



PORT MACQUARIE-HASTINGS
COUNCIL



Town Centre Master Plan Sub-Committee

Business Paper

date of meeting: Thursday 26 April 2018

location: Committee Room
Port Macquarie-Hastings Council
17 Burrawan Street
Port Macquarie

time: 8.00am

Note: Council is distributing this agenda on the strict understanding that the publication and/or announcement of any material from the Paper before the meeting not be such as to presume the outcome of consideration of the matters thereon.

Town Centre Master Plan Sub-Committee

CHARTER

1. ROLE

- 1.1 The Committee has the responsibility to make recommendations regarding the development, review and amendment as required of the Town Centre Master Plan.
- 1.2 To recommend works priorities – Capital and Maintenance - to Council for the implementation of the Town Centre Master Plan.
- 1.3 To act as a communication conduit between Council and the CBD stakeholders in respect to the Town Centre Master Plan.
- 1.4 Advocate for the Town Centre Master Plan to the community.
- 1.5 To recommend an annual Works Program and Budget to be adopted by Council as part of the IP&R Framework.
- 1.6 To review expenditures of funds raised externally to Council.

2. DELEGATED AUTHORITIES

- 2.1 To oversee appropriately authorised funds allocated to the Town Centre Master Plan Sub-Committee by Council within the approved budget.
- 2.2 To raise funds other than rates and loans to fund the objectives of the Sub-Committee through partnerships with other stakeholders i.e. Port Macquarie Chamber of Commerce; Tourism Board.
- 2.3 To promote the advantages of the CBD inside and outside the area.
- 2.4 To propose Press Releases promoting, informing and supporting the Town Centre Master Plan project.
- 2.5 From any external funds raised by the Sub-Committee purchase, manufacture, obtain and supply material for the promotion of the CBD.
- 2.6 Establish Working Parties as deemed appropriate.

3. SUB-COMMITTEE MEMBERSHIP

- 3.1 Sub-Committee members will comprise of:
 - Councillor (Chairperson)
 - Council Director Infrastructure & Asset Management
 - Council Group Manager Infrastructure Delivery
 - Council Group Manager Transport & Stormwater Network
 - 1 Community member (b)
 - 2 CBD Landowners (1a + 1b)
 - 1 Port Macquarie Chamber of Commerce representative (a)
 - 1 CBD Trader (a)
 - 1 CBD Trader/Landowner with demonstrated relevant technical expertise (b).
 - 1 Port Macquarie-Hastings Access Sub-Committee representative (a)
 - Non Council Members will be appointed for a two (a) / three (b) year terms. Terms will be staggered so that every year expressions for new members (a) or (b) will be called depending on rotation.
- 3.2 The Councillor appointed to the TCMP will hold the position of Chairperson.

- 3.3 The role of the Chairperson shall be:
- Chairperson of meetings of the Town Centre Master Plan Sub-Committee
 - Representative of Sub-Committee, as appropriate
 - Attend Council Sub-Committee meetings, as appropriate
- 3.4 Additional people with specialised relevant background and expertise may be invited to assist the Committee with specific projects and/or time periods as determined by the Committee. These attendees will have no voting rights.

4. MEETINGS

- 4.1 Meetings will be held monthly depending on demand.
- 4.2 Topics for the agenda should be forwarded to the Chairperson no later than 14 days prior to the meeting date.
- 4.3 Meeting agendas will be circulated to members at least 7 days prior to the meeting.
- 4.4 Minutes from TCMP meetings will be circulated to members within 7 days of the meeting having taken place.
- 4.5 Members must declare, in writing, any interest in any report and/or agenda item before the meeting.

5 QUORUM

- 5.1 A quorum will consist of at least 50% plus one members of the committee, at least one of whom must be a full time Council Employee and at least 3 of whom must not be Council members.

6 VOTING

- 6.1 Voting on recommendations are made by consensus and all decisions regarding the allocation of funding for works must be stated precisely for inclusion in the minutes.

7 COMMUNICATION

- 7.1 Members of the Sub-Committee are not permitted to speak to the media as representatives of the Committee unless approved by the Chairperson.
- 7.2 Where approval has been sought from (and granted by) the Chairperson, views and opinions expressed are those of the Town Centre Master Plan Sub-Committee and not of Port Macquarie-Hastings Council.
- 7.3 When endorsement is required from Port Macquarie-Hastings Council, approval must be sought through the formal process.

8 PARENT COMMITTEE

- 8.1 Ordinary Council Meeting.

9 CODE OF CONDUCT

- 9.1 All members of the Committee are to abide by Council's Code of Conduct.

Town Centre Master Plan Sub-Committee

ATTENDANCE REGISTER

Member	28/09/17	26/10/17	30/11/17	15/02/18	29/03/18
Councillor G Hawkins (Chair)	✓	✓	✓	✓	✓
Councillor M Cusato (Deputy Chair)	A	A	X	✓	A
Jeffery Sharp (Director Strategy & Growth)	✓	✓	✓	✓	A
Rebecca Doblo (Landscape Architect)	✓	✓	✓	A	✓
Jeff Gillespie (CBD Landowner 2016-2018)	✓	✓	✓	✓	A
Robert Sagolj (CBD Landowner 2016-2018)	✓	A	A	A	X
Michael Mowle (CBD Trader with expertise 2016-2018)	A	✓	✓	✓	✓
Tony Thorne (Chamber of Commerce Representative 2015-17)	✓	✓	✓	✓	✓
Michelle Love (Community Member 2016-2018)	✓	✓	✓	A	✓
Sharon Beard (Access Committee Representative 2015-17)	✓	✓	✓	A	A
Geraldine Haigh (CBD Trader 2017-19)	✓	A	✓	✓	A
John McGuigan (non-voting)	✓	✓	✓	A	✓
Michael Nunez (TCMP Project Manager / Co-ordinator) (non-voting)	✓	✓	✓	✓	✓

Key: ✓ = Present

A = Absent With Apology

X = Absent Without Apology

Town Centre Master Plan Sub-Committee Meeting

Thursday 26 April 2018

Items of Business

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Item: 01**Subject: ACKNOWLEDGEMENT OF COUNTRY**

"I acknowledge that we are gathered on Birpai Land. I pay respect to the Birpai Elders both past and present. I also extend that respect to all other Aboriginal and Torres Strait Islander people present."

Item: 02**Subject: APOLOGIES**

RECOMMENDATION

That the apologies received be accepted.

Item: 03**Subject: CONFIRMATION OF PREVIOUS MINUTES**

RECOMMENDATION

That the Minutes of the Town Centre Master Plan Sub-Committee Meeting held on 29 March 2018 be confirmed.

PRESENT

Members:

Councillor Geoffrey Hawkins (Chair)
Rebecca Doblo (Landscape Architect)
Michael Mowle (CBD Trader with expertise)
Tony Thorne (Chamber of Commerce Representative)
Michelle Love (Community Member)
Michael Nunez (TCMP Co-ordinator)

Other Attendees:

Liesa Davies Acting Director Strategy & Growth
Liam Bulley Group Manager Recreation and Buildings
John McGuigan (Non-voting member)

The meeting opened at 8:05am.

01 ACKNOWLEDGEMENT OF COUNTRY

The Acknowledgement of Country was delivered.

02 APOLOGIES

CONSENSUS:

That apologies from Cllr Michael Cusato, Sharon Beard, Jeffery Sharp, Geraldine Haigh and Jeff Gillespie be noted.

03 CONFIRMATION OF MINUTES

CONSENSUS:

That the Minutes of the Town Centre Master Plan Sub-Committee Meeting held on 15 February 2018 be confirmed.

04 DISCLOSURES OF INTEREST

There were no disclosures of interest presented.

05 BUSINESS ARISING FROM PREVIOUS MINUTES

Item 10 Model for Trialling of Parklets in the Port Macquarie Town Centre

Group Manager Recreation and Buildings noted that a report would be presented to the April 2018 Ordinary Council meeting recommending a parklet trial be undertaken.

Item 10 Town Square Month Progress Report

A report is tabled for the March 2018 meeting.

A report on the maintenance levels of service is be provided at the April 2018 meeting.

Item 07 Town Green Detailed Design

Group Manager Recreation and Buildings noted detailed design of Town Green Central and West is to be finalised by the end of the financial year. Cr Geoff Hawkins noted on-going work to pursue potential funding opportunities from other levels of government for the construction phase of this project.

06 TOWN SQUARE MONTHLY PROGRESS REPORT

CONSENSUS:

That the TCMP Sub-Committee:

1. Defer the decision on the umbrellas, pending further discussion between the Chair, General Manager and Acting Director Strategy & Growth, noting these discussions and a future recommendation to the Committee will be informed by an understanding of the surrounding business long term needs, and the demonstrated performance of various options.
 2. Agreed the allocation of funds for works to minimise damage to pavement when bollards are struck by vehicles.
 3. Agreed a one off treatment of the darker penetrating mineral base sealer be applied to the bluestone pavers on the Town Square following the Ironman event in May 2018.
 4. The Committee agreed Council review options for the replacement of the Town Square Christmas Tree and report back to a future meeting.
 5. The Committee requested the recirculation of the plans outlining the location of the Planter Boxes with the minutes of the March 2018 meeting.
 6. The Committee requested the modular seating be installed on the Town Square prior to Wednesday 18 April 2018.
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07 QUARTERLY FINANCIAL REPORT

CONSENSUS:

That the Town Centre Master Plan Sub-Committee note the information presented on the Quarterly Financial Report at the March 2018 meeting.

08 BICENTENARY FORESHORE SHARED PATHWAY WEST OF TOWN CENTRE

CONSENSUS:

That the Town Centre Master Plan Sub-Committee:

1. Note that the Westport Park Promenade construction is listed as a current action within Council's 2017/18 Operational Plan.
2. Agree the scope of the proposed Bicentenary Foreshore Pathway would include all sections from Lady Nelson Wharf to the Westport Park carpark.
3. That it be a recommendation to Council:
 - a) Priority be given to completing further design work, including concept development and cost estimates for "missing links" in the Bicentenary Foreshore Pathway.
 - b) The General Manager ensure due consideration is given to the Foreshore Pathway as a potential Bicentennial Project when considering funding opportunities from other levels of government.

09 GENERAL BUSINESS

09.01 CHOP N CHILL COFFEE CART

The Acting Director Strategy and Growth noted Council is working to facilitate the trial of a Chop n Chill coffee cart adjacent to Town Square under Council's Commercial Activities on Council Land Policy.

09.02 TOWN GREEN AND IRONMAN

The Acting Director Strategy and Growth noted IRONMAN Australia and 70.3 on 6 May 2018 will be the first "major" event on the upgraded Town Green East. Council is purchasing and hiring track matting to mitigate damage to the Town Green during Ironman bump in and bump out and will look into protection of the trees on Town Green during the Ironman event.

09.03 SELF CLEANING TOILET SHORT STREET CARPARK

The TCMP Co-ordinator advised that Council has been successful in receiving grant funding for the installation of a self-cleaning toilet in the Short Street carpark. Installation is scheduled to occur by end of December 2018.

09.04 FENCING AND HOARDING CORNER WILLIAM AND MURRAY STREETS

Acting Director Strategy & Growth undertook to follow up on the proposed bunting/scrim around the vacant site on the Corner William and Murray streets

The meeting closed at 10:03am.

Item: 04

Subject: DISCLOSURES OF INTEREST

RECOMMENDATION

That Disclosures of Interest be presented

DISCLOSURE OF INTEREST DECLARATION

Name of Meeting:

Meeting Date:

Item Number:

Subject:
.....

I, declare the following interest:

☐

Pecuniary:

Take no part in the consideration and voting and be out of sight of the meeting.

☐

Non-Pecuniary - Significant Interest:

Take no part in the consideration and voting and be out of sight of the meeting.

☐

Non-Pecuniary - Less than Significant Interest:

May participate in consideration and voting.

For the reason that:

.....

Name:

Signed: Date:

(Further explanation is provided on the next page)

Further Explanation

(Local Government Act and Code of Conduct)

A conflict of interest exists where a reasonable and informed person would perceive that a Council official could be influenced by a private interest when carrying out their public duty. Interests can be of two types: pecuniary or non-pecuniary.

All interests, whether pecuniary or non-pecuniary are required to be fully disclosed and in writing.

Pecuniary Interest

A pecuniary interest is an interest that a Council official has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the Council official. (section 442)

A Council official will also be taken to have a pecuniary interest in a matter if that Council official's spouse or de facto partner or a relative of the Council official or a partner or employer of the Council official, or a company or other body of which the Council official, or a nominee, partner or employer of the Council official is a member, has a pecuniary interest in the matter. (section 443)

The Council official must not take part in the consideration or voting on the matter and leave and be out of sight of the meeting. The Council official must not be present at, or in sight of, the meeting of the Council at any time during which the matter is being considered or discussed, or at any time during which the council is voting on any question in relation to the matter. (section 451)

Non-Pecuniary

A non-pecuniary interest is an interest that is private or personal that the Council official has that does not amount to a pecuniary interest as defined in the Act.

Non-pecuniary interests commonly arise out of family, or personal relationships, or involvement in sporting, social or other cultural groups and associations and may include an interest of a financial nature.

The political views of a Councillor do not constitute a private interest.

The management of a non-pecuniary interest will depend on whether or not it is significant.

Non Pecuniary – Significant Interest

As a general rule, a non-pecuniary conflict of interest will be significant where a matter does not raise a pecuniary interest, but it involves:

- (a) A relationship between a Council official and another person that is particularly close, for example, parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child of the Council official or of the Council official's spouse, current or former spouse or partner, de facto or other person living in the same household.
- (b) Other relationships that are particularly close, such as friendships and business relationships. Closeness is defined by the nature of the friendship or business relationship, the frequency of contact and the duration of the friendship or relationship.
- (c) An affiliation between a Council official an organisation, sporting body, club, corporation or association that is particularly strong.

If a Council official declares a non-pecuniary significant interest it must be managed in one of two ways:

1. Remove the source of the conflict, by relinquishing or divesting the interest that creates the conflict, or reallocating the conflicting duties to another Council official.
2. Have no involvement in the matter, by taking no part in the consideration or voting on the matter and leave and be out of sight of the meeting, as if the provisions in section 451(2) apply.

Non Pecuniary – Less than Significant Interest

If a Council official has declared a non-pecuniary less than significant interest and it does not require further action, they must provide an explanation of why they consider that the conflict does not require further action in the circumstances.

SPECIAL DISCLOSURE OF PECUNIARY INTEREST DECLARATION

By <i>[insert full name of councillor]</i>	
In the matter of <i>[insert name of environmental planning instrument]</i>	
Which is to be considered at a meeting of the <i>[insert name of meeting]</i>	
Held on <i>[insert date of meeting]</i>	
PECUNIARY INTEREST	
Address of land in which councillor or an associated person, company or body has a proprietary interest (<i>the identified land</i>)	
Relationship of identified land to councillor [Tick or cross one box.]	<input type="checkbox"/> Councillor has interest in the land (e.g. is owner or has other interest arising out of a mortgage, lease trust, option or contract, or otherwise). <input type="checkbox"/> Associated person of councillor has interest in the land. <input type="checkbox"/> Associated company or body of councillor has interest in the land.
MATTER GIVING RISE TO PECUNIARY INTEREST	
Nature of land that is subject to a change in zone/planning control by proposed LEP (<i>the subject land</i>) ⁱⁱⁱ [Tick or cross one box]	<input type="checkbox"/> The identified land. <input type="checkbox"/> Land that adjoins or is adjacent to or is in proximity to the identified land.
Current zone/planning control [Insert name of current planning instrument and identify relevant zone/planning control applying to the subject land]	
Proposed change of zone/planning control [Insert name of proposed LEP and identify proposed change of zone/planning control applying to the subject land]	
Effect of proposed change of zone/planning control on councillor [Tick or cross one box]	<input type="checkbox"/> Appreciable financial gain. <input type="checkbox"/> Appreciable financial loss.

Councillor's Name:

Councillor's Signature: Date:

Important Information

This information is being collected for the purpose of making a special disclosure of pecuniary interests under sections 451 (4) and (5) of the *Local Government Act 1993*. You must not make a special disclosure that you know or ought reasonably to know is false or misleading in a material particular. Complaints made about contraventions of these requirements may be referred by the Director-General to the Local Government Pecuniary Interest and Disciplinary Tribunal.

This form must be completed by you before the commencement of the council or council committee meeting in respect of which the special disclosure is being made. The completed form must be tabled at the meeting. Everyone is entitled to inspect it. The special disclosure must be recorded in the minutes of the meeting.

-
- i. Section **443** (1) of the *Local Government Act 1993* provides that you may have a pecuniary interest in a matter because of the pecuniary interest of your spouse or your de facto partner or your relative^{iv} or because your business partner or employer has a pecuniary interest. You may also have a pecuniary interest in a matter because you, your nominee, your business partner or your employer is a member of a company or other body that has a pecuniary interest in the matter.
 - ii. Section **442** of the *Local Government Act 1993* provides that a **pecuniary interest** is an interest that a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person. A person does not have a pecuniary interest in a matter if the interest is so remote or insignificant that it could not reasonably be regarded as likely to influence any decision the person might make in relation to the matter or if the interest is of a kind specified in section **448** of that Act (for example, an interest as an elector or as a ratepayer or person liable to pay a charge).
 - iii. A pecuniary interest may arise by way of a change of permissible use of land adjoining, adjacent to or in proximity to land in which a councillor or a person, company or body referred to in section **443** (1) (b) or (c) of the *Local Government Act 1993* has a proprietary interest..
 - iv. **Relative** is defined by the *Local Government Act 1993* as meaning your, your spouse's or your de facto partner's parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child and the spouse or de facto partner of any of those persons.

Item: 05

Subject: BUSINESS ARISING FROM PREVIOUS MINUTES

Item:	10	Date:	28/09/2017
Subject:	Model for Trialling of Parklets in the Port Macquarie Town Centre		
Action Required:	1. That the Director Strategy & Growth advise the Town Centre Master Plan Sub-Committee the process on reporting the trial of parklets to Council.		
Current Status:	1. Report to Council in May 2018 requesting approval of trial.		

Item:	10	Date:	15/02/2018
Subject:	Town Square Monthly Progress Report		
Action Required:	<ol style="list-style-type: none"> 1. Members email Executive Assistant Strategy & Growth any further questions relating to Town Square Progress Report by close of business Friday 2 March 2018 for reporting to the March 2018 meeting. 2. Request the Director Strategy & Growth report back to the March 2018 meeting: <ul style="list-style-type: none"> • The amount of bollards within the Town Square. • The cost of bollards. • The specifications for the umbrella's on Town Square. • Investigation on further options for umbrellas on Town Square • Potential umbrella designs to the Committee Members for comment prior to the next meeting; noting the requirement for the umbrella's on Town Square to be zippered and retractable. • Alternatives to the lighting circuit on the Town Square Catenary lighting and advise when the current issues will be rectified. • The maintenance of cleaning and sealing regime of the bluestone paving on Town Square. 3. Request the Director Strategy & Growth to report on maintenance levels of service on the Town Square to the April 2018 meeting. 		
Current Status:	1. A report to be presented at the April 2018 meeting.		

Item:	06	Date:	29/03/2018
Subject:	Town Square Monthly Progress Report		
Action Required:	<ol style="list-style-type: none"> 1. Defer the decision on the umbrellas, pending further discussion between the Chair and General Manager to hold and recommend staff liaise with David Mattick and the café owner and await re-zoning. 1. Engage surrounding businesses regarding their long term needs. 2. Consult other Councils. 3. Ensure umbrella installation is included. 4. Consider the allocation of funds for works to minimise damage to pavement when bollards are struck by vehicles – accepted and authorise staff. 5. Determine whether to seal bluestone elements following investigations into the ongoing maintenance strategy and costs – To be carried out after Ironman and communications with businesses and the general public. 6. The Committee agreed Council review options for the replacement of the Town Square Christmas Tree and report back to a future meeting. 		
Current Status:	<ol style="list-style-type: none"> 1. A verbal update to be provided at the April 2018 meeting. 2. Noted. 3. A verbal update to be provided at the April 2018 meeting. 4. A report outlining options for the replacement of the Town Square Christmas Tree to be presented to the June 2018 meeting. 5. Plans were distributed with the Minutes of the March 2018 meeting. 6. Modular seating being installed on the Town Square week commencing Monday 23 April 2018. 		

Item:	08	Date:	29/03/2018
Subject:	Bicentenary Foreshore Shared Pathway West of Town Centre		
Action Required:	<ol style="list-style-type: none"> 1. Note that the Westport Park Promenade construction is listed as a current action within Council's 2017/18 Operational Plan. 2. Agree the scope of the proposed Bicentenary Foreshore Pathway would include all sections from Lady Nelson Wharf to the Westport Park carpark. 3. That it be a recommendation to Council: <ol style="list-style-type: none"> a) Priority be given to completing further design work, including concept development and cost estimates for "missing links" in the Bicentenary Foreshore Pathway. b) The General Manager ensure due consideration is given to the Foreshore Pathway as a potential Bicentennial Project when considering funding opportunities from other levels of government. 		
Current Status:	<ol style="list-style-type: none"> 1. Report presented to April Council meeting and work to be completed by staff. 		

AGENDA**TOWN CENTRE MASTER PLAN SUB-COMMITTEE****26/04/2018**

Item:	09.04	Date:	29/03/2018
Subject:	Fencing and Hoarding Corner William and Murray Streets		
Action Required:	Acting Director Strategy & Growth undertook to follow up on the proposed bunting/scrim around the vacant site on the corner of William and Murray streets.		
Current Status:	Update to be provided to June 2018 meeting.		

Reports to future meetings		
Report	Due Date	Requested
CBD Landscaping Maintenance Monthly Progress Report	Upon Request	23 Feb 17
Town Square Monthly Progress Report	Monthly	29 Jun 17
Quarterly Financial Report with YTD actual and projected figures	June 2018	15 Feb 18
Fencing and Hoarding corner William and Murray Street	June 2018	31 Aug 17
Wi-Fi Trial outcomes and potential options moving forward	April 2018	24 Nov 16
Maintenance Levels of Service on the Town Square	April 2018	15 Feb 18
Master Plan Works Monitoring by Grids	Aug 2018	31 Aug 17

Item: 06**Subject: TOWN GREEN/TOWN SQUARE WIFI TRIAL OUTCOMES AND
POTENTIAL OPTIONS MOVING FOWARD****Presented by: Strategy and Growth, Jeffery Sharp**

RECOMMENDATION**That the Committee:**

- 1. Note the results of the Town Green/Town Square free WiFi trial**
- 2. Support in-principle a continuation of the existing free WiFi service, including investigation of hardware upgrades to improve coverage within the broader precinct.**

Discussion

At the November 2016 Town Centre Master Plan Sub-Committee meeting it was resolved to support an initial 12 month free WiFi trial on the Town Green. This commitment was on the basis that the TCMP Reserve fund an approximate cost of \$12,000 with a report to be presented back to the Sub-Committee regarding the outcomes of the trial and potential options moving forward.

Uptake and usage of free WiFi on Town Green / Town Square, initiated in February 2017, has shown a clear appetite within the community and by visitors to use such a service. The data shows strong and ongoing growth whilst little to no implementation issues or damage to hardware were experienced. The only notable issue over the trial period was access and reliability during peak user periods such as major events, which was expected given there is only a fixed capacity at any one time.

Background

Free public WiFi has become a standard for locations that are seeking to provide their community and visitors with internet connectivity leading to content generation.

The FREE WiFi network on the Town Green was launched as a 12 month trial on 13 March 2017 with the service being available between the hours of 7am and 9pm with a daily download limit of 500MB. CISCO provided the hardware for the trial while contractors were used to connect the fibre and establish the WiFi network.

Initially called PORT CONNECT the WiFi service was renamed PMHCouncil FREE WiFi in early April 2017 in response to feedback around the name not being clear and obvious to users.

To access the WiFi, users simply choose the PMHCouncil FREE WiFi option then read and agree to the terms and conditions. They are then automatically directed to the www.portmacquarieinfo.com.au home page, as another opportunity to promote the destination website, from which point they can commence their internet use.

Business Engagement

All businesses in the Town Green precinct were visited prior to the launch of the trial and provided with the relevant information. There was widespread support for the initiative with some anecdotal evidence of business use of the service and promotion to their customers. It is proposed that local business in close proximity to the free WiFi trail area be engaged to inform any future upgrades.

Trial Experiences

The trial was considered to be a success as illustrated by the points below:

- Initial uptake was slow but the change of name appeared to have a significant impact on access to the WiFi service which has grown at a consistent and significant rate since.
- The average number of clients per day has grown over the period of the trial from 36 in the first six months to 86 in the second six month period.
- Increased location based signage seemingly had an impact on the average number of clients per day which rose from 86 to 122. This was a good result given that the signage trial period was outside school holidays and there were no significant local events.
- During 2017, ANZAC Day saw the highest number of clients with 138 users while New Year's Day 2018 saw a new all-time high of 185 clients setting the scene for the duration of January which had consistent high usage.
- Top applications used were predominantly social media platforms including Facebook, Snapchat and YouTube. This underscores the fact that allowing our community and visitors constant Internet access not only creates a positive impression of Port Macquarie and the services it offers, but it enables users to promote the destination on-the-go, sharing impressions and user-generated content with their networks.
- Usage has grown consistently since the trials inception however with the completion of the Town Green east upgrade and subsequent Town Square opening and activation incremental growth increased.

Some additional observations relating to the technical aspects of the trial are listed below:

- There were reports that during peak user periods, such as Ironman, that access and reliability was a problem. This is not an unexpected outcome and could be addressed in the longer term pending funding.
- There was no damage to publicly accessible hardware during the course of the trial.
- There were no complaints received during the trial.
- The hardware provided by CISCO was reliable and fit for purpose. No maintenance was required during the period.
- There was no evidence of anti-social behaviour relating to the service or the hours of availability.

The following map shows WiFi coverage in the Town Green. The primary area is where the signal strength is strongest and the secondary area is where the signal strength can be patchy.



An investment in additional hardware would improve the signal strength in the secondary segment. This hardware would be installed in the centre of the Town Green at the electrical switchboard. A rough estimate of the cost of this upgrade is approximately \$5000.00. Further investigation has been initiated with Council's Digital Technology team to understand the full scope of works required, expansion capacity and detailed costing.

Costs

The monthly cost of the Town Green Free WiFi was funded by Council and this will continue beyond the trial. It is not understood as yet what impact an expansion to the existing footprint would have on the cost to operate on a daily basis. It is anticipated this will be clarified through the scoping and discovery process.

Marketing

Council's website carries information on the trial while Port News featured the trial in the newspaper and on-line following a media release in early April 2017. Additional promotion occurred through social media and temporary on-site signage.



In Summary

The results detailed in this report indicate it is timely to explore local business perceptions of the trial and look at options to upgrade the current coverage to improve the footprint and accessibility during heavy usage periods. This also ties in with completed and planned upgrades to the Town Green and Town Square further enhancing accessibility of this iconic water-side community space and providing the perception of a progressive and proud place.

Attachments

Nil

Item: 07

Subject: MAINTENANCE LEVELS OF SERVICE ON THE TOWN SQUARE

Presented by: Strategy and Growth, Jeffery Sharp

RECOMMENDATION

That the TCMP Sub-Committee:

1. Adopt recommended changes to maintenance levels of service for the Town Square and Town Centre.
2. Adopt a budget allocation of \$20,000 for detailed cleaning of the Town Square for 2018/19.
3. Adopt a budget allocation of \$25,000 for detailed cleaning of the remainder of the Town Centre for 2018/19.

Discussion

This report is provided for Sub-Committee consideration in response to an action arising from the February 2018 Meeting:

Request the Director Strategy & Growth to report on maintenance levels of service on the Town Square to the April 2018 meeting.

The Town Square represents a substantial investment in our Town Centre public open space. Due to the high use of this area, the bins as well as other furniture and pavements soon became unsightly due to bin overflow, litter and spills.

The Committee has previously discussed the need for a high level of detailed cleaning, which should also extend to our other high use open space area, the Glasshouse Forecourt and, to a degree, to the rest of the Town Centre.

The variety and frequency of services currently made by all teams has been outlined below with recommendations for each service following.

Street Sweeper

A small vehicular street sweeper services the Town Square and other routes shown on the attached Street Sweeping Map daily. The Glasshouse Forecourt is serviced twice a week. Every second Tuesday the large sweeper does only the gutters on the route. Neither sweeper allows for cleaning of tight spaces and removal of stubborn spills. Refer to the attached Street Sweeping Map for the extent of this service.

RECOMMENDATION:

This service continues unchanged.

Litter Collection

The vehicular street sweepers collect litter during their run. Our Council landscape maintenance team spend an average of one to two hours collecting litter each week. They also collect any nearby litter wherever they are carrying out plant bed maintenance works.

RECOMMENDATION:

This service continues unchanged.

Emptying of Bins

Emptying of general waste bins is carried out throughout the Town Centre on a daily basis, twice daily during the Christmas and Easter holidays. Recycle bins are emptied two days a week, five times during the Christmas and Easter holidays.

Off the Hook creates a very high level of wrapping paper refuse, causing bins to overflow on a regular basis. At Council's request they began serving food for their outdoor tables on a tray without wrapping. Council also installed an ordinary exposed wheelie bin near this outdoor dining area. Another set of matching bin enclosures is required here.

RECOMMENDATION:

This service continues unchanged.

Pavement Pressure Clean and Seal

At present, council engages a contractor to provide this service approximately every 4 months. The areas to be cleaned are considered just before each session on an inspection walk with the contractor. These areas are determined according to their location, i.e. high profile areas, and their state of cleanliness. Plain pavement areas are not cleaned nor sealed. Several areas (seafood and fried chicken fast food operators) require cleaning on every visit. This is caused by foot and tyre traffic spreading oil out from internal greasy floors over the light exposed aggregate pavement.

Only approximately a quarter to half of the areas cleaned are also sealed, as this is a much costlier exercise. Council maps the areas which have been sealed each session to determine the areas due for a seal next time, keeping within the 4 month budget. The exposed aggregate intersections have recently been cleaned and sealed for the first time. This is a costly exercise due to the required traffic management contractors plans and approvals.

The approved cost rates are \$3.1/m² to high pressure clean and \$11/m² to clean and seal our Town Centre pavements.

The total area of high grade pavement has increased by approximately 4200m² due to the recent completion of the Town Square and the Town Green.

RECOMMENDATION:

The present yearly budget \$105,000 for this item should be retained. The budget could be stretched to cover the new areas without significant detriment by reducing the frequency of sealing for areas of low use and abuse.

Alternatively, it would cost an additional \$12,000 to clean and seal the Town Square every 2 or 3 years (2,200m² x \$11 / 2yrs) and around \$20,000 to include the Town Green.

Detailed Cleaning Service

In the October 2017 TCMP meeting (Item 07, Consensus 3) the subcommittee requested 'that a report be brought to the next meeting detailing the proposed cleaning and maintenance regime for the Town Square, noting that this is likely to be at a higher level and frequency of other CBD regimes and is likely to come at a higher cost.'

Following discussions regarding the initial poor state of cleanliness of the Town Square and other areas of the Town Centre and the imminent approach of the Christmas holiday season, Council engaged a contractor, Silvershield, on an interim trial basis. This allowed us to review and set the levels of service required in regards to detail and frequency for the various open space nodes, streets and parks within the Town Centre limits.

So far, Silvershield has performed exceptionally well, beyond the required and expected service level. The cleaner has reported on several issues or observations requiring attention to Council, such as graffiti, illegal flyers, etc. and shows initiative in investigating and testing removal methods and products, acting promptly on these and other requests from Council.

The removal of illegal advertisement posters from a variety of street furniture within the Town Centre has received positive feedback from the local retailers. However, they become more difficult to remove over time without damaging the surface finish. The cleaner has been to immediately remove these as they appear.

Ongoing Detailed Cleaning Service

Early in the New Year, three local contractors were invited to quote for the provision of detailed cleaning services based on the attached plan and the present brief which is as below.

The Town Square and Glasshouse Forecourt was to be serviced twice a week. The rest of the Town Centre (inside the orange dashed line on attached plan) is to be serviced once a week. This service would include:

1. Cleaning of bins, both general waste and recycle.
2. Removal of stray litter around bins.
3. Removal of flyers, posters etc. from bins and posts.
4. Removal of spills from all furniture and pavements, with the exception of designated outdoor dining areas, which are the responsibility of the operators.
5. Removal of chewing gum from pavements.
6. Labour intensive removal of graffiti, stubborn spills and stains requiring specialised products and testing.

7. Cleaning works and products are not to damage the surface finishes of any furniture or pavements.

Two detailed cleaning service proposals were received. Silvershield are the preferred contractor due to their comprehensive proposal and competitive price of \$738.12 per week (\$38,400 annually).

The business owner submitted a well-considered plan and expressed considerable enthusiasm, even passion, for his trade. He was also recommended by other Council officers who have engaged them on numerous occasions.

Council continues to engage Silvershield on an interim trial basis until the committee agrees on a preferred long term approach.

RECOMMENDATION:

Generally, we believe that the existing level of detailed cleaning service is adequate and good value for money, in regards to frequency and inclusions. Silvershield should be engaged for a 12 month period to continue this service.

An option would be to have a higher level of service during the high tourism season and a lower level during the less popular months.

A yearly budget of \$45,000 for this item is required (\$38,400 for regular cleaning plus contingency for additional spot cleaning as the need arises e.g. before and after events).

Planting Maintenance

All in-ground plants are being maintained for a 52 week period by a local landscape maintenance sub-contractor engaged by the main contractor for Town Square. This service does not include loss of plants due to vandalism, theft nor trampling.

The in-ground trees are yet to fully establish to an acceptable standard. They require closer monitoring and possibly rectification work, beyond standard ongoing maintenance, therefore, they are discussed in the Town Square Monthly Progress Report. Several groundcovers have been trampled to death will be replaced with larger, less vulnerable stock.

Beyond the establishment period, the Council Landscape Maintenance team will be responsible for maintaining the in-ground trees and shrubs. The total area of Town Square plant bed is similar in extent to the plant beds previously on this site and should be low maintenance once established. Therefore they should not impose an additional burden.

The 5 off-ground planters are to be maintained on a trial basis by the nursery that installed the drainage, growing medium and plants. They are maintaining them for \$180 per week in the warmer 6 months and \$100 per week in the cooler months. This amounts to \$7,200 per year.

RECOMMENDATION:

The additional expense to maintain the planters is absorbed into the existing landscape maintenance budget.

Timber Elements

The timber battens on the bench seats bollards and bin enclosures recently received 4 coats of oil. They should be oiled within the next 6 months, after which a yearly coat of oil should suffice. The extent of required oiling varies considerably depending on solar orientation, with the South and Eastern faces requiring less frequent or lighter applications. It is estimated that this will cost in the order of \$5,000 per application.

RECOMMENDATION:

This additional expense is absorbed into existing operational budgets.

MAINTENANCE SERVICES COMPARISON TABLE

SERVICE TYPE	Town Square	Glasshouse Forecourt	Town Centre Other	Budget pa
Street Sweeper	Daily	twice a week	Daily, only gutters 1x ftn	\$93,800
Litter Collection - Street sweeper	as part of sweep	as part of sweep	as part of sweep	^ included above
Litter Collection - Gardens Team	2 people 2 hours/week	< same	< same	Included in landscape maintenance budget
Emptying of Bins - General Waste	Daily, 2 x day Xmas & Easter	< same	< same	PMHC Budget
Emptying of Bins - Recycle	2 x week, 5x week Xmas & Easter	< same	< same	PMHC Budget
Pavement Pressure Clean and Seal	Clean as required. Seal every 2-3 years	Same >	Clean as required. Seal every 4-5 years or as required	\$105,000
Detailed Cleaning	2 x week	2 x week	1 x week	\$45,000 proposed
Timber Furniture oiling	Yearly	as required	as required	\$5,000 proposed
In-ground Planting Maintenance	Weekly	monthly	as required	Existing budgets
Off-ground Planters Maintenance	2x wk Summer 2x wk Winter	no Planters	no planters	\$7,200 proposed

1.

Funding opportunities

Review of TCMP maintenance and operational funding allocations suggest that there are opportunities to adjust existing budgets to meet increased maintenance levels of service outlined in this report. Such opportunities include:

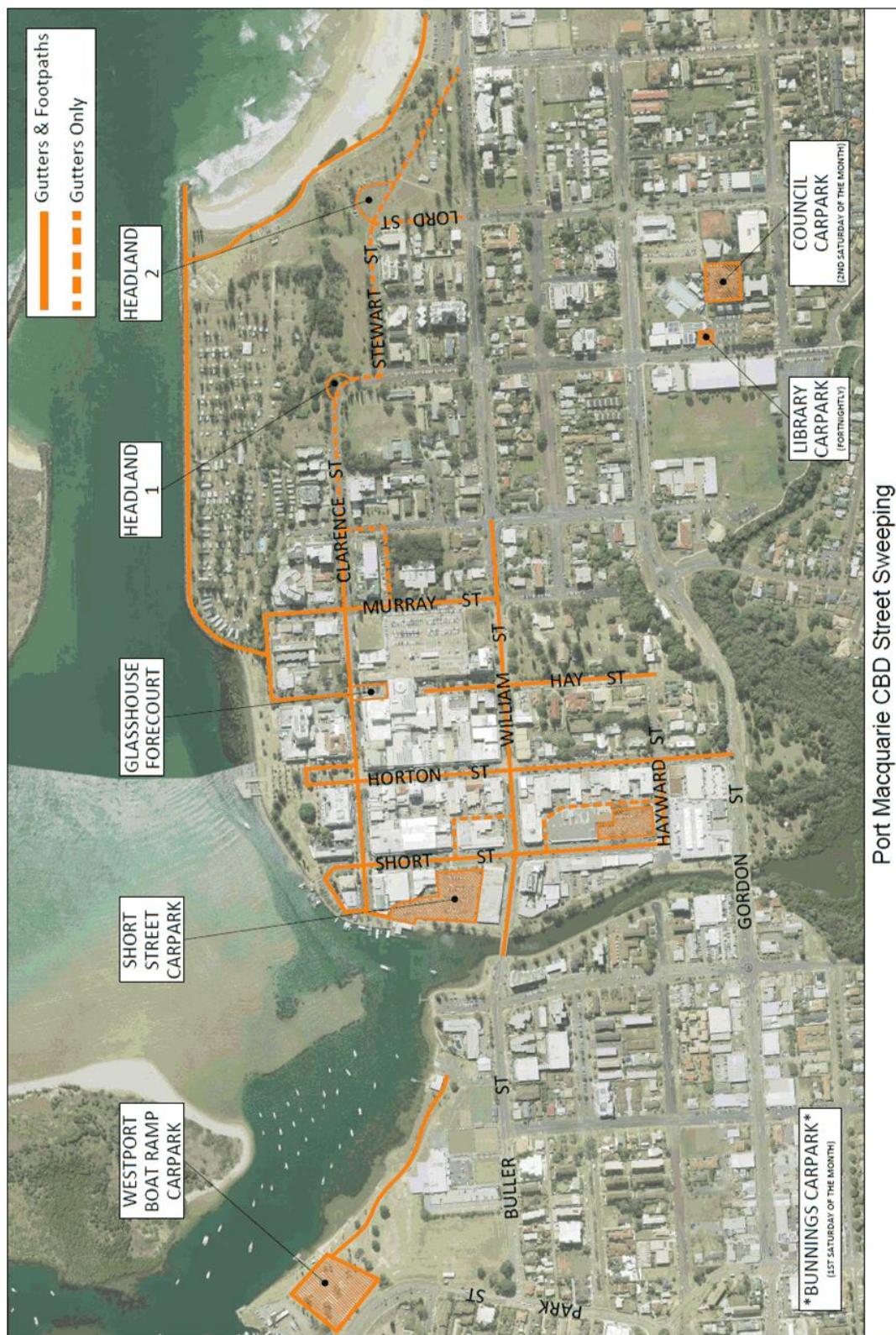
- Electrical – budget \$5,500. Historical spend against this activity is less than \$2,000/year.

- Bollards – budget \$15,300. Historical spend typically less than \$6,000/year.
- Litter bins – budget \$4,900. Historical spend \$1,305 per year or less.
- Maintenance of banners – budget \$37,900. Maximum annual spend in recent years \$21,937 in 2015/16.
- Street lighting – budget \$22,100. Maximum spend in last five years is current year to date \$2,103.
- Linemarking – budget \$30,799. Historical spend \$10,000 per year or less.



Attachments

- 1 [View](#). Street Sweeping Map
- 2 [View](#). Town Centre Rubbish Bins Plan
- 3 [View](#). Proposal - Silvershield





TOWN CENTRE CLEANING SERVICE PLAN 2017-2018

For and on behalf of



SILVER SHIELD
Professional Cleaning Services

Port Macquarie Hastings Council

18th January 2018

MR MICHAEL NUNEZ

Port Macquarie Hastings Council
P.O. Box 84
Port Macquarie NSW 2444

Attention: RE – Bin & Pole Cleaning service proposal

Michael,

Thank you for the opportunity to present Silver Shield Cleaning proposal for the Bin & Pole Cleaning Plan in the Town Square, Glasshouse forecourt and Town Centre.

As per your email on Friday December 15th 2017, the work was carried out and completed on 29th December 2017.

I hope that the information enclosed in this proposal meets your requirements.

As this is a new service, there will be omissions and amendments in the streamlining of this service.

The response from business owners while carrying out this work has been very positive, a detailed description has been enclosed.

If you require any further information please contact me on 0412 666 274

Yours faithfully

Greg Hare
Manager
Silvershield Cleaning

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SCOPE OF WORKS

1. Clean all bin enclosures in the TownSquare and Glasshouse forecourt twice weekly, Mondays & Thursdays. - A total of 20 bins.
2. Clean all other bin enclosures in the Town Centre not in the Town Square and Glasshouse forecourt once a week. - A total of 47 bins.
3. There is a total of 67 bins in the Town Centre - as per MAP number TC BNS1, requiring 87 total cleans per week.
4. Remove posters and stickers from all street furniture including light poles, traffic poles bollards and substation cabinets in the Town Centre as required. There are a total of 27 Substations.
5. Clean up all localized spills on street furniture and pavements as required. Not including food spills in privately managed outdoor dining areas, which are the responsibility of the business operator.

BIN CLEANING IN TOWN SQUARE & GLASSHOUSE FORECOURT

Monday & Thursday Cleaning:

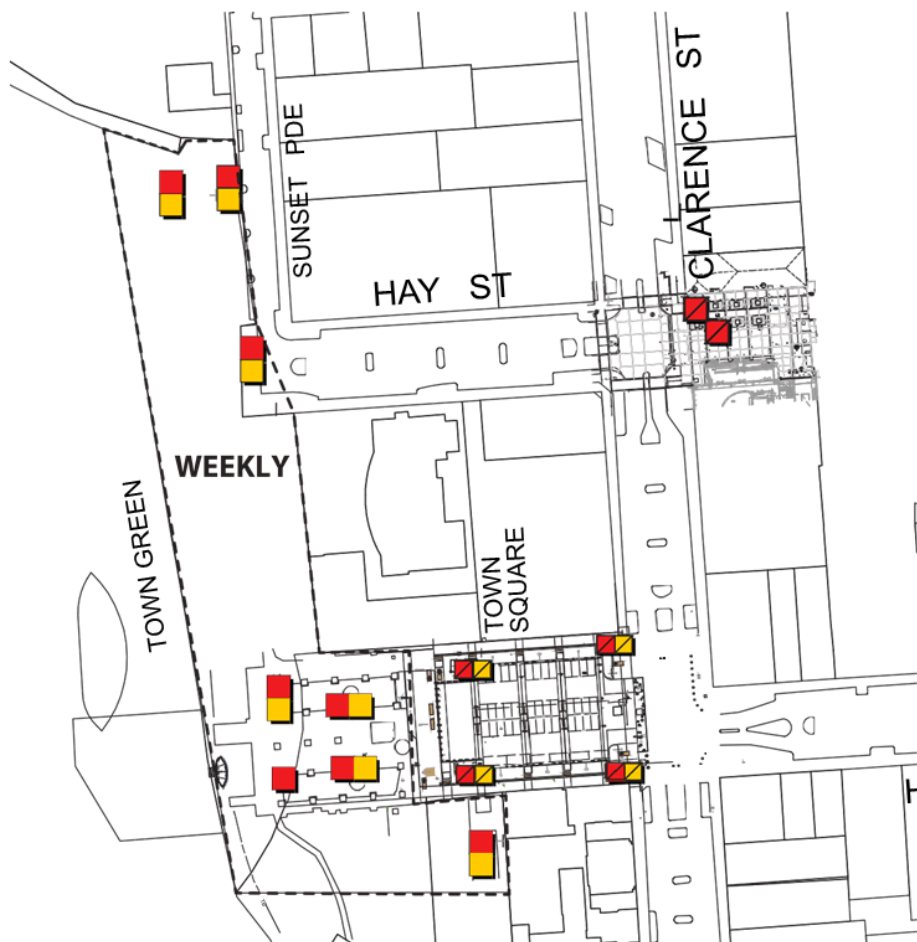
 Town Square Red & Yellow Bins

 Glasshouse forecourt Red Bins

Weekly Cleaning:

 Town Green

Monday	Thursday





SUMMARY

THE OBJECTIVE

Is to keep the Town Centre area free from unsightly spills on bin enclosures, remove defacing materials from posts and poles to make area pleasant to walk, sit and play in.

THE GOAL

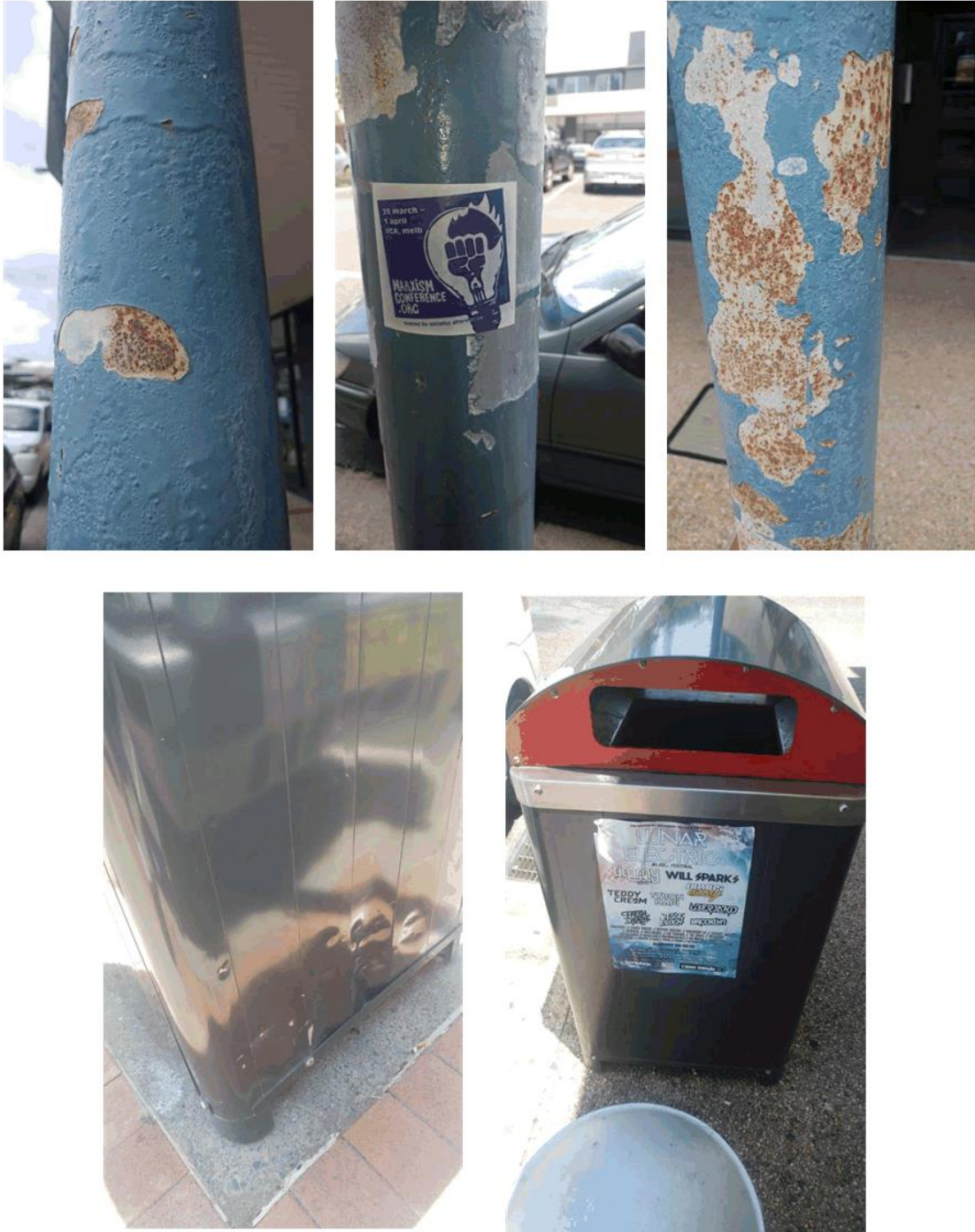
Is to show that Council has a pro-active approach to removing the debris and HEIGHTEN COUNCILS APPLICATION to this service. This will in turn enhance councils overall image.

THE SOLUTION

Regular cleaning of street furniture on a weekly basis, to improve the tidiness of the town in keeping with Council's streetscape improvements and overall image.

BENEFITS TO COUNCIL

- Positive feedback for the council in relation to services provided
- Enhance councils image RE service and actions
- Tidy and efficient cleaning on a weekly basis.
- Commitment to maintain tidiness
- Improved sanitary of bins
- Contractors flexibility
- Contractors reliability

EXAMPLES OF CURRENT BIN & POLE CONDITIONS

ABOUT SILVERSHIELD CLEANING

Silver Shield cleaning has been a cleaning service provider to PMHC for the past 21 years.

We currently supply cleaning services to :

- Water & sewer operations sections (all sites)
- Building amenities section

Silver Shield has always conducted itself to the highest consistent cleaning standard on behalf of PMHC. We maintain clean & safe working environment for Council employees and visitors throughout the services areas.

We uphold the PMHC emphasis on safety throughout all worksites and are proud to represent the Council as its representative in these areas.

SILVERSHIELD HEALTH AND SAFETY POLICY

Silver Shield Cleaning acknowledges the importance of safety in all work practices for its employees, sub-contractors, clients and general public.

We achieve this by:

1. Commitment to improving safe levels within the organisation to create a healthy work environment with an active position on safety for all
2. An active role in enforcing safety requirements through inspections throughout the work place and removing any hazards.
3. Providing access to better work methods and training in meeting regulation requirements in documenting and managing workplace hazards that can affect staff, employees, general public and subcontractors.
4. Providing protective personal equipment and training in safe work practices that involve using specialised products and enforcing the use of the equipment.
5. Silver Shield Cleaning contributes to developing and implementing safe system for working on any worksite by creating consistency in assessing workplace hazards.
6. Reporting unsafe conditions by containing the risk and submitting hazard report and incident report forms promptly and then follow up that any hazards have been removed.
7. Complying with all OH & S regulations.

SAFETY & ENVIRONMENT

SAFETY

A visual safety risk assessment is carried out prior to work commencing. Any area barriers to be erected if needed.

ENVIRONMENT

All materials used in this cleaning plan, meet Australian standards, and are environmentally safe (in case of any spill)

PPE APPROVED EQUIPMENT

- Safety Glasses
- Rubber Gloves
- Breathing respirators
- Scrapper blade protection
- Sharps container (if required)

EXAMPLES OF WORK SHEETS & HAZARD REPORTS

WEEKLY CLEANING RUNNING SHEET FOR BINS & POLES													
Key: B=Bin P=Pole Y=Yes damage N=No damage													
No.	Location	Y/N Damage	Date	Monday		Tuesday		Wednesday		Thursday		Friday	
				B	P	B	P	B	P	B	P	B	P
1													
2													
3													
4													
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RISK ASSESSMENT PRO FORMER

In this Job

- Hand protection
- Skin protection
- Health stress
- Wet & slippery surfaces
- Respiratory protection – fumes etc.
- Foot traffic, tripping hazards – controls

Hazard Controls:	SEVERITY	LIKELIHOOD				Risk Score 1=Very High Risk 2=High Risk 3=Substantial Risk 4=Moderate Risk 5=Low Risk 6=Very Low Risk
	Outcomes	Imminent	Very Likely	Likely	Unlikely	
	• Death or disability injury, or • Huge financial loss, or • Irreparable damage	1	1	2	3	
	• Lost-time injury, or • Major financial loss, or • Major business disruption	1	2	3	4	
	• Medical Treatment/First Aid • Moderate financial loss, or • Disruption of job	2	3	4	5	
	• No injury/illness, or • Low financial loss, or • Minor repair job	3	4	5	6	

Hazard	Initial Risk Score	Control Measures	Risk Score After Controls
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
11.			
12.			
13.			
14.			

INCIDENT & ACCIDENT REPORT**SILVER SHIELD**

Professional Cleaning Services ABN 13 887 016 455

- ☐ Government report completed and sent.
☐ Investigation undertaken.

Description of Incident: (include any particular chemical, product, process, equipment involved)

What was the worker doing at the time?.....

Name/s of Witnesses	Signature of worker	Date

How exactly was the injury, disease or damage sustained?

What happened? (undesired event)

Reconstruct the sequence of events that led to the undesired event.

1.	4.
2.	5.
3.	6.

List contributing factors

Investigating person

Name	Position	Signature
------	----------	-----------

Date investigation conducted: __/__/____

Corrective Action Undertaken:

Manager's Comments: (manager, employer or Principal Contractor to sign and date)

Signature: _____ Date: _____

SAFE WORK METHOD STATEMENT
SILVER SHIELD
 Professional Cleaning Services

ABN 13 887 016 455

SAFE WORK METHOD STATEMENT

Company Name:	Project Name/No:
Work Activity/Task	Principal Contractor
Date:	Note:
Prepared by:	
Signature:	

Item	Job Step	Potential Hazard	Controls	Person

Reviewed by:

Principal Contractor Representative	Position
Signature	Date

COSTS SUMMARY

Total weekly service plan for cleaning bins, street furniture and localized pavement spills in the areas as per the attached plans in table below:

ITEM	RATE	QUANTITY	WEEKLY CLEANS	COST
Bins - Town Square & Glasshouse Forecourt - Areas A	\$ 6.76	20	2	\$ 270.40
Bins - Rest of Town Centre - Areas B & C	\$ 6.76	47	1	\$ 317.72
Other furniture and Pavements	\$150.00	1	As required	\$ 150.00
TOTAL WEEKLY COST excluding GST				\$ 738.12
Total Weekly Cost including GST				\$ 811.93

NOTES

- Any additional bins to be priced accordingly.
- Any extension of the Town Centre area to be priced accordingly.

INSURANCE DETAILS

Insurer: AAMI
Insurance no: SMD01593601
Status: Current
Cover period: 10 January 2018 – 10 January 2019
Policy public & products liability

Business Registration No. V 296847
Silver Shield Cleaning Service
Current to – 8th February 2020

CONTACT DETAILS

Contact: Greg Hare
Mobile: 0412 666 274
Home: 02 6584 2784
Email: greghare@bigpond.com

Item: 08

Subject: TOWN SQUARE MONTHLY PROGRESS REPORT

Presented by: Strategy and Growth, Jeffery Sharp

RECOMMENDATION

That the TCMP Sub-Committee note the information contained within the Town Square Monthly Progress Report.

Discussion

Financials

Item	Original Budget	Forecast Total Cost *	Costs to Date
TOTAL COST	\$4,020,833	\$3,844,000	\$3,427,200

* Forecast total cost includes a number of outstanding items associated with this project including:

- Installation of 315 kVA transformer – estimated cost \$250,000
- Installation of shade structures – estimated cost \$160,000
- Installation of additional bin hides - estimated cost \$5,000
- Bollard pavement crack control works – cost \$1,800

Planters and Sitting Pods

The positions some of the planters and matching sitting pods have been adjusted since the plan was issued with the March meeting minutes, following concerns from our Landscape Maintenance team, Council Events officers and the Council Street Sweepers.

It should be noted that the placement of planters and seating pods is not as per the plans distributed to TCMP Sub-Committee members with the March 2018 meeting minutes. Following engagement with event managers it has been determined that the central Northern area should remain free of obstacles to allow for:

- Access and reasonable manoeuvrability of large trucks to set up events at Town Green, i.e. Ironman Australia.
- Small markets and stalls to be set up in this area without impacting on car parking.
- Visiting mobile displays to be accommodated without impacting on car parking. E.g. Rotary Men's Health Checks.

The Revised Town Square Furniture Plan is attached for information.

Prior to placing the planters in Town Square they required 2 coats of internal waterproofing, 2 up-stand drains installed per unit, 2 coats of sealant and 2 coats of anti-graffiti coating.

At the time of writing this report the planters have been positioned at Town Square and planted out.

The seating pods had been coated ready for installation in the Town Square. They will have been installed prior to the April 2018 TCMP Sub-Committee meeting.



Catenary Lights

As identified in last month's report to the Sub-Committee, approximately 20% of the catenary lights were not working. The lighting contractor, Stowe, have had the manufacturers, We-ef, on-site to inspect the lights. Stowe pointed out the corrosion of the washers on top of the fittings and also on the space between the fitting itself. Stowe made it clear to We-ef that they believe that it is unacceptable to have water pooling in any part of the fitting and that this issue needs to be rectified.

Stowe have asked We-ef to confirm what they will be doing with the two identified issues with the fitting, the ingress of water and the corrosion of the washers, as we will not accept the lights in the current condition. We-ef are yet to accept that there are any issues with the lighting units.

Some time ago We-ef asked the contractors to install a different circuit breaker to the circuits. This has been done, and it seems that this has resolved the tripping issue for

now with all but one light not working. Further monitoring will be required before concluding they are fully operational.

Bollard Pavement Crack Control Measures

As agreed at last month's Sub-Committee meeting, the contractor has been engaged to install pavement crack control measures around bollards within Town Square. The contractors are to submit a traffic management plan as progressive sections of the car park will need to be closed off to complete this work.

Work will commence soon after the Ironman bump out scheduled for the 10th May.

Removal Bollard Storage

Bollards sleeves for the southern end removable bollards have recently been installed in a Town Square plant bed. Previously, they had been stored in a remote location requiring coordination and transportation each time they are placed and removed.

Trees

Most of the trees have suffered from shock after being planted in a harsh, hot environment in the middle of summer directly from a close grouping in a well sheltered tree farm. They are now losing their leaves as they are deciduous.

Although moisture readings within the root-balls have been on average dryer than the mid-range, the surrounding soil has been well moistened. A further test is planned to ensure that there is reasonable drainage lower down and that the soil has not become anaerobic. The depth of the installed structural soil was limited to 400-500mm due to an archaeological constraint.

Council's senior arborist has recently inspected the trees. The cambium layer on the majority of the branching is still green. Staff will continue to monitor tree health until early spring, when we should see a new flush of leaf buds.

Anecdotal evidence suggests that the leopard trees within the Glasshouse forecourt also struggled initially prior to taking off the following year.

Attachments

1 [View](#). Revised Town Square Furniture Plan

