO installed 14 multi-hazard sensors across the region for a 3-year pilot period.</p> <p>An early evaluation is underway after 10 months of operation to assess system performance and council usability.</p> <p>The ISJO has applied for funding in the latest variation to implement the recommendations found in the evaluation report.</p> </li> </ul> <p><b>2. Network Coordination Program</b></p> <p>The Network Coordination Program has been refined, in collaboration with NSW RA, to focus on JOs, ROCs, and strengthening local government disaster resilience.</p> <p>Originally designed to connect state agencies and infrastructure partners, these aspects are now led by NSW RA. The clarified scope allows the program to deliver greater value to JOs and ROCs while still fostering cross-sector collaboration through a local government lens.</p> |

| Region | Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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|        | <p>Key activities include:</p> <ul style="list-style-type: none"> <li> <b>Establishment of the Joint Organisation Coordination Group:</b><br/> A working group has been established to coordinate all aspects of the DRF. Core members include CRJO, CNSWJO, HJO, ISJO, RAMJO, and NSW RA, with additional observers from MNCJO, FNWJO, REROC, WSROC, and Resilient Sydney. <p>The group meets regularly to discuss project progress, identify collaboration opportunities, and address common challenges. A SharePoint site has also been created to share resources and updates, with membership open to all JOs and ROCs to encourage knowledge sharing and reduce duplication.</p> </li> <li> <b>Development of the ‘Local Government Disaster Resilience Maturity Assessment’ Tool</b>  <p>Five JOs participating in DRF Round 2 have co-developed an Excel-based tool that benchmarks councils’ disaster resilience maturity through a structured questionnaire. The tool supports reflection, planning, and collaboration by helping councils identify strengths, gaps, and opportunities to enhance local disaster resilience.</p> <p>It is also intended to assist with future grant and funding applications.</p> <p>The tool is ready for initial testing with councils to ensure its suitability. JOs interested in learning more or participating in testing can contact Mick Staplevan at ISJO.</p> </li> <li> <b>Joint Organisation and Reconstruction Authority DAP/DRF Workshop</b><br/> On 28 October, ISJO and NSW RA co-hosted an in-person workshop in Parramatta to discuss DRF projects and upcoming DAPs across the regions. The session provided an opportunity to align project deliverables with the DAP rollout and clarify the roles JOs will play in the process. </li> </ul> |

| Region                     | Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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|                            | Productive discussions led to stronger alignment between DRF projects and DAP implementation, ensuring benefits flow to both member councils and the regional DAP.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Riverina and Murray</b> | <p>The RAMJO DRF Round 2 project has one year of funding and commenced 16 April 2025. The project comprises three components, including:</p> <ol style="list-style-type: none"> <li>1) <b>Critical Infrastructure Risk Assessments</b> that will assess council critical infrastructure assets and supporting asset management plans to identify and prioritise actions to increase the resilience of council critical infrastructure to natural hazard shocks and long-term stressors.</li> <li>2) <b>Land Use Planning Maturity Assessments</b> that will assess the maturity of council strategic land use planning and housing documents to determine how well current and future natural hazard risk is embedded into strategies/plans/statements. Action plans will identify priorities for councils to include in future strategic land use planning activities.</li> <li>3) <b>Synthesis and Embedment Workshops (2)</b> will help incorporate priorities from the risk and maturity assessment action plans into Integrated Planning and Reporting documents, asset management plans, local housing strategies and strategic land use planning documents.</li> </ol> <p>Rhelm Pty Ltd has been engaged to complete the critical infrastructure risk assessments. Assessment frameworks, mapping of assets against natural hazards layers and workshops with councils to prioritise assets for further assessment have been completed with site visits to follow in November.</p> <p>Meridian Urban has been engaged to complete the land use planning maturity assessments. An assessment framework, scoping workshop and interviews with councils to better understand council context and the documents to be assessed have been completed. Draft assessments and reports will be presented to councils for feedback in February.</p> |

## 7.5. State-wide JONZA Program Update

|                        |                                                                                                                                                |
|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Report Authors:</b> | Canberra Region JO, Central NSW JO, Hunter JO, Illawarra Shoalhaven JO, Mid North Coast JO, Northern Rivers JO, Riverina and Murray JO & REROC |
|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|

### Recommendation:

- **That the NSW Joint Organisations Chairs Forum note the project updates provided on the JONZA Program.**

### Executive Summary:

This report provides an update on the initiatives of the Joint Organisation Net Zero Acceleration (JONZA) Program which is delivered across the JO network.

### Background:

Operating since July 2023, the NSW Government's Joint Organisation Net Zero Acceleration (JONZA) program is a grant funded program that helps Joint Organisations (JOs) and Regional Organisations of Councils (ROCs) in NSW accelerate their net zero emissions reduction efforts. It provides funding to support a dedicated internal staff member within these JO's / ROCs to drive net zero initiatives, including building internal capacity across member councils to develop and implement net zero projects.

### Discussion

#### Project Updates

The following table provides an update on JONZA initiatives currently being delivered across the network.

| Region                 | Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Canberra Region</b> | <p>The new project plan has been completed and submitted to Sustainable Councils with a focus on calculating council emission baselines and showcasing the Net Zero work being done by member councils as a way of building capacity among other members.</p> <p>Delivery of initiatives from previous round continuing including councils' electric vehicle trials. To date the KIA EV5 has been trialled by Wingecarribee Shire Council, Queanbeyan Council, Eurobodalla Shire Council and Bega Valley Shire Council, with very positive feedback.</p> <p>The great work done by Wingecarribee Shire Council was recently featured to the JONZA managers and Sustainable Council team at a recent series of workshops and site visits held in Moss Vale and hosted by Wingecarribee Shire Council.</p> <p>The recruitment of the Net Zero Data Officer is about to be completed, with the aim of having a person on board to support the members in their data collecting for emission reporting from end of November.</p> <p>An opportunity to participate in the Southern Sydney Regional Organisation of Councils (SSROC)'Power Purchasing Agreement has presented itself and the CRJO Net Zero Project Manager is coordinating the process of participation on behalf of interested JONZA member councils.</p> |

| Region             | Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
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|                    | <p>The review of the Net Zero Council Guide produced in 2023 for the CRJO member councils will start prior to Christmas, and the document turned into a resource toolkit for NSW councils, designed to assist them on their Net Zero journeys.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Central NSW</b> | <ul style="list-style-type: none"> <li>• Eventuremap.nsw.gov.au rollout preparation.</li> <li>• Supporting councils with developing revolving energy funds using JONZA tools.</li> <li>• Data cleansing and gathering to support councils to utilise the Cassora emissions tracking tool.</li> <li>• Working with ISJO on the creation of solar procurement templates for councils or JOs to use, including <ul style="list-style-type: none"> <li>- Solar and battery installations</li> <li>- Pre-commissioning audit</li> <li>- Asset audit</li> <li>- Maintenance and repair.</li> </ul> </li> <li>• Field trip for Net Zero Group to Flyers Creek Wind Farm.</li> <li>• Landfill Emissions Abatement Program commenced in mid July with funding from EPA to support councils (not just CNSWJO councils) in understanding landfill emissions abatement options, particularly around opportunities for landfill gas capture.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Hunter</b>      | <p><b><u>Electric Vehicle (EV) Project</u></b></p> <p>EV Educational Videos: Electric Vehicles (EV) &amp; Charging Infrastructure promotion;</p> <ul style="list-style-type: none"> <li>• Hunter JO website and YouTube Channel</li> <li>• Hunter JO LinkedIn, Facebook and Instagram post including DCCEEW social tags</li> <li>• Comms to all member councils with links and instructions to embed videos on own websites (Comms and Sustainability teams)</li> <li>• Post on CAPOG Network</li> <li>• Submitted for DCCEEW quarterly EV newsletter and LGNSW weekly newsletter</li> </ul> <p><b><u>Collaboration</u></b></p> <ul style="list-style-type: none"> <li>• <b>Regional Household Electrification Program</b> – Hunter JO led program across six LGAs - Cessnock, Lake Mac, Maitland, Muswellbrook, Singleton and Upper Hunter to support their communities in upgrading their homes, through the provision of an independent energy advice service (ZapCat) and 12 month electrification program to support selection of appliances and trusted local installers.</li> <li>• Joint Organisation website (led by RAMJO) under development with focus on EV resources</li> <li>• <b>Small Electricity Markets</b> - Currently exploring options for small electricity sites across member councils including joining the SSROC PEER 3 PPA or developing a separate PPA for small sites only with RAMJO and MNCJO.</li> <li>• <b>Electrification of Heavy Fleet</b> – initial conversations with Zenobe, Heavy Vehicle fleet electrification. Potential project for the Hunter with multi-site, multi-council pilot funded by ARENA.</li> </ul> <p><b><u>Carbon Compass</u></b></p> <p>Data collected from seven (of eight) Hunter councils with Carbon Compass licences for collation with other JONZA councils to provide average reporting stats across regional NSW including scope 1 and 2 emissions. Simon Wallace-Pannell (Sustainable Councils) to</p> |

| Region                                 | Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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|                                        | <p>present at GMAC 27 November in preparation for rollout of Cassora - digital version of tool.</p> <p><b><u>Face to Face Meetings</u></b></p> <p>Seven meetings completed with member councils in collaboration with Sustainable Councils. Focus for the meetings included new resources for reporting, JONZA project plan for 25/26, roles and responsibilities of all stakeholders as well as current priorities, opportunities and barriers experienced by member councils.</p> <p><b><u>Field Visit</u></b></p> <p>Representatives from seven member councils, DCCEEW and JONZA were provided with an inside look at the <b>Team Global Express</b> electric truck facility. Known as the 'Depot of the Future' the site is home of Australia's largest logistics electric vehicle fleet trial. Located in Bungarribee (Eastern Creek), the ground-breaking trial is being carried out in partnership with the Australian Renewable Energy Agency (ARENA) with Team Global Express replacing a third of its Western Sydney fleet with a total of 60 trucks.</p> <p><b><u>EV Drive Day</u></b></p> <p>Initial planning commenced with event to focus on mid to heavy vehicles.</p> <ul style="list-style-type: none"> <li>• Proposed May/June</li> <li>• Upper Hunter – Singleton preferred location</li> <li>• Outdoor machinery e.g mowers</li> <li>• Vehicles and equipment available for test drives, trial programs</li> <li>• Presentations by councils with early uptake, fleet transition professionals, experienced business (Team Global Express)</li> </ul>                               |
| <p><b>Illawarra<br/>Shoalhaven</b></p> | <p><b><u>Overview</u></b></p> <p>The JONZA Program continues to drive regional net zero outcomes in its third year of operation, with funding secured through to the end of 2026. The ISJO's delivery focus in the late half of 2025 has centered on the successful rollout of the Community Renewables Program (CRP), development of an Electric Vehicle Charging Infrastructure (EVCI) Policy Guideline for councils, coordination of the Net Zero Project Control Group and strong advocacy to ensure the regional energy transition benefits all community members particularly those most at risk of energy hardship and vulnerability.</p> <p>Collaboration has remained a key feature of the JONZA program, with the ISJO working closely with partners including NSW DCCEEW, Endeavour Energy, University of Wollongong, social housing providers, NSW EPA and local climate action groups to implement emissions reduction initiatives across multiple sectors.</p> <p><b><u>Key Achievements in 2025</u></b></p> <ul style="list-style-type: none"> <li>• <a href="#"><u>Community Renewables:</u></a></li> </ul> <p>Officially launched in June 2025, the CRP has delivered community engagement sessions across all ISJO councils which has translated into generating strong community interest and uptake of the program. To date, more than 1,000 quotes have been issued for solar and battery systems through the program resulting in over 260 installations. This equates to more than 1 MW of new renewable energy capacity installed across the region from the program so far.</p> |

| Region | Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
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|        | <ul style="list-style-type: none"> <li> <b>EVCI Policy Guideline for Councils:</b><br/> Delivered guidance enabling councils to develop or strengthen local EVCI policies. The resource provides a template for policy development and has potential for broader use across NSW councils to develop policies to support greater EV travel and infrastructure rollout across the regions (<a href="#">EVCI Policy Template, Drafting Aid and Checklist</a>). </li> <li> <b>Regional Collaboration and Resources:</b><br/> Progressed through the Joint Organisation network, the ISJO has developed a solar maintenance contract template for councils and developed a suite of EV-related resources, including an EV tourism journey map, EV user education videos and practical tools to help towns become EV-friendly. </li> <li> <b>Council Emissions Reporting:</b><br/> Continued development of emissions reporting using the carbon accounting tool known as Cassora, to track electricity, gas, fuel and landfill emissions across councils to refine operational emissions inventory reporting, which in turn will help to target further mitigation methods. </li> <li> <b>Leadership and Advocacy:</b><br/> The ISJO continues to showcase the region at key industry events, including The Fifth Estate Local Government Summit, Sustainability Advantage Council Cluster, OLG Net Zero webinar series, Wagga Wagga Net Zero Forum and the upcoming LGNSW Environment Symposium and Awards in December. </li> <li> <b>2026 Program Priorities</b><br/> Looking ahead, JONZA will focus on projects that continue to reduce emissions and build local government capacity, through the delivery of projects including: <ul style="list-style-type: none"> <li> <b>Hosting a Regional Energy Forum</b><br/> Delivering a forum to raise awareness of the energy transition, clarify councils' key role in the energy transition and connect with major energy stakeholders. </li> <li> <b>Facilitate Low Carbon Concrete Collaboration</b><br/> Partnering with NSW DCCEEW's Low Carbon Concrete Accelerator (LOCCA) Program to form a regional working group identifying opportunities for low carbon concrete procurement and adoption. </li> <li> <b>Undertake Climate Risk Financial Disclosure Workshop</b><br/> Build council capability to meet emerging disclosure requirements through training aligned with the Australian Sustainability Reporting Standards (ASRS). </li> <li> <b>Support Commercial &amp; Industrial Landfill Emissions Modelling</b><br/> Assess C&amp;I waste streams to identify emissions profiles and opportunities for landfill diversion. </li> </ul> </li> </ul> <p>The JONZA Program continues to strengthen regional collaboration, build council capability and deliver tangible emissions reductions for our member councils and communities. Through its 2026 priorities, the ISJO will further embed net zero practices across member councils and the region, supporting a just and coordinated transition to a low carbon future for the Illawarra Shoalhaven.</p> |

| Region                 | Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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| <b>Mid North Coast</b> | <p><b>JONZA Program Round 3</b></p> <p>The Mid North Coast Joint Organisation (MNCJO) is continuing the implementation of Round 3 of the Joint Organisation Net Zero Acceleration (JONZA) Program. Sandra Wallace has joined as Project Officer to support program delivery. This is an interim appointment (up to 21 hours per week) until December 19.</p> <p>The Project Management Plan for Round 3 has been finalised and is attached. A regional Project Control Group continues to support collaborative governance, and regular workshops have strengthened engagement across council departments.</p> <p><b>Emissions Data Collection</b></p> <p>The Department of Climate Change, Energy, the Environment and Water's (DCCEEW) Sustainable Councils team engaged 100% Renewables to provide a subscription to a carbon inventory tool tailored to local government. The tool developed in FY23/24 and known as "C Compass" is an Excel spreadsheet that provides a one-stop shop to input data from major emission sources and generates an accurate, easy to understand annual carbon footprint. Scope 1, Scope 2, and notably waste have been the key items for councils to track.</p> <p>MNCJO has been working with member councils to finalise data entry into the C Compass tool reporting has been completed for PMHC and BSC, with KSC's data 95% complete.</p> <p>The tool has continued to evolve to the needs of councils and as of FY26, will exist as a SaaS/online version. The tool will have a clear interface, automatic updates, aggregated reporting, anywhere/anytime access, ability for benchmarking and opportunities for collaboration. Alongside the launch of version 3, is a new name for the tool, 'Cassora'.</p> <p>Cassora will launch in late 2025 and MNCJO will assist member councils to transition to this new tool.</p> <p><b>Electric Vehicles</b></p> <p><u>Electric Vehicle Readiness Plans</u></p> <p>To support the transition to low-emission fleets, MNCJO is assisting member councils in finalising Electric Vehicle (EV) Readiness Plans. These plans, scheduled for completion by December 2025, will map fleet replacement timelines, identify priority vehicles for electrification, and highlight supporting infrastructure needs. The Chargeworks Fleet Transition Tool is being used to analyse fleet usage and optimise vehicle transition pathways.</p> <p><u>EV Training for Council Mechanics</u></p> <p>MNCJO has facilitate member councils participation in EV Training for Council Mechanics. The course has been arranged at Taree TAFE from November 24-26. This nationally recognised skill set provides essential skills and knowledge to inspect, diagnose, and service battery electric vehicles (BEVs) and hybrid electric vehicles (HEVs).</p> <p><b>Power Purchase Agreement (PPA) Opportunity</b></p> <p>MNCJO are seeking EOI from member councils to join the PEERS 3 electricity PPA being run by the South Sydney Regional Organisation of Councils (SSROC).</p> <p>Key Details:</p> <ul style="list-style-type: none"> <li>SSROC is running the third round of their Program for Environmental and Energy Risk Solutions (PEERS 3), supplying electricity to councils from 2027 to 2030.</li> </ul> |

| Region                     | Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                            | <ul style="list-style-type: none"> <li>• The PPA currently includes 25 councils, covering ~30% of NSW population, and is supplied by ZEN Energy.</li> <li>• This third round covers the previously tentative portion of the PEERS 2 contract. With pricing being re-negotiated and contracts renewed, there is an opportunity for additional councils to join.</li> <li>• Councils will be able to join for all or a portion of those 3 years, but not before 2027.</li> <li>• The agreement will cover both large and/or small sites (streetlighting is treated as a single large site). The intention is to allow councils to join with just small sites or just large sites if they have existing contract obligations to fulfil, however councils will be encouraged to align contracts over time.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Northern Rivers</b>     | <p><b>Trialling EVs at Councils and EV awareness training</b></p> <p>To generate interest within the Councils on Electric Vehicles, and to give an opportunity for Councils to experience some of the latest offerings, 2 vehicles were obtained through an Origin Energy subscription service. These vehicles were paid for by NRJO under funding supplied by the Sustainable Councils Team at DCCEEW through the EV variation agreement. Both cars were subscribed at the same time and were lent to 7 Councils for trials, training and familiarisation sessions. The subscription period was for 4 months and both cars were returned in October, each council had an opportunity to use them for 2 weeks each.</p> <p><u>Overview</u></p> <ul style="list-style-type: none"> <li>• In total, 106 individuals took part in the vehicle trial, with participation ranging from brief test drives at Council to extended use over a weekend.</li> <li>• The vehicles travelled a combined total of 12,116km, EV5 – 6231km and EV3 – 5885km.</li> <li>• The vehicles were trialled for a total of 17 weeks with 7 Councils.</li> <li>• 69% of the participants in the trial hadn't driven an EV before.</li> <li>• 90% of the participants said they would drive an EV if it was offered as a pool car.</li> </ul> <p><b>Data collection and reporting - Compass Tool</b></p> <p>Work has continued on the Compass tool with the Councils, 4 NRJO Councils now have submitted emissions data and work is still underway with the others. With the introduction of Cassora in the next couple of months preparation is underway to transfer Councils information across and add the remaining Councils.</p> <p><b>Fleet transition planning</b></p> <p>As part of the planning process to transition Council fleet petrol and diesel vehicles to battery electric, 4 audits are being prepared for Council facilities. These audits will review the electrical capacity at the facility, identify suitable charger locations and prepare costings for charger installation. With these completed audits Councils can prepare future budgets to install EV chargers and be in a position to apply for grant funding should it be made available.</p> |
| <b>Riverina and Murray</b> | <p><b><u>Electric Vehicles Variation</u></b></p> <p><b>Lets Drive EV's</b></p> <p>The website is a dedicated digital platform providing current and trusted information on EV's to support businesses in transiting to Net Zero transport solutions. The website will</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

| Region | Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|        | <p>host information from fleet electrification guidance to charging infrastructure to empower informed decision making.</p> <p>The Website development is in these final stages and is expected to be completed by the end of November 2025.</p> <p><b><u>Joint Organisation Website</u></b></p> <p>Procurement of a website developer has been finalised, and the project is well underway, and it is expected to be finalised in late December 2025.</p> <p>Due to the funding structure, this website will initially be a repository for the resources created by all JOs in relation to EV's. However, the framework of the website has been designed to allow for future expansion to include additional JO resources and content created across all priorities that the Jos deliver on.</p> <p><b><u>Council Visits</u></b></p> <p>Due to changes in resourcing across Councils and RAMJO, the program manager has focused on connecting with Councils through site visits and learning more about their individual needs. Currently six councils have been visited, a further three have been scheduled, only two remain.</p> <p><b><u>Carbon Compass</u></b></p> <p>RAMJO councils are experiencing challenges with resourcing, and this is reflected in commitment to completing the Carbon Compass tool. Two councils have submitted their C-Compass data aiming to get another 2-3 submitted by the end of the year</p> <p><b><u>Procurement of Power Agreements</u></b></p> <p>Some of our Councils have indicated that they would like to switch their small sites to a more competitive longer-term agreement. Currently investigating the opportunity to progress this through the SSROC PEERS3 that will commence in 2027 and run until 2030. This is an opportunity for our two new Councils to switch to large sites and small sites in one agreement.</p> |
| REROC  | <p><b><u>Small sites electricity tender (for the six participating Member Councils)</u></b></p> <p>Thank you to CNSWJO for support in guidance for development of our small sites electricity tender documentation. As they had recently been through the process they were happy to share their experience, which was duly appreciated. The REROC Request for Proposal (RFP), and associated documents, have now been uploaded to e-procure with closing date 4 November 2025.</p> <p><b><u>EV trial for three Member Councils</u></b></p> <p>Three member councils are participating in the Origin 360 EV trial of a Kia EV5. Greater Hume Council were first to trial the vehicle, followed by Cootamundra-Gundagai Regional Council and then Bland Shire Council. GHSC have indicated that the trial has been extremely useful for familiarising their staff with the use of EVs.</p> <p><b><u>REROC Innovation in Energy, Waste and the Circular Economy conference (IEWCE) held 10-11 September</u></b></p> <p>This was a new Conference approach for REROC with the combination of two previously delivered conferences <i>The Energy and Innovation Conference</i> and the <i>No Time to Waste Conference</i>. The reason for change was that it was noted there was a lot of crossovers of themes for both Councils and community. 32 speakers from each of the Energy, Waste and</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

| Region | Update                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|        | <p>Circular Economy sectors delivered informative presentations to a crowd of 120 participants. Deemed a great success, this event will be held again in 2026.</p> <p><b><u>'Cassora' – Emission baselining tool</u></b></p> <p>NSW Sustainable Councils is expected to offer a limited number of licenses to councils within the JONZA network; REROC Councils are enthusiastic about taking up the offer should the opportunity arise.</p> |

## 8. General Business

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- Response to NSW planning Reforms
- The convenor will call for any additional general business items.

## 9. Close

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The convenor will close the meeting.

# **NSW Joint Organisation Chairs Forum**

## **Attachments**

Tuesday, 18 November 2025

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## NSW Joint Organisation Chairs Forum Attachments:

- Attachment 3.2-1: NSW Joint Organisation Chair Forum Completed Action Register
- Attachment 4-1: Statewide approach to Community Benefit Schemes template, 11 August 2025
- Attachment 4-2: Correspondence to Attachment 4-2 Correspondence to The Hon Penny Sharpe MLC re Joint Organisation Net Zero Acceleration Program, 21 October 2025

## Joint Organisation Chairs Forum Completed Action Register

### Tuesday 18 November 2025

Key: Complete In progress Not completed

#### Completed Actions

| Date and Agenda Item No. | Action                                                                                                                                                                                                                                                                                                                                            | Responsibility          | Status   | Target Date  | Progress Comments                                                                                                                                                                                                                                                |
|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|----------|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7/5/2025<br>7.4          | <b>JONZA Program Update</b><br>Subject to consultation with agency representatives, write to the NSW Minister for the Environment advocating for lengthening the period of funding for the JONZA program from the current 18 months to a period of 5 years to allow Councils to implement the actions needed to achieve the NSW Net Zero targets. | Hunter JO               | Complete | 31 July 2025 |                                                                                                                                                                                                                                                                  |
| 7/5/2025<br>7.2          | <b>Shared ARIC</b><br>That Joint Organisations nominate their intent to participate in the shared ARIC by 30 May 2025.                                                                                                                                                                                                                            | All Joint Organisations | Complete | 30 May 2025  | <ul style="list-style-type: none"> <li>Hunter JO and Central NSW JO Boards have resolved to pursue a shared ARIC model. Mid North Coast JO also considering potential to join.</li> <li>Action to progress development of shared model has commenced.</li> </ul> |
| 7/5/2025<br>2.0          | <b>Acknowledgement of contribution – Jenny Bennett</b><br>Write to Jenny Bennett, Executive Officer Central NSW JO to acknowledge and thank Jenny for her significant contribution to both the broader NSW joint organisation network and to the success and achievements of the Central NSW JO.                                                  | Hunter JO               | Complete | 30 June 2025 | Refer Correspondence                                                                                                                                                                                                                                             |
| 7/5/2025<br>6.2          | <b>NSW Net Zero Commission</b>                                                                                                                                                                                                                                                                                                                    | Hunter JO               | Complete | 30 June 2025 | Meeting held between JO Executive Officers and Net Zero Commission representatives on 4 <sup>th</sup> June to:                                                                                                                                                   |

Joint Organisation Chairs Forum Completed Action Register  
Tuesday 18 November 2025

| Date and Agenda Item No. | Action                                                                                                                                                                                                                                                                                                                                                     | Responsibility                                | Status    | Target Date                      | Progress Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|-----------|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                          | Executive officers to further engage with Net Zero Commission to explore opportunities for collaboration.                                                                                                                                                                                                                                                  |                                               |           |                                  | <ul style="list-style-type: none"> <li>Further explore the remit and focus of the Net Zero Commission (including current consultation process underway)</li> <li>Explain the nature and function of JO's and examples of how we are successfully collaborating with agencies</li> <li>Explore potential opportunities for collaboration between JO's and the Commission</li> </ul> <p>Further engagement is continuing with the Commission through the monthly meeting of Executive Officers. A number of JO's have also provided submissions to the recent Net Zero Commission consultation process.</p>         |
| 8/8/2024<br>6.2          | <b>Coalition of Renewable Energy Councils Presentation</b><br>Mayor Sam Coupland to provide suitable wording for council reports and recommended motion in support of CoREM Statement of Expectations content and statewide guidelines                                                                                                                     | Mayor Sam Coupland, Armidale Regional Council | Completed | 14 November 2024                 | <b>November 2024. Action completed</b><br>CoREM's Statement of Expectations and Armidale's Renewable Energy Community Benefit Statement provided with request from Mayor Coupland for all councils to adopt similar documents                                                                                                                                                                                                                                                                                                                                                                                     |
| 8/8/2024<br>6.2          | <b>Coalition of Renewable Energy Councils Presentation</b><br>JOs Chairs Forum members to ask their JOs' member councils to consider passing motions in support of CoREM Statement of Expectations content, councils will need to review Mayor Sam Coupland's wording based on local circumstances and the types of projects and developers in their area. | All JOs Chairs                                | Completed | For review at first meeting 2025 | <b>May 2025. Action completed.</b> Refer Agenda Item 6.1 for report prepared by Central NSW JO.<br><br><b>Nov 2024.</b> Update to actions list (14/11/24): Jenny Bennett Executive Officer Central NSW Joint Organisation to prepare report for next meeting regarding the NSW Renewable Energy Planning Framework's new Benefit Sharing Guidelines November 2024 including recommendations for NSW Joint Organisations Chairs Forum and/or individual joint organisations action to progress adoption of local development frameworks, statements of expectations or similar in NSW regional and rural councils. |

Joint Organisation Chairs Forum Completed Action Register  
Tuesday 18 November 2025

| Date and Agenda Item No. | Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Responsibility            | Status    | Target Date                 | Progress Comments                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-----------|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 8/8/2024<br>5.2          | <b>Statewide JO Network Projects and Opportunities</b><br>Write to Minister for Local Government the Hon. Kristy McBain MP and Minister for Infrastructure, Transport, Regional Development and Mayor Russell Fitzpatrick supported by 14 November 2024 14 August 2024 Completed Response received from Minister King included in incoming correspondence for 14 November meeting NSW Joint Organisation Chairs Forum Action Register Page 2 of 2 Projects and Opportunities Local Government the Hon. Catherine King MP, for Cr Fitzpatrick, Chair NSW JO Forum to send. | Illawarra Shoalhaven JO   | Completed |                             | <b>Nov 2024. Action completed</b><br>Response received from Minister King included in incoming correspondence for 14 November meeting                                                                                                                                                                                                                                                  |
| 21/03/2024<br>4.3        | <b>New Waste Tendering regulation</b><br>Write to the Premier, Minister for Local Government and Minister for Environment to: <ul style="list-style-type: none"> <li>Raise concerns with the regulatory amendments for tendering of local government waste contracts;</li> <li>Seek clarifications and support regarding complying with the new regulatory requirements; and</li> <li>Support LGNSW's advocacy position regarding legal advice obtained as to the validity of the regulatory amendment</li> </ul>                                                         | Mayor Russell Fitzpatrick | Completed | 8 <sup>th</sup> August 2024 | <b>May 2025. Action Completed.</b> Correspondence forwarded to LGNSW December 2024 – refer correspondence<br><br><b>Nov 2024:</b> Update to action list (14/11/2024): Secretariat to forward correspondence and attached legal opinion from The Hon Ron Hoenig Minister for Local Government regarding waste tendering legislation amendments to Local Government NSW for information. |

The logo for the NSW Joint Organisation Chairs' Forum. It features the text "NSW JOINT ORGANISATION" in a smaller font above "CHAIRS' FORUM" in a larger font. The text is enclosed within a stylized circular graphic composed of two orange arcs.

NAME

TITLE

ADDRESS

EMAIL

DATE

Dear NAME,

**Re: Community benefits-sharing for energy projects - potential for a statewide coordinated policy development and advocacy approach by councils**

Local councils across regional NSW are experiencing or are anticipated to experience increased development of renewable energy projects such as wind farms, solar farms, battery storage facilities, pumped hydro, energy distribution and transmission and waste-to-energy projects.

Many energy projects are state significant developments and, while all energy consumers will benefit from renewable energy projects once constructed, local communities where energy developments and operations are located will bear a disproportionate burden associated with hosting the ongoing energy operations.

Despite this, many energy developments are proceeding, both within and outside of renewable energy zones, without suitably commensurate arrangements in place to ensure local communities can experience a net positive benefit as a result of infrastructure and operations being located in their area.

Recognising this, the NSW Government recently (November 2024) published a benefit-sharing guideline for large scale renewable energy developments, specifically solar and wind energy generation projects and battery storage projects on rural properties. While these guidelines are a very positive step towards establishing appropriate long-term community benefits-sharing for energy projects, there is still much to be understood and considered by NSW councils, including:

- how the guidelines should be applied by councils and the state via the planning process,
- development of individual council policy positions and procedures regarding negotiation of community benefits-sharing arrangements, which may include agreements with local governments, as distinct from traditional developer contribution agreements and specific infrastructure agreements between energy companies and local governments,
- required advocacy to the NSW Government for development of benefit-sharing guidelines, and associated planning processes to apply them, for other types of energy developments, and
- retrospective advocacy to energy companies who have achieved development

consents without appropriate benefits-sharing arrangements in place.

At its 7<sup>th</sup> August 2025 meeting, the NSW Joint Organisation Chairs Forum (chairs forum) considered efforts underway by councils in regional areas to develop appropriate policy positions with respect to community benefits-sharing.

The chairs forum also discussed the merits of a coordinated statewide approach to building councils' capabilities, developing policies and procedures and undertaking advocacy with respect to processes for establishing appropriate community benefits-sharing arrangements, with a view to:

- More clearly and consistently communicate to energy companies, to the NSW Government and to local communities what councils are seeking by way of fair contribution towards broad community benefits, above and beyond negating direct construction impacts, and
- Enhancing the capacity and capability of local councils across NSW to more consistently and equitably negotiate with energy companies and the NSW Government to secure legacy benefits for their local communities.

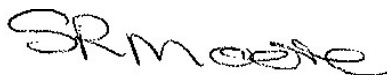
To further progress this opportunity, the chair's forum resolved to: *"write to all joint organisations, regional organisations of councils and other regional groups of councils to recommend and seek their support for and participation in a collaborative approach to: understanding and applying the new benefit-sharing guideline for large-scale energy developments; developing council policies and procedures for negotiating community benefits-sharing arrangements and; advocating for clear planning processes, additional guidelines and retrospective arrangements to ensure net community benefit for regional host communities for all energy developments."*

In line with this resolution, I am writing to seek in-principal support from the **XXXXXX** to be involved in this work, to be initially led by the NSW Joint Organisation Chairs Forum, supported by the statewide network of executive officers. Should it be of assistance in helping your board's consideration of this request, examples of board reports and recommendations can be provided.

I am also asking that you note a potential future financial contribution request from your organisation toward procurement of appropriate technical expertise and advice to support this work. Should this be needed, a template report and recommendation will be provided by the NSW Joint Organisation Chairs Forum for your use in considering the request and obtaining a resolution from your organisation.

Should you have any further queries or to discuss, please contact Steve Wilson, Executive Officer - Hunter JO on M 0448401436 or at [steview@hunterjo.nsw.gov.au](mailto:steview@hunterjo.nsw.gov.au).

Yours sincerely



Cr Sue Moore  
Mayor, Singleton Council  
Chair, Hunter JO  
Convenor, NSW JO Chairs Forum

The logo for the NSW Joint Organisation Chairs' Forum. It features the text "NSW JOINT ORGANISATION CHAIRS' FORUM" in a sans-serif font, with "NSW JOINT ORGANISATION" on the top line and "CHAIRS' FORUM" on the bottom line. The text is enclosed within a stylized circular graphic composed of two orange arcs.

The Hon. Penny Sharpe, MLC  
Minister for Climate Change, Minister for Energy,  
Minister for the Environment, and Minister for Heritage,  
52 Martin Place  
SYDNEY NSW 2000

21 October 2025

Dear Minister Sharpe,

**Re. NSW Joint Organisation Net Zero Acceleration (JONZA) Program**

I write on behalf of the NSW Joint Organisation Chairs Forum, representing Joint Organisations (JOs) and other alliances of Councils from across regional NSW, to extend our appreciation for the financial support and broader partnership with the Sustainable Councils team in the Department of Climate Change, Energy, the Environment & Water, that is underpinning successful delivery of the NSW Joint Organisation Net Zero Acceleration (JONZA) Program.

Now in its third year of implementation, the JONZA program is proving enormously successful in supporting Councils and the NSW Government to deliver shared net zero objectives and targets across regional NSW. By funding a dedicated staff member within participating JO's, the program is directly building the capacity and capability of 65 regional councils to:

- Align with and directly contribute to delivery of the NSW Government's legislated net zero policy objectives and targets
- Collaboratively share information, knowledge and approaches to facilitate more consistent, efficient and effective delivery of net zero initiatives
- Enhance communication and collaboration between state and local government on net zero needs, opportunities and priorities.

Notable examples of the program's successes and achievements to date include:

- Supporting Councils to quantify their emissions, prioritise the focus of net zero actions and embed emissions reporting tools and structures into their operations
- Assisting Councils to embed net zero and climate change adaptation into their organisational plans and systems via the NSW Integrated Planning and Reporting (IP&R) Framework
- Design and delivery of the state's first [net zero training course](#) designed for local government.
- Improving the ability of Councils to access funding from various State and Federal Government programs to deliver net zero projects
- Collectively securing long term renewable energy supply contracts for 163 large council sites through the [Powering Tomorrow: Regional Councils NSW Power Partnership Agreement](#), avoiding an estimated 185,000t CO<sub>2</sub> in emissions and generating over \$5M in financial savings across the participating Councils.

- Directly supporting the uptake of Electric Vehicles (EVs) through:
  - Feasibility assessments across participating JO regions to inform the NSW Government's roll out of EV charging infrastructure
  - Regional EV transition plans and strategies
  - A suite of EV focused [educational videos](#) to enhance the uptake of EV's by councils and their communities.
  - Delivery of a series of 'Electrifying Council Fleets' events across the regions to support Councils navigate the essential aspects of transitioning to EV fleets
  - Policy and guidance documents for regional councils including [Council Motor Vehicle Policy 2025](#) and [Electric Vehicle Charging Infrastructure on Public Land – Local Government Guidance](#)
  - Projects/tools to support the economic development of regional communities through electric vehicle (EV) infrastructure and promotion of spontaneous tourism for electric vehicle drivers with the [Eventure Map](#) and [A Guide for Making Your Town EV Friendly](#)
- A [Landfill Emissions Package](#) to support Councils understand and reduce emissions from their landfill sites, outcomes from which are now directly informing the NSW EPA's statewide landfill abatement program
- Technical resources to support Councils with the establishment of [Revolving Energy Funds](#) to provide an ongoing sustainable source of funds to undertake net zero initiatives
- Delivery of a maturity matrix approach to consistently evaluate and document the status and progress of JOs and their member councils in achieving their net zero objectives.

In addition to delivering these shared benefits and outputs the JONZA program is providing an exemplar model of how the NSW Government and Local Councils can successfully collaborate through regional alliances of councils to deliver shared policy and program objectives. This collaborative model is an approach that we highly recommend to the NSW Government for more broader application to engage and deliver outcomes in partnership with Councils across regional NSW.

To build on the considerable momentum and success generated through the JONZA program to date, we encourage the Minister to commit further and more secure longer-term funding to this important program to ensure its continued success. Should it be of interest to the Minister, we would also welcome the opportunity to discuss opportunities for extending the JONZA program model to other areas of shared policy and program interest between the NSW Government and our Member Councils, to support and enhance delivery outcomes in regional communities.

Should you have any further inquiries or to discuss, please contact Steve Wilson, Executive Officer - Hunter Joint Organisation on M 0448 401 436 or at E [steve.wilson@hunterjo.nsw.gov.au](mailto:steve.wilson@hunterjo.nsw.gov.au).

Yours Sincerely



Cr Sue Moore  
Mayor, Singleton Council  
Chair, Hunter JO  
Convenor, NSW JO Chairs Forum

| YTD INCOME STATEMENT                     |                     |                           |                  |
|------------------------------------------|---------------------|---------------------------|------------------|
| YTD                                      |                     |                           |                  |
| SUMMARY BY COMPANY                       | HUNTER COUNCILS INC | HUNTER JOINT ORGANISATION | GROUP TOTAL      |
| <b>REVENUE</b>                           |                     |                           |                  |
| Membership Subscriptions                 | -                   | 328,903                   | 328,903          |
| Project Funding                          | -                   | 501,924                   | 501,924          |
| Management Fees                          | -                   | -                         | -                |
| Training Revenue                         | -                   | -                         | -                |
| Consultancy Fees                         | -                   | -                         | -                |
| Rent & Overheads                         | 45,535              | -                         | 45,535           |
| Miscellaneous                            | 921                 | 164,644                   | 165,565          |
| Legal Fees                               | -                   | -                         | -                |
| Client Fees                              | -                   | -                         | -                |
| Arrow Contribution                       | -                   | 12,402                    | 12,402           |
| <b>Revenue - Total</b>                   | <b>46,456</b>       | <b>1,007,872</b>          | <b>1,054,328</b> |
| <b>COST OF SALES</b>                     |                     |                           |                  |
| Cost of Sales                            | -                   | 134,736                   | 134,736          |
| Direct Labour                            | -                   | 260,104                   | 260,104          |
| <b>GROSS PROFIT / (LOSS)</b>             | <b>46,456</b>       | <b>613,033</b>            | <b>659,489</b>   |
| <i>Gross Margin</i>                      | <i>100%</i>         | <i>61%</i>                | <i>63%</i>       |
| <b>EXPENSES</b>                          |                     |                           |                  |
| General & Administration                 | 9,701               | 132,873                   | 142,574          |
| Occupancy Costs                          | 24,564              | 9,765                     | 34,329           |
| Depreciation                             | 15,516              | 9,552                     | 25,068           |
| Information Technology                   | 1,760               | 13,127                    | 14,887           |
| Overhead Labour                          | -                   | 255,953                   | 255,953          |
| Employee Costs                           | -                   | 5,914                     | 5,914            |
| Travel & Accommodation                   | -                   | 8,041                     | 8,041            |
| Motor Vehicle                            | -                   | 17,629                    | 17,629           |
| <b>Overhead Expenses - Total</b>         | <b>51,540</b>       | <b>452,854</b>            | <b>504,394</b>   |
| <b>NET PROFIT / (LOSS) - OPERATIONS</b>  | <b>(5,084)</b>      | <b>160,178</b>            | <b>155,094</b>   |
| <i>Net Profit Margin</i>                 | <i>-11%</i>         | <i>16%</i>                | <i>15%</i>       |
| <b>OTHER INCOME / (EXPENSES)</b>         |                     |                           |                  |
| <b>OTHER INCOME</b>                      |                     |                           |                  |
| Profit / Loss on sale of asset           | -                   | -                         | -                |
| Interest                                 | -                   | -                         | -                |
| Other - Extraordinary                    | -                   | -                         | -                |
| <b>OTHER EXPENSES</b>                    | -                   | -                         | -                |
| HJO Contributions                        | -                   | -                         | -                |
| Other                                    | -                   | -                         | -                |
| <b>EXTRAORDINARY EXPENSES</b>            | -                   | -                         | -                |
| Other - Extraordinary                    | -                   | -                         | -                |
| Redundancy                               | -                   | -                         | -                |
| <b>Other Income / (Expenses) - Total</b> | <b>-</b>            | <b>-</b>                  | <b>-</b>         |
| <b>NET PROFIT / (LOSS) BEFORE TAX</b>    | <b>(5,084)</b>      | <b>160,178</b>            | <b>155,094</b>   |
| <b>EBITDA - NET PROFIT</b>               | <b>10,432</b>       | <b>169,730</b>            | <b>180,162</b>   |
| <i>EBITDA Margin</i>                     | <i>22%</i>          | <i>17%</i>                | <i>17%</i>       |

# YTD BALANCE SHEET

## SUMMARY BY COMPANY

### HUNTER COUNCILS

INC

### HUNTER JOINT

ORGANISATION

GROUP TOTAL

#### CURRENT ASSETS

|                         |        |           |           |
|-------------------------|--------|-----------|-----------|
| Cash & Cash Equivalents | 505    | 1,851,662 | 1,852,167 |
| Receivables             | 10,774 | 593,480   | 604,254   |
| Prepayments             | 7,020  | 17,742    | 24,762    |
| Other Receivables       | -      | 1         | 1         |
|                         | 18,300 | 2,462,884 | 2,481,184 |

#### NON CURRENT ASSETS

|                       |           |         |           |
|-----------------------|-----------|---------|-----------|
| Buildings             | 785,362   | -       | 785,362   |
| Land                  | 351,302   | -       | 351,302   |
| Computers             | -         | 11,646  | 11,646    |
| Fixtures and Fittings | 11,791    | 4,888   | 16,679    |
| Building Improvements | 355,092   | -       | 355,092   |
| Motor Vehicles        | -         | 33,027  | 33,027    |
| ROU                   | -         | -       | -         |
| Other                 | -         | -       | -         |
| Intercompany Loans    | (652,412) | 56,402  | (596,010) |
|                       | 851,135   | 105,963 | 957,098   |

#### TOTAL ASSETS

869,434 2,568,848 3,438,282

#### CURRENT LIABILITIES

|                       |        |           |           |
|-----------------------|--------|-----------|-----------|
| Payables              | 24,298 | 52,787    | 77,085    |
| Accruals              | 7,459  | 2,423     | 9,882     |
| Loans                 | -      | -         | -         |
| Employee Payables     | -      | 87,255    | 87,255    |
| Other Payables        | 2,417  | 7,753     | 10,170    |
| GST                   | 330    | 88,944    | 89,274    |
| Employee Entitlements | -      | 173,171   | 173,171   |
| Unearned Income       | -      | 676,556   | 676,556   |
| Unspent Grant Funding | -      | 1,375,488 | 1,375,488 |
| Other Payables        | -      | -         | -         |
|                       | 34,504 | 2,464,378 | 2,498,882 |

#### NON CURRENT LIABILITIES

|                                     |         |        |         |
|-------------------------------------|---------|--------|---------|
| Term Debt                           | -       | -      | -       |
| Employee Entitlements - non current | -       | 78,065 | 78,065  |
| Lease Liability                     | -       | -      | -       |
| Intercompany Loans                  | 226,000 | -      | 226,000 |
|                                     | 226,000 | 78,065 | 304,065 |

#### TOTAL LIABILITIES

260,504 2,542,443 2,802,947

#### NET ASSETS

608,930 26,405 635,335

#### EQUITY

|                       |         |           |         |
|-----------------------|---------|-----------|---------|
| Retained Earnings     | 614,015 | (133,774) | 480,241 |
| Current Year Earnings | (5,084) | 160,178   | 155,094 |

#### TOTAL EQUITY

608,931 26,405 635,336

# YTD CASHFLOW

## SUMMARY BY COMPANY

|                                       | HUNTER COUNCILS<br>INC | HUNTER JOINT<br>ORGANISATION | GROUP TOTAL      |
|---------------------------------------|------------------------|------------------------------|------------------|
| <b>CASH FROM OPERATING ACTIVITIES</b> |                        |                              |                  |
| <b>Cash inflows from</b>              |                        |                              |                  |
| Trade debtors                         | 27,779                 | 1,759,155                    | 1,786,933        |
| Other receivables                     | -                      | -                            | -                |
| Other Income                          | 921                    | 18,962                       | 19,883           |
|                                       | 28,700                 | 1,778,116                    | 1,806,816        |
| <b>Cash outflows to</b>               |                        |                              |                  |
| Trade Creditors                       | (35,485)               | (389,454)                    | (424,939)        |
| Employee Expenses                     | -                      | (412,049)                    | (412,049)        |
| Funding Disbursements                 | -                      | -                            | -                |
| Other                                 | -                      | -                            | -                |
| Taxes                                 | 222                    | (61,897)                     | (61,675)         |
|                                       | (35,263)               | (863,399)                    | (898,662)        |
| <b>Net cash from/(used)</b>           | <b>(6,563)</b>         | <b>914,717</b>               | <b>908,153</b>   |
| <b>CASH FROM INVESTING ACTIVITIES</b> |                        |                              |                  |
| <b>Cash Inflows from</b>              |                        |                              |                  |
| Proceeds from sale of P&E             | -                      | -                            | -                |
| Other                                 | -                      | -                            | -                |
|                                       | -                      | -                            | -                |
| <b>Cash outflows to</b>               |                        |                              |                  |
| Purchase of CAPEX                     | -                      | -                            | -                |
| Repay / (new loans) - Finance Lease   | -                      | -                            | -                |
| Other                                 | -                      | -                            | -                |
|                                       | -                      | -                            | -                |
| <b>Net cash from/(used)</b>           | <b>-</b>               | <b>-</b>                     | <b>-</b>         |
| <b>CASH FROM FINANCING ACTIVITIES</b> |                        |                              |                  |
| <b>Cash inflows from</b>              |                        |                              |                  |
| Intercompany (Arrow)                  | 11,136                 | -                            | 11,136           |
| Other                                 | -                      | -                            | -                |
|                                       | 11,136                 | -                            | 11,136           |
| <b>Cash outflows to</b>               |                        |                              |                  |
| Intercompany (Arrow)                  | (4,136)                | -                            | (4,136)          |
| Other                                 | -                      | -                            | -                |
|                                       | (4,136)                | -                            | (4,136)          |
| <b>Net cash from/(used)</b>           | <b>7,000</b>           | <b>-</b>                     | <b>7,000</b>     |
| <b>Movement in cash</b>               |                        |                              |                  |
| Cash at the beginning of the period   | 68                     | 936,945                      | 937,013          |
| Net increase/(decrease) in cash       | 437                    | 914,717                      | 915,153          |
| <b>CASH AT THE END OF THE PERIOD</b>  | <b>505</b>             | <b>1,851,662</b>             | <b>1,852,166</b> |