

ORDINARY COUNCIL

Wednesday 4 August 2021

Ordinary Council Meeting

Wednesday, 4 August 2021

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1 Leadership and Governance

What we are trying to achieve

A community that works together in decision making that is defined as ethically, socially and environmentally responsible.

What the result will be

We will have:

- A community that has the opportunity to be involved in decision making
- Open, easy, meaningful, regular and diverse communication between the community and decision makers
- Partnerships and collaborative projects, that meet the community's expectations, needs and challenges
- Knowledgeable, skilled and connected community leaders
- Strong corporate management that is transparent

How we will get there

- 1.1 Inform and engage with the community about what Council does using varied communication channels
- 1.2 Maintain strong partnerships between all stakeholders - local, state and federal — so that they are effective advocates for the community
- 1.3 Demonstrate leadership
- 1.4 Use innovative, efficient and sustainable practices
- 1.5 Ensure strong corporate and financial management that is transparent and accountable

Port Macquarie - Hastings Council

General purpose financial statements
for the year ended 30 June 2021

Statement by Councillors and Management
made pursuant to Section 413(2c) of the *Local Government Act 1993 (NSW)*

The attached general purpose financial statements have been prepared in accordance with:

- The *Local Government Act 1993 (NSW)* (as amended) and the Regulations made thereunder.
- The Australian Accounting Standards and other pronouncements of the Australian Accounting Standards Board
- The Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these statements:

- present fairly Port Macquarie - Hastings Council's operating result and financial position for the year, and
- accord with Port Macquarie - Hastings Council's accounting and other records.

We are not aware of any matter that would render this report false or misleading in any way.

Signed on _____ in accordance with a resolution of Council made on 4 August 2021.

Peta Pinson
Mayor

____/____/____

Councillor

____/____/____

Dr Clare Allen
Chief Executive Officer

____/____/____

Nicole Spencer
Responsible Accounting Officer

____/____/____

Port Macquarie - Hastings Council

Special purpose financial statements
for the year ended 30 June 2021

Statement by Councillors and Management

made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

The attached Special Purpose Financial Statements have been prepared in accordance with:

- NSW Government Policy Statement, *Application of National Competition Policy to Local Government*
- Division of Local Government Guidelines, *Pricing & Costing for Council Businesses: A Guide to Competitive Neutrality*
- The Local Government Code of Accounting Practice and Financial Reporting
- The NSW Office of Water *Best-Practice Management of Water Supply and Sewerage Guidelines*.

To the best of our knowledge and belief, these statements:

- present fairly the operating result and financial position for each of Council's declared business activities for the year,
- accord with Council's accounting and other records; and
- present overhead reallocation charges to the water and sewerage businesses as fair and reasonable.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed on _____ in accordance with a resolution of Council made on 4 August 2021.

Peta Pinson
Mayor

____/____/____

Councillor

____/____/____

Dr Clare Allen
Chief Executive Officer

____/____/____

Nicole Spencer
Responsible Accounting Officer

____/____/____

Attachment A - Exception Report					
2017-2022 Delivery Program and 2020-2021 Operational Plan Exception Report as at 30 June 2021					
Operational Plan Activity 2020-2021	Lead Responsibility	Success Measures	Target	Actual	Comment on Progress as at 30 June 2021
Theme 1: Leadership and Governance					
1.3.5.3 Implement the Human Resource Information System (HRIS)	People, Safety and Performance	1. Staff have digital access to self-service human resource functionality	1. 100%	1. 80%	Behind schedule. The HRIS program for FY21 was split into two deliverables. - Automated timesheets and leave for all indoor staff. The program is built and in user acceptance testing and pilot stage prior to implementation rollout. - Upgrading our current HRIS system Authority. A clean establishment file was created and position data updated in Authority in Q4. During FY22 all current HR processes were mapped in preparation for continuing to rollout HRIS improvement phases in FY22.
1.4.1.6 CW Property Management System for management of Council owned assets	Strategy	1. Property Management System options assessed for suitability	1. 100%	1. 20%	Behind schedule. This item was not progressed as an item in isolation of Council's broader Information Communication & Technology Strategy. This opportunity will be assessed within that strategy.
1.5.1.06 Progress Partridge Creek residential development planning	Strategy	1. Provide a report to Council outlining Partridge Creek residential development options upon receipt of updated land valuation	1. 100%	1. 80%	Behind schedule. The Planning Proposal has been withdrawn pending a strategic review and prioritisation of Council's opportunities that will be a part of the 2021-22 OP.
1.5.1.11 Progress Kangaroo Park, North Shore residential development planning	Strategy	1. Lodge Development Approval application for Kangaroo Park development	1. 100%	1. 20%	Behind schedule. The constraints of the Kangaroo Park development are being reviewed. The review will determine the priority of development of Kangaroo Park to Council and the community. The 2021 Port Macquarie-Hastings flood has impacted on this site and the execution of the review. May not be a priority for the 2021-22 OP.
1.5.3.1 Increase operating revenue at the Airport, the Glasshouse, and the Environmental Laboratory	Commercial Business Units	1. Increase operating revenue by 3% per annum per business unit (Airport)	1. 3%	1. -38%	Behind schedule. Operating revenue down 38.3% on 2019-20 due to the impact of COVID-19 travel restrictions.
		3. Increase operating revenue by 3% per annum per business unit (Glasshouse)	3. 3%	3. -27%	Behind schedule. Operating revenue down 27% on 2019-20 due to the impact of COVID-19 public health order restrictions. Reduced income offset by a reduction in operating costs.
Theme 2: Your Community Life					
2.1.3.1 Monitor and take action as appropriate to ensure compliance with development approvals and building, environmental, public health and on-site sewage standards	Environment and Regulatory Services	5. 80% of notified premises undertaking skin penetration procedures, barbers, hairdressers, beauty, tattoo inspected	5. 80%	5. 50%	Behind schedule. 50% of scheduled inspections were undertaken this quarter. For the year, the inspections were below target due to staff vacancies and redeployment of resources for COVID and flood emergency response. Inspections were prioritised and undertaken for the high-risk premises with 100% of high-risk premises inspected in the financial year.
2.1.3.1 Monitor and take action as appropriate to ensure compliance with development approvals and building, environmental, public health and on-site sewage standards	Environment and Regulatory Services	7. 80% of on-site sewage system inspection program completed	7. 80%	7. 10%	Behind schedule. Role vacancies and unplanned staff leave resulted in not achieving the scheduled inspections this quarter. Inspections for the year are behind target also associated with COVID and flood response priorities. However all complaints about on-site sewer systems were responded to within service standard.
2.3.2.4 Undertake regional master planning for recreational facilities	Recreation, Property and Buildings	1. Commence review of Bonny Hills Reserves Master Plan	1. 100%	1. 95%	Behind schedule. Bonny Hills Reserves Master Planning is ongoing, second round of community engagement complete. Target to complete fourth quarter 2022.
2.3.2.5 CW Camden Haven River Recreational Boating Improvements - Upgrade of facilities as pre Boating Needs Investigation	Recreation, Property and Buildings	1. Deliver to approved project plan (Camden Haven River Recreational Boating Improvements)	1. 100%	1. 50%	Behind schedule. This project has been significantly impacted by the March flooding event and works will likely not commence until the new financial year pending funding availability.
2.3.4.07 CW Googik Track - construct shared walkway/cycleway, Stage 2 - multi-year project - Adopted 2017-18 - \$75,696	Recreation, Property and Buildings	1. Deliver project according to approved project plan (Googik Track - construct shared walkway/cycleway, Stage 2)	1. 100%	1. 75%	Behind schedule. This project is being led by NSW National Parks and Wildlife Service who have advised that due to the heavy rainfall since December, and subsequent flooding in March, the works are likely not to commence until next financial year.
2.3.4.08 CW Hastings Regional Sporting Complex Construction (multi-year project)	Recreation, Property and Buildings, (Project Delivery)	1. Deliver project according to approved project plan (Hastings Regional Sporting Complex Construction)	1. 100%	1. 85%	Behind schedule This is a multi-year project initiated in 2017-2018 financial year. An outsourced detailed design engagement is ongoing. Design phase has progressed during this reporting period with a 100% detailed design submitted to council in December 2020 with design close out ongoing. Construction works planning and associated phasing are currently being developed. This is a multi year project and may continue into 2021-2022 reporting period for the construction phase (pending funding allocation).
2.3.5.1 CW Provide a range of library programs and lending services across the local government area (including Library Furnishings, Fittings and Equip;	Community	2. Increase Library membership	2. 100%	2. 75%	Behind schedule. Although we had 2500 new members join in the year, our total membership numbers have fallen. Members who do not use the library for three years are deleted from the database. It may be that many of older members are no longer using the service due to Covid.
Theme 3: Your Business and Industry					
3.3.1.2 Support, facilitate and advocate for regular public transport (RPT) airline services at Port Macquarie Airport	Commercial Business Units	1. Increase in passenger numbers compared to previous year	1. 100%	1. 40%	Behind schedule. Passenger numbers for 2020-21 are down 60% on 2019-20 due to the impact of COVID-19 travel restrictions. Quarterly passenger numbers for April to June 2020-21 returned to approximately 55-60% of pre-COVID levels.

Operational Plan Activity 2020-2021	Lead Responsibility	Success Measures	Target	Actual	Comment on Progress as at 30 June 2021
Theme 4: Your Natural and Built Environment					
4.1.1.31 CW Water Supervisory Control and Data Acquisition (SCADA) System - Replacement	Infrastructure Planning, (Infrastructure Operations)	1. Deliver programs according to approved project plan (Water Supervisory Control and Data Acquisition (SCADA) System - Replacement)	1. 100%	1. 80%	Behind schedule. Planning underway, specifications nearing completion.
4.1.1.36 CW Water critical infrastructure - Site Security Upgrades	Infrastructure Planning, (Infrastructure Operations)	1. Deliver programs according to approved schedule (Water critical infrastructure - Site Security Upgrades)	1. 100%	1. 90%	Behind schedule. Planning underway. Delay due to significant increase in operational responses as a result of wet weather.
4.1.1.40 CW Design of Rock Ramp to secure water level at Koree Island Pumping Stations Intake Pool	Infrastructure Planning	1. Deliver programs according to approved project plan (Design of Rock Ramp to secure water level at Koree Island Pumping Stations Intake Pool)	1. 100%	1. 50%	Behind schedule. Project progression is reliant on river flow conditions being very low to complete design, then low again for installation. Current conditions are not suitable, so the remainder of the project has been moved into the new financial year.
4.1.1.42 CW Installation of Baffles within Reservoirs to ensure chlorination contact time for disinfection	Infrastructure Operations	1. Deliver programs according to approved schedule (Installation of Baffles within Reservoirs to ensure chlorination contact time for disinfection)	1. 100%	1. 60%	Behind schedule. This project has been delayed and it is intended to complete concept design in 2021 which will then lead to detailed design completion and construction commencement in 2022. The project will be undertaken in conjunction with the Chlorination upgrade for the site.
4.1.1.46 CW Bonny Hills Recycled Water System Upgrade	Infrastructure Planning, (Project Delivery)	1. Deliver programs according to approved schedule (Bonny Hills Recycled Water System Upgrade)	1. 100%	1. 75%	Behind schedule. Construction tender awarded during this reporting period for upgrade to recycled water treatment process at Bonny Hills Sewerage Treatment Plant. Program for completion extends into 2021/22 FY.
4.1.3.18 CW Continuation of preconstruction of Thurmsier Sewerage treatment Plant (Area 13) - Phase 1	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Preconstruction of Thurmsier Sewerage Treatment Plant (Area 13))	1. 100%	1. 75%	Behind schedule. Project has been delayed awaiting the completion of the Integrated Water Cycle Management Strategy. Project is forecast to commence in the last quarter of the 2020-2021 financial year.
4.1.3.22 CW Investigation, Design and Construction of Kew Sewer Treatment Plant (STP) Upgrade (Multi-Year project)	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Investigation, Design and Construction of Kew Sewer Treatment Plant (STP) Upgrade)	1. 100%	1. 85%	Behind schedule, project to continue through into 2021/22. Port Macquarie-Hastings Council partnered with NSW Public Works Advisory for the delivery of the concept design phase for this project. The Project will now progress into the detailed design and investigations phase with a new consultancy. The construction phase of this project is estimated to commence not before 2021 based on current project status.
4.1.3.24 CW Inlet Works Replacement for Port Macquarie Sewer Treatment Plants (STP)	Infrastructure Operations	1. Deliver project according to approved project plan (Inlet Works Replacement for Port Macquarie Sewer Treatment Plants)	1. 100%	1. 30%	Behind schedule. Project delayed due to resource constraints due to critical operational responses and reallocation of existing resource to emerging priorities. Expected completion is now in the 2021/22 Financial year.
4.1.3.28 CW Camden Haven Waste Water Treatment Membrane Replacements	Infrastructure Planning, (Infrastructure Operations)	1. Deliver project according to approved project plan (Camden Haven Waste Water Treatment Membrane Replacements)	1. 100%	1. 60%	Behind schedule. Due resource constraints due to critical operational responses and reallocation of existing resource to emerging priorities External consultant resources have been sourced to manage the tender development. This is expected to be completed by end of 2022/23 FY.
4.1.3.30 CW Bonny Hills Waste Water Treatment Plant Aerator Replacements	Infrastructure Planning, (Infrastructure Operations)	1. Deliver project according to approved project plan (Bonny Hills Waste Water Treatment Plant Aerator Replacements)	1. 100%	1. 90%	Behind schedule. Due to critical operational responses and reallocation of existing resources to emerging priorities. Expected completion in 2nd quarter of 2021/2022 FY.
4.1.4.4 CW Carry out programmed replacement of Sewer Treatment Plant (STP) electrical and mechanical assets	Infrastructure Operations	1. Deliver project according to approved project plan (Carry out programmed replacement of Sewer Treatment Plant (STP) electrical and mechanical assets)	1. 100%	1. 80%	Behind schedule. Project resourcing currently under review.
4.1.5.09 CW Investigation of Stormwater Remediation Options - Bellbowrie/Bay Street Catchment	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Investigation of Stormwater Remediation Options - Bellbowrie/Bay Street Catchment)	1. 100%	1. 85%	Behind schedule. Design is behind milestone dates mainly associated with variations introduced to the original scope. Consultant has been on hold awaiting approval to commence variation works prior to finalising original scope items. Approval has been given to commence variation works and an updated program is to be provided to include variation and complete all remaining deliverables (design report, design drawings, cost estimates). Professional resourcing of this project has been impacted by flooding during this reporting period.
4.1.5.12 CW Stormwater Remediation - 35 Hart Street - Investigation of stormwater remediation - Planning and Designs	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Stormwater Remediation - 35 Hart Street)	1. 100%	1. 85%	Behind schedule. Project planning to be commenced in early 2021 with completion of design expected within the 2020-2021 financial year. The professional resourcing of this stormwater project has been impacted by flooding during this reporting period leading to some delay.
4.1.6.22 CW North Haven Flood Mitigation Works - investigation and concept design of remedial works	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (North Haven Flood mitigation Works - investigation and concept design of remedial works)	1. 100%	1. 80%	Behind schedule. Project planning commenced in Dec 2020 due to COVID and other grant funded project priorities. Works have not progressed further in 20-21FY.
4.2.1.04 Implementation of flood mapping updates associated with Hastings River Flood Study	Environment and Regulatory Services	1. GIS flood mapping completed and available to community	1. 100%	1. 80%	Behind schedule. Working with GIS team to have full public facing maps and flood data by Q2 21/22.
4.2.1.18 Flood Mapping - Updated Flood Maps including LEP maps, External Customer Mapping Portal and Automated Flood Certificates	Environment and Regulatory Services	2. Flood mapping portal scoping study completed	2. 100%	2. 80%	Behind schedule. Underway, working with GIS team to have full public facing maps and flood data by Q2 21/22.
4.2.1.18 Flood Mapping - Updated Flood Maps including LEP maps, External Customer Mapping Portal and Automated Flood Certificates	Environment and Regulatory Services	4. Project plan and possible consultant engagement completed	4. 100%	4. 80%	Behind schedule. Due to uncertainty with the changes to the LEP mapping layer by State Government works were delayed until final changes were made. Changes came into force July 2021.
4.2.2.1 Undertake development of a Sustainability and Climate Change Strategy	Environment and Regulatory Services	1. Sustainability and Climate Change Strategy developed and adopted by 30 June 2021	1. 100%	1. 80%	Behind schedule. Draft Climate Change and Draft Sustainability Policy complete ready for public exhibition.

Operational Plan Activity 2020-2021	Lead Responsibility	Success Measures	Target	Actual	Comment on Progress as at 30 June 2021
4.4.1.13 CW Hastings River Drive - Hughes Place to Boundary Street upgrade (Multi-year project)	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Hastings River Drive - Hughes Place to Boundary Street upgrade)	1. 100%	1. 85%	Behind schedule. This project continues from 2017-2018 financial year. Design consultant engaged to undertake detailed design and environmental approvals. Detailed designs are nearing completion. The contractor has experienced some delays in meeting scheduled progress with the project only recently progressing to the final stage of Development Approval submission. The construction of this segment of Hastings River Dr is subject to additional funding being allocated/secured.
4.4.1.34 CW Kew Main Street Upgrade	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Kew Main Street Upgrade)	1. 100%	1. 85%	Behind schedule. This project continued from the 2017-2018 financial year following the announcement of funding from the Federal Government. The detailed design phase of the project is complete and construction tenders are being negotiated. Construction works are expected to commence in early 21/22 FY.
4.4.1.42 CW John Oxley Drive Upgrade – Detailed Design – The Ruins Way to Wrights Road (Oxley Highway)	Infrastructure Planning, (Infrastructure Operations)	1. Deliver project according to approved project plan (John Oxley Drive Upgrade)	1. 100%	1. 85%	Behind schedule.(multi year project). Local consultants Hopkins Consulting are progressing towards completion of the detailed design phase and sign off of final drawings during this reporting period. The construction phase of the project is pending the availability of budget in future FY's.
4.4.1.52 AUS-SPEC Review - Undertake a comprehensive review of Councils full suite of design and construction specifications - multi-year project	Infrastructure Planning	1. Deliver project according to approved project plan (AUS-SPEC Review)	1. 100%	1. 40%	Behind schedule. Implementation of revised specifications have been delayed by other higher priority projects. This project is continuing and ongoing with planning underway to recommence the update of the standard drawings and implementation of the new specifications by September 2021. Adequate budget will be allocated in the 20/21 Operational Plan.
4.4.1.59 CW Gordon/Horton Street - intersection upgrade - details designs	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Gordon/Horton Street - intersection upgrade - details designs)	1. 100%	1. 85%	Behind schedule. Project was placed on hold pending advice from TfNSW regarding the approval process for the traffic signal design. Resourcing of this project has been impacted flooding during this reporting period. The delay to completion is yet to be quantified/confirmed.
4.4.1.63 CW Pembroke Road - Stoney Creek Bridge Upgrade - Detailed Design	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Pembroke Road - Stoney Creek Bridge Upgrade - Detailed Design)	1. 100%	1. 75%	Behind schedule. Project scope of works has been finalised and design phase project planning has commenced. Project is expected to carry over into the 2021-2022 financial year due to the complexity of the design and delay is design commencement. The site for this project has been heavily impacted by the flood event during this reporting period leading to a temporary bridge being required (currently under construction) in order to re open to traffic until the broader permanent bridge upgrade is designed and delivered.
4.4.1.66 CW Kindee Bridge Upgrade Detailed Design	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Kindee Bridge Upgrade - Detailed Design)	1. 100%	1. 75%	Behind schedule. Kindee bridge maintenance and repair works have been prioritised ahead of the initiation of this broader bridge replacement project. Project initiation previously expected in the last quarter of 2020-2021 financial year however professional resourcing has been impacted during this reporting period due to floods, in turn further delaying this project.
4.4.1.71 Work with National Parks and Wildlife Services to adjust road boundaries	Infrastructure Planning	1. Boundary adjustments commenced	1. 100%	1. 20%	Behind schedule.Discussion had been initiated with NPWS for the adjustment of road boundaries, however didn't progress due to no formal response from NPWS. The adjustment of Houston Mitchell Drive boundaries was achieved and positive discussion are on-going for Maria River Road. A project by project approach is the best method for resolving boundary issues with NPWS and not on a more holistic approach moving forward.
4.4.1.91 CW King Creek Road - Shoulder Sealing and Safety Barrier Installation	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (King Creek Rd - Shoulder Sealing and Safety Barrier Installation)	1. 100%	1. 85%	Behind schedule. Project planning and design for the project were nearing completion with construction expected to commence in Q3 of 20/21 FY, however flooding has impacted professional resourcing leading to a delay in commencing this project. Awaiting confirmation of additional funding to proceed in 21/22 FY.
4.4.1.92 CW Roundabout Installation Owen and Home Streets	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Roundabout Installation Owen and Home Streets)	1. 100%	1. 85%	Behind schedule. This is NSW Govt Grant funded project. This project has been consolidated with the Lord St roundabout project. The combined funding of these two projects will allow this roundabout to be delivered. Construction is underway, flooding during this reporting period has impacted and delayed this project.
4.4.1.98 CW The Hatch Rd - Reseal Sections - Investigation and design for sealing 3kms of Rd	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (The Hatch Rd - Reseal Sections - Investigation and design for sealing 3kms of Rd)	1. 100%	1. 85%	Behind schedule. Funding for the project was formally announced in November 2020. Design and approvals are expected to be completed by late 2021 with construction expected to be complete by mid 2022. This project has been delayed by flooding during this reporting period.
4.4.1.99-114 CW Captain Cook Bicentennial Drive Rehabilitation	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Captain Cook Bicentennial Drive Rehabilitation)	1. 100%	1. 85%	Behind schedule. This project has been placed on hold due to the flood damage on Captain Cook Bicentennial Drive
4.5.1.07 Review Local Environmental Plan (LEP) and Development Control Plan (DCP) provisions to promote	Strategy	1. Report to Council regarding draft planning outcomes by 30 June 2021	1. 100%	1. 80%	Behind schedule. This is a multi year project will appear in the 2021-22 OP. The identification of funding for the infrastructure and services projects is a key risk to this work.
4.5.1.14 Review the Port Macquarie-Hastings Heritage Inventory (UGMS Action 31)	Strategy	1. Complete Stage 2 of the Heritage Inventory review and report to Council by 30 June 2021	1. 100%	1. 0%	Behind schedule. This work was included in the OP as an action from the Urban Growth Management Strategy (UGMS). The action is not considered a priority. The introduction in 2020/21 of the Local Strategic Planning Statement prioritises the actions from that strategy.
4.5.1.15 Port Macquarie Civic Precinct - Commence investigations for strategic landuse planning of Council owned property	Strategy	1. Investigations commenced for Port Macquarie Civic Precinct Strategic Landuse Planning of Council owned property	1. 100%	1. 20%	Behind schedule. The project has not been prioritised for funding or resource allocation. May not be considered a key priority for the 2021-22 OP.
4.6.1.01 Undertake strategic biosecurity (weed management) program to restore and conserve the natural environment of the Mid North Coast	Environment and Regulatory Services	2. 10 media engagements on biosecurity matters	2. 100%	2. 80%	Behind schedule. Due to COVID and flooding there were a lack of opportunities and resources to achieve this target.
4.6.1.01 Undertake strategic biosecurity (weed management) program to restore and conserve the natural environment of the Mid North Coast	Environment and Regulatory Services	6. 2,300 km of roads inspected and treated as high risk pathways	6. 100%	6. 90%	Behind schedule. Due to bushfire and flood disasters and the addition of on-ground works associated with the disasters.
4.6.1.01 Undertake strategic biosecurity (weed management) program to restore and conserve the natural environment of the Mid North Coast	Environment and Regulatory Services	7. 240 rural/semi-rural property inspections undertaken	7. 100%	7. 70%	Behind schedule. Not achieved due to adverse weather (flooding) and inability to access sites (143 sites inspected).

Operational Plan Activity 2020-2021	Lead Responsibility	Success Measures	Target	Actual	Comment on Progress as at 30 June 2021
4.6.1.02 Tenure blind aquatic weed control targeting mainly <i>Salvinia</i> in static water bodies	Environment and Regulatory Services	1. 46 sites inspected and treated for aquatic weeds	1. 100%	1. 60%	Behind schedule. Due to bushfire and flood disasters and the addition of on-ground works associated with the disasters.
4.6.1.15 Environmental Compliance Auditing	Environment and Regulatory Services	2. Toolbox talks have been held with relevant teams to relay information regarding environmental management procedures	2. 100%	2. 80%	Behind schedule due to flood and COVID related issues.
4.6.1.16 Commence the Natural Resources asset and maintenance register	Environment and Regulatory Services	2. Create the Natural Resources Management asset register APP which records location and condition of assets	2. 100%	2. 50%	Behind schedule. Unable to deliver due to interruptions from adverse weather flooding and the additional workload on the Assets Team.
4.6.1.16 Commence the Natural Resources asset and maintenance register	Environment and Regulatory Services	4. Write the management plan which outlines maintenance and replacement actions	4. 100%	4. 50%	Behind schedule. Unable to deliver due to interruptions from adverse weather flooding and the additional workload on the Assets Team.
4.6.1.17 Review of Environmental Factors (REF) Training and process/capability improvement	Environment and Regulatory Services	1. Conduct a Pre and Post training survey of REF Authors	1. 100%	1. 50%	Behind schedule. Due to bushfire and flood disasters and the addition of emergency works to be assessed by Officer.
4.6.1.17 Review of Environmental Factors (REF) Training and process/capability improvement	Environment and Regulatory Services	5. Write a report which details out the demonstrated actions against recommendations, prior to deadlines, which are stated in Houston Mitchell Drive audit report	5. 100%	5. 50%	Behind schedule. Due to bushfire and flood disasters and the addition of emergency works to be assessed by Officer.
COVID Recovery Projects - Addendum to the 2020-2021 Operational Plan					
2.1.1.2 Work with Pappinbarra residents and the Rural Fire Service (RFS) to develop and implement a community fire-safety plan	Community	1. Deliver project according to approved project plan (Work with Pappinbarra residents and the Rural Fire Service (RFS) to develop and implement a community fire-safety plan)	1. 100%	1. 25%	Behind schedule. Work and engagement has commenced with the community and the Wauchope RFS to develop this plan and the SIM table. With delays due to flooding and COVID, a draft plan is now expected to be completed by December 2021.
2.3.1.3 Public Spaces Interpretation Strategy and Guidelines - COVID-19 RECOVERY	Economic and Cultural Development	1. Deliver project according to approved project plan (Public Spaces Interpretation Strategy and Guidelines)	1. 100%	1. 10%	Behind schedule. Funds rolled over into the 2021-2022 Financial Year and project planning initiated. Project delayed due to delivery of Bush Fire and COVID Recovery project. It is now a priority for delivery in 2021/22.
3.2.1.3 CW Towns Gateway entrance strategy - COVID-19 RECOVERY	Economic and Cultural Development	1. Deliver project according to approved project plan (Towns Gateway entrance strategy)	1. 100%	1. 60%	Behind schedule. Due to resourcing availability of both project management and local design consultants this project is yet to be delivered. The project plan and procurement plan have both been developed. It is anticipated that this project will be delivered by December 2021.
3.4.3.4 CW CBD Wifi (Wauchope, Laurieton, expand Port) - COVID-19 RECOVERY	Economic and Cultural Development	1. Deliver project according to approved project plan (CBD Wifi (Wauchope, Laurieton, expand Port))	1. 100%	1. 50%	Behind schedule. Project scoping and quotations have been finalised but completion has been delayed due to competing priorities.
4.4.1.103 CW Footpath – The Parade: Ocean St to Surf Club car park (NW side); 260m - COVID-19 RECOVERY	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Footpath – The Parade: Ocean St to Surf Club carpark (NW side); 260m) - COVID-19 RECOVERY	1. 100%	1. 85%	Behind schedule. Construction commencement delayed by flooding during this reporting period.
4.4.1.106 CW Footpath – Hill Street: Pioneer Park to Main Street (W side); 180m - COVID-19 RECOVERY	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Footpath – Hill Street: Pioneer Park to Main Street (W side); 180m)	1. 100%	1. 85%	Behind schedule. Construction commenced on Hill St Comboyne footpath and forecast for completion in March 2021 in conjunction with adjoining COVID funded footpath scope in Pioneer Park. Delays due to March 2021 Flood Event and Emergency response.
4.4.1.110 CW Footpath – Watonga Street: Connection to Matthew Flinders Dr; 35m - COVID-19 RECOVERY	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Footpath – Watonga Street: Connection to Matthew Flinders Dr; 35m)	1. 100%	1. 85%	Behind schedule. Project planning delayed by flooding during this reporting period.



PORT MACQUARIE-HASTINGS
COUNCIL



**2017-2022 DELIVERY PROGRAM and
2020-2021 OPERATIONAL PLAN**
SIX MONTHLY PROGRESS REPORT AS AT 30 JUNE 2021

COMMUNITY THEME **1** Leadership and Governance

What we are trying to achieve

A collaborative community that works together and uses opportunities for community participation in decision making that is defined as ethically, socially and environmentally responsible.

Community Strategic Plan: 1.1 Inform and engage with the community about what Council does using varied communication channels

Delivery Program Objective: 1.1.1 Use a variety of tools to engage with the community in a manner that is transparent, effective, relevant and inclusive

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.1.1.1 Engage with the community using a range of methods to facilitate community involvement in decision making	Community	1. Capture the number of engagement activities undertaken and number of participant including online	1. 100%	1. 100%	Achieved. Commencing in July 2020, the Engagement Team have developed new and more innovative ways to engage with the community including online forums, pop-ups as well as new social media platforms. Key projects include Gordon Street upgrade, the Community Strategic Plan, Bain Park, Dogs in Public Spaces, Town Green Playground, the Local Strategic Planning Statement and the Draft Beach Driving Policy. We have continued to grow our presence on Have Your Say, our online community engagement hub. This year, 940 people attended Zoom meetings, 1008 attended face to face meetings, 371 attended pop-up engagement opportunities and 17319 letters were mailed out. Engagement continued with the Community and Council Action Teams with many meetings undertaken across the community. Quarterly Statistics: Total Meeting Participants: 767 Zoom Meetings, Date, Participants Kindee Bridge Replacement Investigations, 13/05/2021, 1 Health and

Leadership and Governance Page 1

Education Precinct, 26/05/2021, 37 Draft Beach Driving & Draft Dogs in Public Open Spaces Policies, 15/06/2021, 18 Face-to-Face Meetings, Date, Participants
Laurieton Flood Recovery Community Meeting, 19/04/2021, 70 Port Macquarie Flood Recovery Community Meeting, 20/04/2021, 12 North Shore Flood Recovery Community Meeting, 22/04/2021, 36 Wauchope Flood Recovery Community Meeting, 27/04/2021, 20 Telegraph Point Flood Recovery Community Meeting, 29/04/2021, 24 Rollands Plains Flood Recovery Community Meeting, 3/05/2021, 11 Pappinbarra Flood Recovery Community Meeting, 4/05/2021, 60 Kew/Kendall Flood Recovery Community Meeting, 6/05/2021, 19 Workshop for Comboyne Mural, 29/5/2021, 6 Beechwood/Redbank Flood Recovery Community Meeting, 10/05/2021, 6 Long Flat/Ellenborough Flood Recovery Community Meeting, 11/05/2021, 11 Comboyne Flood Recovery Community Meeting, 13/05/2021, 16 Byabarra Flood Recovery Community Meeting, 31/05/2021, 9 Kindee Bridge Replacement Investigations Drop in Session, 18/05/2021, 30 Westport Park Boat Ramp Upgrade Community Meeting, 3/06/2021, 12 Schools to Schools, 8/6/2021, 7 Aquatic Facility Community Design Workshop, 9/06/2021, 26 Aquatic Facility Community Design Workshop, 10/06/2021, 19 Settlement Shores Estate Fee Equity, 17/06/2021, 42 Settlement Shores Estate Fee Equity, 21/06/2021, 60 Aquatic Facility Economic Dev Meeting, 9/06/2021, 10 Pop-ups, Date, Participants
Westport Park Boat Ramp Upgrade (Westport Park), 15/05/2021, 20 Aquatic Facility (Pool), 29/05/2021, 15 Aquatic Facility (Settlement City), 1/06/2021, 65 Aquatic Facility (Pool), 2/06/2021, 25 Draft

					<p>Beach Driving & Draft Dogs in Public Open Spaces Policies (LHB), 5/06/2021, 20 Draft Dogs in Open Public Spaces (Washhouse Beach), 15/06/2021, 60 Letters to Stakeholders: 7766 Kooloonbung Creek Walkway Upgrade, 59 Kindee Suspension Bridge Investigation Letters + 3 printouts per letter, 92 John Dick Reserve Playground Update, 152 Town Green Playground Letterbox Drop, 62 Westport Park Boat Ramp Upgrade, 15 Health and Education Precinct, 758 Flood Outreach Flyers, 5692 Aquatic Facility Letters, 123 Sandhurst Reserve Letters, 74 Illaroo Road Letters , 136 Settlement Shores Canals Fee Letters, 551 Boundary Street Letters, 52.</p>
		2. Improve overall engagement approach and levels of engagement	2. 100%	2. 100%	<p>Achieved. The Engagement Team commenced on July 1 2020 and have developed and improved the overall approach to engagement with new processes and reporting. This can be seen in the successful Gordon Street Rehabilitation project and the CSP engagement amongst others. From March 2021, the Team's engagement activities were impacted heavily by the flood however they continued to develop new approaches to ensure the community could have their say. It also create an opportunity for the team to spend a significant amount of time with outlying communities and to strengthen these relationships. Since Flood Outreach activities have ceased, the Team has been very at community meetings, pop-ups and providing a wide range of activities where the community could engage. This is clearly indicated with the number of people engaged in face to face and pop-up opportunities and via Zoom.</p>

Community Strategic Plan: 1.1 Inform and engage with the community about what Council does using varied communication channels

Delivery Program Objective: 1.1.1 Use a variety of tools to engage with the community in a manner that is transparent, effective, relevant and inclusive

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
		3. Increased community participation on Council's Have your Say online portal	3. 100%	3. 100%	Achieved. Total registrations increased from 4367 to 5186. Have Your Say is an important tool to connect with our community. Council continued to engage on a number of projects, some of which included: Illaroo Road Revetment Wall Draft Community Strategic Plan Town Green Playground Bain Park Master Plan Laurieton Town Centre Master Plan Draft Beach Driving Policy Draft Dogs in Open Spaces Policy Westport Park Boat Ramp Upgrade Destination Brand Review Economic Development Strategy Port Macquarie Aquatic Facility Settlement Shores Estate Canal Maintenance & Fee Quarterly Statistics: Between April - June 2021 Have Your Say received 427 new registrations. Stats are as follows:- New registrations: 427 Total Visitors: 9247 Total page views: 26,176 Engaged Visitors: 623 Informed Visitors: 3916 Aware visitors: 981.
1.1.1.4 Implement strategic communications priorities in accordance with Council's Working Together Framework and established Council priorities (amend for 2020-2021)	Customer Experience and Communications	1. Deliver regular, positive and engaging media messaging	1. 100%	1. 100%	Achieved. Strategic communication priorities continue to be updated through the communications, governance and community relation portfolio. Communications planning and delivery around these priorities saw a positive increase for the year on digital communications channels, as the figures demonstrate as per commentary for 1.1.5.3.
		2. Increase community engagement with Council's digital channels	2. 100%	2. 100%	Achieved. The increase in community engagement is represented in the metrics as per commentary for 1.1.5.3.

Community Strategic Plan: 1.1 Inform and engage with the community about what Council does using varied communication channels

Delivery Program Objective: 1.1.1 Use a variety of tools to engage with the community in a manner that is transparent, effective, relevant and inclusive

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.1.1.5 Implement strategic education priorities in accordance with Council's Working Together Framework	Community	1. Education Framework for Council developed	1. 100%	1. 100%	Achieved. The Education Framework has been developed. It will continue to be reviewed and revised as we work through the processes and learn from our experiences.
		2. Education messaging program implemented in accordance with identified priorities	2. 100%	2. 100%	Achieved. The maintenance and improvement of road safety programs continues. Staff changes meant the team was stretched however, all planned projects were completed successfully including: National Road Safety Week /Yellow Ribbon with cross divisional aspect working with the Koala Hospital and Hello Koalas. Shared Path project completed Double Demerit and Fatality Free Friday promoted. Support for road safety with VMS signs for Driver Reviver and Speed Waste, Natural resources and Water programs continued for the quarter, with all those that were able, to being completed. Some projects have gone on hold due to circumstances such as the flood event or other priorities taking precedence. The Education aspect of these projects will continue when they are reinvigorated/restarted.

Community Strategic Plan: 1.1 Inform and engage with the community about what Council does using varied communication channels

Delivery Program Objective: 1.1.2 Support community involvement in decision making through education around Council matters and services

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.1.2.1 Engage the community on developing the 2021 Community Strategic plan to drive council projects and programs into the future	Community	1. Community Strategic plan developed and adopted by June 2021	1. 100%	1. 90%	Monitoring required. Community Strategic Plan in review and design with Executive and will be presented to the July 2021 Ordinary Council Meeting with the recommendation that it be placed on public exhibition.
		2. Engagement continues for the Community Strategic Plan until June 2021	2. 100%	2. 100%	Achieved. Engagement for the Community Strategic Plan (CSP) was completed prior to 30 June 2021. Community Strategic Plan currently in review with CEO and design with the Communications Team and will be presented to the July 2021 Ordinary Council Meeting to be placed on exhibition for comment.
1.1.2.3 Undertake the Community Planning Program	Community	1. Community plans developed by 1 September 2020	1. 100%	1. 100%	Achieved. Plans to be finalised are Wauchope Community Plan and North Shore Community Plan. Staff are working on finalising the Wauchope Community Plan. Community Engagement Manager has held discussions with the North Shore representatives about reviewing the draft North Shore Plan and then releasing the Plan for further public comment in the coming months. This will be held until post Council election due to some CCAT members potentially standing for selection in the Sept 2021 Local Government Elections.

Community Strategic Plan: 1.1 Inform and engage with the community about what Council does using varied communication channels

Delivery Program Objective: 1.1.2 Support community involvement in decision making through education around Council matters and services

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
		2. Facilitate Community Council Action teams	2. 100%	2. 100%	Achieved. The Team have continued to work with all our local Community and Council Action Team's over the past 12 months, with regular communications regarding their Community Plans as well as any actions or Council projects that may impact their communities. The CCATs also became key connection points for communication during the recent floods. There are two outstanding Community Plans that will be developed over the coming few months for Wauchope and North Shore which are both in draft form. The actions in the Community Plans continue to give opportunities for inclusion in our Operational Plan and options for Grant funding, with Bonny Hills, Telegraph Point, Camden Haven, Beechwood and Long Flat all being successful applicants for the extraordinary CCAT grants in June. The plans also assisted in the development of our new Community Strategic Plan. In the final quarter, the Engagement Team met with Bonny Hills Progress Assoc to discuss a new approach to CCATs and their Progress Assoc. A quarterly meeting schedule has been adopted. Comboyne CCAT has been working on implementing their mural project.
		3. Implement Council actions identified in Community Plans and embed in future plans	3. 100%	3. 100%	Achieved. The Engagement Team have developed a spreadsheet of Community Plan actions which has been provided to Group Managers for consideration when doing Operational Planning.

Community Strategic Plan: 1.1 Inform and engage with the community about what Council does using varied communication channels

Delivery Program Objective: 1.1.2 Support community involvement in decision making through education around Council matters and services

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.1.2.4 Develop Local Strategic Planning Statement (LSPS)	Strategy	1. Complete Local Strategic Planning Statement (LSPS) for presentation to the NSW Department of Planning and Environment by 30 June 2021	1. 100%	1. 100%	Achieved. The Local Strategic Planning Statement (LSPS) was endorsed by Council at an Extraordinary Council meeting held on the 30 September 2020. The LSPS was uploaded to the NSW Government Planning Portal on the 30 September 2020 to meet the State's definition of completion of an LSPS.

Delivery Program Objective: 1.1.3 Engage with the community on impacts and changes to services.

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.1.3.2 Develop a Community Engagement program to enable community involvement in decision making in line with the Working Together Framework	Community	1. The Community Engagement program is developed and implementation of actions commenced by 30 June 2021	1. 100%	1. 100%	Achieved. The engagement program was achieved through a variety of methods and approached depending on the project. The team have created new processes and reporting mechanisms to enable better engagement outcomes.

Delivery Program Objective: 1.1.4 Provide easy to understand and accessible community reporting.

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.1.4.1 Produce and submit the annual report in accordance with Local Government Act requirements	People, Safety and Performance	1. Annual report adopted by Council and submitted to the Office of Local Government (OLG) by 30 November	1. 100%	1. 100%	Achieved. The 2019-2020 Annual Report was presented to the 18 November 2020 Ordinary Council Meeting and submitted to the Office of Local Government in line with legislation.
		2. The Community Report Card (Part A); statutory report (Part B); and financial statements (Part C) is published for community viewing	2. 100%	2. 100%	Achieved. Hard copies of the 2019-2020 Annual Report were placed in Customer Service Offices and Library Branches in Laurieton, Port Macquarie and Wauchope in line with legislation. The report is also available on Councils website.

Community Strategic Plan: 1.1 Inform and engage with the community about what Council does using varied communication channels

Delivery Program Objective: 1.1.4 Provide easy to understand and accessible community reporting.

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.1.4.2 Provide progress reports on implementation of the Delivery Program in accordance with Local Government Act requirements	People, Safety and Performance	1. Report Delivery Program progress to Council on a six monthly basis	1. 100%	1. 100%	Achieved. The six monthly Delivery Program and Operational Plan Progress Report ending 30 June 2021 is completed and will be presented to the 4 August Council meeting.
1.1.4.3 Develop the one year Operational Plan in accordance with Local Government Act requirements	People, Safety and Performance	1. Operational plan adopted by 30 June	1. 100%	1. 100%	Achieved. The 2021-2022 Operational Plan was adopted at the 16 June 2021 Council meeting.
1.1.4.4 CW Implement new Corporate Reporting Tool	People, Safety and Performance	1. Improved planning and reporting capability with self-service access to real-time reporting achieved.	1. 100%	1. 100%	On target. New corporate reporting tool confirmed as Pulse. Implementation ongoing.
1.1.4.5 Review the Resourcing Strategy in accordance with Local Government Act requirements	People, Safety and Performance	1. Resourcing strategy review completed by March 2021.	1. 100%	1. 100%	Achieved. Desktop review of the existing Resourcing Strategy has been completed.

Delivery Program Objective: 1.1.5 Develop an effective and coordinated community focused Communications Strategy

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.1.5.3 Use targeted communication channels to ensure the community are well-informed, involved in Council decision making and understanding of Council priorities	Customer Experience and Communications	1. Deliver regular and engaging information and messaging utilising a range of communication channels	1. 100%	1. 100%	Achieved. Likes for the corporate Facebook page increased by 3% from 13,170 to 13,590. During the quarter we reached 1,300,000 people and 1.32% engagement rate. Page engagement increased by 30% on the previous financial year. Page reach increased by 7% on the previous financial year.

Community Strategic Plan: 1.1 Inform and engage with the community about what Council does using varied communication channels

Delivery Program Objective: 1.1.5 Develop an effective and coordinated community focused Communications Strategy

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
		2. Increase community engagement with Council's digital channels	2. 100%	2. 100%	Achieved. The website received a total of 85,495 visits, of which the number of page views increased by 3%. This was achieved by analysing the web data and optimising the content according to user behaviour. Our PMHC Facebook following grew this quarter by 3%, and annually by 16%. This is above well above the industry average growth rate of 10% per annum. We achieved this by a number of actions such as defining a tone of voice across Facebook, optimised our social content calendar according to what the users were engaging with, and aligned it with PMHC organisational goals and strategies.
1.1.5.4 Ensure communication and strategies are informed by research and understanding of preferred community communication methods and other available insights	Customer Experience and Communications	1. Communications priorities and methods are informed by insights from the 2019 communications research and Customer Experience project	1. 100%	1. 100%	Achieved. During the quarter there were 85,495 users of the website, 143,668 sessions and 306,803 page views on the website. The number of pages accessed per session has increased by 5.5% from 2.02 pages to 2.14 pages per session. Overall, in the past year: 2020-2021, our website received 167,603 users, 299,218 sessions and 621,468 page views.

Delivery Program Objective: 1.1.6 Continue to promote access by the community to Councillors

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.1.6.1 Manage Councillor development program	Governance	1. Manage Councillor development	1. 100%	1. 100%	Achieved. The Councillor Professional Development Program has been managed as needs are identified and as per the adopted policy. This will be reviewed prior to and then again following the September 2021 local government elections.

Community Strategic Plan: 1.1 Inform and engage with the community about what Council does using varied communication channels

Delivery Program Objective: 1.1.6 Continue to promote access by the community to Councillors

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.1.6.2 Deliver the Take the Council to the Community program	Governance	1. Hold two off-site Council meetings during the year (March Wauchope, October Laurieton)	1. 100%	1. 100%	Achieved: All Council meetings were live streamed to ensure community access due to COVID restrictions in place.

Community Strategic Plan: 1.2 Maintain strong partnerships between all stakeholders — local, state and federal — so that they are effective advocates for the community

Delivery Program Objective: 1.2.1 Promote Council participation and build linkages in local, state and federal initiatives, forums and opportunities to support Council's continued planning for the growth of the region

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.2.1.1 Convene meetings with local business chambers for the Mayor and Senior Staff	General Manager's Office	1. Schedule meetings throughout the year (with local business chambers for the Mayor and Senior Staff)	1. 100%	1. 100%	On target. 2021 meetings have been scheduled with the local Business Chambers, Mayor, CEO and senior staff noting some events are being rescheduled this quarter due to COVID-19 restrictions.
1.2.1.2 Convene meetings with State and Federal Members for the Mayor and Senior Staff	General Manager's Office	1. Schedule meetings throughout the year (with State and Federal Members for the Mayor and Senior Staff)	1. 100%	1. 100%	On target. The Mayor and CEO meet with our Local Members on an as needs basis. The Mayor and CEO met with the Hon. David Gillespie MP and the Hon. Melinda Pavey MP last month to discuss a range of cross electorate issues including, flood recovery and aligning strategic priorities.

Community Strategic Plan: 1.2 Maintain strong partnerships between all stakeholders — local, state and federal — so that they are effective advocates for the community

Delivery Program Objective: 1.2.1 Promote Council participation and build linkages in local, state and federal initiatives, forums and opportunities to support Council's continued planning for the growth of the region

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.2.1.3 Work proactively to secure grant funding from other levels of government to support Council project and service delivery priorities	Economic and Cultural Development	1. Identify and apply for grants in a timely and effective manner	1. 100%	1. 100%	Achieved. 10 grant applications submitted for the final quarter of the 2020/21 financial year. Key applications included: \$600k Port Macquarie Airport Security Costs support; \$50k towards the Development Assessment online portal that all Councils in NSW must use; \$90k for ArtWalk Lumiere; \$400k for new multi-courts (basketball and netball) and cricket nets for the proposed Rainbow Beach Sporting Fields; \$100k towards biosecurity compliance and weeds management; and \$162k for Port Macquarie Emergency Operations Centre upgrade.

Community Strategic Plan: 1.3 Demonstrate leadership

Delivery Program Objective: 1.3.1 Provide effective leadership and equity

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.3.1.1 Participate in the Mid North Coast Joint Organisation (MNCJO)	General Manager's Office	1. Attendance at the Regional Joint Organisation meetings by the Mayor and General Manager	1. 100%	1. 100%	On target. The Mayor and CEO continue to participate in MNCJO board meetings and liaise with other member councils on numerous matters.
1.3.1.2 Participate in the Regional Cities NSW quarterly meetings	General Manager's Office	1. Attendance at the meetings by the Mayor and General Manager	1. 100%	1. 100%	On target. The CEO attended the most recent Regional Cities Meeting (virtually).

Community Strategic Plan: 1.3 Demonstrate leadership

Delivery Program Objective: 1.3.1 Provide effective leadership and equity

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.3.1.3 Ongoing community disaster preparedness and support	General Manager's Office	1. Ensure activities are undertaken	1. 100%	1. 100%	On target. Bushfire Disaster - Ongoing community support led by Strategy & Growth Division and Councils Community Recovery Officer. Flood Disaster late March 2021 - Council has established a range of services and initiatives to assist flood-affected residents and businesses, including financial assistance with the waiving of a range of Council fees; establishment of flood outreach centres to provide information, emotional and financial support from a range of charities, Service NSW and Insurance Council of Australia; clean-up assistance.

Delivery Program Objective: 1.3.2 Build trust and improve Council's reputation through transparency, good decision making and living Council's Values

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.3.2.1 Manage the Legislative Compliance Register	Governance	1. Undertake annual review of the Legislative Compliance Register and report on it and consider improvements to the Legislative Compliance process	1. 100%	1. 100%	Achieved. The Legislative Compliance review for 2019-2020 was presented to the August 2020 Audit, Risk and Improvement Committee Meeting and then presented to the September 2020 Ordinary Council Meeting. Council are currently reviewing alternative Compliance Registers.
1.3.2.2 Produce and submit the annual Code of Conduct complaints report in accordance with Office of Local Government requirements	Governance	1. Report prepared annually and presented to Council no later than 31 December	1. 100%	1. 100%	Achieved. The annual report on Code of Conduct complaints was adopted by Council at the December 2020 Ordinary Council meeting and submitted to the Office of Local Government before the due date.

Community Strategic Plan: 1.3 Demonstrate leadership

Delivery Program Objective: 1.3.2 Build trust and improve Council's reputation through transparency, good decision making and living Council's Values

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.3.2.3 Produce and submit the annual Government Information Public Access (GIPA) Report in accordance with the GIPA Act requirements	Governance	1. Submit GIPA annual report to Information and Privacy Commission no later than 31 October	1. 100%	1. 100%	Achieved. The 2019-2020 GIPA Annual Report was submitted to the IPC in line with required timeframes.
1.3.2.4 Coordinate lodgement of annual Disclosure of Interest Returns	Governance	1. Annually update Disclosure Register by 30 September	1. 100%	1. 100%	Achieved. Disclosure register updated and a report was adopted at the October 2020 Ordinary Council Meeting with subsequent reports at the November 2020 and December 2020 Ordinary meetings for returns submitted after the due date due to staff absences.
1.3.2.6 Report on Public Interest Disclosures (PID)	Governance	1. Report biannually in July and February on any Public Interest Disclosures (PIDs) 2. Submit PID annual report to NSW Ombudsman by 31 October	1. 100% 2. 100%	1. 100% 2. 100%	Achieved. The PID online reporting tool was used to submit the biannual statistical reports to the NSW Ombudsman. Achieved. The PID online reporting tool was used to submit the biannual statistical reports to the NSW Ombudsman.
1.3.2.7 Submit annual performance reporting for the water and sewer business to NSW Office of Water for benchmarking comparisons	Infrastructure Planning	1. Collate and forward performance reporting data to NSW Office of Water annually	1. 100%	1. 100%	On target Reports submitted annually, submissions completed for the year.

Delivery Program Objective: 1.3.3 Ensure there is appropriate management of risk to mitigate impact for Council and the community

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.3.3.2 Manage the Risk Management Action Plan, as part of the state wide continuous improvement program	Governance	1. Review and implement the Risk Management Action Plan on a quarterly basis and report to Executive	1. 100%	1. 100%	Achieved. The Insurance Risk Management Action Plan (IRMAP) has been developed for 2020-2021 and is reported on a quarterly basis.

Community Strategic Plan: 1.3 Demonstrate leadership

Delivery Program Objective: 1.3.3 Ensure there is appropriate management of risk to mitigate impact for Council and the community

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.3.3.5 Improve the Risk Management Framework	Governance	1. Improve the Risk Management Framework in line with project milestones	1. 100%	1. 100%	Achieved. Safety Audit has been conducted with outcomes currently under review. Council is currently preparing to review its Risk Management Framework in accordance with the anticipated release of the Office of Local Government Audit and Risk Management Guideline.
1.3.3.6 Capture high risk electrical assets in Council's asset management system	Infrastructure Planning	1. Complete electrical asset data survey for Council owned assets by 30 June	1. 100%	1. 100%	Achieved. All high risk electrical assets have been captured with future assets being picked up as part of the project completion reporting process.
1.3.3.7 Manage the Delegation Framework	Governance	1. Manage and consider improvements to the Delegation framework	1. 100%	1. 100%	Achieved. A review of Director delegations has been undertaken.
1.3.3.8 Respond to formal information requests within required timeframes	Governance	1. Respond to formal GIPA requests within the required timeframes	1. 100%	1. 100%	Achieved. All requests managed within the legislative time frames for the reporting period.
1.3.3.9 Coordinate requirements for the 2021 Local Government Election and Councillor Induction Program	Governance	1. Coordinate all requirements for the 2021 Local Government Election and Implement the Councillor Induction Program	1. 100%	1. 100%	Achieved. All election activities required to this point in time complete.

Community Strategic Plan: 1.3 Demonstrate leadership

Delivery Program Objective: 1.3.4 Manage our workforce to deliver community outcomes

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.3.4.1 Implement workplace strategies and processes to continue to improve Human Resources	People, Safety and Performance	1. Actions implemented by 30 June 2021 as per the Workforce Management Strategy	1. 100%	1. 100%	On target. Throughout the year Council's attraction, retention, development, engagement and workplace change programs continued to be delivered in accordance with directorate and business unit plans. Workplace policy and procedure reviews were conducted, topics included: Recruitment, Motor Vehicle Leasing, Sick Leave and Termination & Exit. Workforce planning framework developed and trialled across business units.
1.3.4.2 Implement workplace strategies and processes to continue to improve Work, Health and Safety.	People, Safety and Performance	1. Actions implemented by 30 June 2021 as per the Work, Health Safety Strategy.	1. 100%	1. 100%	On target. The Work, Health and Safety Strategy was endorsed by the Executive. New WH&S performance metrics are reported to the executive on a monthly basis including hazard reporting and workplace inspections. Early intervention model introduced to manage Workers Compensation claims. Policy development being finalised to support a new Safety management system. The VAULT system was fully implemented in FY21.

Community Strategic Plan: 1.3 Demonstrate leadership

Delivery Program Objective: 1.3.4 Manage our workforce to deliver community outcomes

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.3.4.3 Implement workplace strategies and processes to continue to improve Learning and Development	People, Safety and Performance	1. Actions implemented by 30 June 2021 as per the Learning and Development Strategy	1. 100%	1. 90%	Monitoring required. Significant work undertaken to deliver training to support licences and compliance requirements. Resilience training through Black Dog Institute was made available to all employees.
1.3.4.4 CW Port Macquarie Depot - Rationalisation of Port Macquarie and Wauchope Council Depot operations	Strategy	1. Holistic review of depot holdings and plans by 30 June 2021	1. 100%	1. 100%	Achieved. Completion of the purchase at 1 Commerce street Wauchope on 6 April 2021. This is a multi year project. Vacant possession will be received in the 2021-22 OP and the opportunity for rationalisation will be completed in the OP 2021-22 year.

Community Strategic Plan: 1.3 Demonstrate leadership

Delivery Program Objective: 1.3.5 Build an engaged workforce

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.3.5.1 Implement Organisational Development initiatives and strategies to develop a highly engaged workforce who are solutions focused	People, Safety and Performance	1. Actions implemented by 30 June 2021 as per the Organisational Development Strategy to grow Leadership capability across the organisation	1. 100%	1. 100%	On target. The work on combining the Organisational Development and Learning and Development Strategy to create a central People and Culture Development document was put on hold due to significant changes to the Organisational Development role. This role has been moved across to the Transformation team who will review current state and future strategy for growing the Leadership capability across the organisation. The People and Culture Business Partner roles will continue to provide support to leaders until the HR review (taking place June/July 2021) is complete.
		2. Employee Engagement Days (EED) delivered in May 2021	2. 100%	2. 90%	Monitoring required. Decision was made by executive to postpone the 2021 Employee Engagement Days due to uncertainty around COVID restrictions. Alternate Employee Engagement/ wellbeing events took place within smaller groups, online through Teams to ensure COVID safe practices.

Community Strategic Plan: 1.3 Demonstrate leadership

Delivery Program Objective: 1.3.5 Build an engaged workforce

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
		3. The Employee Engagement Process is implemented across the organisation with all staff having clear goals set, quarterly one on one conversations and a personal development plan in place	3. 100%	3. 100%	On target. Part I (Clarifying) and Part II (Setting Performance Targets and Development Goals) of the Employee Engagement Process Roadshow has been completed across people leaders. Part III of Roadshow (Managing Performance through the EEP) is in development and will be delivered by the People and Culture Business Partners, however, the EEP model will likely undergo some changes due to People and Culture process improvements. With the restructure of the People and Culture team, the formation of the Transformation team and the pending HR review, the work on the EEP process has been put on hold. In the short term, people leaders have been encouraged to continue to hold quarterly one on one conversations along with clear goal and expectation setting. The work is continuing within the Learning and Development space to clarify and simplify the process for Personal Development Plans and this process will continue to be reviewed and improved.
		4. The Employee Engagement Survey results are circulated to all staff and action plans developed by 30 June 2021	4. 100%	4. 90%	Monitoring required. Decision was made by Executive to postpone the usual Gallup Q12 survey for Feb 2021 and to review the survey platform with a view to selecting a different tool. In March 2021, Culure Amp was engaged to administer an all staff Employee Survey. A baseline survey is due be launched 12 July 2021.

Community Strategic Plan: 1.3 Demonstrate leadership

Delivery Program Objective: 1.3.5 Build an engaged workforce

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.3.5.3 Implement the Human Resource Information System (HRIS)	People, Safety and Performance	1. Staff have digital access to self-service human resource functionality	1. 100%	1. 80%	Behind schedule. The HRIS program for FY21 was split into two deliverables. - Automated timesheets and leave for all indoor staff. The program is built and in user acceptance testing and pilot stage prior to implementation rollout. - Upgrading our current HRIS system Authority. A clean establishment file was created and position data updated in Authority in Q4. During FY22 all current HR processes were mapped in preparation for continuing to rollout HRIS improvement phases in FY22.

Community Strategic Plan: 1.4 Use innovative, efficient and sustainable practices

Delivery Program Objective: 1.4.1 Provide efficient technology and inclusive digital systems that are easy to use and easy to access

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.4.1.1 CW Undertake delivery of Digital Technology projects (DT - Roadmap Program - multi-year projects)	Digital Technology	1. Deliver project according to approved project plan (ICT - Projects)	1. 100%	1. 100%	Achieved. DT has completed project at end of financial year per the roadmap requirements. There is projects which flow into future years as a result of delivery timing.
1.4.1.2 CW Undertake delivery of ICT projects (ICT - Renewals - multi-year project)	Digital Technology	1. Deliver project according to approved project plan (ICT - Renewals)	1. 100%	1. 100%	Achieved. The procurement per plan for this financial year is on track and rollout will continue into next financial year.

Community Strategic Plan: 1.4 Use innovative, efficient and sustainable practices

Delivery Program Objective: 1.4.1 Provide efficient technology and inclusive digital systems that are easy to use and easy to access

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.4.1.5 Develop asset design and as-constructed templates as part of the Asset Data Standards Review	Infrastructure Planning	1. Develop an Auto CAD file template for asset design and as-constructed plans that meets Asset Design As Constructed (ADAC) standards by 30 June	1. 100%	1. 0%	Deferred. Project being developed as part of Asset Designed As Constructed (ADAC) and Asset Data Standards review. The ADAC project has been deferred to the 2021/22 Operational Plan with funding allocated in the budget to ensure implementation occurs. Work between the Assets Team, GIS and Asset Planning Engineers has commenced and will continue with completion is expected by 30 June 2022.
1.4.1.6 CW Property Management System for management of Council owned assets	Strategy	1. Property Management System options assessed for suitability	1. 100%	1. 20%	Behind schedule. This item was not progressed as an item in isolation of Council's broader Information Communication & Technology Strategy. This opportunity will be assessed within that strategy.

Community Strategic Plan: 1.4 Use innovative, efficient and sustainable practices

Delivery Program Objective: 1.4.2 Deliver agreed services at the agreed service level at best value

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.4.2.1 Work across the organisation to facilitate the implementation of the Business Improvement Strategy	People, Safety and Performance	1. Throughout 2020-21 carry out activities to build continuous improvement capability across the organisation, as outlined in the Business Improvement Strategy	1. 100%	1. 100%	Achieved. The Business Improvement Office (BIO) raised awareness of continuous improvement activities through improvement stories as well as the initial stages of developing an Improvement Playbook to provide a step by step guide to making improvements across the organisation using the PMHC Improvement Process. Although, with the appointment of Council's Chief Executive Officer in early 2021 the direction and expectations of BIO shifted toward supporting a new transformative direction under the Executive Manager Transformation. In the final months of the 2021 BIO supported the Executive Manager Transformation to develop a Transformation Roadmap.
		2. Undertake five improvement initiatives by 30 June 2021	2. 100%	2. 100%	Completed. The Business Improvement Office (BIO) finalised three service reviews. The appointment of Council's Chief Executive Officer in early 2021 shifted the direction and expectations of the Business Improvement Office away from Service Review toward supporting the Executive Manager Transformation. In the final months of the 2021 BIO have been supporting the ServicePMH program as well as preliminary planning of tactical initiatives that will form part of the Transformation Roadmap being developed. The remaining reviews will be addressed as part of the Transformation Roadmap.

Community Strategic Plan: 1.4 Use innovative, efficient and sustainable practices

Delivery Program Objective: 1.4.3 Deliver a customer focused service that provides the community a consistent experience of Council

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.4.3.1 Deliver high quality and valued customer experiences that place the customer at the Centre of what Council does	Customer Experience and Communications	1. Design and implement two cross organisational customer improvement programs identified in the Customer Experience project	1. 100%	1. 100%	On target. New integration for reporting weeds from website into Civica Authority Beach Permits purchased via online app.
		2. Report quarterly to Council on Customer Experience improvement activity	2. 100%	2. 100%	On target. Reporting to CEO and SLT on progress on regular basis.
		3. Review and interrogate call centre data to demonstrate that customer experience is adequately captured, monitored and data informs improvement projects	3. 100%	3. 100%	On target. Customer Request Management data sets under review.
1.4.3.2 Provide up to date information for our community through a single source of truth	Customer Experience and Communications	1. Develop digital communications strategy	1. 100%	1. 100%	Achieved. A digital communications strategy was designed and will be executed in the next financial year.
		2. Ensure Council's website is current and represents single source of truth for internal and external customers	2. 100%	2. 100%	Achieved. The website continues to be the single source of truth across all our digital channels. The website upgrade project is still ongoing, utilising a mix of focus groups and current website data to inform design and content decisions.

Community Strategic Plan: 1.5 Ensure strong corporate and financial management that is transparent and accountable

Delivery Program Objective: 1.5.1 Manage Council's financial assets and provide accurate, timely and reliable information

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.5.1.01 Monitor and accurately report on Council's financial position in accordance with Local Government Act requirements	Financial Services	1. Lodge audited financial statements with Office of Local Government by 31 October 2. Submit three quarterly budget review statements and an annual report submitted to Council	1. 100% 2. 100%	1. 100% 2. 100%	Achieved. Council's audited financial statements for the year ended 30 June 2020 were lodged with the Office of Local Government by the required deadline of 31 October 2020, with an unqualified audit opinion. Achieved. All three quarterly budget reviews were submitted and adopted by Council in relation to the 2020-2021 budget. The 2019-2020 Annual Report was also adopted by Council.
1.5.1.02 Manage Council's investment portfolio to optimise investment returns within the constraints of the policy, the Local Government Act and Regulations	Financial Services	1. Exceed benchmark for investment return 2. Table report to Council monthly	1. 100% 2. 100%	1. 100% 2. 100%	Achieved. Investment returns have exceeded the benchmark for each month in isolation and for the financial year to date. Achieved. Reports have been presented to Council within the required timeframes.
1.5.1.03 Develop annual Operational Plan budget and review the Long Term Financial Plan	Financial Services	1. Develop the draft annual budget in line with Integrated Planning and Reporting time frames 2. Have final budget adopted by Council by 30 June 3. Review the Long Term Financial Plan in line with the budget cycle	1. 100% 2. 100% 3. 100%	1. 100% 2. 100% 3. 100%	Achieved. The 2021-2022 annual budget was adopted by Council in June 2021 in accordance with the required timeframes. Achieved. The 2021-2022 annual budget was adopted by Council in June 2021 in accordance with the required timeframes. Achieved. The Long Term Financial Plan was reviewed as part of the development of the 2021-2022 Operational Plan and Budget.
1.5.1.04 Prepare monthly financial reports for Council	Financial Services	1. Submit financial reports to Council monthly	1. 100%	1. 100%	Achieved. Monthly financial reports have been presented to Council as required.

Community Strategic Plan: 1.5 Ensure strong corporate and financial management that is transparent and accountable

Delivery Program Objective: 1.5.1 Manage Council's financial assets and provide accurate, timely and reliable information

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.5.1.06 Progress Partridge Creek residential development planning	Strategy	1. Provide a report to Council outlining Partridge Creek residential development options upon receipt of updated land valuation	1. 100%	1. 80%	Behind schedule. The Planning Proposal has been withdrawn pending a strategic review and prioritisation of Council's opportunities that will be a part of the 2021-22 OP.
1.5.1.08 Conduct Asset Revaluation for Transport assets (Roads, Bridges, Footpaths, Airport Runway)	Infrastructure Planning	1. Complete asset revaluation by 30 June	1. 100%	1. 100%	Achieved. Transport Asset Revaluation for Transport assets completed with unqualified sign-off.
1.5.1.09 Progress Emily Avenue residential development planning	Strategy	1. Receive Development Consent and Commence Design by 30 June	1. 100%	1. 100%	Achieved. The Development Application for residential subdivision was approved at the Ordinary Council Meeting on 20 May 2020, subject to planning and development conditions. The site is being investigated for potential contaminants.
1.5.1.10 Implement Asset Designed As Constructed (ADAC) computerised automated process system	Infrastructure Planning	1. Complete implementation of ADAC within Council operations by 30 June	1. 100%	1. 0%	Deferred. Undertaking the ADAC implementation has been deferred with funding being allocated in the 2021/22 Operational Plan to allow the contracted implementation to be completed. Planning work to ensure timely engagement of the provider is ongoing.
1.5.1.11 Progress Kangaroo Park, North Shore residential development planning	Strategy	1. Lodge Development Approval application for Kangaroo Park development	1. 100%	1. 20%	Behind schedule. The constraints of the Kangaroo Park development are being reviewed. The review will determine the priority of development of Kangaroo Park to Council and the community. The 2021 Port Macquarie-Hastings flood has impacted on this site and the execution of the review. May not be a priority for the 2021-22 OP.

Community Strategic Plan: 1.5 Ensure strong corporate and financial management that is transparent and accountable

Delivery Program Objective: 1.5.1 Manage Council's financial assets and provide accurate, timely and reliable information

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.5.1.12 Conduct Asset Revaluation for land improvements, other structures and other assets (parks, cemeteries, waste management, bus shelters, etc) assets	Infrastructure Planning	1. Undertake condition rating of Council's assets by 30 June	1. 100%	1. 100%	On target. A final valuation report has been received and distributed internally to Council's Financial planning representatives, as well as Council's external auditors. The valuation will be reviewed as part of Council's annual auditing process, with completion as part of the Council annual financial report in September 2021.
1.5.1.13 Undertake condition assessment and review of all unsealed roads in line with ARRB recommendations	Infrastructure Planning	1. Undertake assessment of unsealed roads by 30 June	1. 100%	1. 100%	On target. This project was expected to commence in early 2021, though due to unexpected absences of team key members will delay commencement and completion to later in 2020/21. A project officer has been engaged to manage this and other projects. Preliminary consultations with appropriate consultants has been undertaken in June, with engagement expected in August 2022, and completion by December 2022.
1.5.1.14 Property Purchase Investigations	Strategy	1. Investigations into Property Purchases undertaken	1. 100%	1. 100%	Achieved. The strategic acquisition of 1 Commerce Street Wauchope is complete.

Delivery Program Objective: 1.5.2 Use procurement, tendering, purchasing and contract management approaches that are transparent and equitable

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.5.2.1 Continue to implement and monitor the Procurement Strategy action items	Financial Services	1. Completion of Procurement Strategy implementation plan actions within agreed timeframes	1. 100%	1. 100%	Achieved. The procurement strategy action items have been completed within the required timeframes.

Community Strategic Plan: 1.5 Ensure strong corporate and financial management that is transparent and accountable

Delivery Program Objective: 1.5.2 Use procurement, tendering, purchasing and contract management approaches that are transparent and equitable

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.5.2.2 CW Ensure plant purchases are in line with the plant replacement program (Plant Purchases and Disposals - multi-year project)	Infrastructure Operations	1. Plant replacement program delivered according to approved schedule	1. 100%	1. 90%	Monitoring required. Plant & equipment has been very difficult to obtain due to imports being limited from the COVID situation internationally.
1.5.2.3 Manage and maintain Council's Plant and Fleet to support the operational activities of Council	Infrastructure Operations	1. Plant and Fleet managed and maintained in accordance with adopted program and budget	1. 100%	1. 100%	On target. Plant and Fleet maintained as per program and within budget.
1.5.2.5 Undertake procurement activities in accordance with legislative requirements and that are transparent	Financial Services	1. Capture contracts awarded with a value of \$150,000 (excluding GST) or more	1. 100%	1. 100%	Achieved. All contracts above \$150,000 have been captured as required.

Delivery Program Objective: 1.5.3 Develop, manage and maintain Council Business Units through effective commercial management

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.5.3.1 Increase operating revenue at the Airport, the Glasshouse, and the Environmental Laboratory	Commercial Business Units	1. Increase operating revenue by 3% per annum per business unit (Airport)	1. 3%	1. -38%	Behind schedule. Operating revenue down 38.3% on 2019-20 due to the impact of COVID-19 travel restrictions. This has been offset by a 20% reduction in operating costs.
		2. Increase operating revenue by 3% per annum per business unit (Environmental Laboratory)	2. 3%	2. 5%	Achieved. Laboratory income has increased by 4.8% compared to last financial year as a result of increased sampling, analysis and reporting activities.
		3. Increase operating revenue by 3% per annum per business unit (Glasshouse)	3. 3%	3. -27%	Behind schedule. Operating revenue down 27% on 2019-20 due to the impact of COVID-19 public health order restrictions. This has been offset by a 21% reduction in operating costs.

Community Strategic Plan: 1.5 Ensure strong corporate and financial management that is transparent and accountable

Delivery Program Objective: 1.5.3 Develop, manage and maintain Council Business Units through effective commercial management

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.5.3.2 Implement the Glasshouse Strategic Plan 2020-2022 in consideration of Council's Cultural Plan	Commercial Business Units	1. Deliver actions according to adopted Glasshouse Strategic Plan 2. Present biannual reports to Council	1. 100% 2. 100%	1. 100% 2. 100%	Achieved (noting the impact of COVID-19). The Glasshouse Plan 2020-2022 was adopted by Council in July 2020. Achieved. The Glasshouse presented biannual reports to Council in August 2020 and February 2021.
1.5.3.6 Manage Council's property management, leasing and licencing, and statutory property functions for the most appropriate return to Council and the community	Recreation, Property and Buildings	1. Deliver statutory property projects according to approved project plan 2. Manage Council's lease and licence portfolio to ensure the most appropriate return to Council and the community	1. 100% 2. 100%	1. 100% 2. 100%	Achieved. All land matters progressed as required. Achieved. Commercial Leases (including airport, residential, Temporary Licences, Outdoor Dining and Outdoor Trading) - 171 and Community Leases - 74.
1.5.3.8 CW Land and Easement Acquisitions for Council Purposes - Survey, Valuation and Land Transactions	Recreation, Property and Buildings	1. Deliver projects according to approved project plan (Land Acquisitions for Council Roads - Survey, Valuation and Land Transactions)	1. 100%	1. 100%	Achieved. All land matters progressed as required.

Community Strategic Plan: 1.5 Ensure strong corporate and financial management that is transparent and accountable

Delivery Program Objective: 1.5.4 Identify new commercially viable revenue sources

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.5.4.1 Review current revenue sources and investigate the commercial viability of identified new revenue sources	Commercial Business Units	1. Identify new revenue sources	1. 100%	1. 100%	Achieved. Revenue sources reviewed and included in the 2021-2022 Schedule of Fees and Charges adopted by Council in June 2021, including new fees: - Light It Up Package and Live Stream Package at the Glasshouse; - Introduction of a waste management contamination reloading fee.

COMMUNITY THEME 2 Your Community Life

What we are trying to achieve

A healthy, inclusive and vibrant community.

Community Strategic Plan: 2.1 Create a community that feels safe

Delivery Program Objective: 2.1.1 Support Community Safety initiatives

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.1.1.1 Manage the contract for approved lifeguard services	Recreation, Property and Buildings	1. Deliver approved lifeguard services	1. 100%	1. 100%	Achieved. Lifeguard patrols ceased at LGA beaches in late April as per the contractual patrol season. However, patrols continue at Town Beach with a year-round service at this location being adopted by Council at their April meeting under a new contract for delivery of lifeguard services.
		2. Deliver lifeguard education programs to schools and community groups (target 2,500 students)	2. 100%	2. 100%	Achieved. The lifeguard education program commenced in term 4 in schools across our LGA. Due to COVID restrictions, the program was delivered via a mix of in classroom and online platforms with in excess of 2,500 students participating in the program.

Delivery Program Objective: 2.1.2 Advocate for, support and coordinate emergency services

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.1.2.1 CW Council supports Emergency Management Operations and Agencies	Infrastructure	1. Provide coordination and support to emergency service units as required	1. 100%	1. 100%	On target. Working with Emergency Service units is ongoing as required. LEMC Covid-19 updates continue to flex with State alerts Coordinating Backbone EOC upgrades at PMHC EOC.

Community Strategic Plan: 2.1 Create a community that feels safe

Delivery Program Objective: 2.1.3 Conduct regulatory and educational activities which safeguard public and environmental health, and ensures compliance with planning and building standards

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.1.3.1 Monitor and take action as appropriate to ensure compliance with development approvals and building, environmental, public health and on-site sewage standards	Environment and Regulatory Services	1. 80% of building certificate applications assessed within service standard	1. 80%	1. 100%	On target. 29 applications received in quarter. Applications not assessed awaiting further information from customers.
		2. 80% of food permit inspection program completed	2. 80%	2. 80%	On target. 63 programmed inspections completed as well as additional complaints and new applications.
		3. 80% of Notices of Completion applications for caravan park and manufactured homes assessed within service standard	3. 80%	3. 80%	On target. 19 applications received and 13 determined within service standard others awaiting information from customers.
		4. 80% of notified buildings with fire safety requirement inspected (AFSS)	4. 80%	4. 98%	On target. Progressing to enforcement for non-compliances.
		5. 80% of notified premises undertaking skin penetration procedures, barbers, hairdressers, beauty, tattoo inspected	5. 80%	5. 50%	Behind schedule. 50% of scheduled inspections were undertaken this quarter. For the year, the inspections were below target due to staff vacancies and redeployment of resources for COVID and flood emergency response. Inspections were prioritised and undertaken for the high-risk premises with 100% of high-risk premises inspected in the financial year.
		6. 80% of notified regulated cooling and heating systems inspected.	6. 80%	6. 100%	On target. Risk management plans reviewed as received.

Community Strategic Plan: 2.1 Create a community that feels safe

Delivery Program Objective: 2.1.3 Conduct regulatory and educational activities which safeguard public and environmental health, and ensures compliance with planning and building standards

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
		7. 80% of on-site sewage system inspection program completed	7. 80%	7. 10%	Behind target. Role vacancies and unplanned staff leave resulted in not achieving the scheduled inspections this quarter. Inspections for the year are behind target also associated with COVID and flood response priorities. However all complaints about on-site sewer systems were responded to within service standard.
		8. 80% of private swimming pool compliance certificate applications assessed within service standard	8. 80%	8. 100%	On target. 23 applications determined.
		9. 80% of public pools and spas inspected	9. 80%	9. 80%	On target. No scheduled inspections this quarter. Public pool inspections are done in summer quarters. For the year, the inspections were below target due to staff vacancies and redeployment of resources for COVID and flood emergency response. Inspections were prioritised and undertaken for the high-risk pools with 100% of high-risk pools inspected in the financial year.
		10. Capture the number of public health customer requests (CRM's) received and investigate within the service standard	10. 100%	10. 80%	On target. 115 CRM's received 80% responded to within service standard.
		11. Develop an Education and Inspection program for Underground Petroleum Storage Systems (UPSS)	11. 100%	11. 100%	On target. Information and inspections completed. Following up required works.

Community Strategic Plan: 2.1 Create a community that feels safe

Delivery Program Objective: 2.1.3 Conduct regulatory and educational activities which safeguard public and environmental health, and ensures compliance with planning and building standards

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.1.3.3 Provide ranger & law enforcement services to ensure compliance relating to parking, beach patrols, illegal signage, sale of goods on roads, building site sediment control & companion animals	Environment and Regulatory Services	1. Increase in the number of animal registrations annually	1. 100%	1. 100%	On target. -ducation and reminders have recommenced.
		2. Monitor the number of companion animal incidents	2. 100%	2. 100%	On target. 415 dog and cat CRM's received this quarter.
		3. Monitor the number of offences detected during proactive patrols	3. 100%	3. 100%	On target. Number of offences actively monitored and recorded.
		4. Respond to 80% of Regulatory Services customer requests regarding compliance with parking, beach patrols, illegal signage, sale of goods on roads, building site sediment control and companion animals	4. 80%	4. 89%	On target. Meeting target within service standards
2.1.3.4 Manage Council's Environmental Laboratory and provide sampling, analysis, reporting & advice of water quality analysis to internal & external customers on an approved fee for service basis	Commercial Business Units	1. Complete all sampling, analysis and reporting of operational and regulatory requests in accordance with the required service standards	1. 90%	1. 97%	Achieved. 97.3% of finalised reports met the required service standard. All reports for urgent request and non compliant results were met within the agreed service standard.
		2. Maintain National Association of Testing Authorities (NATA) corporate accreditation	2. 100%	2. 100%	Achieved. NATA accreditation maintained.

Community Strategic Plan: 2.1 Create a community that feels safe

Delivery Program Objective: 2.1.3 Conduct regulatory and educational activities which safeguard public and environmental health, and ensures compliance with planning and building standards

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
		3. Undertake all sampling, analysis and reporting of operational and regulatory requests in accordance with approved budgets	3. 100%	3. 100%	Achieved. All sampling, analysis and reporting conducted within budget.
2.1.3.5 Provide a safe water supply in accordance with Australian Drinking Water Quality Guidelines	Infrastructure Planning	1. Have nil reportable incidents in accordance with NSW Health agreed protocols	1. 0#	1. 1#	On target. There have been no reportable events for this quarter.

Community Strategic Plan: 2.2 Advocate for social inclusion and fairness

Delivery Program Objective: 2.2.1 Support and advocate for all community sectors

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.2.1.1 Through the Community Inclusion Plan Involve youth for a better Council	Community	1. Implement a new refreshed and restructured Youth leadership model that will assist in providing a youth voice to Council decisions	1. 100%	1. 100%	Achieved. Refer to 2.4.1.3.
		2. Support programs and youth activities including Youth Week	2. 100%	2. 100%	Achieved. Delivered successful Youth Event "Splashfest" in January in Port Macquarie, Laurieton & Wauchope. Planning complete for Zamplify Youth Week Event which was to be held in April however it was moved to July due to the floods. This event was postponed a second time to September due to COVID restrictions. Event date 24 September 2021.

Community Strategic Plan: 2.2 Advocate for social inclusion and fairness

Delivery Program Objective: 2.2.1 Support and advocate for all community sectors

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.2.1.3 Through the Community Inclusion Plan coordinate the Community grants program to assist the community to deliver projects that contribute to a sense of place	Community	1. Deliver Community Grants Program through two rounds per year	1. 100%	1. 100%	Achieved. Two Grant rounds were successfully completed, the first in September 2020 and the second in March 2021. A total of \$180,000 was given out to over 50 community groups for a variety of projects to better our community.
		2. Review and implement the new Community Grants program to meet the needs of a changing community	2. 100%	2. 100%	Achieved. A review of the approach to Community Grants was developed and presented to Council in August 2020 and the new Community Grants Program reflects this review.

Community Strategic Plan: 2.3 Provide quality programs, community facilities and public spaces, e.g. for example, Community community halls, parks and vibrant town centres

Delivery Program Objective: 2.3.1 Ensure access to community facilities and activities: including access to natural environment

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.3.1.1 CW Deliver the Disability Inclusion Action Plan in accordance with State Legislation	Community	1. Implement the actions as per the Disability Inclusion Action Plan	1. 100%	1. 100%	Achieved. The team in conjunction with other Council staff members delivered the actions in the Disability Inclusion Action Plan (DIAP) 2019 - 2021. The key actions of the DIAP will be integrated into the new Wellbeing Action Plan for 2021 - 2025 however a more detailed DIAP will be formulated with more detailed actions to cover all access issues within our community.

Community Strategic Plan: 2.3 Provide quality programs, community facilities and public spaces, e.g. for example, Community community halls, parks and vibrant town centres

Delivery Program Objective: 2.3.1 Ensure access to community facilities and activities: including access to natural environment

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.3.1.2 Through the Community Inclusion plan continue to manage Community Halls	Community	1. Audit and plan for community places and spaces	1. 100%	1. 100%	Achieved. The Community Inclusion Team worked through the Community Inclusion Plan to meet the needs of the community. Some of the the projects that have been reviewed are Town Green West Play Space and Town Beach Play Space. Work is continuing to be done with community groups to support the design and development of the Creek to Creek pathway, Beach to Beach pathway and other pathway connections identified in the Community Plans.
		2. Manage Community Halls to current service standards	2. 100%	2. 100%	Achieved. A process is underway through the Recreation, Property & Building Services team to potentially lease out Council owned halls that are currently being managed by Section 355 committees. This will ensure a more fair and equitable outcome for the community with giving access to all Community groups to hire/lease the halls.
		3. Support Council and non Council owned Hall network	3. 100%	3. 100%	Achieved. Through Community Planning and Flood Recovery meetings and projects, we are able to provide support to the community hall network by hiring them and looking for improvements for the community.

Community Strategic Plan: 2.3 Provide quality programs, community facilities and public spaces, e.g. for example, Community community halls, parks and vibrant town centres

Delivery Program Objective: 2.3.2 Provide a range of inclusive sporting and recreational opportunities and facilities to encourage a healthy and active lifestyle

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.3.2.2 CW Deliver sporting facility renewal and upgrades program across the LGA	Recreation, Property and Buildings	1. Deliver renewal and upgrades as per schedule and reported according to seasonal sports	1. 100%	1. 100%	On target. The overall Sporting Facility Renewals program is on target as follows: Vince Inmon Sporting Fields: Multi Year project Design commenced. Vince Inmon Sporting Fields Amenities: Project complete. Lank Bain Sports Ground: Project complete. Port Macquarie Regional Sports Stadium: Planning commenced. Sporting Infrastructure Renewals: Planning commenced. Charlie Watt Lighting & Drainage: Project complete. Oxley Oval Lighting Project complete. Blackbutt Park Project complete. Kendall Sports Ground Project complete.
2.3.2.3 Manage the Mayor's Sporting Fund	Economic and Cultural Development	1. Distribute funds as required and coordinate fundraising events	1. 100%	1. 100%	Achieved. Funds have been distributed as approved by Council at the 2021 Council meetings.
2.3.2.4 Undertake regional master planning for recreational facilities	Recreation, Property and Buildings	1. Commence review of Bonny Hills Reserves Master Plan 2. Complete Master Planning for Bain Park, Wauchope	1. 100% 2. 100%	1. 95% 2. 100%	Behind schedule. Bonny Hills Reserves Master Planning is ongoing, second round of community engagement complete. Target to complete fourth quarter 2022. Achieved. Bain Park Master Planning is complete.
2.3.2.5 CW Camden Haven River Recreational Boating Improvements - Upgrade of facilities as pre Boating Needs Investigation	Recreation, Property and Buildings	1. Deliver to approved project plan (Camden Haven River Recreational Boating Improvements)	1. 100%	1. 50%	Behind schedule. This project has been significantly impacted by the March flooding event and works will likely not commence until the new financial year pending funding availability.

Community Strategic Plan: 2.3 Provide quality programs, community facilities and public spaces, e.g. for example, Community community halls, parks and vibrant town centres

Delivery Program Objective: 2.3.3 Develop and implement management of operational and maintenance programs for open space, recreational and community facilities

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.3.3.01 CW Undertake the maintenance program for parks, reserves, sporting fields and beaches including parks signage	Recreation, Property and Buildings	1. Deliver program, including beach cleaning and playground inspections according to approved maintenance schedules	1. 100%	1. 100%	On target. During the reporting period, staff focus has been on: - mowing parks and reserves across the LGA - sports field preparation and maintenance of Winter sports field user groups - mowing of all cemeteries, also for Mothers day - garden maintenance in the Port Macquarie CBD area including pruning, weed treatment and mulching - formal inspection of all playgrounds with required maintenance and repairs, - cleaning of bin hides and bubblers across the local government area, - storm damage and clean up following extensive rainfall and storms during March, including removal of significant flood debris at the majority of our beaches and several high profile reserves. This continued on into April and May for some locations.
2.3.3.02 CW Undertake scheduled and reactive maintenance programs of all Council-owned buildings including office furniture replacement	Recreation, Property and Buildings	1. Deliver projects according to facilities works program	1. 100%	1. 100%	On target. 100% Works are been carried out as per our current maintenance schedules and reporting mechanisms.
2.3.3.03 CW Undertake building rectification works in line with Council Asset Management - multi-year project	Recreation, Property and Buildings	1. Deliver project according to approved project plan (building rectification works)	1. 100%	1. 100%	On target. 100% All works are being carried out as per the Building Asset Management Plan's (BAMP) program.
2.3.3.04 CW Provide, maintain and manage public aquatic facilities	Recreation, Property and Buildings	1. Oversee the management of Council's public aquatic facilities in accordance with lease obligation checklist	1. 100%	1. 100%	On target. All four aquatic facilities are open to the public and are being monitored in accordance with the contractual requirements. All facilities are continuing to operate in accordance with NSW Government COVID-19 restrictions.

Community Strategic Plan: 2.3 Provide quality programs, community facilities and public spaces, e.g. for example, Community community halls, parks and vibrant town centres

Delivery Program Objective: 2.3.3 Develop and implement management of operational and maintenance programs for open space, recreational and community facilities

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
		2. Undertake annual off-season facility maintenance in accordance with approved program	2. 100%	2. 100%	Achieved. Project has commenced with works delivered in June 2021.
2.3.3.05 Deliver park furniture renewals across the local government area, including donated seats program	Recreation, Property and Buildings	1. Deliver Park furniture replacement program according to approved schedule	1. 100%	1. 100%	On target. Project is 95% completed
2.3.3.06 CW Carry out playground equipment replacement program	Recreation, Property and Buildings	1. Deliver the Playground Equipment Replacement program according to approved schedule	1. 100%	1. 100%	Monitoring required. The overall Playground Replacement program replacement is on target as follows: Bonny Hills Community Hall Reserve Contractor engaged. Construction scheduled for first quarter of 21/22 John Dick Reserve Contractor engaged. Construction scheduled for first quarter of 21/22 Narran Park King Creek Contractor engaged. Construction scheduled for first quarter of 21/22. Rocks Ferry Reserve Project complete. Blair Reserve Project complete. Town Beach Park Project complete.
2.3.3.08 CW Deliver recreational walkway replacement program across the local government area	Recreation, Property and Buildings	1. Deliver Recreational walkway program according to approved project plan	1. 100%	1. 100%	Achieved. Town beach to Town Beach North Replacement Pathways - Project deferred to future OP. Kooloonbung Creek Boardwalk Replacement - Construction complete. North Haven to Bonny Hills Walkway - Construction complete. Sandhurst Reserve - Construction complete. Blair Reserve - Complete Harry's Lookout - Complete

Community Strategic Plan: 2.3 Provide quality programs, community facilities and public spaces, e.g. for example, Community community halls, parks and vibrant town centres

Delivery Program Objective: 2.3.3 Develop and implement management of operational and maintenance programs for open space, recreational and community facilities

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.3.3.09 Implement maintenance programs for boat ramps, wharves and jetties	Recreation, Property and Buildings, (Infrastructure Operations)	1. Deliver programs according to approved maintenance and schedule (for boat ramps, wharves and jetties)	1. 100%	1. 100%	Achieved. Works schedule based on inspections and assessment criteria from Council's road and stormwater risk rating and road hierarchy systems.
2.3.3.10 Undertake the maintenance program for beaches	Recreation, Property and Buildings	1. Undertake beach and beach access maintenance as per program 2. Undertake inspections of beach access signs	1. 100% 2. 100%	1. 100% 2. 100%	On target. Beach accesses maintained and cleaned as required. Detailed beach grooming undertaken at all high profile beaches. Repairs at Lighthouse beach 4 wheel drive access during March due to Storm Damage. Comprehensive removal of flood debris from Town Beach , oxley Beach and Lighthouse beach due to ongoing flood debris still washing up/in. Upgrade of pathway at LHB Camel access due to stormwater runoff issues. On target. Signs inspected, repaired and replaced as required.
2.3.3.12 CW Thrumster Sports Fields - Detailed design and approvals - multi-year project	Recreation, Property and Buildings, (Project Delivery)	1. Deliver project according to approved project plan (Thrumster Sports Fields - design and approvals)	1. 100%	1. 100%	On revised target. This is a multi-year project initiated in 2017-2018 financial year. Detailed design engagement was awarded in October 2020 and expected to continue until March 2022.
2.3.3.14 CW Undertake the Public Amenities Renewals Program	Recreation, Property and Buildings	1. Deliver project according to approved project plan (Public Amenities Renewals program)	1. 100%	1. 100%	On target. 100% Pilot Beach Amenities - Completed and are operational as of 23/12/20. Blair Park Amenities - consultation is required prior to ordering these amenities, installation has been programmed for March 2021.

Community Strategic Plan: 2.3 Provide quality programs, community facilities and public spaces, e.g. for example, Community community halls, parks and vibrant town centres

Delivery Program Objective: 2.3.3 Develop and implement management of operational and maintenance programs for open space, recreational and community facilities

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.3.3.16 Manage burial, cremation and memorialisation services at Wauchope, Laurieton and other outlying cemeteries	Customer Experience and Communications	1. Carry out services in accordance with legislative and customer requirements	1. 100%	1. 100%	On target. All burial, ash placements and customer interactions are carried out in accordance with legislative and customer requirements.
2.3.3.17 CW Carry out improvement and expansion works at Wauchope and Laurieton and other outlying cemeteries	Customer Experience and Communications	1. Deliver projects according to approved project plan (improvement and expansion works at cemeteries)	1. 100%	1. 100%	On target. Improvements and expansion works are carried out in accordance with the approved plan. A review of resourcing is required due to the sale of the crematorium to ensure future targets are met.
2.3.3.18 Administration of public roads, public spaces, events and customer engagement: Section 138 Road Applications, Road Encroachments, Customer Enquiries, Statutory Road Functions, Road Policies	Infrastructure Planning	1. Deliver works in accordance with Council's Policies and Procedures	1. 100%	1. 100%	On target. Level of service for responding to applications and enquiries has now increased due to staff resourcing increasing.
2.3.3.20 Develop Plans of Management for Council Crown Reserve Sites - Undertake plans of management as required under the Crown Lands Management Act	Recreation, Property and Buildings	1. Plans of Management for Council Crown Reserve Sites undertaken as required	1. 100%	1. 100%	On target. Land categorisations were finalised and endorsed at the December 19 meeting of Council and have been submitted to the Minister for Housing, Property and Water for approval. RFQ finalised and consultant appointed to undertake works. Draft POM's for submission to Crown Lands completed May 2021.

Delivery Program Objective: 2.3.4 Plan, investigate, design and construct open spaces, recreational and community facilities

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.3.4.02 CW Port Macquarie Coastal Walk — upgrade as per adopted master plan	Recreation, Property and Buildings, (Project Delivery)	1. Deliver project according to approved project plan (Port Macquarie Coastal Walk)	1. 100%	1. 100%	Achieved. Project works included completion of Charlie Uptin Walk, Doctors Walk and Kenny Walk sections of the Coastal Walk.

Community Strategic Plan: 2.3 Provide quality programs, community facilities and public spaces, e.g. for example, Community community halls, parks and vibrant town centres

Delivery Program Objective: 2.3.4 Plan, investigate, design and construct open spaces, recreational and community facilities

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.3.4.07 CW Googik Track - construct shared walkway/cycleway, Stage 2 - multi-year project	Recreation, Property and Buildings	1. Deliver project according to approved project plan (Googik Track - construct shared walkway/cycleway, Stage 2)	1. 100%	1. 75%	Behind schedule. This project is being led by NSW National Parks and Wildlife Service who have advised that due to the heavy rainfall since December, and subsequent flooding in March, the works are likely not to commence until next financial year.
2.3.4.08 CW Hastings Regional Sporting Complex Construction (multi-year project)	Recreation, Property and Buildings, (Project Delivery)	1. Deliver project according to approved project plan (Hastings Regional Sporting Complex Construction)	1. 100%	1. 85%	Behind schedule. This is a multi-year project initiated in 2017-2018 financial year. An outsourced detailed design engagement is ongoing. Design phase has progressed during this reporting period with a 100% detailed design submitted to council in December 2020 with design close out ongoing. Construction works planning and associated phasing are currently being developed. This is a multi year project and may continue into 2021-2022 reporting period for the construction phase (pending funding allocation).
2.3.4.12 CW Port Macquarie Town Centre Master Plan (TCMP) improvements	Recreation, Property and Buildings	1. Deliver project according to approved project plan (PMQ TCMP Improvements)	1. 100%	1. 100%	Achieved. Environmental approvals achieved. Licence offer achieved. Project handed over to Infrastructure Delivery for construction.
2.3.4.14 CW Port Macquarie Pool - Design Finalisation	Recreation, Property and Buildings, (Project Delivery)	1. Deliver project according to approved project plan (Port Macquarie Pool - Design Finalisation)	1. 100%	1. 100%	On target against revised milestones. This project has been delayed due to extensive community consultation that was undertaken to determine the preferred location of the Pool. A contract for the first design stage of the project (strategic design and business case) has been awarded to expert architectural consultants Coop Studios in Dec 2020. This is a multi year project.

Community Strategic Plan: 2.3 Provide quality programs, community facilities and public spaces, e.g. for example, Community community halls, parks and vibrant town centres

Delivery Program Objective: 2.3.4 Plan, investigate, design and construct open spaces, recreational and community facilities

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.3.4.16 CW Continue installation of Town Village Entry Signage	Community	1. Deliver project according to approved project plan (Continue installation of Town Village Entry Signage)	1. 100%	1. 100%	Achieved. Town and Village signage completed this year with the addition of the Welcome to Birpai Country included.
2.3.4.17 CW Lake Cathie Foreshore Reserve - Master plan implementation - Construction of Skate Facility	Recreation, Property and Buildings	1. Deliver project according to approved project plan (Lake Cathie Foreshore Reserve - Construction of Skate Facility)	1. 100%	1. 100%	Achieved. Project completed. Design and construct tender was awarded to Convic Pty Ltd. Design and construction completed in April 2021. All funds will be expended within the 20/21 FY.
2.3.4.18 CW Rainbow Beach Sports Fields	Recreation, Property and Buildings, (Project Delivery)	1. Deliver project according to approved project plan (Rainbow Beach Sports Fields)	1. 100%	1. 100%	On target against revised milestones. Design of the sports fields underway by outsourced consultancy. Design is expected to be completed May 2021 with construction commencing 2021/22FY.
2.3.4.19 CW Red Ochre Park - Develop new park facilities - Local Facilities	Recreation, Property and Buildings	1. Deliver project according to approved project plan (Red Ochre Park - Develop new park facilities - Local Facilities)	1. 100%	1. 100%	Achieved. Project complete.
2.3.4.20 CW Ruins Way Park - Develop new park facilities - Local Facilities	Recreation, Property and Buildings	1. Deliver project according to approved project plan (Ruins Way Park - Develop new park facilities - Local Facilities)	1. 100%	1. 100%	Achieved. Project complete.
2.3.4.22 CW Parks and Gardens Future Designs - Preparation of engineering designs in advance of construction programmes for Parks and Gardens	Recreation, Property and Buildings	1. Deliver project according to approved project plan (Parks and Gardens Future Design)	1. 100%	1. 100%	On target. Funding used for ongoing design works.

Community Strategic Plan: 2.3 Provide quality programs, community facilities and public spaces, e.g. for example, Community community halls, parks and vibrant town centres

Delivery Program Objective: 2.3.4 Plan, investigate, design and construct open spaces, recreational and community facilities

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.3.4.23 CW Rainbow Beach Reserve - Reserve Upgrade	Recreation, Property and Buildings	1. Deliver project according to approved project plan (Rainbow Beach Reserve - Reserve Upgrade)	1. 100%	1. 95%	Monitoring required. Project planning commenced with scope to be defined. Works to be completed by last quarter 2022.
2.3.4.24 CW Camden Haven Surf Club Building - Contribution to design and approvals for new facility	Recreation, Property and Buildings	1. Preconstruction for replacement Camden Haven Surf Club Building - Contribution to design and approvals for new facility	1. 100%	1. 100%	On target. Awaiting update of user requirements guide by Camden Haven Surf Life Saving Club (CHSLSC). RFQ to appoint consultant has been prepared and will be advertised following consultation with CHSLSC. Project completion expected 31 December 2021.
2.3.4.25 CW Port Macquarie Town Green West Reserve Upgrade - (Town Centre Master Plan supported project)	Recreation, Property and Buildings, (Project Delivery)	1. Deliver project according to approved project plan (Port Macquarie Town Green West Reserve Upgrade)	1. 100%	1. 100%	Achieved. Construction works completed in Dec 2020 ahead of the summer holiday season.
2.3.4.26 CW Accessible Ramp and Viewing Platform - Tacking Point Lighthouse	Recreation, Property and Buildings	1. Deliver project according to approved project plan (Accessible Ramp and Viewing Platform - Tacking Point Lighthouse)	1. 100%	1. 100%	Monitoring required. Project is exceeding allocated budget - have requested further funding to complete the project.
2.3.4.27 CW Jabiru Reserve Fish Cleaning Table	Recreation, Property and Buildings	1. Deliver project according to approved project plan (Jabiru Reserve Fish Cleaning Table)	1. 100%	1. 100%	Achieved. Project complete.

Community Strategic Plan: 2.3 Provide quality programs, community facilities and public spaces, e.g. for example, Community community halls, parks and vibrant town centres

Delivery Program Objective: 2.3.4 Plan, investigate, design and construct open spaces, recreational and community facilities

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.3.4.28 CW Port Macquarie Town Signage - Installation of Signage in the Port Macquarie area	Community	1. Deliver project according to approved project plan (Port Macquarie Town Signage)	1. 100%	1. 100%	Achieved. Town and Village signage completed this year with the addition of the Welcome to Birpai Country included.
2.3.4.30 CW Beechwood Tennis Courts - Upgrade Tennis Facility	Recreation, Property and Buildings	1. Deliver project according to approved project plan (Beechwood Tennis Courts - Upgrade Tennis Facility)	1. 100%	1. 100%	Achieved. Works complete.
2.3.4.31 CW Lake Cathie Master Plan - Implementation	Recreation, Property and Buildings	1. Deliver project according to approved project plan (Lake Cathie Master Plan - Implementation)	1. 100%	1. 100%	Achieved. Works complete.

Delivery Program Objective: 2.3.5 Plan and deliver innovative Library Services which cater for new technology and growing population

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.3.5.1 CW Provide a range of library programs and lending services across the local government area (including Library Furnishings, Fittings and Equip; Library Local Priority Grant)	Community	1. Annual library events program delivered	1. 100%	1. 100%	Achieved. The Library managed, even with Covid restrictions, to continue to deliver a diverse and full program of events and activities including online book clubs and story times, holiday programs and author talks. They also continued to support the community with Click and Collect options and online book clubs and activities.

Community Strategic Plan: 2.3 Provide quality programs, community facilities and public spaces, e.g. for example, Community community halls, parks and vibrant town centres

Delivery Program Objective: 2.3.5 Plan and deliver innovative Library Services which cater for new technology and growing population

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
		2. Increase Library membership	2. 100%	2. 75%	Behind schedule. Although we had 2500 new members join in the year, our total membership numbers have fallen. Members who do not use the library for three years are deleted from the database. It may be that many of older members are no longer using the service due to COVID.
2.3.5.2 CW Purchase of Library Books - multi-year project	Community	1. Complete book purchases	1. 100%	1. 100%	Achieved. Allocated budget spent on a range of physical and downloadable materials.
2.3.5.4 Adopt and implement the Library Strategic Plan	Community	1. Implement actions as per the Library Strategic Plan - Undertake precinct planning for future libraries - Review Library operating hours and resource levels	1. 100%	1. 100%	Achieved. Increased library opening hours at Port Macquarie Library. The library was successful in obtaining a grant to extend library services to Sovereign Hills and Lake Cathie.
2.3.5.6 CW Purchase and fit out new Community Van to provide services such as Library outreach, arts and cultural program and community engagement	Community	1. Service delivery program developed and implementation commenced by 30 June 2021 2. Van purchased and fit out complete	1. 100% 2. 100%	1. 100% 2. 100%	Achieved. New van schedule in place. Achieved. Van fitted out and new schedule introduced.

Community Strategic Plan: 2.3 Provide quality programs, community facilities and public spaces, e.g. for example, Community community halls, parks and vibrant town centres

Delivery Program Objective: 2.3.5 Plan and deliver innovative Library Services which cater for new technology and growing population

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.3.5.7 CW Deliver Special Library Projects to enhance library delivery program	Community	1. Deliver Special Library Projects to enhance library delivery program	1. 100%	1. 100%	Achieved. The library introduced two new programs, Book of the Month which involved the purchase of multiple copies of the same title and having a book discussion each month led by a staff member. Science kits for primary school kids is an extension to our Little Bang Discovery program for preschoolers. We also purchased a number of street libraries to distribute to flood affected communities.

Delivery Program Objective: 2.3.6 Support a range of inclusive community activities and programs

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.3.6.04 Implement the Community Inclusion Plan	Community	1. Implement the Community Inclusion Plan actions	1. 100%	1. 100%	Achieved. The Community Inclusion Team (with limited resources) have worked through the actions in the Community Inclusion Plan. Some key actions that have been successfully achieved are the implementation of the Community Inclusion Committee & Aboriginal Advisory Group, new look Community Grants Program, an updated Volunteer program and the acknowledgment of Country added to Council emails signoffs.
		2. Review Inclusion plan annually to meet the needs of our growing community	2. 100%	2. 100%	Achieved. The Community Inclusion Plan has been reviewed and will change to the Wellbeing Action Plan to ensure we meet the needs of the wider community into the future. The Disability Inclusion Action Plan (DIAP) will be incorporated into this plan to give a holistic view of the community.

Community Strategic Plan: 2.3 Provide quality programs, community facilities and public spaces, e.g. for example, Community community halls, parks and vibrant town centres

Delivery Program Objective: 2.3.6 Support a range of inclusive community activities and programs

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.3.6.05 Hamilton Green Maintenance and Hamilton Green Enhancement Project	Community	1. Hamilton Green Maintenance and Hamilton Green Enhancement Project undertaken	1. 100%	1. 100%	Achieved. Car park refurbishments have been completed to reduce flooding in the car park. Plumbing issues have been repaired at Rhema due to the tree root damage. Arborists engaged to assess the Camphor Laurel trees to see if they can be removed before more damage is done.
2.3.6.09 Community Drug Action Team (CDAT) Drug Action Week	Community	1. Community Drug Action Team (CDAT) Week delivered successfully	1. 100%	1. 100%	Achieved. The Community Inclusion Team supports the Community Drug and Alcohol Team (CDAT) to undertake work in the community.
2.3.6.10 Anzac Centenary Local Grants Programme	Community	1. Anzac Centenary Local Grants Programme delivered successfully	1. 100%	1. 100%	Achieved. The Community Inclusion Team have worked with the Rollands Plains and Telegraph Point communities to develop memorials at the community halls. The installation of these memorials is still to be completed, as it was delayed due to the floods.

Community Strategic Plan: 2.4 Empower the community through encouraging active involvement in projects, volunteering and events

Delivery Program Objective: 2.4.1 Work with the community to identify and address community needs, to inform Council processes, services and projects

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.4.1.1 Through the Community Inclusion Plan implement, support and promote the Graffiti Blaster Program	Community	1. Plan and coordinate the graffiti blasters program and capture impact of graffiti removal	1. 100%	1. 100%	Achieved. The Graffiti Blasters program has continued through 2021 to tackle the graffiti problem in the community. New volunteers have been recruited however formal training has been delayed until late July 2021 due to floods & COVID. Household Graffiti Packs were purchased for residents to clean graffiti in their own neighbourhoods. Investigations are continuing into a new reporting app with our GIS section.
2.4.1.2 Prioritise and commence implementation of agreed actions from the Customer Experience project	Customer Experience and Communications	1. Implement the agreed Customer Experience priorities for 2020-2021	1. 100%	1. 100%	On target. Customer Experience Project continues with fortnightly sprints and regular updates provided to Senior Leadership Team.
2.4.1.3 Through the Community Inclusion Plan Involve youth for a better Council	Community	1. Implement a new refreshed and restructured Youth leadership model that will assist in providing a youth voice to Council decisions 2. Support programs and youth activities including Youth Week	1. 100% 2. 100%	1. 100% 2. 100%	Achieved. Through Hastings youth service providers members of the Mid North Coast Youth Network, they will advocate on behalf of and seek feedback from the Youth that utilise their services. We will also liaise with Headspace's established Youth Advisory Group on any relevant youth issues on behalf of Council. Achieved. Refer to 2.2.1.1

Community Strategic Plan: 2.4 Empower the community through encouraging active involvement in projects, volunteering and events

Delivery Program Objective: 2.4.1 Work with the community to identify and address community needs, to inform Council processes, services and projects

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.4.1.4 Through the Community Inclusion Plan support developing a connected community	Community	1. Develop and deliver training for volunteers and volunteer managers to increase capacity for volunteering within Council projects	1. 100%	1. 100%	Achieved. Volunteers resumed working in the community in October 2020 after being suspended due to COVID. Our volunteer groups continue to provide a great service to our community by making our region a great place to live. Council volunteering is currently being reviewed with a new Volunteering Program coming later in 2021. With this new program will come training for volunteers and Council staff such as Graffiti Removal Training and Work Health & Safety.
		2. Implement a Community Directory	2. 100%	2. 100%	Achieved. Community Directory is up and running with a wide range of not-for-profit organisations across the Local Government Area listed on the website. The Community Directory has been used for e-newsletters promoting Community Grants & Volunteering opportunities. Plans to expand the use of the Community Directory once the new website is up and running.
		3. Review and implement Council's volunteer policy, toolkit, guidelines, recruitment and recognition and management processes	3. 100%	3. 100%	Achieved. The Community Inclusion Team has reviewed the current volunteer program & policy and a new program will be delivered in the second half of 2021 to ensure we utilise volunteers for Council managed projects.

Community Strategic Plan: 2.4 Empower the community through encouraging active involvement in projects, volunteering and events

Delivery Program Objective: 2.4.1 Work with the community to identify and address community needs, to inform Council processes, services and projects

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.4.1.5 Through the Community Inclusion Plan support developing a diverse community	Community	1. Celebrate dates of significance for Aboriginal and Torres Strait Islander people	1. 100%	1. 100%	Achieved. Acknowledgement via Council communications to celebrate Reconciliation Week & NAIDOC Week. Financial support was also given to community groups to deliver their own NAIDOC celebrations, however due to the floods these have been postponed until a later date. Art Mural project on the Council building was also installed for NAIDOC Week, and a morning tea was held with key members of the Aboriginal community for National Sorry day.
		2. Celebrate Seniors Week	2. 100%	2. 100%	Achieved. Due to COVID and the floods, Seniors Week looked different this year with an Online Expo promoting business with services that are of benefit to seniors in the community. Acknowledgement of Seniors Week was also promoted through Council's communication channels.
		3. Develop a Council community Inclusion Committee	3. 100%	3. 100%	Achieved. The Community Inclusion Committee has been established with the first meeting held in late February 2021. An Expression of Interest went out in April 2021 calling for additional members however no applications were received. The Committee will continue with the current membership.
		4. Review and re-affirm Council's statement of Reconciliation and Commitment to the Birpai Community	4. 100%	4. 100%	Achieved. The Aboriginal Advisory Group membership was endorsed by Council in June 2021 with the first meeting to be held in late July 2021. The first action in the Charter of this group is to review and develop Council's Reconciliation Action Plan.

Community Strategic Plan: 2.4 Empower the community through encouraging active involvement in projects, volunteering and events

Delivery Program Objective: 2.4.1 Work with the community to identify and address community needs, to inform Council processes, services and projects

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
		5. Support Seniors Programs	5. 100%	5. 100%	Achieved. Due to COVID and the floods, Seniors Week looked different this year with an Online Expo promoting business with services that are of benefit to seniors in the community.
2.4.1.6 Through the Community Inclusion Plan support developing a resilient community	Community	1. Support others through participating in community events and significant dates	1. 100%	1. 50%	Achieved. Significant dates were acknowledged within our community, such as Youth Week, Seniors Week, Reconciliation Day, National Sorry Day, NAIDOC week, Volunteers Week. The dates were acknowledged through a combination of events and Council's communication channels given the constraints of the floods and COVID. Significant support was provided to the community after the devastating floods earlier this year. Three Flood Outreach Centres were established along with an Outreach program and community meetings. The PMH Cares program was also established with ten volunteers working within their local neighbourhoods supporting other residents.
		2. Work collaboratively with relevant organisation to develop improved service for marginalised communities	2. 100%	2. 100%	On target. This is an ongoing measure. We have established both a Community Inclusion Committee and now an Aboriginal Advisory Group to support our community. Through the flood emergency and the establishment of the flood outreach centres, we worked collaboratively with multiple agencies to support the community including Service NSW, Services Australia, Legal Aid, Red Cross, Liberty, Food Bank, Rotary, Salvation Army, St Vincent, DPIE. LLC, Givit, Headscape and Health.

Community Strategic Plan: 2.4 Empower the community through encouraging active involvement in projects, volunteering and events

Delivery Program Objective: 2.4.1 Work with the community to identify and address community needs, to inform Council processes, services and projects

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
		3. Work with community and industry service providers to advocate for affordable houses and space spaces, improved services and facilities for our homeless	3. 100%	3. 100%	Achieved. Key engagement has been undertaken to inform our new Housing Strategy. This included key stakeholders from service groups and providers of safe spaces and services.
2.4.1.7 Through the Community Inclusion Plan support developing a liveable community	Community	1. Audit built environment to improve recreation and connecting opportunities	1. 100%	1. 100%	Achieved. The Community Inclusion Team worked through the Community Inclusion Plan to meet the needs of the community. Some of the projects that have been reviewed are Town Green West Play Space and Town Beach Play Space. Continuing work is being done with community groups to support the design and development of the Creek to Creek pathway Beach to Beach pathway and other pathway connections that were included in the Community Plans.
		2. Design and deliver intergenerational and inclusive play spaces	2. 100%	2. 100%	Achieved. The Community Inclusion Team worked through the Community Inclusion Plan to meet the needs of the community. Some of the The projects that have been reviewed are Town Green West Play Space and Town Beach Play Space. Continuing work is being done with community groups to support the design and development of the Creek to Creek pathway Beach to Beach pathway and other pathway connections included in the Community Plans.

Community Strategic Plan: 2.4 Empower the community through encouraging active involvement in projects, volunteering and events

Delivery Program Objective: 2.4.1 Work with the community to identify and address community needs, to inform Council processes, services and projects

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
		3. Support community led actions to create more liveable communities as identified in the Community Plans	3. 100%	3. 100%	Achieved. The team has worked with the community on Community Plans and the actions within the plans to create a more livable spaces.
2.4.1.8 Implement strategic education priorities in accordance with Council's Working Together Framework	Community	1. Design an Annual Education program that influences community behaviours	1. 100%	1. 100%	Achieved. The Education Team continued to work to the Education Framework and work on the annual plan finalising projects including Waste: Construction and Demolition presentations, Litter campaign, Plastic Free July/Food Smart Roads: Shared pathway project, National Road safety, Caravan safety, Double demerits, Fatality Free Friday Water: Finalising Integrated Water Cycle Management, Some projects remain ongoing and will continue into the next year.
		2. Develop an Holistic approach for Education for priority Council services - Education Plan	2. 100%	2. 100%	Achieved .The Education Framework has been developed and is being utilised to support the a holistic Education program. The Education Framework is a living document and as such will be reviewed and revised from learnings from project implementation as we move forward. The Schools' Education plan has moved forward and is in place and will continue to be developed with a School hub to go live and initial activities to commence across terms 3 and 4 of 2021.

Community Strategic Plan: 2.4 Empower the community through encouraging active involvement in projects, volunteering and events

Delivery Program Objective: 2.4.1 Work with the community to identify and address community needs, to inform Council processes, services and projects

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
		3. Implement Education programs including Water, Waste and Road Safety	3. 100%	3. 100%	Achieved. The Education Team continues to look to improve the holistic approach to education, with holistic, shared focus across divisions starting to be developed. Projects are localised and the team continues to work in partnership with other aspects of our community, TfNSW, Midwaste, Police, Schools and community groups. Education activity has progressed and the majority of plans completed with some program remaining ongoing or having been postponed due to circumstances or priority changes. Projects in Water - Integrated Water Cycle Management and Recycled Water are completed and awaiting feedback before final implementation. Waste campaigns finalised include Litter campaign, Plastic Free July, Construction and Demolition presentations. Natural Resources - Illaroo Road all education required to date completed. Roads - Shared Path, National roads safety, social on road safety issues such as double demerit, school zones, speed, fatality Free Friday. Attending local road committee to address Education needs for arising issues. School education continues to be planned and developed with focus on the Sustainable Development Goals, and incorporating the objectives of the various divisions. Education remains a long term on going process and many of these program will be added to, retargeted and maintained as projects going forward.

Community Strategic Plan: 2.5 Promote a creative and culturally rich community

Delivery Program Objective: 2.5.1 Support cultural activities within the community

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.5.1.1 Implement the Cultural Plan	Economic and Cultural Development	1. Implement agreed Cultural Plan actions	1. 100%	1. 100%	Achieved. Cultural Plan implementation highlights included: - delivery of the 2021 Bicentenary Event Program - Artwalk event delivery, - development and delivery of Wakula, a new cultural tourism attraction in the Port CBD; - establishment of community cultural grants program; - delivery of a professional development program for local creatives; - completion of Public Art audit and maintenance report complete.
2.5.1.2 CW Undertake Glasshouse back of house maintenance	Commercial Business Units	1. Undertake Glasshouse back of house maintenance as required	1. 100%	1. 100%	Achieved. Planned preventative maintenance on the building and equipment undertaken as required.
2.5.1.3 Manage the delivery of a range of high quality performing and visual arts events at the Glasshouse in consideration of Council's Cultural Plan	Commercial Business Units	1. Deliver the exhibition program as per the annual gallery program (20 exhibitions)	1. 100%	1. 100%	Achieved. As per the annual visual arts program, the Glasshouse Regional Gallery delivered the following exhibitions: Landescape - Port Macquarie Hastings Council Collection Distillations - Emma Walker
		2. Deliver the performing arts program as per the annual season launch (15 events)	2. 100%	2. 100%	Achieved. The Glasshouse Performing Arts Program presented the following events as per the annual theatre season: The Little Mermaid - Victorian State Ballet - 2 performances Sydney Writers Festival - 12 sessions over 3 days Magic Beach - 2 performances Carmen - Opera Australia Animal Farm - 2 performances Impermanence - Sydney Dance Company My Life - the story and songs of Billy Joel Hamlet - Prince of Skidmark - 3 performances Melbourne International Comedy Festival

Community Strategic Plan: 2.5 Promote a creative and culturally rich community

Delivery Program Objective: 2.5.1 Support cultural activities within the community

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.5.1.4 Commence development of new Cultural Plan	Economic and Cultural Development	1. Commence review and development of new Cultural Development Plan working with the Cultural Steering Group and key stakeholders	1. 100%	1. 100%	Achieved. The new Draft Cultural Plan was exhibited during May 2021 with a number of submissions received. Staff are working with the Cultural Steering Group are reviewing and considering feedback. The final draft Cultural Plan will be presented to the 4 August Council meeting for adoption.
2.5.1.5 Heritage Local Assistance Fund	Economic and Cultural Development	1. Distribute Heritage Assistance Fund Grants in accordance with established criteria	1. 100%	1. 100%	Achieved. The final round of Heritage Grants closed in April 2021 with 2 successful submissions. Please note that due to a change to NSW Heritage guidelines, the 2020 -2021 Heritage Round 2 will be the final opportunity to apply for the Small Heritage Grants Program through Council.
2.5.1.6 Bicentenary Activities	Economic and Cultural Development	1. Bicentenary activities delivered according to the adopted events plan	1. 100%	1. 100%	Achieved. Port Macquarie's Bicentenary event period was delivered between 10-18 April 2021. The program incorporated the launch of the permanent light/sound installation 'Wakulda' on the facade of the Historic Port Macquarie Courthouse by the Governor of NSW. An Open Artists' Studio Weekend involved 20 local artists and over 40 Satellite Events registered activities throughout the event period. A visit by Sydney Harbour Tall Ship, Coral Trekker, acted as a floating classroom for delivery of TAFE General Purpose Hand Course for local students, and the Community Art Exhibition attracted 68 submissions for display in the Glasshouse Regional Gallery.

Community Strategic Plan: 2.5 Promote a creative and culturally rich community

Delivery Program Objective: 2.5.1 Support cultural activities within the community

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.5.1.7 Wauchope Bicentenary Riverside Sculptural Trail	Economic and Cultural Development	1. Wauchope Bicentenary Riverside Sculptural Trail delivered according to the adopted project plan	1. 100%	1. 90%	Achieved. This project was on track to be completed on time but was impacted by the devastating flooding at the project site. The recently completed fish cleaning table and adjacent light pole (site 2) were both lost in the floods, and the site preparation and initial works at site 3 were heavily impacted. The bridge murals were not impacted and two of the three remaining works along Rocks Ferry Road have been installed; there is one final sculpture left to install. A report has been sent to the funding body and discussion between Council and the funders regarding project finalisation, which we anticipate will occur in the first half of 2021/22.
2.5.1.8 Art Walk	Economic and Cultural Development	1. Art Walk delivered successfully	1. 100%	1. 100%	Achieved. A COVID Safe event delivered across the region between 1 - 8 October 2020. Incorporated over 100 participants as part of the Longest Footpath Art Gallery, over 40 satellite events, and three Artist Markets. A specialised izi.travel guide was developed to feature all artists and the www.artwalkpmq.com.au website was developed to feature associated events and participants.

COMMUNITY THEME **3** Your Business and Industry

What we are trying to achieve

The Port Macquarie-Hastings region is a successful place that has a vibrant, diversified and resilient regional economy for people to live, learn, work, play and invest.

Community Strategic Plan: 3.1 Embrace business and a stronger economy

Delivery Program Objective: 3.1.1 Assist the growth of local business and industry, ensuring this is a central consideration of Council activities

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
3.1.1.01 Implement actions from the 2017-2021 Economic Development Strategy to lead, create and proactively support an environment that stimulates sustainable industry, business and investment growth	Economic and Cultural Development	1. Implement actions from the Economic Development Strategy and report to Council on implementation twice per year	1. 100%	1. 100%	Achieved. Actions from the Economic Development Strategy implemented, with twice-yearly report to Council adopted in May 2021. Additional activities also undertaken to support local business and industry in response to COVID-19 and 2021 Flood event.
3.1.1.02 Commence development of new Economic Development Strategy	Economic and Cultural Development	1. Commence review and development of new Economic Development Strategy in consultation with the Economic Development Steering Group and key stakeholders	1. 100%	1. 100%	Achieved. The Economic Development Strategy Review and Phase 1 of the development of a new Economic Development Strategy has been completed with Economic Development Discussion Paper released for community engagement. Economic Development Steering Group and Community engagement sessions completed across Camden Haven, Wauchope and Port Macquarie with additional sessions conducted online. Draft Economic Development Strategy drafting is in progress with the draft to be presented to new Council in late 2021.

Community Strategic Plan: 3.1 Embrace business and a stronger economy

Delivery Program Objective: 3.1.2 Optimise the use of appropriately zoned land for business uses

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
3.1.2.1 Finalise Local Environmental Plan (LEP) and Development Control Plan (DCP) amendments in relation to a business park near Port Macquarie Airport (UGMS Action 15)	Land Use Planning, (Development Assessment)	1. Final report to Council re Local Environmental Plan (LEP) and Development Control Plan (DCP) amendments by 30 December 2020	1. 100%	1. 100%	Achieved. The amended Local Environment Plan (LEP) enabling the development of a business park near the Port Macquarie Airport was published on the NSW Legislation website on 10 September 2020.
3.1.2.2 Review and prepare planning proposals for specific sites within the Port Macquarie-Hastings Local Government Area based on priorities as determined by Council	Development Assessment	1. Report to Council bi-annually on progress and status of site specific amendments	1. 100%	1. 100%	On target. Report on the status of site specific Planning Proposal requests to amend the Local Environmental Plan was presented to Council in June 2021. Next report to Council anticipated in December 2021.
3.1.2.3 CW Greenmeadows Drive - Development Planning and Feasibilities	Strategy	1. Consider Greenmeadows Drive appropriateness for strategy on community use assets by 30 June 2021	1. 100%	1. 100%	Achieved. The site has been identified as a residential development. This is a multiyear project and will be included in the 2021/22 OP.

Delivery Program Objective: 3.1.3 Implement Major Events Strategy

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
3.1.3.2 Implement the Port Macquarie-Hastings Events Plan	Economic and Cultural Development	1. Implementation of Events Plan actions relating to 'Major and Community Events'	1. 100%	1. 100%	Achieved. Work on priority objectives in the event action plan is progressing. This includes a recent focus on reviewing how Council's community events are delivered in a inclusive way, which reflects the desires of our community as well as engages and connects the wider community. There has been a strong focus on educating our event owners on the importance of high quality community engagement.

Community Strategic Plan: 3.1 Embrace business and a stronger economy

Delivery Program Objective: 3.1.3 Implement Major Events Strategy

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
		2. Successful distribution of Events Grants and Sponsorships	2. 100%	2. 100%	Achieved. Council supported 8 major events during the April - June 2021 quarter. These events resulted in a combined economic impact of approximately \$2.2 million for our community. Note, 6 of the 8 events have not yet submitted their final visitor data therefore the economic impact is estimated at this time. Traditionally IRONMAN, which has the largest economic impact of our sponsorship portfolio, is held in May. It was postponed to September due to the local flood impact from. The Flamin' Dragons Boat regatta was also forced to postpone to 2023 after the destruction of Rocks Ferry Reserve where their event is to be staged. The Event Sponsorship Program has had a name change, to better align with phrases that convey the intent of this sponsorship program. Now called, the Major Events Marketing Grant, this program will hopefully entice more applications from event owners looking for support to bring or host an event in our region. The next round of funding opens early Sept. 2021.

Community Strategic Plan: 3.1 Embrace business and a stronger economy

Delivery Program Objective: 3.1.4 Implement the Destination Management Plan

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
3.1.4.1 Work with stakeholders to implement actions from the Destination Management Plan in accordance with the identified strategic outcomes	Economic and Cultural Development	1. Implement actions within the Destination Management Plan (DMP)	1. 100%	1. 100%	Achieved. Destination Management Plan Implementation: * Campaign activity concluded on June 30th. Since January 1st 2021, there has been a total of 337,734 visits and 58,998 Clicks. Of this, 116,440 (34.5 %) visits and 19,622 (33.3 %) Clicks can be directly attributed to media activity. * Ongoing Industry Communications increased in response to the flood and ongoing COVID restrictions. * Ongoing Destination PR Program delivery - highlights include a group famil including titles such as Escape, The West Australian and New Zealand Herald.
		2. Increase new monthly visits to the website by more than 15% in 12 months	2. 100%	2. 100%	Achieved. Visits to the Destination website increased year on year by 37.44%. This represents an increase in users from 386,813 for the FY 2019-20 to 531,620 for the FY 2020-21.
3.1.4.2 Greater Port Macquarie Brand Review	Economic and Cultural Development	1. Brand Review project developed and delivered in accordance with project plan	1. 100%	1. 100%	Achieved. The project is well progressed with the Draft Strategy being presented to Councillors and stakeholders in July. The next stage focused on the development of the brand look and feel and brand guidelines. This will complete the project.
3.1.4.3 Public Art, Audit and Maintenance	Economic and Cultural Development	1. Complete public art audit and commence maintenance plan	1. 100%	1. 100%	Achieved. Public Art audit up to date with maintenance to be undertaken on prioritised sites during 2021-2022.

Community Strategic Plan: 3.3 Embrace opportunity and attract investment to support the wealth and growth of the community

Delivery Program Objective: 3.3.1 Develop, manage and maintain Port Macquarie Airport as a key component of the regional transport network and continue to grow the airport's contribution to the regional economy

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
3.3.1.1 Continue to monitor, plan & implement the PMQ Airport Master Plan to meet demand and regulatory reqs - Commence design of future infrastructure improvements, includes public car park expansion	Commercial Business Units	1. Deliver identified actions from the Airport Master Plan according to approved project plan	1. 100%	1. 100%	On target. Multi-year projects. Parallel Taxiway and General Aviation pavement renewal - Final design substantially complete. Environmental Impact Assessment (EIS) and DA submitted for assessment in March 2021. Airport Weather Station (AWS) relocated in October 2020. Biodiversity Certification Agreement - implementation continuing post approval. Australian Government Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act) Referral - approved November 2020. Airport Business and Technology Park - Local Environmental Plan (LEP) rezoning and Development Control Plan (DCP) approved in September 2020.
3.3.1.2 Support, facilitate and advocate for regular public transport (RPT) airline services at Port Macquarie Airport	Commercial Business Units	1. Increase in passenger numbers compared to previous year	1. 100%	1. 40%	Behind schedule. Passenger numbers for 2020-21 are down 60% on 2019-20 due to the impact of COVID-19 travel restrictions. Quarterly passenger numbers for April to June 2020-21 returned to approximately 55 -60% of pre-COVID levels.
3.3.1.4 CW Port Macquarie Airport Parallel Taxiway Stage 1 and General Aviation pavement renewal – finalise detailed design	Commercial Business Units (Project Delivery)	1. Finalise detailed design of Airport Parallel Taxiway Stage 1 and General Aviation pavement renewal	1. 100%	1. 100%	On target. Multi-year project. Parallel Taxiway and General Aviation pavement renewal - Final design substantially complete. Environmental Impact Assessment (EIS) and DA submitted for assessment in March 2021. Airport Weather Station (AWS) relocated in October 2020.

Community Strategic Plan: 3.3 Embrace opportunity and attract investment to support the wealth and growth of the community

Delivery Program Objective: 3.3.1 Develop, manage and maintain Port Macquarie Airport as a key component of the regional transport network and continue to grow the airport's contribution to the regional economy

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
3.3.1.5 Continue to monitor, plan and implement the Port Macquarie Airport Biodiversity Certification Strategy and related environmental approvals	Commercial Business Units, Environment and Regulatory Services	1. Deliver identified actions from the Biodiversity Certification Strategy and related environmental approvals according to approved project plan	1. 100%	1. 100%	On target. Multi-year project. Biodiversity Certification Agreement - implementation continuing post approval. Australian Government Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act) Referral - approved November 2020.
3.3.1.6 CW Operate and maintain Port Macquarie Airport in accordance with regulatory and safety requirements	Commercial Business Units	1. Carry out daily aerodrome inspections according to regulatory requirements	1. 100%	1. 100%	Achieved. All inspections carried out in accordance with regulatory requirements.
		2. Carry out maintenance / refurbishment of Council-owned hangars according to approved project plan	2. 100%	2. 100%	Achieved. Hangar maintenance undertaken as required.
		3. Ensure airport operational manuals are reviewed by 30 June	3. 100%	3. 100%	Achieved. Airport Operations Manual and Transport Security Program updated as required.
		4. Upgrade passenger security screening equipment by 31 December 2020	4. 100%	4. 100%	Achieved. New security screening equipment installed and operational in February 2021.

Community Strategic Plan: 3.3 Embrace opportunity and attract investment to support the wealth and growth of the community

Delivery Program Objective: 3.3.1 Develop, manage and maintain Port Macquarie Airport as a key component of the regional transport network and continue to grow the airport's contribution to the regional economy

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
3.3.1.7 Finalise development planning for the Port Macquarie Airport Business and Technology Park - (multi-year project)	Strategy	1. Finalise development planning by 30 June 2021 according to approved project plan	1. 100%	1. 100%	Achieved. The Port Macquarie-Hastings Local Environmental Plan (LEP) (Amendment No.56) relating to Council's Airport and Thrumster lands and adjoining private property, commenced 10 September 2020. The LEP aims to support the development of the Port Macquarie airport precinct through the introduction of appropriate zones and development controls and identification of land that has been biodiversity certified. This is a multi year project. The completion of this project which includes the Development Contributions Plan and identification of infrastructure and services, will appear in the 2021-22 OP.

Community Strategic Plan: 3.4 Partner for success with key stakeholders in business, industry, government, education and the community

Delivery Program Objective: 3.4.3 Encourage innovation that will support our growth as a regional city including smart community technology

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
3.4.3.3 Implement actions from Council's Smart Community Roadmap	Economic and Cultural Development	1. Smart Communities Initiatives developed and implemented in accordance with priorities identified in Roadmap	1. 100%	1. 100%	Achieved. Smart Community Roadmap adopted by Council in October 2020. Consideration and integration of opportunities being pursued in new strategies and projects across the organisation on an ongoing basis.

COMMUNITY THEME 4 Your Natural and Built Environment

What we are trying to achieve

A connected, sustainable, accessible community and environment that is protected now and into the future.

Community Strategic Plan: 4.1 Provide (appropriate) infrastructure and services including water cycle management, waste management, and sewer management

Delivery Program Objective: 4.1.1 Plan, investigate, design and construct water supply assets ensuring health, safety, environmental protection and security of supply for the future growth of the region

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.1.1.01 CW Construction planning for the Sancrox Reservoir to Area 13 (Thrumster) trunk main (DN750)	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Commencement of the construction of the Sancrox Reservoir to Area 13 Thrumster trunk main)	1. 100%	1. 90%	Monitoring required. status remains unchanged from Sept 2020 reporting period. The design phase for this project is complete however, the project has been placed on hold pending a development application for a new service centre which being lodged on one of the lots that the pipeline is proposed to pass through. Given the uncertain timeframe to resolve the issues pertaining to the lot with the proposed service centre, Council will look into alternative options to traverse this portion of land. If an alternative is variable, stakeholder consultation will need to be undertaken prior to moving into the tender phase. The re-commencement of the project will be subject to negotiations with the landowner to ensure that unnecessary re-work is not undertaken. These works are now expected to be complete in the 2021/22.

Community Strategic Plan: 4.1 Provide (appropriate) infrastructure and services including water cycle management, waste management, and sewer management

Delivery Program Objective: 4.1.1 Plan, investigate, design and construct water supply assets ensuring health, safety, environmental protection and security of supply for the future growth of the region

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.1.1.04 CW Installation of new water supply services to residential and business premises to cater for new development	Infrastructure Planning, (Infrastructure Operations)	1. Deliver project according to approved project plan (new water supply services to residential and business premises)	1. 100%	1. 100%	On target. Installation of new water supply services being carried out in response to development applications.
4.1.1.16 CW Thrumster Reclaimed Water Interim Supply - Rising Main to Thrumster Reservoir - Booster Pumping Station and Interim Reservoir - undertake construction	Infrastructure Operations, (Project Delivery)	1. Deliver project according to approved project plan (Thrumster Reclaimed Water Interim Supply)	1. 100%	1. 100%	On target against revised milestones. Construction continuing via contract, works to continue into 2020-2021 and are due for completion in Q1/Q2 2021/22 FY including interim recycled water reservoir and interconnection mains.
4.1.1.18 CW Construction of a water main - Between Sancrox Reservoir and Wauchope	Infrastructure Operations, (Project Delivery)	1. Deliver project according to approved project plan (Construction of a water main - Between Sancrox Reservoir and Wauchope)	1. 100%	1. 100%	Achieved. Project complete works finalised during Nov 2020.
4.1.1.26 CW Continue construction of the Southern Arm Trunk Main (DN750) - Pacific Hwy to Bonny Hills	Infrastructure Planning, (Project Delivery)	1. Deliver programs according to approved schedule (Construction of the Southern Arm Trunk Main)	1. 100%	1. 85%	On target. Approvals given to progress project following NPWS approval. Works will span multiple FY's.
4.1.1.27 CW Commencement of design for the Water treatment/Filtration Plant at Cowarra Dam	Infrastructure Planning	1. Deliver programs according to approved schedule (Commencement of design for the Water treatment/Filtration Plant at Cowarra Dam)	1. 100%	1. 100%	On target. Project on track Scoping study for the works has been finalised by Public Works with a peer review by Hunter H2O currently now underway. Next stage of the project expected to be a concept design and environmental approvals pathway assessment which will span across multiple financial years.

Community Strategic Plan: 4.1 Provide (appropriate) infrastructure and services including water cycle management, waste management, and sewer management

Delivery Program Objective: 4.1.1 Plan, investigate, design and construct water supply assets ensuring health, safety, environmental protection and security of supply for the future growth of the region

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.1.1.28 CW Preconstruction Works - Trunk Main from Bonny Hills to Kew (Area 12) Reservoir - Stage 1	Infrastructure Planning, (Project Delivery)	1. Deliver programs according to approved schedule (Preconstruction Works - Trunk Main from Bonny Hills to Kew (Area 12) Reservoir - Stage 1)	1. 100%	1. 100%	On target. Project initiation and planning works continued during this reporting period. The design phase of this project will continue into 2021-2022 financial year.
4.1.1.29 CW Marbuk Motorised Water Main Valve - Relocation	Infrastructure Planning, (Infrastructure Operations)	1. Deliver programs according to approved schedule (Marbuk Motorised Valve - Relocation)	1. 100%	1. 100%	On target. Contractors quoting for works.
4.1.1.31 CW Water Supervisory Control and Data Acquisition (SCADA) System - Replacement	Infrastructure Planning, (Infrastructure Operations)	1. Deliver programs according to approved project plan (Water Supervisory Control and Data Acquisition (SCADA) System - Replacement)	1. 100%	1. 80%	Behind schedule. Planning underway, specifications nearing completion.
4.1.1.32 CW Replacement of 3 Villages River Inlet Platform Structures	Infrastructure Planning, (Infrastructure Operations)	1. Deliver programs according to approved schedule (Replacement of 3 Villages River Inlet Platform Structures)	1. 100%	1. 0%	Yet to commence. This project has not commenced to date and will be completed in 2022, once the Engineering support tender panel is completed. Project completion expected in 2nd quarter of 2022/2023 FY.
4.1.1.34 CW Preconstruction works for the Granite Street Reservoir rehabilitation/renewal	Infrastructure Planning, (Infrastructure Operations)	1. Deliver programs according to approved schedule (Preconstruction works for the Granite Street Reservoir rehabilitation/renewal)	1. 100%	1. 100%	On target. However, currently under review. This action is pending completion of OP action 4.1.1.26 and may need to be deferred to outer years.

Community Strategic Plan: 4.1 Provide (appropriate) infrastructure and services including water cycle management, waste management, and sewer management

Delivery Program Objective: 4.1.1 Plan, investigate, design and construct water supply assets ensuring health, safety, environmental protection and security of supply for the future growth of the region

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.1.1.35 CW Preconstruction of Widderson St Reservoir Roof Replacement	Infrastructure Planning	1. Deliver programs according to approved schedule (Preconstruction of Widderson St Reservoir Roof Replacement)	1. 100%	1. 100%	On target. This project was moved to the 21/22 Operational Plan, with the project schedule updated in conjunction.
4.1.1.36 CW Water critical infrastructure - Site Security Upgrades	Infrastructure Planning, (Infrastructure Operations)	1. Deliver programs according to approved schedule (Water critical infrastructure - Site Security Upgrades)	1. 100%	1. 90%	Behind schedule. Planning underway. Delay due to significant increase in operational responses as a result of wet weather.
4.1.1.39 CW Telemetry Microwave link replacement Bonny Hills to Camden Haven	Infrastructure Planning, (Infrastructure Operations)	1. Deliver programs according to approved schedule (Telemetry Microwave link replacement Bonny Hills to Camden Haven)	1. 100%	1. 70%	Monitoring required. Due to staff resource constraints, this project will be completed next financial year.
4.1.1.40 CW Design of Rock Ramp to secure water level at Koree Island Pumping Stations Intake Pool	Infrastructure Planning	1. Deliver programs according to approved project plan (Design of Rock Ramp to secure water level at Koree Island Pumping Stations Intake Pool)	1. 100%	1. 50%	Behind schedule. Project progression is reliant on river flow conditions being very low to complete design, then low again for installation. Current conditions are not suitable, so the remainder of the project has been moved into the new financial year.
4.1.1.42 CW Installation of Baffles within Reservoirs to ensure chlorination contact time for disinfection	Infrastructure Operations	1. Deliver programs according to approved schedule (Installation of Baffles within Reservoirs to ensure chlorination contact time for disinfection)	1. 100%	1. 60%	Behind schedule. This project has been delayed and it is intended to complete concept design in 2021 which will then lead to detailed design completion and construction commencement in 2022. The project will be undertaken in conjunction with the Chlorination upgrade for the site.

Community Strategic Plan: 4.1 Provide (appropriate) infrastructure and services including water cycle management, waste management, and sewer management

Delivery Program Objective: 4.1.1 Plan, investigate, design and construct water supply assets ensuring health, safety, environmental protection and security of supply for the future growth of the region

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.1.1.43 CW Annual Energy Efficiency Initiatives Allocation - Variable Speed Drive Pumps - Water sites	Infrastructure Planning, (Infrastructure Operations)	1. Deliver programs according to approved schedule (Annual Energy Efficiency Initiatives Allocation - Variable Speed Drive Pumps - water sites)	1. 100%	1. 100%	On target. Purchasing completed - 30% installation undertaken.
4.1.1.44 CW Wauchope Water Treatment Plant upgrade project	Infrastructure Planning, (Project Delivery)	1. Deliver programs according to approved schedule (Wauchope Water Treatment Plant upgrade project)	1. 100%	1. 100%	On target. This emergency water supply security project has continued in the construction phase during the reporting period. The bulk water supply chlorination project has been added to the scope of these works and will continue into the 21/22 FY
4.1.1.45 CW Water Supply Security Projects	Infrastructure Planning, (Project Delivery)	1. Deliver programs according to approved schedule (Water Supply Security Projects)	1. 100%	1. 100%	On target. Project split into various sub-projects including: Investigations of desalination plant (Placed on hold). Wauchope Water Treatment Plant Upgrade (reported as separate item). Cowarra Booster Pump Station construction.
4.1.1.46 CW Bonny Hills Recycled Water System Upgrade	Infrastructure Planning, (Project Delivery)	1. Deliver programs according to approved schedule (Bonny Hills Recycled Water System Upgrade)	1. 100%	1. 75%	Behind schedule. Construction tender awarded during this reporting period for upgrade to recycled water treatment process at Bonny Hills Sewerage Treatment Plant. Program for completion extends into 2021/22 FY.

Community Strategic Plan: 4.1 Provide (appropriate) infrastructure and services including water cycle management, waste management, and sewer management

Delivery Program Objective: 4.1.2 Develop and implement annual maintenance and preventative works program for water supply assets

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.1.2.1 CW Conduct water asset replacement and renewal programs for live water mains, water meters, renewals and minor works and switchboards	Infrastructure Operations	1. Deliver programs according to approved schedule (Live water mains, water meters, renewals and minor works, pumps, switchboards and flow meters)	1. 100%	1. 100%	On target. Water Supply infrastructure renewals being carried out as required.
4.1.2.2 CW Carry out programmed replacement of Water Treatment Plant (WTP) electrical and mechanical assets	Infrastructure Planning, (Infrastructure Operations)	1. Deliver project according to approved project plan (Carry out programmed replacement of Water Treatment Plant (WTP) electrical and mechanical assets)	1. 100%	1. 100%	On target. Programmed asset replacement undertaken as required.

Delivery Program Objective: 4.1.3 Plan, investigate, design and construct sewerage assets ensuring health, safety, environmental protection and the future growth of the region

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.1.3.01 CW Commence construction of the Port Macquarie sewer rising main, Port Macquarie	Infrastructure Operations, (Project Delivery)	1. Deliver project according to approved project plan (Commence construction of the Port Macquarie Sewer rising main (Sewer Pump Station))	1. 100%	1. 100%	Achieved. Project complete. Works finalised during Dec 2020.
4.1.3.03 CW Small Towns Sewerage Scheme Construction - Long Flat, Comboyne, Telegraph Point (multi-year project)	Infrastructure Operations, (Project Delivery)	1. Deliver project for Comboyne Sewerage Scheme according to approved project plan	1. 100%	1. 100%	On target. This project continues from previous FY's. Ledonne were engaged to undertake the works in August 2018. Construction completion reached.

Community Strategic Plan: 4.1 Provide (appropriate) infrastructure and services including water cycle management, waste management, and sewer management

Delivery Program Objective: 4.1.3 Plan, investigate, design and construct sewerage assets ensuring health, safety, environmental protection and the future growth of the region

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
		2. Deliver project for Long Flat Sewerage Scheme according to approved project plan 3. Deliver project for Telegraph Point Sewerage Scheme according to approved project plan	2. 100% 3. 100%	2. 100% 3. 100%	On target. This project continues from previous FY's. Ledonne were engaged to undertake the works in August 2018 Construction completion reached Achieved. This project continues from previous FY's. Ledonne were engaged to undertake the works in August 2018 Construction completion of the Telegraph Point scheme was completed in Sept 2020.
4.1.3.15 CW Commencement of the construction of the Area 14 reclaimed Inlet trunk main (DN250), Bonny Hills	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Reclaimed Water - Area 14 Reclaimed Trunk Main)	1. 100%	1. 100%	Achieved. Project complete.
4.1.3.18 CW Continuation of preconstruction of Thrumster Sewerage treatment Plant (Area 13) - Phase 1	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Preconstruction of Thrumster Sewerage Treatment Plant (Area 13))	1. 100%	1. 75%	Behind schedule. Project has been delayed awaiting the completion of the Integrated Water Cycle Management Strategy. Project is forecast to commence in the last quarter of the 2020-2021 financial year.
4.1.3.22 CW Investigation, Design and Construction of Kew Sewer Treatment Plant (STP) Upgrade (Multi-Year project)	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Investigation, Design and Construction of Kew Sewer Treatment Plant (STP) Upgrade)	1. 100%	1. 85%	Behind schedule. Project to continue through into 2021/22. Port Macquarie-Hastings Council partnered with NSW Public Works Advisory for the delivery of the concept design phase for this project. the Project will now progress into the detailed design and investigations phase with a new consultancy. The construction phase of this project is estimated to commence not before 2021 based on current project status.

Community Strategic Plan: 4.1 Provide (appropriate) infrastructure and services including water cycle management, waste management, and sewer management

Delivery Program Objective: 4.1.3 Plan, investigate, design and construct sewerage assets ensuring health, safety, environmental protection and the future growth of the region

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.1.3.23 CW Annual Energy Efficiency Initiatives Allocation - Variable Speed Drive Pumps – Sewer Sites	Infrastructure Planning, (Infrastructure Operations)	1. Deliver project according to approved project plan (Annual Energy Efficiency Initiatives allocation)	1. 100%	1. 100%	On target. Purchasing completed - 20% installation undertaken.
4.1.3.24 CW Inlet Works Replacement for Port Macquarie Sewer Treatment Plants (STP)	Infrastructure Operations	1. Deliver project according to approved project plan (Inlet Works Replacement for Port Macquarie Sewer Treatment Plants)	1. 100%	1. 30%	Behind schedule. Project delayed due to resource constraints due to critical operational responses and reallocation of existing resource to emerging priorities. Expected completion is now in the 2021/22 Financial year.
4.1.3.25 CW Integrated Water Cycle Management Strategy Delivery (Multi-Year Project)	Infrastructure Planning	1. Deliver project according to approved project plan (Integrated Water Cycle Management Strategy)	1. 100%	1. 90%	Monitoring required. Further delays have been incurred due to anomalies and additional reviews required for modelling and proposed scenarios. Updated modelling complete, awaiting analysis from Public Works to lead into draft strategy documents. Expected on track for delivery in Financial Year 21/22.
4.1.3.26 CW Preconstruction works for upgrade of Lake Innes Sewerage Pump Station #71 (PMSPS71)	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Preconstruction works for upgrade of Lake Innes Sewerage Pump Station #71 (PMSPS71))	1. 100%	1. 100%	On target. Project is on track against revised milestones. Project initiation and planning works completed during this reporting period. The design phase of this project is expected to continue into 2021-2022 financial year.
4.1.3.27 CW Port Macquarie Waste Water Treatment Plant Odour control mitigation works	Infrastructure Planning, (Infrastructure Operations)	1. Deliver project according to approved project plan (Port Macquarie Waste Water Treatment Plant Odour control mitigation works)	1. 100%	1. 100%	On target. A variation to the EPL project deadlines has been successful so this project is currently on track.

Community Strategic Plan: 4.1 Provide (appropriate) infrastructure and services including water cycle management, waste management, and sewer management

Delivery Program Objective: 4.1.3 Plan, investigate, design and construct sewerage assets ensuring health, safety, environmental protection and the future growth of the region

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.1.3.28 CW Camden Haven Waste Water Treatment Membrane Replacements	Infrastructure Planning, (Infrastructure Operations)	1. Deliver project according to approved project plan (Camden Haven Waste Water Treatment Membrane Replacements)	1. 100%	1. 60%	Behind schedule. Due to critical operational responses and reallocation of existing resource to emerging priorities. External consultant resources have been sourced to manage the tender development. This is expected to be completed by end of 2022/23.
4.1.3.29 CW Preconstruction of Wauchope Waste Water Treatment Plant Inlet Rationalisation	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Preconstruction of Wauchope Waste Water Treatment Plant Inlet Rationalisation)	1. 100%	1. 100%	Yet to commence. This project has been removed from the 21/22 FY OP.
4.1.3.30 CW Bonny Hills Waste Water Treatment Plant Aerator Replacements	Infrastructure Planning, (Infrastructure Operations)	1. Deliver project according to approved project plan (Bonny Hills Waste Water Treatment Plant Aerator Replacements)	1. 100%	1. 90%	Behind schedule. Due to critical operational responses and reallocation of existing resources to emerging priorities. Expected completion in 2nd quarter of 2021/2022 FY.
4.1.3.31 CW Replace Sewer Telemetry Radios Wauchope and Kew	Infrastructure Planning, (Infrastructure Operations)	1. Deliver project according to approved project plan (Replace Sewer Telemetry Radios Wauchope and Kew)	1. 100%	1. 100%	On target. RFQ document preparation is underway and expected completion for approval mid next month.
4.1.3.32 CW Sewer Distributed Network Protocol (DNP3) Telemetry Processor roll out Port Macquarie	Infrastructure Planning, (Infrastructure Operations)	1. Deliver project according to approved project plan (Sewer Distributed Network Protocol (DNP3) Telemetry Processor roll out Port Macquarie)	1. 100%	1. 100%	Monitoring required. Due to staff resource constraints, this project will be completed next financial year.

Community Strategic Plan: 4.1 Provide (appropriate) infrastructure and services including water cycle management, waste management, and sewer management

Delivery Program Objective: 4.1.3 Plan, investigate, design and construct sewerage assets ensuring health, safety, environmental protection and the future growth of the region

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.1.3.33 CW Sewer Distributed Network Protocol (DNP3) Telemetry Processor roll out Wauchope and Kew	Infrastructure Planning, (Infrastructure Operations)	1. Deliver project according to approved project plan (Sewer Distributed Network Protocol (DNP3) Telemetry Processor roll out Wauchope and Kew)	1. 100%	1. 100%	Monitoring required. Due to staff resource constraints, this project will be completed next financial year.
4.1.3.34 CW Port Macquarie Sewer Pump Station 13 Catchment Reline	Infrastructure Planning, (Infrastructure Operations)	1. Deliver project according to approved project plan (Port Macquarie Sewer Pump Station 13 Catchment Reline)	1. 100%	1. 100%	On target.
4.1.3.35 CW Preconstruction works for Port Macquarie Sewer Pump Station 21 Refurbishment	Infrastructure Planning	1. Deliver project according to approved project plan (Preconstruction works for Port Macquarie Sewer Pump Station 21 Refurbishment)	1. 100%	1. 100%	On target. Project is on track against revised milestones. Project initiation and planning works completed during this reporting period. The design phase of this project is expected to continue into 2021-2022 financial year.
4.1.3.36 CW Preconstruction works for Camden Haven Sewer Pump Station 2 Refurbishment	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Preconstruction works for Camden Haven Sewer Pump Station 2 Refurbishment)	1. 100%	1. 100%	On target. Project is on track against revised milestones. Project initiation and planning works completed during this reporting period. The design phase of this project is expected to continue into 2021-2022 financial year.

Community Strategic Plan: 4.1 Provide (appropriate) infrastructure and services including water cycle management, waste management, and sewer management

Delivery Program Objective: 4.1.3 Plan, investigate, design and construct sewerage assets ensuring health, safety, environmental protection and the future growth of the region

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.1.3.37 CW Kew/Kendall Sewer Pump Station 7, 8 and 9 Supervisory control and data acquisition (SCADA) Upgrade	Infrastructure Planning, (Infrastructure Operations)	1. Deliver project according to approved project plan (Kew/Kendall Sewer Pump Station 7, 8 and 9 Supervisory control and data acquisition (SCADA) Upgrade)	1. 100%	1. 80%	On target. Planning complete.
4.1.3.38 CW Preconstruction works for upgrade of Port Macquarie Sewerage Pump Station #18	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Preconstruction works for upgrade of Port Macquarie Sewerage Pump Station #18)	1. 100%	1. 100%	On target. Project is on track against revised milestones. Project initiation and planning works completed during this reporting period. The design phase of this project is expected to continue into 2021-2022 financial year.
4.1.3.39 CW Sewer Critical Infrastructure Site Security Upgrades	Infrastructure Planning, (Infrastructure Operations)	1. Deliver project according to approved project plan (Sewer Critical Infrastructure Site Security Upgrades)	1. 100%	1. 0%	Yet to commence. This project has been postponed and there is no defined timeline for commencement. It will not be completed in 2021/2022 FY.
4.1.3.40 CW Preconstruction works for upgrade/relocation of Port Macquarie Sewerage Pump Station #1 for Aquatic Centre Project	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Preconstruction works for upgrade/relocation of Port Macquarie Sewerage Pump Station #1 for Aquatic Centre Projects)	1. 100%	1. 0%	Deferred. This project has been deferred to a future operational plan given that it will not be required until funding for the Aquatic facility is confirmed. Consideration to the relocation of the pump station will be given during the Aquatic Facility design.

Community Strategic Plan: 4.1 Provide (appropriate) infrastructure and services including water cycle management, waste management, and sewer management

Delivery Program Objective: 4.1.4 Develop and implement annual maintenance and preventative works program for sewerage assets

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.1.4.1 CW Programmed replacement of Sewer Pumps and Electrical switchboards at Sewage Pump Stations	Infrastructure Planning, (Infrastructure Operations)	1. Deliver project according to approved project plan (Programmed replacement of Sewer Pumps and Electrical switchboards at Sewage Pump Stations)	1. 100%	1. 100%	On target. Asset renewal undertaken as required.
4.1.4.4 CW Carry out programmed replacement of Sewer Treatment Plant (STP) electrical and mechanical assets	Infrastructure Operations	1. Deliver project according to approved project plan (Carry out programmed replacement of Sewer Treatment Plant (STP) electrical and mechanical assets)	1. 100%	1. 80%	Behind schedule. Project resourcing currently under review.
4.1.4.5 CW Conduct sewer assets replacement and maintenance programs for Sewer Rehabilitation and Relining Works	Infrastructure Operations	1. Deliver project according to approved project plan (Conduct sewer assets replacement and maintenance programs for Sewer Rehabilitation and Relining Works)	1. 100%	1. 80%	On target. Contractors engaged.

Community Strategic Plan: 4.1 Provide (appropriate) infrastructure and services including water cycle management, waste management, and sewer management

Delivery Program Objective: 4.1.5 Work towards planning, investigation, design, construction of stormwater assets

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.1.5.06 CW Continue design and construction for Black Swan Terrace - Stormwater detention facility (multi-year project)	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Black Swan Terrace - Stormwater detention facility)	1. 100%	1. 100%	On target. Project plan endorsed and design engagement ongoing during this reporting period. This project is expected to be a multi year project due to land acquisition requirements.
4.1.5.08 CW Stormwater Remediation Panorama Drive Bonny Hills - Detailed Designs of remedial options	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Stormwater Remediation Panorama Drive Bonny Hills)	1. 100%	1. 100%	On target. Project planning underway. Project completion expected early 21/22 FY.
4.1.5.09 CW Investigation of Stormwater Remediation Options - Bellbowrie/Bay Street Catchment	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Investigation of Stormwater Remediation Options - Bellbowrie/Bay Street Catchment)	1. 100%	1. 85%	Behind schedule. Design is behind milestone dates mainly associated with variations introduced to the original scope. Consultant has been on hold awaiting approval to commence variation works prior to finalising original scope items. Approval has been given to commence variation works and an updated program is to be provided to include variation and complete all remaining deliverables (design report, design drawings, cost estimates). Professional resourcing of this project has been impacted by flooding during this reporting period.
4.1.5.10 CW Stormwater Remediation Designs – Design of drainage improvement works	Infrastructure Planning	1. Deliver project according to approved project plan (Stormwater Remediation Designs –Design of drainage improvement works)	1. 100%	1. 100%	Achieved. Design works undertaken when required.

Community Strategic Plan: 4.1 Provide (appropriate) infrastructure and services including water cycle management, waste management, and sewer management

Delivery Program Objective: 4.1.5 Work towards planning, investigation, design, construction of stormwater assets

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.1.5.11 CW Detailed Designs of Stormwater Remediation measures identified in the Westport Stormwater Management Plan including Gordon Street to Buller Street Port Macquarie works	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Detailed Designs of Stormwater Remediation measures identified in the Westport Stormwater Management Plan)	1. 100%	1. 100%	On target. Multi year project. Consultant engaged to undertake detailed stormwater catchment analysis and detailed designs. Designs are progressing well and project is on track.
4.1.5.12 CW Stormwater Remediation - 35 Hart Street - Investigation of stormwater remediation - Planning and Designs	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Stormwater Remediation - 35 Hart Street)	1. 100%	1. 85%	Behind schedule. Project planning to be commenced in early 2021 with completion of design expected within the 2020-2021 financial year. The professional resourcing of this stormwater project has been impacted by flooding during this reporting period leading to some delay.
4.1.5.13 CW Stormwater Remediation - 10 Dilladerry Cres, Port Macquarie - Overflow swale plus system augmentation	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Stormwater Remediation - 10 Dilladerry Cres, PMQ)	1. 100%	1. 100%	Achieved. Project complete.

Delivery Program Objective: 4.1.6 Develop and implement annual maintenance and renewal programs for stormwater assets

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.1.6.02 Undertake annual canal maintenance for Settlement Shores and Broadwater canals as required	Infrastructure Planning, (Infrastructure Operations)	1. Undertake canal maintenance works in accordance with the rolling priority program and risk management processes	1. 100%	1. 100%	Achieved. Works delivered on budget. Works schedule based on inspections and assessment criteria from Council's road and stormwater risk rating and road hierarchy systems.

Community Strategic Plan: 4.1 Provide (appropriate) infrastructure and services including water cycle management, waste management, and sewer management

Delivery Program Objective: 4.1.6 Develop and implement annual maintenance and renewal programs for stormwater assets

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.1.6.05 Settlement Shores canals - Major Maintenance and Dredging	Infrastructure Planning, (Project Delivery)	1. Deliver project to approved project plan (Settlement Shores Canals Major Maintenance and Dredging)	1. 100%	1. 100%	Achieved. Project complete.
4.1.6.07 CW Carry out the Stormwater Renewal Program	Infrastructure Planning, (Infrastructure Operations)	1. Deliver program according to approved schedule (Stormwater Renewal)	1. 100%	1. 100%	Achieved. The 2020-2021 Stormwater Renewal Programme was achieved with the following works completed. Stormwater Relining: Alma St, North Haven Short St, Port Macquarie Graham St, Kendall Ocean Dr, North Haven.
4.1.6.18 Carry-out stormwater maintenance program including inspections, monitoring and repair works	Infrastructure Planning, (Infrastructure Operations)	1. Deliver project to approved project plan (Stormwater maintenance program)	1. 100%	1. 100%	Achieved. Works delivered on budget. Works schedule based on inspections and assessment criteria from Council's road and stormwater risk rating and road hierarchy systems.
4.1.6.19 Carry-out stormwater engineering investigations in response to identified issues from both reactive and proactive inspections	Infrastructure Planning	1. Engineering Investigations completed for all complex issues raised	1. 100%	1. 100%	On target. Additional investigations and designs are undertaken throughout the year as required. Investigations works for this quarter have been prioritised for previously identified Operational Plan projects, and further work will be done in progressing transport investigation projects that have been delayed with the impacts of staff vacancies and the March 2021 flood disaster.
4.1.6.20 Stormwater Asset Management Condition Rating of stormwater assets via CCTV inspections, including of newly constructed works	Infrastructure Planning, (Infrastructure Operations)	1. In accordance with adopted programs and proactive maintenance requirements based on risk	1. 100%	1. 100%	Achieved. Works delivered on budget. Works schedule based on inspections and assessment criteria from Council's road and stormwater risk rating and road hierarchy systems.

Community Strategic Plan: 4.1 Provide (appropriate) infrastructure and services including water cycle management, waste management, and sewer management

Delivery Program Objective: 4.1.6 Develop and implement annual maintenance and renewal programs for stormwater assets

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.1.6.21 Develop Urban Stormwater Catchment Management Plans for each of the 62 sub-catchments	Infrastructure Planning	1. Deliver project according to approved project plan (Develop Urban Stormwater Catchment Management Plans)	1. 100%	1. 95%	Monitoring required. This project has been re-scoped to allow for inclusion of catchment analysis to include for sewer issues in conjunction with stormwater. The project charter is currently being redeveloped with a project officer assigned to manage this project.
4.1.6.22 CW North Haven Flood Mitigation Works - investigation and concept design of remedial works	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (North Haven Flood mitigation Works - investigation and concept design of remedial works)	1. 100%	1. 80%	Behind schedule. Project planning commenced in Dec 2020 due to COVID and other grant funded project priorities. Works have not progressed further in 20-21FY

Delivery Program Objective: 4.1.7 Develop and implement effective waste management strategies

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.1.7.06 Ensure effective recycling and recovery of domestic waste through Material Recovery Facility (MRF)	Commercial Business Units	1. Recovery of domestic waste through Material Recovery Facility complete by 30 June 2021	1. 100%	1. 100%	Achieved. Recovery of domestic waste through the Material Recovery Facility (MRF) completed as required.
4.1.7.07 Ensure effective recycling and recovery of organic waste through Organic Recovery Facility (ORF)	Commercial Business Units	1. Capture carbon credit data associated with waste diversion to Organic Resource Recovery Facility (ORRF) for reporting purposes	1. 100%	1. 100%	Achieved. Recovery of domestic waste through Organic Recovery Facility (ORF) completed as required. Carbon credit data captured as required.

Community Strategic Plan: 4.1 Provide (appropriate) infrastructure and services including water cycle management, waste management, and sewer management

Delivery Program Objective: 4.1.7 Develop and implement effective waste management strategies

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
		2. Recovery of domestic waste through Organic Recovery Facility complete by 30 June 2020	2. 100%	2. 100%	Achieved. Recovery of domestic waste through the Organic Recovery Facility (ORF) completed as required.
4.1.7.09 Deliver efficient waste and recycling services at all Waste Transfer Stations	Commercial Business Units	1. Operation of all Waste Transfer Stations undertaken in accordance with regulatory requirements	1. 100%	1. 100%	Achieved. Operation of all Waste Transfer Stations undertaken in accordance with regulatory requirements. Significant response provided to support the clean up of flood damaged waste across the LGA.
4.1.7.13 Address illegal dumping and provide clean up programs	Commercial Business Units	1. Illegal dumping and clean up programs delivered by 30 June 2021	1. 100%	1. 100%	Achieved. Illegal dumping and clean up programs completed as required.
4.1.7.14 Commence Multi Unit Dwelling Organics Recovery Project	Commercial Business Units	1. Deliver project according to approved project plan (Multi Unit Dwelling Organics Recovery Project)	1. 100%	1. 100%	On target. Project extended to 30 November 2021 in consultation with the Environmental Trust, Department of Planning, Industry & Environment, to ensure an appropriate monitoring and evaluation period for the project.
4.1.7.20 Deliver "Better Waste and Recycling" Initiatives (Office of Environment and Heritage)	Commercial Business Units	1. Deliver projects according to approved Office of Environment and Heritage (OEH) project plans	1. 100%	1. 100%	Achieved. Identified waste education projects undertaken as required.

Community Strategic Plan: 4.1 Provide (appropriate) infrastructure and services including water cycle management, waste management, and sewer management

Delivery Program Objective: 4.1.7 Develop and implement effective waste management strategies

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.1.7.23 CW Cairncross Recycling Industrial Zone Improvements - Concrete Processing Facility Establishment Stage 1 - EIS, Design, Planning & Approvals	Commercial Business Units	1. Deliver project according to approved project plan (Cairncross Recycling Industrial Zone Improvements - Concrete Processing Facility Establishment Stage 1)	1. 100%	1. 0%	Deferred. Project re-prioritised and removed from 2020-2021 Operational Plan via the Monthly Budget Review in November 2020 report presented to the Ordinary Council Meeting held on 9 December 2020.
4.1.7.26 CW Cairncross Waste Depot - Facility Upgrade and Expansion Approvals	Commercial Business Units	1. Deliver project according to approved project plan (Cairncross Waste Depot - Facility Upgrade and Expansion Approvals)	1. 100%	1. 100%	On target. Cairncross landfill expansion construction due for completion in December 2021.
4.1.7.27 Continue to monitor, plan and implement the Waste Strategy 2017 - 2024 in accordance with regulatory requirements and industry best practice - (multi-year project)	Commercial Business Units	1. Deliver identified actions from the Waste Strategy 2017-2024 according to approved project plan	1. 100%	1. 100%	Achieved. The current Waste Strategy actions are being delivered as required. The Waste Strategy is expected to be reviewed in 2021-2022 following the release of the new NSW 20 year Waste Strategy (published in June 2021).
4.1.7.28 Deliver efficient waste collection services, including domestic, commercial and public place	Commercial Business Units	1. Waste collection services delivered as required	1. 100%	1. 100%	Achieved. Waste collection services delivered as required. Additional services provided in support of clean up of flood damaged waste.
4.1.7.29 Ensure effective operation of Cairncross waste management facility including effective disposal of waste to landfill	Commercial Business Units	1. Capture the tonnage of waste to landfill for environmental reporting	1. 100%	1. 100%	Achieved. Reporting completed as required.

Community Strategic Plan: 4.1 Provide (appropriate) infrastructure and services including water cycle management, waste management, and sewer management

Delivery Program Objective: 4.1.7 Develop and implement effective waste management strategies

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
		2. Operation of Cairncross waste management facility undertaken in accordance with regulatory requirements	2. 100%	2. 100%	Achieved. Operation of Cairncross waste management facility undertaken in accordance with regulatory requirements.
4.1.7.30 Undertake Waste Education and Marketing campaigns	Commercial Business Units	1. Waste Education and Marketing campaigns delivered according to approved programs	1. 100%	1. 100%	Achieved. Waste education campaigns delivered as required in support of Council's Waste Strategy and services.
4.1.7.31 Operate and maintain waste facilities in accordance with regulatory requirements and industry best practice		1. Deliver projects including landfill gas monitoring according to approved project plans	1. 100%	1. 100%	Achieved. Landfill gas monitoring undertaken as required. Investigations continuing into the potential for flaring of landfill gas at Cairncross.

Community Strategic Plan: 4.2 Aim to minimise the impact of natural events and climate change, for example, floods, bushfires and coastal erosion

Delivery Program Objective: 4.2.1 Develop and implement Coastal, Estuary, Floodplain, and Bushfire management plans

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.2.1.01 Deliver the annual bushfire risk mitigation program for Port Macquarie-Hastings Council.	Environment and Regulatory Services	1. 90% of the annual bushfire risk mitigation program delivered	1. 100%	1. 100%	Achieved, 90% of the annual bushfire risk mitigation program delivered
		2. RFFF estimates are submitted to the RFS for the following financial year grant application	2. 100%	2. 100%	Achieved. Paperwork completed.
4.2.1.02 Implement actions from the Flying Fox Camp Management Plan for Kooloonbung Creek	Environment and Regulatory Services	1. Attend community meetings x two (six monthly)	1. 100%	1. 100%	Achieved. Meetings attended via TEAMS.

Community Strategic Plan: 4.2 Aim to minimise the impact of natural events and climate change, for example, floods, bushfires and coastal erosion

Delivery Program Objective: 4.2.1 Develop and implement Coastal, Estuary, Floodplain, and Bushfire management plans

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
		2. Develop educational materials 3. Develop protocols to manage incidents 4. Investigate alternative habitat 5. National flying-fox census count x 4 (quarterly) 6. Operation of sprinkler system and monitoring ongoing	2. 100% 3. 100% 4. 100% 5. 100% 6. 100%	2. 100% 3. 100% 4. 100% 5. 100% 6. 100%	Achieved. Completed education activities as per the Camp Management Plan. Achieved. Completed by NSW State government. Achieved. Completed and addressed in Community updates and Council Reports. Achieved. Completed - 4 counts undertaken. Achieved. Sprinkler system successfully handed over to on-ground operations team.
4.2.1.03 Investigation of appropriate floodplain mitigation measures and strategies to reduce flood risk in the Hibbard Precinct Catchment	Environment and Regulatory Services	1. Begin investigation into options for mitigation measures 2. Community consultation undertaken 3. Grant application submitted and obtained	1. 100% 2. 100% 3. 100%	1. 60% 2. 0% 3. 100%	Yet to Commence. DPIE funding not available until FY22/23. Project will proceed without DPIE funding in 21/22. Yet to commence. Due to competing priorities. Achieved. Works to commence Q1 21/22 - budget allocated.
4.2.1.04 Implementation of flood mapping updates associated with Hastings River Flood Study	Environment and Regulatory Services	1. GIS flood mapping completed and available to community	1. 100%	1. 80%	Behind schedule. Working with GIS team to have full public facing maps and flood data by Q2 21/22.
4.2.1.05 Continue to ensure development compliance to achieve sound environmental outcomes - Vegetation Management Plans, Koala Plans of Management developed, registered, implemented and monitored	Environment and Regulatory Services	1. Create workflow management processes for VMPs and KPOMs using Authority	1. 100%	1. 100%	Achieved. Workflow processes completed and audits begun.

Community Strategic Plan: 4.2 Aim to minimise the impact of natural events and climate change, for example, floods, bushfires and coastal erosion

Delivery Program Objective: 4.2.1 Develop and implement Coastal, Estuary, Floodplain, and Bushfire management plans

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
		2. Register, respond and undertake initial action on customer requests associated with VMP's within 14 days 3. Undertake mapping of vegetation management plans and koala plans of management with dedication years	2. 100% 3. 100%	2. 100% 3. 100%	Achieved. All CRM's completed in a timely manner. Achieved. KFT's are being mapped during each inspection. Dedication years are captured through the VPA process and this will be a target in future OP's once both registers are in full operation.
4.2.1.06 Development of environmental program of works (registration, implementation, monitoring) to ensure compliance to Airport biocertification	Environment and Regulatory Services	1. Ongoing monitoring, generate reports, manage budgets for payment of contracts and write final report pertinent to on-ground environmental management actions 2. Undertake scoping, briefing preparation, and requisition of appropriate services	1. 100% 2. 100%	1. 100% 2. 100%	Achieved. Completed contracts for 20/21. Ongoing maintenance into perpetuity. Achieved. Will continue works into perpetuity on this site.
4.2.1.07 Continue to provide environmental impact or conditions advice on proposed development or proposed construction works	Environment and Regulatory Services	1. Referrals to DA applications is undertaken within 14 days	1. 100%	1. 100%	Achieved.
4.2.1.08 Investigation of appropriate floodplain mitigation measures and strategies to reduce flood risk in the Wrights and Yarranabee Creeks	Environment and Regulatory Services	1. Community consultation begun 2. Grant application submitted and obtained	1. 100% 2. 100%	1. 0% 2. 100%	Yet to commence. Due to competing priorities. Yet to commence. Works to commence Q1 21/22 - budget allocated.

Community Strategic Plan: 4.2 Aim to minimise the impact of natural events and climate change, for example, floods, bushfires and coastal erosion

Delivery Program Objective: 4.2.1 Develop and implement Coastal, Estuary, Floodplain, and Bushfire management plans

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.2.1.09 Continue to develop a Flood Study for the North Brother Local Catchments - facilitation of stormwater remediation	Environment and Regulatory Services, (Infrastructure Planning)	1. Development of a North Brother Flood Study underway to facilitate future stormwater remediation	1. 100%	1. 100%	Monitoring required. North Brother Draft Floodplain Risk management Study and Plan were reported to and endorsed at the April 2021 Ordinary Council Meeting. The Council also resolved to delay the public exhibition of the Draft Study and Plan until September 2021 to ensure that the exhibition period did not clash with the ongoing Flood Recovery efforts occurring at that time.
4.2.1.11 Undertake preparatory work for new stormwater system at Illaroo Road	Environment and Regulatory Services	1. Completion of Aboriginal Archaeological investigation 2. Removal of asbestos	1. 100% 2. 100%	1. 100% 2. 100%	Achieved. Report completed in December Quarter. Achieved. Asbestos removal to be undertaken as part of Stormwater construction works Q1/Q2 21/22.
4.2.1.13 Consult with community regarding funding model options for Illaroo revetment wall	Environment and Regulatory Services	1. Consultation with community undertaken	1. 100%	1. 100%	Achieved. Final community engagement report completed in April 2021 and reported to Council. New project to be commenced in 21/22.
4.2.1.14 Coast and estuary management committee	Environment and Regulatory Services	1. 4 committee meetings held per year	1. 100%	1. 100%	Achieved. 4 committee meetings held per year.
4.2.1.15 Compliance with Seagrass Assessment and Intertidal Wetland Rehabilitation Plan for the Stingray Creek Bridge Replacement Work	Environment and Regulatory Services	1. 4 year post construction sea grass monitoring completed 2. Fence erected on offset site 3. Offset site mapped to determine vegetation integrity	1. 100% 2. 100% 3. 100%	1. 100% 2. 100% 3. 100%	Achieved. No further comment from Fisheries. Monitoring required. Ongoing Saltmarsh offset project incomplete, property purchase Achieved. Fence construction preliminary work to commence in Q2 21/22. Achieved. Completed by Ecosure Consulting.

Community Strategic Plan: 4.2 Aim to minimise the impact of natural events and climate change, for example, floods, bushfires and coastal erosion

Delivery Program Objective: 4.2.1 Develop and implement Coastal, Estuary, Floodplain, and Bushfire management plans

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.2.1.16 Development of a Coastal Management Program for Lake Cathie	Environment and Regulatory Services	1. Undertake the initial development of a scoping study for Coastal Management Program specific to Lake Cathie	1. 100%	1. 100%	Achieved. Adoption of Scoping Study by Council in May 2021.
4.2.1.17 Develop the annual bushfire risk mitigation program for Council lands prepared in accordance with the Bush Fire Risk Management Plan	Environment and Regulatory Services	1. The annual bushfire risk mitigation program is adopted by Council by 30 September 2020	1. 100%	1. 100%	Achieved. All available sites managed.
4.2.1.18 Flood Mapping - Updated Flood Maps including LEP maps, External Customer Mapping Portal and Automated Flood Certificates	Environment and Regulatory Services	1. All Council adopted flood studies mapped and accessible to internal and external customers via LEP 2. Flood mapping portal scoping study completed 3. Online portal developed and tested 4. Project plan and possible consultant engagement completed	1. 100% 2. 100% 3. 100% 4. 100%	1. 50% 2. 80% 3. 50% 4. 80%	On target. Flood studies mapped by GIS. Project underway to have public maps online between August & October 21. Behind schedule. Underway, working with GIS team to have full public facing maps and flood data by Q2 21/22. Yet to commence. Due to competing priorities. Behind schedule. Due to uncertainty with the changes to the LEP mapping layer by State Government works were delayed until final changes were made. Changes came into force July 2021.

Delivery Program Objective: 4.2.2 Promote strategies to mitigate Climate Change

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.2.2.1 Undertake development of a Sustainability and Climate Change Strategy	Environment and Regulatory Services	1. Sustainability and Climate Change Strategy developed and adopted by 30 June 2021	1. 100%	1. 80%	Behind schedule. Draft Climate Change and Draft Sustainability Policy complete ready for public exhibition.

Community Strategic Plan: 4.3 Facilitate development that is compatible with the natural and built environment

Delivery Program Objective: 4.3.1 Undertake transparent and efficient development assessment in accordance with relevant legislation

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.3.1.1 Ensure development assessment, building certification and subdivision certification activities are completed efficiently and in accordance with legislation	Development Assessment	1. Capture the number of applications and processing times, together with a commentary on development trends and report to Council quarterly	1. 100%	1. 100%	On target. Determined application for April to June 2021 quarter include: 282 Development Applications with an average processing time of 46 days, 40 Modifications with an average processing time of 37 days, 121 Building Construction Certificates with an average processing time of 18 days and 16 Complying Development Certificates with an average processing time of 25 days. Annually determined applications include: 1184 Development Applications with an average processing time of 47 days, 93 Modifications with an average processing time of 36 days, 514 Building Construction Certificates with an average processing time of 14 days and 65 Complying Development Certificates with an average processing time of 21 days.
4.3.1.2 Ensure the Development Assessment Panel operates in accordance with their charter and all applications are accurately determined	Development Assessment	1. Have no successful legal appeals relating to process errors	1. 100%	1. 100%	On target. No legal appeals have been received during the April to June 2021 quarter Annual. No legal appeals have been received during the July to June period.

Community Strategic Plan: 4.4 Plan for integrated transport systems that helps people get around and link our communities

Delivery Program Objective: 4.4.1 Plan, investigate, design and construct transport assets which address pedestrians, cyclist and vehicular needs to cater for the future growth of the region

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.4.1.02 Develop a Regional Integrated Transport Strategy (Multi-year project)	Infrastructure Planning, (Strategy)	1. Deliver project according to approved project plan (Develop a Regional Integrated Transport Strategy)	1. 100%	1. 100%	Achieved. This is a multi year project. Development of the strategy and background studies including engagement with State Agencies has commenced. In the 2021-22 OP engagement with the community and presentation of the draft report to Council will be delivered.
4.4.1.03 CW Footpath, Cycleway and Pedestrian works	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Footpath, Cycleway and Pedestrian works)	1. 100%	1. 85%	On target. A number of sections of path have already been constructed (including Burrawan and Ackroyd streets) with the remainder (excluding Gordon and Widderson St) to be complete before the end of financial year.
4.4.1.10 CW Lake Road - continuation of detailed design of dual lanes - Jindalee to Fernhill intersections and Chestnut Road to Ocean Drive - multi-year project	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Lake Road - continuation of detailed design of dual lanes)	1. 100%	1. 100%	Achieved. Project complete. The project was delivered behind the original schedule due to an increase in scope. Construction of the works is now pending allocation of budget in future financial years.
4.4.1.12 CW Beechwood Road - continue the design for Stages 5 and 6 of Beechwood Road reconstruction - Riverbreeze to Waugh Street - multi-year project	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Beechwood Road - continue the design for Stages 5 and 6 of Beechwood Road reconstruction (Riverbreeze to Waugh Street))	1. 100%	1. 100%	On target. Behind original target but On revised schedule. Stage 5 designs completed during Q1 20/21., Stage 6 is limited to concept designs only, including higher level crossing of Yippen Creek to improve flood access. Progressing in accordance with planning decision from Council regarding primary flood access prior to progressing the design. Expected to be complete in 21-22FY

Community Strategic Plan: 4.4 Plan for integrated transport systems that helps people get around and link our communities

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Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.4.1.13 CW Hastings River Drive - Hughes Place to Boundary Street upgrade (Multi-year project)	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Hastings River Drive - Hughes Place to Boundary Street upgrade)	1. 100%	1. 85%	Behind schedule. This project continues from 2017-2018 financial year. Design consultant engaged to undertake detailed design and environmental approvals. Detailed designs are nearing completion. The contractor has experienced some delays in meeting scheduled progress with the project only recently progressing to the final stage of Development Approval submission. The construction of this segment of Hastings River Dr is subject to additional funding being allocated/secured.
4.4.1.21 CW Dunbogan Bridge - Reid Street - undertake substructure rehabilitation (Multi-year project)	Infrastructure Planning	1. Deliver project according to approved project plan (Dunbogan Bridge - Reid Street)	1. 100%	1. 100%	On target. Project practically complete with final invoices expected to be received in July. Pedestrian Balustrade Rail (PBR) replacement for the Dunbogan Bridge delivery was completed.
4.4.1.22 CW Kindee Bridge - structural repairs and Bridge Replacement optioneering (Multi-year project)	Infrastructure Planning	1. Deliver project according to approved project plan (Kindee Bridge - structural repairs and bridge replacement optioneering)	1. 100%	1. 100%	On target. Community consultation regarding future replacement options planning underway with engagement commencing in February 2021 and continuing into March 2021. The presentation of the preferred option was provided to Council this quarter and will be used to inform future design of the bridge replacement.
4.4.1.32 Continue corridor planning - Kendall Road - Ocean Drive - Hastings River Drive regional road corridor (MR538/MR600) - multi-year project	Infrastructure Planning	1. Corridor planning - Kendall Road - Ocean Drive- Hastings River Drive regional road corridor commenced	1. 100%	1. 100%	On target. Seeking 2nd round of community and stakeholder consultation for feedback on strategy proposals.

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Delivery Program Objective: 4.4.1 Plan, investigate, design and construct transport assets which address pedestrians, cyclist and vehicular needs to cater for the future growth of the region

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.4.1.34 CW Kew Main Street Upgrade	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Kew Main Street Upgrade)	1. 100%	1. 85%	Behind schedule. This project continued from the 2017-2018 financial year following the announcement of funding from the Federal Government. The detailed design phase of the project is complete and construction tenders are being negotiated. Construction works are expected to commence in early 21/22 FY.

Delivery Program Objective: 4.4.1 Plan, investigate, design and construct transport assets which address pedestrians, cyclist and vehicular needs to cater for the future growth of the region

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.4.1.37 CW Local Roads Proactive Transport Program	Infrastructure Planning, (Infrastructure Operations)	1. In accordance with adopted programs and preventative maintenance requirements (Local Roads Proactive Transport Program)	1. 100%	1. 100%	Achieved. The 2020-21 Road Rehabilitation and Resealing Programme consisted of the following completed works: Road Reconstruction or Road Rehabilitation: Denham St, Port Macquarie Ballina Cr, Port Macquarie Herschell St, Port Macquarie Albert Cct, Port Macquarie Hay St, Port Macquarie Hayward St, Port Macquarie Short St, Port Macquarie Acacia Ave, Port Macquarie Karungi Cres, Port Macquarie Chestnut Rd, Port Macquarie Belah Rd, Port Macquarie Jindalee Rd, Port Macquarie Comboyne Rd, Comboyne (Township to Stennets) Toorak Ct, Port Macquarie Road Resealing: Lighthouse Beach Local Streets, Port Macquarie Greenmeadows Local Streets, Port Macquarie Bangalay Dr, Port Macquarie Widderson St, Port Macquarie The following works were deferred into 21-22 works programme due to reasons outlined below: Road Reconstruction or Road Rehabilitation: Highfields Cct, Port Macquarie (dependent on completion of local development - deferred until October 2021) Blackbutt Rd, Port Macquarie (completed in early July 2021) Pembroke Rd, Pembroke (dependent on resources - commencement in late July/early August 2021) Road Reseals: Comboyne Local Streets, Comboyne (deferred to 21-22 due to cold temperature and excessive rain) Kindee Rd, Kindee (deferred to 21-22 due to cold temperature and excessive rain). Resealing of Comboyne local roads and Kindee Rd was deferred due to cold temperature, excessive rain and the effects of flooding.

Community Strategic Plan: 4.4 Plan for integrated transport systems that helps people get around and link our communities

Delivery Program Objective: 4.4.1 Plan, investigate, design and construct transport assets which address pedestrians, cyclist and vehicular needs to cater for the future growth of the region

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.4.1.42 CW John Oxley Drive Upgrade – Detailed Design – The Ruins Way to Wrights Road (Oxley Highway)	Infrastructure Planning, (Infrastructure Operations)	1. Deliver project according to approved project plan (John Oxley Drive Upgrade)	1. 100%	1. 85%	Behind schedule. (Multi year project) Local consultants Hopkins Consulting are progressing towards completion of the detailed design phase and sign off of final drawings during this reporting period. The construction phase of the project is pending the availability of budget in future FY's.
4.4.1.44 Conduct sealed road network condition survey	Infrastructure Planning	1. Undertake condition rating of Council's transport assets by 30 June 2021	1. 100%	1. 95%	Monitoring required. This project was expected to commence in early 2021 however commencement delayed due to competing priorities. It is expected this project will commence in September 2021 with completion by early 2022.
4.4.1.45 CW Ocean Drive duplication - Matthew Flinders Drive to Greenmeadows (Multi-year project)	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Ocean Drive duplication - Matthew Flinders Drive to Greenmeadows)	1. 100%	1. 100%	On target. MOU signed following TfNSW concurrence. The remaining detailed design elements are now being finalised prior to progressing to the procurement phase for construction. This is expected to occur in 21/22FY.
4.4.1.46 CW Design and investigations for Gordon Street Pavement Reconstruction and Service Relocations - between Ocean Drive and Horton Street	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Design and investigations for Gordon Street Pavement Reconstruction)	1. 100%	1. 100%	Achieved. Design project complete. Construction planning commencing (refer separate line item for construction).

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Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.4.1.48 Development Contribution Plan (Roads) Review and Update	Infrastructure Planning	1. Deliver project according to approved project plan (Development Contribution Plan (Roads) Review and Update)	1. 100%	1. 0%	Monitoring required. Project scoping was deferred due to other higher priority program activities. This project will be reinitiated with the Strategy Group, which is yet to occur. Further delayed due to March Flood event. Project will be a part of a broader contributions plan review project commencing in the 2021/22 Operational Plan.
4.4.1.49 CW Transport and Traffic various design works - additional Transport and Stormwater Designs	Infrastructure Planning	1. Deliver project according to approved project plan (Transport and Traffic various design works - additional Transport and Stormwater Designs)	1. 100%	1. 100%	On target. Additional designs and transport and traffic designs are undertaken throughout the year as required. Design works for this quarter have been prioritised for previously identified Operational Plan projects, and further design will be done in the later quarters of this year as design work slows down during construction phases of other projects. Design and investigation work undertaken for this quarter includes for bus stop reviews, intersection analysis and funding of a project officer for progressing transport related projects.
4.4.1.51 CW Installation of new bus shelters as per the Community Passenger Transport Infrastructure Grant Scheme (CPTIGS) Program	Infrastructure Planning, (Project Delivery)	1. Bus shelter installations completed as per the program	1. 100%	1. 100%	On target. Bus Shelter installation ongoing since last reporting period. Shelters delayed due to flooding.
4.4.1.52 AUS-SPEC Review - Undertake a comprehensive review of Councils full suite of design and construction specifications - multi-year project	Infrastructure Planning	1. Deliver project according to approved project plan (AUS-SPEC Review)	1. 100%	1. 40%	Behind schedule. Implementation of revised specifications have been delayed by other higher priority projects. This project is continuing and ongoing with planning underway to recommence the update of the standard drawings and implementation of the new specifications by September 2021. Adequate budget will be allocated in the 20/21 Operational Plan.

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Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.4.1.55 CW Beach to Beach - shared path project at Camden Haven	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Beach to Beach - shared path project at Camden Haven)	1. 100%	1. 100%	Achieved. Final section of D9 path installation is now complete.
4.4.1.59 CW Gordon/Horton Street - intersection upgrade - details designs	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Gordon/Horton Street - intersection upgrade - details designs)	1. 100%	1. 85%	Behind schedule. Project was placed on hold pending advice from TfNSW regarding the approval process for the traffic signal design. Resourcing of this project has been impacted flooding during this reporting period. The delay to completion is yet to be quantified/confirmed.
4.4.1.61 CW Continuation of Bago Road Rehabilitation (Milligan's Rd to Bluewater Cres)	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Bago Road Rehabilitation - Milligan's Rd to Bluewater Cres)	1. 100%	1. 100%	Achieved. Works complete.
4.4.1.62 CW Reconstruction of The Ruins Way (Major Innes Road to Sitella St)	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Reconstruction of The Ruins Way (Major Innes Road to Sitella St)	1. 100%	1. 100%	Achieved. Complete Construction has progressing to completion during this reporting period. The Ruins Way upgrade was successfully re opened to traffic in Dec 2020.

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Delivery Program Objective: 4.4.1 Plan, investigate, design and construct transport assets which address pedestrians, cyclist and vehicular needs to cater for the future growth of the region

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.4.1.63 CW Pembroke Road - Stoney Creek Bridge Upgrade - Detailed Design	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Pembroke Road - Stoney Creek Bridge Upgrade - Detailed Design)	1. 100%	1. 75%	Behind schedule. Project scope of works has been finalised and design phase project planning has commenced. Project is expected to carry over into the 2021-2022 financial year due to the complexity of the design and delay is design commencement. the site for this project has been heavily impacted by the flood event during this reporting period leading to a temporary bridge being required (currently under construction) in order to re open to traffic until the broader permanent bridge upgrade is designed and delivered.
4.4.1.64 CW Koala Street Upgrade - Concept Design	Infrastructure Planning	1. Deliver project according to approved project plan (Koala Street Upgrade - Concept Design)	1. 100%	1. 100%	On target. Concept designs completed with final reviews being undertaken and completion reports generated. Concept designs to be used to inform future works.
4.4.1.65 CW Scrubby Creek Bridge - Detailed Design	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Scrubby Creek Bridge - Detailed Design)	1. 100%	1. 100%	Achieved. Project complete.
4.4.1.66 CW Kindee Bridge Upgrade Detailed Design	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Kindee Bridge Upgrade - Detailed Design)	1. 100%	1. 75%	Behind schedule. Kindee bridge maintenance and repair works have been prioritised ahead of the initiation of this broader bridge replacement project. Project initiation previously expected in the last quarter of 2020-2021 financial year however professional resourcing has been impacted during this reporting period due to floods, in turn further delaying this project..

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Delivery Program Objective: 4.4.1 Plan, investigate, design and construct transport assets which address pedestrians, cyclist and vehicular needs to cater for the future growth of the region

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.4.1.67 Transport Network Improvement Planning Project - Options Assessment and Strategic Business Case (Including Review of Orbital Road Options) - (multi-year project)	Infrastructure Planning	1. Deliver project according to approved project plan (Transport Network Improvement Planning Project)	1. 100%	1. 100%	On target. The Transport Network Improvement Planning Project has continued in 2020-2021. Traffic modelling is progressing with the analysis of the current network conditions and effects of committed road upgrades in combination with future land use and associated traffic generation for the future 2030 and 2040 scenarios. The project continues to collaborate with TfNSW's Oxley Highway Corridor traffic modelling activities. The projects has progressed slower than planned as a result of key dependencies between the Port Macquarie Transport Network (PMHC) and the Oxley Highway Corridor Strategy (TfNSW), particularly the complexities TfNSW are facing with regards to the Wrights Rd/Oxley Highway intersection. Modelling has been completed for the current network. Modelling of the committed and likely future networks has also been undertaken, and analysis now moves to the identification, refinement and ultimately modelling of missing key links, including East/West and North/South links around the Port Macquarie City Centre.
4.4.1.70 CW Pedestrian Refuge - Horton Street - Clarence Street and William Street - Detailed Design and Construction	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Pedestrian Refuge - Horton Street - Clarence Street and William Street - Detailed Design and Construction)	1. 100%	1. 0%	Yet to commence. This project has been deferred from the 20/21 Operational Plan.

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Delivery Program Objective: 4.4.1 Plan, investigate, design and construct transport assets which address pedestrians, cyclist and vehicular needs to cater for the future growth of the region

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.4.1.71 Work with National Parks and Wildlife Services to adjust road boundaries	Infrastructure Planning	1. Boundary adjustments commenced	1. 100%	1. 0%	Behind schedule. Discussion had been initiated with NPWS for the adjustment of road boundaries, however didn't progress due to no formal response from NPWS. The adjustment of Houston Mitchell Drive boundaries was achieved and positive discussion are on-going for Maria River Road. A project by project approach is the best method for resolving boundary issues with NPWS and not on a more holistic approach moving forward.
4.4.1.77 CW Shared pathway Ocean Drive (Brotherglen Drive to Sirius Drive Lakewood)	Infrastructure Planning	1. Deliver project according to approved project plan (Shared pathway Ocean Drive - Brotherglen Drive to Sirius Drive Lakewood)	1. 100%	1. 100%	Achieved. Shared path successfully completed.
4.4.1.80 CW Boundary Street Upgrade - Detailed Design and Environmental Approvals	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Boundary Street Upgrade - Detailed Design and Environmental Approvals)	1. 100%	1. 100%	On target. Detailed design contract awarded to local consultant Hopkins. Design works progressing. Design and investigations will be ongoing into the 2021 -2022 financial year based on consultants program.
4.4.1.81 CW Bril Bril Road Sealing - Investigations and concept design	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Bril Bril Road Sealing - Investigations and concept design)	1. 100%	1. 90%	Deferred. Project placed on hold.

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Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.4.1.82 CW School to School share path project - detailed design and planning approvals for highest priority sections	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (School to School share path project - detailed design and planning approvals for highest priority sections)	1. 100%	1. 100%	On target. Project planning has commenced. With no obvious construction opportunities, the funding for this financial year is expected to be expended on design and approvals. It is likely that the budget will be sufficient to complete these works however, some funds may be carried over into the 2021-2022 financial year.
4.4.1.83 CW Gordon Street Upgrade - Road Resurfacing, Stormwater flood mitigation and water main renewal works (multi-year project)	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Gordon Street Upgrade - Road Resurfacing, Stormwater flood mitigation and water main renewal works)	1. 100%	1. 85%	On target. Construction commenced in early April 2021. Construction tender advertised during Dec 2020, Feb 2021 contract award. construction underway. Project will carry over into 21/22 FY with additional funds to be allocated to allow completion of the project.
4.4.1.84 CW Bago Road Rehabilitation of Stage 3 - Bluewater Crescent to Cameron Street	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Bago Road Rehabilitation of Stage 3 - Bluewater Crescent to Cameron Street)	1. 100%	1. 100%	On target. Project on track for completion prior to end of FY. Construction commenced in Dec 2020 ahead of program due to contractor availability. Wet weather and flooding have impacted the completion of this project. Additional scope has also been added. The project is scheduled for completion during this reporting period.
4.4.1.85 Lake Cathie Bridge (Ocean Drive) - Level 3 Investigation and Durability Assessment	Infrastructure Planning	1. Deliver project according to approved project plan (Lake Cathie Bridge (Ocean Drive) - Level 3 Investigation and Durability Assessments)	1. 100%	1. 95%	Monitoring required. Investigations progressed throughout last quarter though updates expected in early 2021/22.

Community Strategic Plan: 4.4 Plan for integrated transport systems that helps people get around and link our communities

Delivery Program Objective: 4.4.1 Plan, investigate, design and construct transport assets which address pedestrians, cyclist and vehicular needs to cater for the future growth of the region

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.4.1.86 Limeburner's Bridge (Shoreline Drive) - Level 3 Investigation and Durability Assessment	Infrastructure Planning	1. Deliver project according to approved project plan (Limeburner's Bridge (Shoreline Drive) - Level 3 Investigation and Durability Assessment)	1. 100%	1. 95%	Monitoring required. Investigations progressed throughout last quarter though updates expected in 2021/22.
4.4.1.87 CW Thompsons Bridge Replacement	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Thompsons Bridge Replacement)	1. 100%	1. 100%	Achieved. Project complete.
4.4.1.88 CW Lorne Road Sealing - Investigations and concept design	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Lorne Road Sealing - Investigations and concept design)	1. 100%	1. 100%	On target. Planning for the project is ongoing with survey and concept design well progressed. Concept design is complete. Detailed design to progress into 21/22FY.
4.4.1.89 Undertake a detailed traffic analysis of the Sancrox/Thrumster/Fernbank growth area to identify high priority works	Infrastructure Planning	1. Deliver project according to approved project plan (Undertake a detailed traffic analysis of the Sancrox/Thrumster/Fernbank growth area to identify high priority works)	1. 100%	1. 95%	Monitoring required. The departure of the Senior Transport Engineer has meant the charter has not been reviewed. A Project Officer has now been engaged this quarter to undertake this project. The charter is currently being reviewed with development of an appropriate procurement plan being developed in the first quarter of 2021/22, and potentially the RFQ being put to market later this quarter.
4.4.1.90 Slipping of Hibbard Ferry	Infrastructure Planning, (Infrastructure Operations)	1. Deliver project according to approved project plan (Slipping of Hibbard Ferry)	1. 100%	1. 100%	Slipping program completed and Hibbard Ferry back in service 12/06/21

Community Strategic Plan: 4.4 Plan for integrated transport systems that helps people get around and link our communities

Delivery Program Objective: 4.4.1 Plan, investigate, design and construct transport assets which address pedestrians, cyclist and vehicular needs to cater for the future growth of the region

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.4.1.91 CW King Creek Road - Shoulder Sealing and Safety Barrier Installation	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (King Creek Rd - Shoulder Sealing and Safety Barrier Installation)	1. 100%	1. 85%	Behind schedule. Project planning and design for the project were nearing completion with construction expected to commence in Q3 of 20/21 FY, however flooding has impacted professional resourcing leading to a delay in commencing this project. Awaiting confirmation of additional funding to proceed in 21/22 FY.
4.4.1.92 CW Roundabout Installation Owen and Home Streets	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Roundabout Installation Owen and Home Streets)	1. 100%	1. 85%	Behind schedule. This is NSW Govt Grant funded project. This project has been consolidated with the Lord St roundabout project. The combined funding of these two projects will allow this roundabout to be delivered. Construction is underway, flooding during this reporting period has impacted and delayed this project.
4.4.1.93 CW Roundabout Installation Lord and Herschell Streets	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Roundabout Installation Lord and Herschell Streets)	1. 100%	1. 100%	Monitoring required. This is NSW Govt Grant funded project. This project has been combined with the Owen and Home Street roundabout project. The project funding has been consolidated to allow the Owen and Home roundabout to be delivered.
4.4.1.94 CW Roundabout Installation Nancy Bird Walton Drive, Kendall Road and Ocean Drive	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Roundabout Installation Nancy Bird Walton Drive, Kendall Road and Ocean Drive)	1. 100%	1. 100%	On target. This line item supplements funding for the Kew Main Street upgrade project.

Community Strategic Plan: 4.4 Plan for integrated transport systems that helps people get around and link our communities

Delivery Program Objective: 4.4.1 Plan, investigate, design and construct transport assets which address pedestrians, cyclist and vehicular needs to cater for the future growth of the region

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.4.1.95 CW Bago Road Rehabilitation - Stage 1 - finalisation of Milligans Road resurfacing	Infrastructure Planning, (Infrastructure Operations)	1. Deliver project according to approved project plan (Bago Road Rehabilitation - Stage 1 - finalisation of Milligans Road resurfacing)	1. 100%	1. 100%	Achieved. Works completed.
4.4.1.96 CW Design and Construction of the Pappinbarra Bridge Replacement	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Design and Construction of the Pappinbarra Bridge Replacement)	1. 100%	1. 100%	On target. Project initiation and design phase planning has been completed in Q1 20/21. A tender for the detailed design of the new bridge has been advertised and awarded to local consultants King and Campbell during Nov 2020. The design phase of this project will continue for the remainder of the 2020-2021 financial year. The construction phase of this project is expected to commence in 2021-2022 financial year.
4.4.1.97 CW Review of Car Parking Strategy	Infrastructure Planning	1. Deliver project according to approved project plan (Review of Car Parking Strategy)	1. 100%	1. 95%	Monitoring required. This project was delayed with the vacancy of the Project officer who was managing the request for quotation (RFQ). The RFQ required negotiations with proponents to ensure the scope of works was accurate and pricing reflected the desired works. The preferred contractor has now been determined and is to be engaged in July 2021, with the current program for completion in January 2022.

Community Strategic Plan: 4.4 Plan for integrated transport systems that helps people get around and link our communities

Delivery Program Objective: 4.4.1 Plan, investigate, design and construct transport assets which address pedestrians, cyclist and vehicular needs to cater for the future growth of the region

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.4.1.98 CW The Hatch Rd - Reseal Sections - Investigation and design for sealing 3kms of Rd	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (The Hatch Rd - Reseal Sections - Investigation and design for sealing 3kms of Rd)	1. 100%	1. 85%	Behind schedule. Funding for the project was formally announced in November 2020. Design and approvals are expected to be completed by late 2021 with construction expected to be complete by mid 2022. This project has been delayed by flooding during this reporting period.
4.4.1.99 CW O'Neills Bridge Replacement - Finalise Land Aquisition	Infrastructure Planning	1. Deliver project according to approved project plan (O'Neills Bridge Replacement)	1. 100%	1. 90%	Monitoring required. This project is the resolution of outstanding land acquisition from a bridge construction project in 2018. Contact has now been made with the land owners who have agreed with the acquisition process. A Council report will go to the July Ordinary Council meeting to progress this matter.
4.4.1.99-100 CW Bulli Creek Bridge Replacement - Finalise easements	Infrastructure Planning	1. Deliver project according to approved project plan (Bulli Creek Bridge Replacement)	1. 100%	1. 100%	Achieved. All easement acquisitions have been achieved and this project closed out.
4.4.1.99-101 CW Ocean Drive Shared Path Pacific Hwy to Glen Haven Drive - (Undertake final land acquisitions)	Infrastructure Planning	1. Deliver project according to approved project plan (Ocean Drive Shared Path Pacific Hwy to Glen Haven Drive (Undertake final land acquisitions)	1. 100%	1. 90%	Monitoring required. This project is the resolution of outstanding land acquisition from a shared path construction project in 2017. Contact has been made with the land owners and this is now being progressed.
4.4.1.99-102 Wauchope CBD Pedestrian Redesign - All Stages	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Wauchope CBD Pedestrian Redesign - All Stages)	1. 100%	1. 100%	Achieved. The Wauchope CDB upgrade works are complete and open to the public. this was a multi-year project.

Community Strategic Plan: 4.4 Plan for integrated transport systems that helps people get around and link our communities

Delivery Program Objective: 4.4.1 Plan, investigate, design and construct transport assets which address pedestrians, cyclist and vehicular needs to cater for the future growth of the region

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.4.1.99-114 CW Captain Cook Bicentennial Drive Rehabilitation	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Captain Cook Bicentennial Drive Rehabilitation)	1. 100%	1. 85%	Behind schedule. This project has been placed on hold due to the flood damage on Captain Cook Bicentennial Drive
4.4.1.99-115 CW Highfield Circuit Pavement Resurfacing Works	Infrastructure Operations	1. Deliver project according to approved project plan (Highfield Circuit Pavement Resurfacing Works)	1. 100%	1. 0%	Yet to commence. Works deferred to October 2021 due to the private development works currently underway in Highfields Cct. Once this development has concluded, asphalt works will start.
4.4.1.99-116 CW Maria River Road Sealing	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Maria River Road Sealing)	1. 100%	1. 90%	On target This project is being delivered in partnership with Kempsey Shire Council (KSC). GHD has progressed the detailed design works. The project will continue into the 21/22 FY as a multi year project, the flood event during the reporting period has delayed access to this site for investigations and design and will likely result in some delay to the design completion.
4.4.1.99-117 CW Pembroke Road between Beechwood Rd - Stoney Creek Road Pavement Rehabilitation	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Pembroke Road between Beechwood Rd - Stoney Creek Road Pavement Rehabilitation)	1. 100%	1. 0%	Yet to commence. The works were planned to commence on 28 June 2021 however have been deferred until late July / early August due to the impacts of the March floods.

Delivery Program Objective: 4.4.2 Develop and implement annual maintenance and renewal programs for transport assets

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.4.2.1 CW Undertake road resurfacing and rehabilitation works throughout the local government area in accordance with the rolling priority program and roads maintenance hierarchy	Infrastructure Planning, (Infrastructure Operations)	1. In accordance with adopted programs and preventative maintenance requirements (Road resurfacing works)	1. 100%	1. 100%	Achieved. The 2020-21 Road Rehabilitation and Resealing Programme consisted of the following completed works: Road Reconstruction or Road Rehabilitation: Denham St, Port Macquarie Ballina Cr, Port Macquarie Herschell St, Port Macquarie Albert Cct, Port Macquarie Hay St, Port Macquarie Hayward St, Port Macquarie Short St, Port Macquarie Acacia Ave, Port Macquarie Karungi Cres, Port Macquarie Chestnut Rd, Port Macquarie Belah Rd, Port Macquarie Jindalee Rd, Port Macquarie Comboyne Rd, Comboyne (Township to Stennets) Toorak Ct, Port Macquarie Road Resealing: Lighthouse Beach Local Streets, Port Macquarie Greenmeadows Local Streets, Port Macquarie Bangalay Dr, Port Macquarie Widderson St, Port Macquarie The following works were deferred into 21-22 works programme due to reasons outlined below: Road Reconstruction or Road Rehabilitation: Highfields Cct, Port Macquarie (dependent on completion of local development - deferred until October 2021) Blackbutt Rd, Port Macquarie (completed in early July 2021) Pembroke Rd, Pembroke (dependent on resources - commencement in late July/early August 2021) Road Reseals: Comboyne Local Streets, Comboyne (deferred to 21-22 due to cold temperature and excessive rain) Kindee Rd, Kindee (deferred to 21-22 due to cold temperature and excessive rain). Resealing of Comboyne local roads and Kindee Rd was deferred due to cold temperature, excessive rain and the effects of flooding.

Community Strategic Plan: 4.4 Plan for integrated transport systems that helps people get around and link our communities

Delivery Program Objective: 4.4.2 Develop and implement annual maintenance and renewal programs for transport assets

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.4.2.2 Carry out annual unsealed road maintenance program including resheeting, grading, drainage and vegetation and rural roadside vegetation clearing	Infrastructure Planning, (Infrastructure Operations)	1. In accordance with adopted programs and preventative maintenance requirements (annual unsealed road maintenance program)	1. 100%	1. 100%	Achieved. Works delivered on budget. Works schedule based on inspections and assessment criteria from Council's road and stormwater risk rating and road hierarchy systems.
4.4.2.3 Carry out annual sealed road maintenance program including resurfacing, jetpatching, heavy patching and installation of roadside furnishings	Infrastructure Planning, (Infrastructure Operations)	1. In accordance with adopted programs and reactive maintenance requirements based on risk (annual sealed road network maintenance program)	1. 100%	1. 100%	Achieved. Works delivered on budget. Works schedule based on inspections and assessment criteria from Council's road and stormwater risk rating and road hierarchy systems.
4.4.2.4 Undertake bridges and culverts maintenance and repair program including inspections, monitoring and bridge repair works	Infrastructure Planning, (Infrastructure Operations)	1. In accordance with adopted programs and reactive maintenance requirements based on risk (bridges and culverts maintenance and repair program)	1. 100%	1. 100%	Achieved. Works delivered on budget. Works schedule based on inspections and assessment criteria from Council's road and stormwater risk rating and road hierarchy systems.
4.4.2.5 Carry out reactive maintenance to Koala Food Trees and Koala Fencing on Link Rd (Ocean Dr)	Infrastructure Planning, (Environmental Services)	1. In accordance with adopted programs and reactive maintenance requirements based on risk (reactive maintenance to Koala Food Trees and Koala Fencing)	1. 100%	1. 100%	Achieved. Quotes gathered for the coming financial year.

Community Strategic Plan: 4.4 Plan for integrated transport systems that helps people get around and link our communities

Delivery Program Objective: 4.4.2 Develop and implement annual maintenance and renewal programs for transport assets

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.4.2.6 Bridgeworks and Road Rehabilitation Program - Undertake regular bridge and geotechnical road pavement tests to inform and develop programme	Infrastructure Planning	1. Deliver project according to approved project plan (Bridgeworks and Road Rehabilitation Program)	1. 100%	1. 100%	On Target. The Bridges and Structure Engineer has continued investigations and inspections in preparation for future programmes. Inspection of Rawdon Island Bridge revealed extensive damage to the piers and piles, leading to the closure of the bridge. This highlights the importance of this recurring program. All required pavement investigations were undertaken in this period, with more detailed investigations planned for 2021.

Community Strategic Plan: 4.4 Plan for integrated transport systems that helps people get around and link our communities

Delivery Program Objective: 4.4.2 Develop and implement annual maintenance and renewal programs for transport assets

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.4.2.7 CW Timber Bridges – Renewals and Repairs	Infrastructure Planning, (Infrastructure Operations)	1. Deliver project according to approved project plan (Timber Bridges – Renewals and Repairs)	1. 100%	1. 100%	Achieved. The 2020-21 Bridgeworks Programme included: Planning Phase: Stoney Creek Bridge, Pembroke Rd (bridge destroyed during March Flood Disaster) Cowal Creek Bridge, Cowal Creek Rd (bridge destroyed during March Flood Disaster) Black Creek Bridge, Lorne Logans Crossing Bridge, Kendall (damaged sustained during March Flood Disaster - road closed and likely to wait until major project is initiated) Bril Bril Bridge, Rollands Plains (deferred to 21-22 due to delays in procurement, resourcing and Flood response) Roods Bridge, Bellangry (funded externally and will be handled by Project Delivery) Donkins Flat Bridge, Comboyne (funded externally and will be handled by Project Delivery) Old School Bridge, Herons Creek (funded externally and will be handled by Project Delivery) Kindee Bridge, Kindee - Stage 3 Pile strengthening (deferred to 21-22 due to engineering resource constraints) The bridge reconstruction and major works have already completed in 20-21 were: Delivery Phase: Kindee Bridge, Kindee - Stage 2 complete Foxes Bridge, Rollands Plains - complete Flanagans Bridge, Pappinbarra - complete Tipperary Bridge, Lorne - complete Thompsons Bridge, Rollands Plains - underway \$500,000 of this budget was transferred to funding the construction of the new bridge at Logans Crossing, Kendall.

Community Strategic Plan: 4.4 Plan for integrated transport systems that helps people get around and link our communities

Delivery Program Objective: 4.4.3 Develop and implement traffic and road safety programs

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.4.3.1 Develop a Road Safety Action Plan and undertake associated safety education and awareness programs identified in the plan	Community	1. Undertake road safety educational programs	1. 100%	1. 100%	Achieved. Roads Education is a long term process and many aspects of the plan will be on going into the next year. The annual roads plan has been achieved with finalisation of many set projects - National Road Safety week/Yellow Ribbon Relay - Shared Pathways - Caravan safety Other programs are ongoing and are built on over time. This quarter included focus on: - Double demerits, - Fatality free Friday - Safety in School zones Continued relationship with external bodies maintained including: - TfNSW, - Police - local schools.
4.4.3.2 Install and maintain street lights in accordance with identified priorities	Infrastructure Planning	1. Deliver street lighting program according to approved schedule and prioritisation	1. 100%	1. 100%	On target. The Transport Engineer is currently on extended leave and was unable to undertake street lighting assessments or planning during the last quarter. A project Officer has been engaged to undertake assessments as required. Council is currently working with Essential Energy to assist identified with local matters and progression of the LED rollout for Council streetlights.

Community Strategic Plan: 4.5 Plan for integrated and connected communities across the Port Macquarie-Hastings area

Delivery Program Objective: 4.5.1 Carry out strategic planning to manage population growth and provide for co-ordinated urban development

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.5.1.07 Review Local Environmental Plan (LEP) and Development Control Plan (DCP) provisions to promote development of the Yippin Creek Urban Release Area (UGMS Action 4)	Strategy	1. Report to Council regarding draft planning outcomes by 30 June 2021	1. 100%	1. 80%	Behind schedule This is a multi year project will appear in the 2021-22 OP. The identification of funding for the infrastructure and services projects is a key risk to this work.

Community Strategic Plan: 4.5 Plan for integrated and connected communities across the Port Macquarie-Hastings area

Delivery Program Objective: 4.5.1 Carry out strategic planning to manage population growth and provide for co-ordinated urban development

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.5.1.08 Progress Council led precinct planning for the proposed Health and Education Precinct (UGMS Action 13)	Strategy	1. Continue support studies for a planning proposal in consultation with stakeholders by 30 June 2021	1. 100%	1. 100%	Achieved. This is a multiyear project. The project is presently to program. Resolution of the State's Oxley Highway upgrade is a critical element in identification of the infrastructure and services in the 2021-22 OP.
4.5.1.10 Review LEP and DCP provisions to promote appropriate housing choice options (UGMS Action 1)	Land Use Planning (Development Assessment)	1. Complete Housing Strategy by June 2021	1. 100%	1. 95%	Monitoring required. The draft Port Macquarie-Hastings Local Housing Strategy 2021-2041 (LHS) was presented to Council in May 2021 and was endorsed for public exhibition for 60 days. Public exhibition of the draft LHS will be undertaken from 14 July to 12 September 2021.
4.5.1.11 Investigate the capacity of land at Ocean Dr/Houston Mitchell Dr for light industrial use and at Ocean Dr/Bonny View Dr for light industrial development or for use as a school (UGMS Act 17)	Land Use Planning (Development Assessment)	1. Final report to Council re Local Environmental Plan (LEP) and Development Control Plan (DCP) amendments by 30 June 2021	1. 100%	1. 100%	Achieved. Council has identified this Planning Proposal for finalisation by 30 June 2021 under the NSW Government's Public Spaces Legacy Program. A report was presented to Council in May 2021 on submissions received to the public exhibition of a revised Planning Proposal and draft Development Control Plan (DCP) for the site and Council resolved to approve the Planning Proposal and draft DCP. The LEP amendment to give effect to the Planning Proposal commenced on 30 June 2021 when it was published on the NSW Legislation website. The DCP provisions also take effect from this date.
4.5.1.14 Review the Port Macquarie-Hastings Heritage Inventory (UGMS Action 31)	Strategy	1. Complete Stage 2 of the Heritage Inventory review and report to Council by 30 June 2021	1. 100%	1. 0%	Behind schedule. This work was included in the OP as an action from the Urban Growth Management Strategy (UGMS). The action is not considered a priority. The introduction in 2020/21 of the Local Strategic Planning Statement prioritises the actions from that strategy.

Community Strategic Plan: 4.5 Plan for integrated and connected communities across the Port Macquarie-Hastings area

Delivery Program Objective: 4.5.1 Carry out strategic planning to manage population growth and provide for co-ordinated urban development

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.5.1.15 Port Macquarie Civic Precinct - Commence investigations for strategic landuse planning of Council owned property	Strategy	1. Investigations commenced for Port Macquarie Civic Precinct Strategic Landuse Planning of Council owned property	1. 100%	1. 20%	Behind schedule The project has not been prioritised for funding or resource allocation. May not be considered a key priority for the 2021-22 OP.
4.5.1.17 Fernbank Creek/Sancrox - Support Studies	Strategy	1. Fernbank Creek/Sancrox - Support Studies undertaken	1. 100%	1. 100%	Achieved. The Structure Plan is complete and being prepared for public exhibition. Le Clos Gateway determination received. It is a multiyear project and the completion will appear in 2021-22 OP.

Delivery Program Objective: 4.5.2 Plan for infrastructure that supports population growth

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.5.2.2 Continue the review of the Major Roads Contributions Plan for completion in 2020-2021 (UGMS Action 23)	Strategy	1. Complete review of draft works program for review of the Major Roads Contributions Plan by 30 June 2021	1. 100%	1. 100%	Achieved. This item is incorporated in a full holistic review of the Development Contribution Plans and the Development Servicing Plans. That review has commenced and will continue in the 2021-22 OP.

Community Strategic Plan: 4.6 Restore and protect natural areas

Delivery Program Objective: 4.6.1 Develop and implement a range of programs for the environmental management of lands within the local government area

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.6.1.01 Undertake strategic biosecurity (weed management) program to restore and conserve the natural environment of the Mid North Coast	Environment and Regulatory Services	1. 1,500 km of high risk/priority pathways inspected 2. 10 media engagements on biosecurity matters	1. 100% 2. 100%	1. 100% 2. 80%	Achieved. (1892 KM treated) Due to COVID and flooding there were a lack of opportunities and resources to achieve this target.

Community Strategic Plan: 4.6 Restore and protect natural areas

Delivery Program Objective: 4.6.1 Develop and implement a range of programs for the environmental management of lands within the local government area

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
		3. 10 regional weed meetings/workshops attended	3. 100%	3. 100%	Achieved. All 10 attended.
		4. 120 urban property inspections undertaken	4. 100%	4. 100%	Achieved. (123 inspections completed).
		5. 153 high risk site inspections undertaken	5. 100%	5. 100%	Achieved. (335 inspections completed).
		6. 2,300 km of roads inspected and treated as high risk pathways	6. 100%	6. 90%	Behind schedule. Due to bushfire and flood disasters and the addition of on-ground works associated with the disasters.
		7. 240 rural/semi-rural property inspections undertaken	7. 100%	7. 70%	Behind schedule. Due to adverse weather (flooding) and inability to access sites (143 sites inspected).
		8. 60 days managing priority weeds in Council's drainage reserves	8. 100%	8. 100%	Achieved. 60 days managing priority weeds in Council's drainage reserves completed.
		9. 680 ha inspected and treated for priority weeds	9. 100%	9. 100%	On target. 680ha of land inspected.
		10. Deliver two training workshops provided to community and relevant stakeholders	10. 100%	10. 100%	Achieved. 3 workshops have been provided.
4.6.1.02 Tenure blind aquatic weed control targeting mainly Salvinia in static water bodies	Environment and Regulatory Services	1. 46 sites inspected and treated for aquatic weeds	1. 100%	1. 60%	Behind schedule. Due to bushfire and flood disasters and the addition of on-ground works associated with the disasters.
4.6.1.05 Implement the Bushland Regeneration Management Program and collaborate with various community groups (e.g. Landcare)	Environment and Regulatory Services	1. All Council reserves are mapped to determine the ecological value based on benefits and constraints	1. 100%	1. 100%	Achieved. All Council reserves are mapped to determine the ecological value based on benefits and constraints.

Community Strategic Plan: 4.6 Restore and protect natural areas

Delivery Program Objective: 4.6.1 Develop and implement a range of programs for the environmental management of lands within the local government area

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
		2. Undertake management of Council reserves that are deemed of significant ecological value following guidance and direction from the Ecological Restoration report	2. 100%	2. 100%	Achieved. Works completed by Contractor and NRM field staff.
4.6.1.06 Inform and educate residents, industry and community groups about Council's tree management requirements within the Port Macquarie-Hastings 2013 Development Control Plan (DCP)	Recreation, Property and Buildings	1. Develop and implement educational material and delivery program	1. 100%	1. 100%	On target. Educational material delivered via correspondence and conversations regarding different legislative requirements, including civil advice letters, Local Land Services, Office of Environment and Heritage jurisdiction, meetings with contractors and residents regarding Development Control Plan provisions and application process.
		2. Provide advice in accordance with service standards and industry best practice	2. 100%	2. 99%	On target. Total number of CRM's received 207, equating to 300 actual tasks. 170 (Public), 38 (Storm), 48 (Private), 13 (Illegal tree removal/pruning) and 31 (Other categories). 0 CRM's currently exceed service standard. Additional information: 230 enquires (192 public and 38 private phone and email enquires). This does not include calls transferred from call centre to mobile or landline. In addition, there were 88 internal enquiries and 4 hours for rural road/fire related inspections.
		3. Undertake investigations in relation to all reported illegal tree works	3. 100%	3. 100%	On target. 13 illegal tree incidents reported and investigated during this reporting period.

Community Strategic Plan: 4.6 Restore and protect natural areas

Delivery Program Objective: 4.6.1 Develop and implement a range of programs for the environmental management of lands within the local government area

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.6.1.08 Commence implementation of identified actions from the adopted Koala Population Recovery Strategy (UGMS Action 29)	Environment and Regulatory Services	1. Detailed map which identifies Koala Road strike hot spots in Port Macquarie Urban area	1. 100%	1. 100%	Achieved. Map produced.
4.6.1.12 Undertake bush regeneration on sites related to development and infrastructure projects	Environment and Regulatory Services	1. Consultation with community undertaken	1. 100%	1. 100%	Achieved. Contracts released, community consultation undertaken.
4.6.1.13 Undertaken priority weed control for high priority weed species	Environment and Regulatory Services	1. Management on sites is monitored and reported on upon completion of works 2. New contracts are scoped, briefs are prepared and services are secured for work for 20/21 operational year	1. 100% 2. 100%	1. 100% 2. 100%	Achieved. Priority weed control is occurring by both Council staff and contractors. Achieved. Contracts for biosecurity greater than containment Regional LLS weeds species being released and biosecurity control with ecological benefits also to be released.
4.6.1.14 Undertake targeted control of priority weed trees on a tenure-blind basis	Environment and Regulatory Services	1. Contract sites are monitored and reported on upon completion of works 2. New contracts are scoped, briefs are prepared and services are secured for work for 20/21 operational year	1. 100% 2. 100%	1. 100% 2. 100%	Achieved. Works completed on ground for priority sites and full budget expenditure. Achieved. All available funds invested.
4.6.1.15 Environmental Compliance Auditing	Environment and Regulatory Services	1. Creation of template site inspection checklist	1. 100%	1. 100%	Achieved. Site inspection and checklist completed.

Community Strategic Plan: 4.6 Restore and protect natural areas

Delivery Program Objective: 4.6.1 Develop and implement a range of programs for the environmental management of lands within the local government area

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
		2. Toolbox talks have been held with relevant teams to relay information regarding environmental management procedures 3. Undertake 10 site inspections throughout the year to audit environmental compliance	2. 100% 3. 100%	2. 80% 3. 100%	Behind schedule. Due to flood and COVID related issues. Achieved. Completed additional 3 VMP and 2 KPoM audits in Q4.
4.6.1.16 Commence the Natural Resources asset and maintenance register	Environment and Regulatory Services	1. Carry out priority maintenance actions within the budget allocated 2. Create the Natural Resources Management asset register APP which records location and condition of assets 3. Map all Natural Resources Management assets 4. Write the management plan which outlines maintenance and replacement actions	1. 100% 2. 100% 3. 100% 4. 100%	1. 100% 2. 50% 3. 100% 4. 50%	Achieved. Works undertaken as required. Behind schedule. Unable to deliver due to interruptions from adverse weather flooding and the additional workload on the Assets Team. Achieved. All natural asset sites mapped. Behind schedule. Unable to deliver due to interruptions from adverse weather flooding and the additional workload on the Assets Team.
4.6.1.17 Review of Environmental Factors (REF) Training and process/capability improvement	Environment and Regulatory Services	1. Conduct a Pre and Post training survey of REF Authors	1. 100%	1. 50%	Behind schedule. Due to bushfire and flood disasters and the addition of emergency works to be assessed by Officer.

Community Strategic Plan: 4.6 Restore and protect natural areas

Delivery Program Objective: 4.6.1 Develop and implement a range of programs for the environmental management of lands within the local government area

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
		2. Create new training and process documents (Environmental induction and awareness training, Environmental Work Method Statement (EWMS), procedures, environmental inspection checklist)	2. 100%	2. 100%	Achieved. 2 new templates created and presentations given to relevant staff members.
		3. Establish a baseline data set - tracking duration of REF process	3. 100%	3. 100%	Achieved. Continuous improvement to be continued in 21/22.
		4. Provide internal staff with 4 environmental training opportunities during the year	4. 100%	4. 100%	Achieved. Final training has been for exempt development pathways and templates.
		5. Write a report which details out the demonstrated actions against recommendations, prior to deadlines, which are stated in Houston Mitchell Drive audit report	5. 100%	5. 50%	Behind schedule. Due to bushfire and flood disasters and the addition of emergency works to be assessed by Officer.
4.6.1.18 Partridge Creek Acid Sulphate Soils Wetland Management	Environment and Regulatory Services	1. 12 site inspections of weir conducted each year	1. 100%	1. 100%	Achieved. 12 site inspections of weir conducted each year.
4.6.1.19 Actions from the Ecological Restoration report implemented	Environment and Regulatory Services	1. Bushland management undertaken on identified sites	1. 100%	1. 100%	Achieved. Contracts for biosecurity with Containment Regional LLS weeds species have been completed.

Community Strategic Plan: 4.6 Restore and protect natural areas

Delivery Program Objective: 4.6.1 Develop and implement a range of programs for the environmental management of lands within the local government area

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
		2. Creation of policy for native vegetation offset to better reflect current management practices 3. Investigation for new lands for Development Control Plan (DCP) offsets 4. Investigation of feasibility of bushland reserves becoming stewardship sites	2. 100% 3. 100% 4. 100%	2. 80% 3. 100% 4. 100%	Monitoring required. A change in direction regarding the format for this work has caused a delay in delivering. Achieved. Awaiting NSW state to release standard instrument DCP before progressing. Achieved. Report finalised.
4.6.1.20 Wild deer management in PMHC	Environment and Regulatory Services	1. Implement PMHC specific management actions generated from the Hastings Wild Deer Program	1. 100%	1. 100%	Achieved. Culling of deer at Port Macquarie Dam has occurred on four occasions, culling of 18 deer this financial year. Additional traps have been erected. Management plan is finalised.
4.6.1.21 Tip Gravel Road Environmental Protect Biodiversity Conservation (EPBC) Act Koala Management Plan	Environment and Regulatory Services	1. Inspect fences annually 2. Submit compliance report outlining actions undertaken 3. Undertake camera monitoring 3 times per year	1. 100% 2. 100% 3. 100%	1. 100% 2. 100% 3. 100%	Achieved. Fence inspected. Achieved. Outstanding non-compliance issues to be addressed in 21/22. Achieved. Completed in Sept-Oct 2020/21
4.6.1.22 Undertake audit of Coastal Vegetation State Environmental Planning Policy (SEPP) mapping	Environment and Regulatory Services	1. Map of Coastal Vegetation SEPP mapping audited for accuracy in PMHC LGA 2. Report outlining mapping inaccuracies in PMHC LGA	1. 100% 2. 100%	1. 100% 2. 100%	Achieved. Initial works were undertaken by NSW government, Council is awaiting results. Achieved. Waiting on State Government to action.

Community Strategic Plan: 4.6 Restore and protect natural areas

Delivery Program Objective: 4.6.1 Develop and implement a range of programs for the environmental management of lands within the local government area

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.6.1.23 Provide support for the implementation of the Coastal Koala Plan of Management (CKPoM)	Environment and Regulatory Services	1. Develop a program of actions that are relevant to the Natural Resource Management team which are generated from the CKPoM	1. 100%	1. 100%	Yet to commence. Not available - this project is no longer achievable in the 2020/21 OP year as the CKPoM has not been adopted by Council.

Community Strategic Plan: 4.7 Provide leadership in the development of renewable energy opportunities

Delivery Program Objective: 4.7.1 Promote renewable energy outcomes within Council

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.7.1.06 CW Install solar energy systems at selected existing Council facilities	Recreation, Property and Buildings	1. Install solar energy systems at identified Council facilities	1. 100%	1. 100%	Achieved. 100% The 3 x PV projects for the Wauchope, Laurieton and Kendall Pool sites have been completed July 2020 and are operational, performance of these systems can be viewed through Council's Solar Analytics web site.
4.7.1.09 CW Install Solar Panels at Port Macquarie Sewerage Treatment Plant (STP)	Infrastructure Operations, (Strategy)	1. Deliver project according to approved project plan (Install solar energy systems at Port Macquarie Sewerage Treatment Plant (STP))	1. 100%	1. 100%	Achieved. This is a multi-year project. The design is complete and the installation will form part of the 2021-22 OP.
4.7.1.10 CW Installation of Solar Panels - Wauchope Water Treatment Plant (WTP)	Infrastructure Operations, (Strategy)	1. Deliver project according to approved project plan (Installation of solar energy panels - Wauchope Water Treatment Plant (WTP))	1. 100%	1. 100%	Achieved. This is a multi-year project. The design is complete and the installation will form part of the 2021-22 OP.

Community Strategic Plan: 4.8 Increase awareness of issues affecting our environment, including the preservation of flora and fauna

Delivery Program Objective: 4.8.1 Ensure all Council operations comply with environmental standards and regulations

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.8.1.1 Operate and maintain water treatment plants in accordance with adopted maintenance programs and scheme requirements	Infrastructure Operations	1. Monitor plants continuously with plant breakdowns attended to within 24 hours	1. 100%	1. 100%	On target. All plants monitored via SCADA-C and outages actioned.
4.8.1.2 Operate the water supply network to ensure public health and safety	Infrastructure Operations	1. Ensure any public health and safety issues in relation to water supply are responded to in line with service standards	1. 100%	1. 100%	On target. Enquiries responded to in accordance with service standards.
4.8.1.3 Maintain and operate storage dams in accordance with Australian National Committee On Large Dams (ANCOLD) guidelines	Infrastructure Operations	1. Ensure any issues in relation to the operation and maintenance of storage dams are handled in line with ANCOLD guidelines	1. 100%	1. 100%	On target. Dams being managed in accordance with ANCOLD guidelines.
4.8.1.4 Operate and maintain sewerage treatment plants in accordance with environmental licences, adopted maintenance programs and scheme requirements	Infrastructure Planning, (Infrastructure Operations)	1. Monitor plants continuously with plant breakdowns attended to within 24 hours	1. 100%	1. 100%	On target. All plants continue to be monitored 24 hours per day through normal operations and on call monitoring.
4.8.1.5 Operate the sewerage network to ensure service delivery meets public health and safety requirements	Infrastructure Operations	1. Ensure any public health and safety issues in relation to sewerage network are responded to in line with service standards	1. 100%	1. 100%	On target. Enquiries responded to in accordance with service standards.

Delivery Program Objective: 4.8.2 Increase community awareness and enable access to the natural environment

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.8.2.1 Deliver bushfire preparedness and planning programs to the community	Environment and Regulatory Services	1. Attendance at BFMC and bushfire risk meetings - 90% participation	1. 100%	1. 100%	Achieved. Attend community meetings x two (six monthly).

Community Strategic Plan: 4.8 Increase awareness of issues affecting our environment, including the preservation of flora and fauna

Delivery Program Objective: 4.8.2 Increase community awareness and enable access to the natural environment

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
		2. Attendance at relevant industry training and workshops - 90% participation	2. 100%	2. 100%	Achieved. Teams meetings held due to COVID.
		3. CRM completion 100% within the relevant service standards - variable	3. 100%	3. 100%	Achieved. CRM completion 100% within the relevant service standards - variable.

Delivery Program Objective: 4.8.3 Promote Biodiversity Programs

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.8.3.1 Continue implementation of identified actions from the adopted Biodiversity Strategy	Environment and Regulatory Services	1. Implement actions from the following plans (outlined in specific OP plan goals) Koala Recovery Strategy, Flying-fox Camp Mngt plan, Ecological restoration report, MNC Feral Deer Strategy	1. 100%	1. 100%	Achieved. As per other operational goals.
4.8.3.2 PMHC in partnership with JO, KPS, and DPIE support the ongoing work of the Koala Recovery Partnership Program	Environment and Regulatory Services	1. Operational objectives of the Koala Recovery Partnership Program are met	1. 100%	1. 100%	On target. Research program Achieved and results reported to Council and Executive.
4.8.3.3 Dunbogan Flood Access - salt marsh offset	Environment and Regulatory Services	1. Salt Marsh offset contract is completed	1. 100%	1. 100%	Achieved. Final planting and maintenance completed.

GUIDING PRINCIPAL - Planning and proving our infrastructure

What are we trying to achieve?

Our population growth is supported through public infrastructure, land use and development strategies that create a connected, sustainable and accessible community.

Community Strategic Plan: 1.1 Inform and engage with the community about what Council does using varied communication channels

Delivery Program Objective: 1.1.5 Develop an effective and coordinated community focused Communications Strategy

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.1.5.5 Communication – to community – use of funding/projects that have been added to Operational Plan - COVID RELIEF RESERVE FUNDING	Customer Experience and Communication	1. Community is informed of projects and funding via various communication channels including website, media release and social media	1. 100%	1. 100%	On target. Funding allocated to recovery event at Glasshouse and related content production.

Community Strategic Plan: 2.1 Create a community that feels safe

Delivery Program Objective: 2.1.1 Support community safety initiatives

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.1.1.2 Work with Pappinbarra residents and the Rural Fire Service (RFS) to develop and implement a community fire-safety plan - COVID RELIEF RESERVE FUNDING	Community	1. Deliver project according to approved project plan (Work with Pappinbarra residents and the Rural Fire Service (RFS) to develop and implement a community fire-safety plan)	1. 100%	1. 25%	Behind schedule. Work and engagement has commenced with the community and the Wauchope RFS to develop this plan and the SIM table. With delays due to flooding and COVID, a draft plan is now expected to be completed by December 2021.

Community Strategic Plan: 2.3 Provide quality programs, community facilities and public spaces, for example, community halls, parks and vibrant town centres

Delivery Program Objective: 2.3.1 Ensure access to community facilities and activities: including access to natural environment

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.3.1.3 Public Spaces Interpretation Strategy and Guidelines - COVID RELIEF RESERVE FUNDING	Economic and Cultural Development	1. Deliver project according to approved project plan (Public Spaces Interpretation Strategy and Guidelines)	1. 100%	1. 10%	Behind schedule. Funds rolled over into the 2021-2022 Financial Year and project planning initiated. Project delayed due to delivery of Bush Fire and COVID Recovery project. It is now a priority for delivery in 2021/22.

Delivery Program Objective: 2.3.2 Provide a range of inclusive sporting and recreational opportunities and facilities to encourage a healthy and active lifestyle

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.3.2.07 CW Laurieton Sports Complex – installation of multipurpose court - COVID RELIEF RESERVE FUNDING	Recreation, Property and Buildings	1. Deliver project according to approved project plan (Laurieton Sports Complex – installation of multipurpose court	1. 100%	1. 100%	On target. Construction due for completion end of July 2021.
2.3.2.08 CW Laurieton Sports Complex – installation of multipurpose court (part funding) - ROADS AND COMMUNITY INFRASTRUCTURE PROGRAM	Recreation, Property and Buildings	1. Deliver project according to approved project plan (Laurieton Sports Complex – installation of multipurpose court	1. 100%	1. 100%	On target. Construction due for completion end of July 2021.
2.3.2.09 CW Install a sheltered seating area, picnic table and rubbish bins at Kendall Park - ROADS AND COMMUNITY INFRASTRUCTURE PROGRAM	Recreation, Property and Buildings	1. Deliver project according to approved project plan (Install a sheltered seating area, picnic table and rubbish bins at Kendall Park) - ROADS AND COMMUNITY INFRASTRUCTURE PROGRAM	1. 100%	1. 100%	Achieved. Project complete.

Community Strategic Plan: 2.3 Provide quality programs, community facilities and public spaces, for example, community halls, parks and vibrant town centres

Delivery Program Objective: 2.3.2 Provide a range of inclusive sporting and recreational opportunities and facilities to encourage a healthy and active lifestyle

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.3.2.10 CW Increased seating and shade at Charlie Watt Reserve - ROADS AND COMMUNITY INFRASTRUCTURE PROGRAM	Recreation, Property and Buildings	1. Deliver project according to approved project plan (Increased seating and shade at Charlie Watt Reserve)	1. 100%	1. 100%	Achieved. Project complete.
2.3.2.11 Contribution to Creek to Creek Trail Development - COVID RELIEF RESERVE FUNDING	Recreation, Property and Buildings	1. Deliver project according to approved project plan (Contribution to Creek to Creek Trail Development)	1. 100%	1. 100%	On target. Project near completion - requires reports on new assets.

Delivery Program Objective: 2.3.3 Develop and implement management of operational and maintenance programs for open space, recreational and community facilities

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.3.3.22 CW Wauchope Rotary Youth Hall external repaint western side - COVID RELIEF RESERVE FUNDING	Recreation, Property and Buildings	1. Deliver project according to approved project plan (Wauchope Rotary Youth Hall external repaint western side)	1. 100%	1. 100%	Achieved. 100% All works completed 26 March 2021.
2.3.3.23 CW Stuarts Park Building beautification - COVID RELIEF RESERVE FUNDING	Recreation, Property and Buildings	1. Deliver project according to approved project plan (Stuarts Park Building beautification)	1. 100%	1. 100%	Achieved. Project complete.
2.3.3.24 CW Wauchope Stadium Cladding Replacement - ROADS AND COMMUNITY INFRASTRUCTURE PROGRAM	Recreation, Property and Buildings	1. Deliver project according to approved project plan (Wauchope Stadium Cladding Replacement)	1. 100%	1. 100%	Achieved. Project complete.

Community Strategic Plan: 2.3 Provide quality programs, community facilities and public spaces, for example, community halls, parks and vibrant town centres

Delivery Program Objective: 2.3.3 Develop and implement management of operational and maintenance programs for open space, recreational and community facilities

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.3.3.25 CW Jubilee Hall – external repaint - ROADS AND COMMUNITY INFRASTRUCTURE PROGRAM	Recreation, Property and Buildings	1. Deliver project according to approved project plan (Jubilee Hall – external repaint)	1. 100%	1. 100%	Achieved. 100% All works completed however building damaged in March flooding and waiting insurance claim to rectify.

Delivery Program Objective: 2.3.4 Plan, investigate, design and construct open spaces, recreational and community facilities

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.3.4.32 CW North Shore Fish Cleaning table - ROADS AND COMMUNITY INFRASTRUCTURE PROGRAM	Recreation, Property and Buildings	1. Deliver project according to approved project plan (North Shore Fish Cleaning table)	1. 100%	1. 0%	Monitoring required. Project held back due to flood damages on North Shore.
2.3.4.33 CW CSU-Googik Connection Consultancies - COVID RELIEF RESERVE FUNDING	Infrastructure Planning	1. Deliver project according to approved project plan (CSU-Googik Connection Consultancies)	1. 100%	1. 100%	On target. A project design consultant has been engaged with designs being prepared. Consultation with adjoining landowners including CSU ongoing. Additional survey required for fence alignment, with boardwalk options currently being finalised.
2.3.4.34 CW Lake Cathie Foreshore Reserve Master Plan – Stage 2 works - COVID RELIEF RESERVE FUNDING	Recreation, Property and Buildings	1. Deliver project according to approved project plan (Lake Cathie Foreshore Reserve Master Plan – Stage 2 works)	1. 100%	1. 100%	Achieved. Construction completed.

Community Strategic Plan: 2.3 Provide quality programs, community facilities and public spaces, for example, community halls, parks and vibrant town centres

Delivery Program Objective: 2.3.6 Support a range of inclusive community activities and programs

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.3.6.11 Port Macquarie Hastings (PMH) Cares - COVID RELIEF RESERVE FUNDING	Community	1. Deliver project according to approved project plan (Port Macquarie Hastings (PMH) Cares)	1. 100%	1. 100%	On target. This is an ongoing project to support our community particularly during times of crisis. The PMHCares branding was used in our flood recovery centres and mobile outreaches to reassure the community that Council was there to support them. This project will continue to seek volunteers to support those in need in our community.

Community Strategic Plan: 2.5 Promote a creative and culturally rich community

Delivery Program Objective: 2.5.1 Support cultural activities within the community

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.5.1.9 Artwalk delivery - COVID RELIEF RESERVE FUNDING	Economic and Cultural Development	1. Deliver project according to approved project plan (Artwalk delivery)	1. 100%	1. 100%	Achieved. A COVID Safe event delivered across the region between 1 - 8 October 2020. Incorporated over 100 participants as part of the Longest Footpath Art Gallery, over 40 satellite events, and three Artist Markets. A specialised izi.travel guide was developed to feature all artists and the www.artwalkpmq.com.au website was developed to feature associated events and participants.

Community Strategic Plan: 3.1 Embrace business and a stronger economy

Delivery Program Objective: 3.1.1 Assist the growth of local business and industry, ensuring this is a central consideration of Council activities

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
3.1.1.03 Tourism product and trade market development Stage 2 - COVID RELIEF RESERVE FUNDING	Economic and Cultural Development	1. Deliver project according to approved project plan (Tourism product and trade market development Stage 2)	1. 100%	1. 100%	Achieved. Project well progressed, raising awareness of the destination amongst travel trade, hosting famils, tactical campaigns and ongoing industry engagement. Planned consumer and tactical campaigns delayed due to COVID impacts.
3.1.1.04 Additional Investment in tourism PR and Marketing - COVID RELIEF RESERVE FUNDING	Economic and Cultural Development	1. Deliver project according to approved project plan (Additional Investment in tourism PR and Marketing)	1. 100%	1. 100%	Achieved. The Google DMO Project has been rolled out to industry in the region, the UberMedia COVID Recovery dashboard tracking foot traffic within the region is live.
3.1.1.05 Tourism - Visiting Friends and Relatives Program development - COVID RELIEF RESERVE FUNDING	Economic and Cultural Development	1. Deliver project according to approved project plan (Tourism - Visiting Friends and Relatives Program development)	1. 100%	1. 100%	Achieved. Project planning completed. 2021/22 will focus on delivery phase through to December 2021, in conjunction with the new Destination Brand Implementation.
3.1.1.06 Website Food and Wine Trail Development - COVID RELIEF RESERVE FUNDING	Economic and Cultural Development	1. Deliver project according to approved project plan (Website Food and Wine Trail Development)	1. 100%	1. 100%	Achieved. Digital Taste Trails have been developed and launched in April 2021 via an online campaign. Hard copy map and promotional items printed and distributed June / July 2021.
3.1.1.07 Reboot, Refresh, Restart COVID-19 Careers Pop-ups - COVID RELIEF RESERVE FUNDING	Economic and Cultural Development	1. Deliver project according to approved project plan (Reboot, Refresh, Restart Covid-19 Careers Pop-ups)	1. 100%	1. 100%	Achieved. Reboot, Refresh, Restart program delivered in October/November 2020, including keynote webinar, pop-up, and a range of collaborative efforts with local service providers.

Community Strategic Plan: 3.1 Embrace business and a stronger economy

Delivery Program Objective: 3.1.1 Assist the growth of local business and industry, ensuring this is a central consideration of Council activities

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
3.1.1.08 Grant writing workshops - COVID RELIEF RESERVE FUNDING	Economic and Cultural Development	1. Deliver project according to approved project plan (Grant writing workshops)	1. 100%	1. 100%	Achieved. A series of Grant Writing Workshops were delivered 16 to 18 February 2021 at Wauchope Senior Citizens Centre, Laurieton United Services Club and Port Macquarie Panthers. The PMHC Grant Finder website was launched in December 2020. This provides a free grants search engine for local business, community, not-for-profits and sporting clubs to find appropriate grants. Also included are top tips, grants explained and link to Council grants with bespoke content created for our citizens.
3.1.1.09 Arts, Culture and Creative Industries content development and marketing - COVID RELIEF RESERVE FUNDING	Economic and Cultural Development	1. Deliver project according to approved project plan (Arts, Culture & Creative Industries content development and marketing)	1. 100%	1. 100%	Achieved. Content development and marketing has included; photography of all participating artists in the Artists' Open Studio weekend, development of a campaign messaging framework, online Artist profiles on the destination website, an event brochure and an online marketing campaign to promote the Open Studios weekend has all be deployed.
3.1.1.10 Cultural industries – Networking and mentoring - COVID RELIEF RESERVE FUNDING	Economic and Cultural Development	1. Deliver project according to approved project plan (Cultural industries – Networking and mentoring)	1. 100%	1. 100%	Achieved. A Professional Development program aimed at supporting the regions creatives has been developed and rolled out during June and July 2021.
3.1.1.11 Creative and Arts Trails development - COVID RELIEF RESERVE FUNDING	Economic and Cultural Development	1. Deliver project according to approved project plan (Creative and Arts Trails development)	1. 100%	1. 100%	Achieved. The first component of this project was delivery of the Open Studios Artists weekend. Since then the Taste Trails has been developed and includes a Creatives and Curios Trail. Digital Trails are available online, an illustrated map and promotional elements have been printed and distributed.

Community Strategic Plan: 3.1 Embrace business and a stronger economy

Delivery Program Objective: 3.1.1 Assist the growth of local business and industry, ensuring this is a central consideration of Council activities

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
3.1.1.12 Program to encourage use of vacant commercial spaces - COVID RELIEF RESERVE FUNDING	Economic and Cultural Development	1. Deliver project according to approved project plan (Program to encourage use of vacant commercial spaces)	1. 100%	1. 100%	Achieved. Shopfront activation project cancelled given strong economic resilience that has been experienced throughout Hastings region.

Delivery Program Objective: 3.2.1 Support vibrant commercial, tourism, recreational and or community hubs across the region

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
3.2.1.3 CW Towns Gateway entrance strategy - COVID RELIEF RESERVE FUNDING	Economic and Cultural Development	1. Deliver project according to approved project plan (Towns Gateway entrance strategy)	1. 100%	1. 60%	Behind schedule. Due to resourcing availability of both project management and local design consultants, this project is yet to be delivered. The project plan and procurement plan have both been developed. It is anticipated that this project will be delivered by December 2021.
3.2.1.4 CW Port Macquarie Lumiere night time installation - COVID RELIEF RESERVE FUNDING	Economic and Cultural Development	1. Deliver project according to approved project plan (Port Macquarie Lumiere night time installation)	1. 100%	1. 100%	Achieved. Wakulda was officially launched as a part of the Bicentenary events program in April 2021. The projection is screening each evening as a new cultural tourism offering in the Port Macquarie CBD.
3.2.1.5 CW Port Macquarie Lumiere Night time installation – infrastructure component - ROADS AND COMMUNITY INFRASTRUCTURE PROGRAM	Economic and Cultural Development	1. Deliver project according to approved project plan (Port Macquarie Lumiere night time installation-infrastructure component)	1. 100%	1. 100%	Achieved. Wakulda was officially launched as a part of the Bicentenary events program in April 2021. The projection is screening each evening as a new cultural tourism offering in the Port Macquarie CBD.

Community Strategic Plan: 3.1 Embrace business and a stronger economy

Delivery Program Objective: 3.2.1 Support vibrant commercial, tourism, recreational and or community hubs across the region

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
3.2.1.6 Tourism and Cultural Development Project Officer - COVID RELIEF RESERVE FUNDING	Economic and Cultural Development	1. Deliver project according to approved project plan (Tourism and Cultural Development Project Officer)	1. 100%	1. 100%	Achieved. Recruitment complete and project delivery ongoing.
3.2.1.7 CW Renew the maps "Comboyne Plateau" outside Udder Cow Café and in Pioneer Park - COVID RELIEF RESERVE FUNDING	Community	1. Deliver project according to approved project plan (Renew the maps "Comboyne Plateau" outside Udder Cow Café and in Pioneer Park)	1. 100%	1. 90%	Monitoring required. Working with the Comboyne community this project was slightly delayed due to the impacts on the flood in being able to focus the community. the signage has now been ordered and will be installed by August 2021.

Delivery Program Objective: 3.4.3 Encourage innovation that will support our growth as a regional city including smart community technology

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
3.4.3.4 CW CBD Wifi (Wauchope, Laurieton, expand Port) - COVID RELIEF RESERVE FUNDING	Economic and Cultural Development	1. Deliver project according to approved project plan (CBD Wifi (Wauchope, Laurieton, expand Port)	1. 100%	1. 50%	Behind schedule. Project scoping and quotations have been finalised but completion has been delayed due to competing priorities.

Community Strategic Plan: 4.4 Plan for integrated transport systems that helps people get around and link our communities

Delivery Program Objective: 4.4.1 Plan, investigate, design and construct transport assets which address pedestrians, cyclist and vehicular needs to cater for the future growth of the region

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.4.1.99-103 CW Footpath – The Parade: Ocean St to Surf Club car park (NW side); 260m - ROADS AND COMMUNITY INFRASTRUCTURE PROGRAM	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Footpath – The Parade: Ocean St to Surf Club carpark (NW side); 260m) - COVID-19 RECOVERY	1. 100%	1. 85%	Behind schedule. Construction commencement delayed by flooding during this reporting period.
4.4.1.99-104 CW Footpath – Lake Street: Tunis St to Seymour St (W side); missing links; 120m - ROADS AND COMMUNITY INFRASTRUCTURE PROGRAM	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Footpath – Lake Street: Tunis St to Seymour St)	1. 100%	1. 100%	On target. Construction completed during this reporting period Project complete.
4.4.1.99-105 CW Footpath – Comboyne St to Graham St connection at Kendall Services Club - ROADS AND COMMUNITY INFRASTRUCTURE PROGRAM	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Footpath – Comboyne St to Graham St connection at Kendall Services Club)	1. 100%	1. 100%	On target. Construction completed during this reporting period Project complete.
4.4.1.99-106 CW Footpath – Hill Street: Pioneer Park to Main Street (W side); 180m - ROADS AND COMMUNITY INFRASTRUCTURE PROGRAM	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Footpath – Hill Street: Pioneer Park to Main Street (W side); 180m)	1. 100%	1. 85%	Behind schedule. Construction commenced on Hill St Comboyne footpath and forecast for completion in March 2021 in conjunction with adjoining COVID funded footpath scope in Pioneer Park. Delays due to March 2021 Flood Event and Emergency response.
4.4.1.99-107 CW Footpath – Parker Street: Wauchope High School to Bain Street (W side); 160m - ROADS AND COMMUNITY INFRASTRUCTURE PROGRAM	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Footpath – Parker Street: Wauchope High School to Bain Street (W side); 160m)	1. 100%	1. 100%	On target. Construction completed during this reporting period Project complete.

Community Strategic Plan: 4.4 Plan for integrated transport systems that helps people get around and link our communities

Delivery Program Objective: 4.4.1 Plan, investigate, design and construct transport assets which address pedestrians, cyclist and vehicular needs to cater for the future growth of the region

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.4.1.99-108 CW Footpath – Rushcutter Way: Moondara Tce to Bangalay Dr (SE side); 200m - ROADS AND COMMUNITY INFRASTRUCTURE PROGRAM	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Footpath – Rushcutter Way: Moondara Tce to Bangalay Dr (SE side); 200m)	1. 100%	1. 100%	On target. Construction completed during this reporting period Project complete.
4.4.1.99-109 CW Footpath – Major Innes Road: Braeroy Dr to The Ruins Way (E side); 320m - ROADS AND COMMUNITY INFRASTRUCTURE PROGRAM	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Major Innes Road: Braeroy Dr to The Ruins Way (E side); 320m)	1. 100%	1. 100%	Achieved. Project complete.
4.4.1.99-110 CW Footpath – Watonga Street: Connection to Matthew Flinders Dr; 35m - ROADS AND COMMUNITY INFRASTRUCTURE PROGRAM	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (Footpath – Watonga Street: Connection to Matthew Flinders Dr; 35m)	1. 100%	1. 85%	Behind Schedule. Project planning delayed by flooding during this reporting period.
4.4.1.99-111 CW New bus shelters (3 or 4) and landing pads - ROADS AND COMMUNITY INFRASTRUCTURE PROGRAM	Infrastructure Planning, (Project Delivery)	1. Deliver project according to approved project plan (New bus shelters (3 or 4) & landing pads)	1. 100%	1. 100%	On target. Project planning complete, construction of bus shelters commenced during this reporting period and is on track for completion within this FY.
4.4.1.99-112 CW Install seating beside Anzac Memorial (Comboyne) - ROADS AND COMMUNITY INFRASTRUCTURE PROGRAM	Recreation, Property and Buildings	1. Deliver project according to approved project plan (Install seating beside Anzac Memorial (Comboyne)	1. 100%	1. 100%	Achieved. Project complete.

Community Strategic Plan: 4.4 Plan for integrated transport systems that helps people get around and link our communities

Delivery Program Objective: 4.4.1 Plan, investigate, design and construct transport assets which address pedestrians, cyclist and vehicular needs to cater for the future growth of the region

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.4.1.99-113 Laurieton Main Street Masterplan development - ROADS AND COMMUNITY INFRASTRUCTURE PROGRAM	Strategy	1. Deliver project according to approved project plan (Laurieton Main Street Masterplan development)	1. 100%	1. 90%	Monitoring required The Laurieton Town Centre Master Plan commenced with the Enquiry by Design in December 2020. The project plan was developed and procurement undertaken in February, with a consultant engaged in March 2021. The time frame for the project slipped slightly due to the floods. The initiation meeting commenced in early May and the project is now in draft form. It is expected to be completed by December 2021.

Delivery Program Objective: 4.4.2 Develop and implement annual maintenance and renewal programs for transport assets

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.4.2.8 CW Kendall Bridge - expansion joints rehabilitation - COVID RELIEF RESERVE FUNDING	Infrastructure Planning	1. Deliver project according to approved project plan (Kendall Bridge expansion joints rehabilitation)	1. 100%	1. 100%	On target. Project continued in this quarter with contractors onsite in June to undertake the works. Working through implications from Sydney lockdowns related to COVID, though works expected to be completed by July 2021.
4.4.2.9 CW Hay Street Resurfacing – Port Macquarie - COVID RELIEF RESERVE FUNDING	Infrastructure Planning, (Infrastructure Operations)	1. Deliver project according to approved project plan (Hay Street Resurfacing – Port Macquarie)	1. 100%	1. 100%	Achieved. Works completed.

Community Strategic Plan: 4.4 Plan for integrated transport systems that helps people get around and link our communities

Delivery Program Objective: 4.4.3 Develop and implement traffic and road safety programs

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.4.3.3 CW Install signage on Pappinbarra Road for speed reduction to help protect wildlife and to improve road safety - COVID RELIEF RESERVE FUNDING	Infrastructure Planning	1. Deliver project according to approved project plan (Install signage on Pappinbarra Road for speed reduction to help protect wildlife and to improve road safety)	1. 100%	1. 100%	On target. Project practically completed and to be finalised by next quarter.
4.4.3.4 CW Rural Road Safety Improvements – linemarking, signs - COVID RELIEF RESERVE FUNDING	Infrastructure Planning	1. Deliver project according to approved project plan (Rural Road Safety Improvements – linemarking, signs)	1. 100%	1. 100%	On target. The road line marking design was completed this quarter, with line marking organised for January. Additional speed safety signage has also been ordered and to be installed following line marking. expected completion by September 2021.

Delivery Program Objective: 4.7.1 Promote renewable energy outcomes within Council

Operational Plan Activity 2020 - 2021	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.7.1.11 CW Solar PV - Airport - ROADS AND COMMUNITY INFRASTRUCTURE PROGRAM	Commercial Business Units	1. Deliver project according to approved project plan (Solar PV airport)	1. 100%	1. 100%	Achieved. Project completed June 2021.

Glasshouse Financial Statements
for the period ending 30 June 2021

Notes	Original Annual Budget	Current Annual Budget	Current Quarter				Year to Date			
	\$	\$	Budget \$	Actual \$	Variance \$	Variance %	Budget \$	Actual \$	Variance \$	Variance %
Operating										
Operating Income										
Operating Contributions and Grants	0	42,917	42,917	0	(42,917)	0%	42,917	0	(42,917)	0%
Venue Hire (including hirer promoters events)	529,950	529,950	333,636	332,220	(1,416)	100%	529,950	534,647	4,697	101%
Performing Arts - Show Income	151,368	151,368	77,065	241,625	164,560	314%	151,368	329,985	178,617	218%
Gallery - Income	18,581	18,581	6,249	7,030	781	112%	18,581	13,949	(4,632)	75%
VIC - Income	2,592	2,592	648	1,087	439	168%	2,592	1,824	(768)	70%
Bar/Café Sales	131,336	131,336	56,188	51,753	(4,435)	92%	131,336	73,514	(57,822)	56%
Retail Income	30,947	30,947	15,473	20,364	4,891	132%	30,947	65,434	34,487	211%
Rental Income received	0	0	0	0	0		0	0	0	
Sponsorships/Donations/Memberships	20,700	20,700	5,175	9,966	4,791	193%	20,700	17,392	(3,308)	84%
Operating Income Total	885,474	928,391	537,351	664,043	126,692	124%	928,391	1,036,745	108,354	112%
Operating Expenditure										
Building Operational Expenses	484,302	484,302	116,344	77,285	39,059	66%	484,302	377,239	107,063	78%
Building Maintenance	248,696	248,696	48,924	15,817	33,107	32%	248,696	239,731	8,965	96%
Administration Operational Expenses	76,864	76,864	18,816	14,225	4,591	76%	76,864	52,995	23,869	69%
Salaries and oncosts	1,591,780	1,377,742	396,629	377,708	18,921	95%	1,377,742	1,308,458	69,284	95%
Community Discount	75,000	75,000	18,750	9,345	9,405	50%	75,000	10,964	64,036	15%
Bar/Café Operations	53,498	48,498	24,916	32,068	(7,152)	129%	48,498	40,038	8,460	83%
Marketing and Promotion	75,768	75,768	18,951	6,286	12,665	33%	75,768	29,040	46,728	38%
Performing Arts - Show Expenditure	284,400	284,400	128,591	163,723	(35,132)	127%	284,400	223,021	61,379	78%
Gallery Expenditure	196,454	189,371	70,169	106,013	(35,844)	151%	189,371	184,439	4,932	97%
Retail Expenditure	3,492	3,492	873	415	458	48%	3,492	806	2,686	23%
Venue Hire Costs (including hirer promoters events)	240,480	195,480	75,197	91,859	(16,662)	122%	195,480	189,896	5,584	97%
Sponsorship/Donations/Memberships Expense	6,000	6,000	1,509	8,795	(7,286)	583%	6,000	10,955	(4,955)	183%
Council Overheads	451,036	451,036	112,808	112,749	59	100%	451,036	450,996	40	100%
Operating Expenditure Total	3,787,770	3,516,649	1,032,477	1,016,289	16,188	98%	3,516,649	3,118,579	398,070	89%
Operating Surplus (Deficit)	(2,902,296)	(2,588,258)	(495,126)	(352,246)	142,880	71%	(2,588,258)	(2,081,834)	506,424	80%
Interest and Depreciation										
Interest Repayments	416,597	416,597	223,188	196,266	26,922	88%	416,597	416,597	0	100%
Depreciation	1,058,352	1,058,352	264,588	264,588	0	100%	1,058,352	1,058,352	0	100%
Interest and Depreciation Total	1,474,949	1,474,949	487,776	460,854	26,922	94%	1,474,949	1,474,949	0	100%
Total Operating Surplus (Deficit)	(4,377,245)	(4,063,207)	(982,902)	(813,100)	169,802	83%	(4,063,207)	(3,556,783)	506,424	88%
Capital										
Capital Income										
Capital Contributions and Grants	0	0	0	0	0		0	0	0	
Depreciation	1,058,352	1,058,352	264,588	264,588	0	100%	1,058,352	1,058,352	0	100%
Capital Income Total	1,058,352	1,058,352	264,588	264,588	0	100%	1,058,352	1,058,352	0	100%
Capital Expenditure										
Acquisition of Assets	66,000	66,000	24,300	32,637	(8,337)	134%	66,000	61,093	4,907	93%
Transfers to Reserves	0	0	0	0	0		0	0	0	
Loan Principal Repayment	1,861,023	1,861,023	940,284	940,284	0	100%	1,861,023	1,861,023	0	100%
Capital Expenditure Total	1,927,023	1,927,023	964,584	972,921	(8,337)	101%	1,927,023	1,922,116	4,907	100%
Total Capital Surplus (Deficit)	(868,671)	(868,671)	(699,996)	(708,333)	(8,337)	101%	(868,671)	(863,764)	4,907	99%
Total Cash Position (before funding)	(5,245,916)	(4,931,878)	(1,682,898)	(1,521,433)	161,465	90%	(4,931,878)	(4,420,547)	511,331	90%
Funded By:-										
Reserves	66,000	66,000	24,300	32,637	(8,337)	134%	66,000	61,093	4,907	93%
Other Funds	0	0	0	0	0		0	0	0	
General Council Revenue	5,179,916	4,865,878	1,658,598	1,488,796	169,802	90%	4,865,878	4,359,454	506,424	90%
Total Cash Funding Sources	5,245,916	4,931,878	1,682,898	1,521,433	161,465	90%	4,931,878	4,420,547	511,331	90%

GLASSHOUSE PLAN 2020 - 2022 - UPDATE ON PROGRESS ACHIEVED AGAINST ACTIONS – JULY 2021

Key Outcomes:	Actions:	Progress achieved as at 30 June 2021
Enhancing utilisation, visitation and participation	Cultural Plan Action 1.3 Venues and spaces	
<i>Ensuring the delivery of high quality cultural, community and commercial activities</i>	1.3.1 Market and promote the Glasshouse performance, exhibition and event spaces as the premier venue in the region	<ul style="list-style-type: none"> Glasshouse Venue Manager attended the Destination North Coast Business Events Roadshow in March 2021 to raise the profile of the venue in the business events market and obtain an industry update.
	1.3.2 Investigate opportunities and implement strategies to promote greater utilisation and activation of the Glasshouse performance, exhibition and event spaces, including consideration of reduced fees and charges options for the Studio and Podium spaces	<ul style="list-style-type: none"> Council's 2020-21 Schedule of Fees and Charges included: <ul style="list-style-type: none"> additional Studio and Podium venue hire options with reduced fees offering more flexibility for venue hirers; new 30% venue hire discount for Studio hire to assist local performing arts organisations and local performance artists to access this performance space.
	1.3.3 Undertake Glasshouse Back of House maintenance (OP 2.5.1.2 CW) to ensure continued technical excellence, enhanced customer experiences and/or improved efficiency in the delivery of Glasshouse events	<ul style="list-style-type: none"> Planned preventative maintenance on the building and equipment completed, including: <ul style="list-style-type: none"> AC ducting in loading dock repaired; Soft goods maintenance; House light replacement/repair; Stage floor patched and painted ; Under orchestra pit cleaned; Paging Processor replaced; Theatre dimmers replaced or repaired; Fire door repairs and inspection; AC portholes repaired and installed; Artlab power circuit breaker replaced; All drains in the building treated; Sprinkler system pump repaired; Storm damage repairs carried out.
	Cultural Plan Action 1.4 Showcase programs	
	1.4.1 Manage the delivery of a range of high quality performing and visual arts events at the Glasshouse in consideration of Council's Cultural Plan (OP 2.5.1.3)	<ul style="list-style-type: none"> The 2021 Glasshouse Theatre Program Launch event due to be held in March 2021 was cancelled due to the impact of the floods within our local community; Presented 7 productions as part of the 2021 Theatre Program, which included performances by Sydney Dance Company, Shake & Stir Theatre Company, and Opera Australia with 8,386 tickets sold across 16 performances; Presented 8 exhibitions in the Regional Gallery, including touring exhibitions from the National Art School and Freshwater Saltwater Arts Alliance.
	1.4.2 Facilitate opportunities to showcase locally-developed, high-quality performing and visual arts events at the Glasshouse	<ul style="list-style-type: none"> Presented 4 local exhibitions in the Regional Gallery featuring works by over 79 local artists; Supported the Bicentenary event with 1 Gallery exhibitions and delivered the Community Art Exhibition and competition, showcasing 68 local artists on the Glasshouse mezzanine.
	1.4.3 Attract international standard commercial touring productions to the Glasshouse	<ul style="list-style-type: none"> Presented 20 performances by commercial touring companies, with over 7,500 tickets sold.
	Cultural Plan Action 1.8 Professional development opportunities	
	1.8.1 Deliver professional development opportunities for artists and our community in conjunction with the Glasshouse performing and visual arts programs	<ul style="list-style-type: none"> Presented The Little Mermaid by the Victorian State Ballet in partnership with local dance school PMPA, which included professional development workshops and performance opportunities for local dance students; Gallery Residency exhibitions - connecting leading contemporary artists with our community through the exhibition (new work), artist talks and workshops, this year the gallery hosted contemporary artist Emma Walker.
	Cultural Plan Action 2.1 Inclusive programs and events	
	2.1.1 Develop and deliver a range of education and public programs associated with the Glasshouse performing and visual arts programs, to encourage participation in arts and cultural experiences by all sectors of our community, including young people, seniors, people with a disability, and Aboriginal people	<ul style="list-style-type: none"> Delivered the following activities in the 2021 Education @ Glasshouse Program: <ul style="list-style-type: none"> Dobell Regional Drawing Workshop for Teachers; Junkyard Beats - 4 performances and student workshops x 2; Victorian State Ballet student workshops x 3; Magic Beach - 2 performances; Opera Australia Strings Masterclass;

GLASSHOUSE PLAN 2020 - 2022 - UPDATE ON PROGRESS ACHIEVED AGAINST ACTIONS – JULY 2021

Key Outcomes:	Actions:	Progress achieved as at 30 June 2021
		<ul style="list-style-type: none"> - Animal Farm drama workshop; - Sydney Dance Company -contemporary dance workshops x 2; - Hamlet Price of Skidmark - 3 performances and 2 student workshops.
	2.1.2 Investigate digital programming opportunities to increase the accessibility of Glasshouse programs and events	<ul style="list-style-type: none"> • Planned for inclusion in the 2021-22 program.
	Cultural Plan Action 2.4 Community-based and community-led programs	
	2.4.1 Implement strategies within a framework of fair and equitable access, to enhance utilisation and encourage community participation	<ul style="list-style-type: none"> • Community venue hire discount, available to incorporated not-for-profit groups, incorporated community groups, registered charities and schools, increased from 40% to 50% as part of Council's 2020-21 Schedule of Fees and Charges. • The Glasshouse team hosted and presented "Behind the Glass" and conducted a back stage venue tour to 30 attendees as part of Council's i-create professional development program aimed at supporting the region's creatives, including visual and performing artists, musicians, creative writers and more.
	2.4.2 Provide a high level of professional, technical and marketing support to community hirers to assist in the co-ordination and delivery of community events and to build future capability	<ul style="list-style-type: none"> • Support provided to local organisations including The Cancer Council - Stars of the Hastings event, PMPA Mid-Year Showcase and the Lower North Coast Dance Festival (5-day event with 2,500 tickets sold). The venue delivered Council events including, Australia Day Ceremony and Awards, CSP Business Chambers Engagement, PMHC Destination Brand Review Workshop, Standing Up in a time of Crisis Livestream event, Community Flood Recovery sessions; • Provided off-site production and technical services for the delivery of 2 sessions of Lake Cathie Community Consultation - Coastal Management Planning; • Provided Kempsey Shire Council with technical services to support the re-opening of the Slim Dusty Centre.
Developing successful partnerships	Cultural Plan Action 3.1 Collaborative partnerships	
<i>Working with key stakeholders in the community, government and industry to support the delivery of cultural, community and commercial activities</i>	3.1.1 Partner with key stakeholders in the community, government and industry to support the delivery of cultural and community programs	<ul style="list-style-type: none"> • Continued to develop a number of corporate partnerships / sponsorships consistent with the Glasshouse Marketing and Sales Plan to support the delivery of cultural programs, including the Glasshouse Founding Sponsors, Create NSW and a number of regional / local organisations and businesses; • Worked with the Saltwater Freshwater Alliance to assist in the delivery of a major art prize for Indigenous Mid North Coast artists. The Gallery delivered a suite of programming that included language talks, weaving and insights into the works and themes through artist's talks. The highlight event was a fashion show that featured local Indigenous weavers and fibre artists.
	3.1.2 Develop the Glasshouse Membership Program and associated marketing initiatives to build customer loyalty and repeat visitation	<ul style="list-style-type: none"> • As at 30 June 2021, there were 1,880 Glasshouse Members registered for the 2021 Season. In light of COVID-19 and the cancellation of the 2020 Theatre Program, current 2020 memberships have been extended until December 2021.
	3.1.3 Deliver a range of Visitor Information services within the Glasshouse to market our region's rich and diverse experiences	<ul style="list-style-type: none"> • Ongoing - the VIC reopened to the public on 2 June 2020; • Monthly VIC updates presented to the GPM Tourism Marketing Sub-Committee; • AVIC audit conducted by The Tourism Group in June 2021.
	Cultural Plan Action 3.2 Cultural marketing and communications plan	
	3.2.1 Review and update the Glasshouse Marketing and Sales Plan	<ul style="list-style-type: none"> • Glasshouse Marketing and Sales Plan review planned for 2021-22.
	3.2.2 Implement targeted marketing and sales strategies to increase awareness, enhance utilisation, increase event visitation and maximise cultural, community and commercial outcomes	<ul style="list-style-type: none"> • Ongoing - relaunch of the Theatre Program Book and Gallery quarterly book well received by patrons. • Planning commenced for the new Glasshouse website in line with Council's change of platform to Open Cities.
Promoting viability and ensuring good governance	Cultural Plan Action 4.1 Funding	
<i>Applying a prudent financial management focus and open and transparent decision-making, to manage the net cost of the</i>	4.1.1 Apply a prudent financial management focus to all cultural, community and commercial activities to support long-term efficiency, effectiveness and viability of the Glasshouse	<ul style="list-style-type: none"> • See attached 2020-21 Financial Statement.
	4.1.2 Increase operating revenue at the Glasshouse (OP 1.5.3.1)	<ul style="list-style-type: none"> • See attached 2020-21 Financial Statement - impacted by COVID-19 and closure of the venue / capacity restrictions and cancellation of events.

GLASSHOUSE PLAN 2020 - 2022 - UPDATE ON PROGRESS ACHIEVED AGAINST ACTIONS – JULY 2021

Key Outcomes:	Actions:	Progress achieved as at 30 June 2021
<i>operation of the Glasshouse to the community</i>	4.1.3 Review current revenue sources and investigate the commercial viability of identified new revenue sources (OP 1.5.4.1)	<ul style="list-style-type: none"> Glasshouse venue hire fees benchmarked against other similar regional venues using data published by the national peak body Performing Arts Connections Australia; New venue hire options included in Council's 2020-21 Schedule of Fees and Charges.
	4.1.4 Identify Australian and NSW State Government grant funding opportunities to support the delivery of cultural programs and maintenance of venue technical infrastructure	<ul style="list-style-type: none"> Grant funding application submitted to the NSW State Government for the 2021-22 Regional Gallery Program, from the Create NSW Arts and Cultural Funding Program - submission was successful, \$100,000 awarded; Grant funding application submitted to Destination NSW Refresh and Renew Fund 2020-21 to upgrade the Glasshouse foyer seating - submission was successful, \$10,000 awarded.
	4.1.5 Review Glasshouse sponsorship / partnership and membership programs and identify new opportunities to support the delivery of cultural and community programs	<ul style="list-style-type: none"> Ongoing - current focus on Partnership relationships; Secured 1 new show sponsor for 2021.
	4.1.6 Investigate and develop a Fundraising Strategy to support the delivery of cultural and community programs and the long-term viability of the Glasshouse	<ul style="list-style-type: none"> Planned for 2021-22.
	Cultural Plan Action 4.7 Cultural performance measure	
	4.7.1 Present biannual reports to Council detailing Glasshouse performance against the Glasshouse Plan, key operational and financial performance measures, and Council's Cultural Plan Objectives	<ul style="list-style-type: none"> Reports presented in August 2020 and February 2021.
	4.7.2 Undertake an economic impact assessment to measure and report on the benefits of the Glasshouse to the local and regional economy	<ul style="list-style-type: none"> Planned for 2022 subject to COVID-19 restrictions.

2020/21 Carry-over Report

Amount to Be Carried Over						
Deferral Category	Section	G/L Number	Project Description	Detailed reason for Carry-over	Completion Date	Total
Awaiting Design	Aquatic Facilities	42079	Port Macquarie Aquatic Facility	This project is a multi-year project with on-going design and approval requirements. It is progressing according to plan, although underspent in the current year.	30/04/2022	155,442
	Aquatic Facilities Total					155,442
	Parks & Recreation	41723	Hastings Regional Sporting Complex	Design contractor delays	30/06/2022	170,810
	Parks & Recreation Total					170,810
Awaiting Design Total						326,252
Awaiting Tender	Transport and Traffic	42067	Install Roundabout - Nancy Bird/Kendall Rd/Ocean D	Post tender negotiations currently underway. Combined funding, multi-year delivery	31/12/2021	200,000
	Transport and Traffic Total					200,000
Awaiting Tender Total						200,000
Grant Not Received	Natural Resources	42144	Sensitive Receptors	Grant funding agreements received later than anticipated, delaying program.	30/06/2022	18,771
	Natural Resources Total					18,771
	Transport and Traffic	42071	King Creek Rd Should Sealing & Barrier Install	Waiting on confirmation of increased grant funding. Verbal confirmation received in July, allowing project to proceed	30/08/2021	268,980
	Transport and Traffic Total					268,980
Grant Not Received Total						287,752
Other	Bushfire Control	42011	Bushfire Disaster Recovery Funding	Grant funded project. Deadlines extended	31/12/2021	205,593
		42149	Bushfire Community Recovery Fund Stream 2	Grant funded project. Deadlines extended	31/12/2021	66,909
	Bushfire Control Total					272,502
	Drainage	41671	Westport Stormwater Management Plan	Finalisation of environmental approvals moving project into 21/22	31/07/2021	29,608
	Drainage Total					29,608
	Parks & Recreation	42128	North Shore Fish Cleaning Table	Scope to be defined. Community engagement delays	31/12/2021	29,823
	Parks & Recreation Total					29,823

Other	Transport and Traffic	42032	Lorne Road Upgrade Preconstruction	Strategic concept design delivered under budgeted amount. Surplus funds to be rolled to detailed design phase. Grant funded	30/06/2022	46,322
Transport and Traffic Total						46,322
Other Total						378,254
Weather	Community Engagement	42097	Renew the Maps at "Comboyne Plateau"	Flood impacting ability to liaise with community. Timing only, awaiting production and installation of sign	31/08/2021	9,195
		42099	Implement Pappinbarra Community Fire Safety Plan	Delayed due to floods	31/12/2021	25,000
		41961	Community Plans	Flood impacts	31/12/2022	19,877
	Community Engagement Total					54,073
	Drainage	40619	Stormwater Remediation Designs	Stormwater works delayed with inclement weather	30/06/2022	5,922
		41768	Stormwater Renewal Program	Stormwater relining in North Haven. Timing only, project to complete in July 21.	31/07/2021	28,000
		41960	Stormwater Remediation - 35 Hart Street	Flood impacted, unable to progress project in 20/21.	30/06/2022	46,534
		42040	North Haven Flood Mitigation Works - Inv & Design	Flood impacting on stormwater program	30/06/2022	50,000
		42020	Gross Pollutant Trap Audit & Maintenance Planning	Consultant was delayed in completing required condition assessments due to weather and flood damaged infrastructure.	30/08/2021	70,000
	Drainage Total					200,456
	Facilities	42050	Camden Haven Surf Club Building Preconstruction	Flood impacted	30/06/2022	60,000
		42051	Blair Reserve Provision of Accessible Amenities	Flood impacted	30/06/2022	85,725
	Facilities Total					145,725
	Fleet Management	42109	Depot Maintenance Repairs	Repairs delayed with weather incidents	30/06/2022	168,532
	Fleet Management Total					168,532
	Natural Resources	41722	North Brother Local Catchments Flood Study	At Council's April 2021 Ordinary Meeting, Council resolved to defer the Public exhibition of the Draft North Brother Floodplain Risk Management Study and Plan from May 2021 until September 2021 due to the flood recovery ongoing at that time.	31/12/2021	30,089

Weather	Natural Resources	41735	Koala Recovery Strategy	Flood impacted. Equipment and labour required to undertake the works is not available until later in the calendar year.	31/12/2022	32,760
		42041	Biodiversity Report - PMHC Wild Deer Mment	Due to flooding issues the project was not completed on time in 21/22.	30/06/2022	3,087
		42042	Bush Regeneration on Infrastructure Projects	Scheduled works were not completed due to flooding.	30/06/2022	9,818
	Natural Resources Total					75,754
	Parks & Recreation	41392	Googik Track	Delayed by National Parks due to Floods	30/06/2022	72,394
		41980	Walkways - Various	Wet weather delaying completion	15/08/2021	13,991
		42139	Town Green West Playground	Grant extension requested. Floods affecting engagement activity.	30/06/2022	127,578
		42058	Pathway Renewals - Replace at end of Useful Life	Flood delaying progress	31/12/2021	10,197
	Parks & Recreation Total					224,159
	Sewerage Services	39316	Port Macquarie WWTP Odour Control	Flood impacted	31/12/2021	33,168
		39616	Bonny Hills Recycled Water System Upgrade	Weather causing some delays to original program and the redeployment of personnel originally allocated to design review and supply decisions	30/10/2021	610,468
	Sewerage Services Total					643,636
	Transport and Traffic	40141	Bridge & Pavement Tests	Flood impacted.	31/07/2021	10,000
		41464	Footpath, Cycleway and Pedestrian Management	Works impacted due to flood, budget not fully expended, works will continue into 21/22	30/12/2021	107,679
		41481	Transport and Stormwater Investigations and Design	Investigations team fully utilised on flood projects	30/06/2022	42,485
		41776	Kindee Bridge	Bridge crews utilised on flood impacted areas	30/06/2022	109,177
		41969	Pembroke Road - Stoney Creek Bridge Upgrade	Flood impacted, unable to progress project as anticipated in 20/21.	30/06/2022	122,214
		42006	Schools to Schools Shared Pathway - Plan & Design	Flood impacted, unable to progress project as anticipated in 20/21.	30/06/2022	79,881
		42098	Develop a Laurieton Main Street Master Plan	Flood delayed. Initiation planned in March, but delayed due to floods.	31/12/2021	41,815
		42066	Lord & Herschell St PM - Install Roundabout	Grant funded, multi-year project. Flood impacted	30/06/2022	180,735

Weather	Transport and Traffic	42070	Install Roundabout - Owen & Home St	Flood impacted, unable to progress project in 20/21.	30/09/2021	56,508
		42141	20/21 CPTIGS Bus Shelters	Flood impacted, preventing crew mobilisation and procurement delays.	30/06/2022	145,703
	Transport and Traffic Total					896,198
	Waste Disposal	50110	Cairncross Landfill Expansion 1A 1C	Project ongoing, some wet weather delays	30/04/2022	1,334,174
	Waste Disposal Total					1,334,174
	Water Supply	20215	Thrumster Reclaimed Water Interim Supply Rising Main to Thrumster Reservoir	Project is currently in construction phase. Project delayed due to extra scope identified. Two month delay in engaging contractor and further wet weather delays.	25/02/2022	1,776,076
		20221	Rock Ramp at Koree Island	Design finalisation is requires appropriate river conditions	31/12/2021	50,000
	Water Supply Total					1,826,076
	Destination & Cultural Development	41826	Bicentenary Activities	Project fulling committed, awaiting finalisation. Delayed by flood	30/09/2021	11,200
		41909	Wauchope Bicentenary Riverside Sculptural Trail	Flood & Covid impacted.	30/06/2022	37,946
		41912	Public Art Audit & Maintenance	Contractor delays due to flood impacts	30/06/2022	22,000
	Destination & Cultural Development Total					71,146
	Community Inclusion	41503	Hamilton Green Maintenance	Timing - flood delayed	31/12/2021	2,450
		41919	Hamilton Green Enhancement Project	Timing - flood delayed	30/06/2022	6,391
	Community Inclusion Total					8,841
	Infrastructure Planning	40639	Condition Rating - Transport Assets	Reprioritised due to flood impacts.	30/06/2022	44,707
		41934	Car Parking Strategy Review	Contract will be awarded first week of July. Delayed due to flood and Rawdon Island Bridge.	30/06/2022	140,783
		42113	Footpath - The Parade: Ocean St to Surf Carpark	Grant funded, Extension of time approved to December 21. Flood impacted	31/12/2021	18,269
		42114	Footpath - Lake Street: Tunis St to Seymour St	Grant funded, Extension of time approved to December 21. Flood impacted	31/12/2021	27,213
		42115	Footpath - Comboyne St to Graham St Connect at KSC	Grant funded, Extension of time approved to December 21. Flood impacted	30/09/2021	67,545
		42116	Footpath - Hill Street: Pioneer Park to Main St	Grant funded, Extension of time approved to December 21. Flood impacted	31/12/2021	20,737

Weather	Infrastructure Planning	42117	Footpath - Parker Street: Wauchope High to Bain St	Grant funded, Extension of time approved to December 21. Flood impacted	31/12/2021	10,310
		42120	Footpath - Watonga St: Connect to Matthew Flinders	Grant funded, Extension of time approved to December 21. Flood impacted	31/12/2021	40,152
		42123	Rural Road Safety Improvements - Linemarking, Signs	Grant funded. Linemarking engaged in June. Flood impacted	30/09/2021	63,392
		42129	New Bus Shelters (3 or 4) & Landing Pads	Grant funded, EOT approved to December 21. Flood impacted	31/12/2021	34,800
		42023	Captain Cook Bicentennial Drive Rehab	Grant funded project extended until 31 December 2021	31/12/2021	247,161
	Infrastructure Planning Total					715,069
	Biosecurity	40225	Weed Control on Council Owned Land	Due to flooding on-ground works were not completed as originally budgeted.	30/06/2022	31,868
	Biosecurity Total					31,868
	Weather Total					6,395,708
Operational Considerations	Drainage	41936	Develop Urban Stormwater Catchment Management Plans	Delays with engaging consultant, compared to that originally envisaged. Consultant engaged at the end of 20/21	30/06/2022	110,098
	Drainage Total					110,098
	Library	40866	Special Library Projects	Timing only. Project majorly complete, awaiting delivery and install of outdoor returns unit to finalise	31/08/2021	7,144
	Library Total					7,144
	Parks & Recreation	41758	Sancroft/Thrumster Sports Fields	Project ahead of schedule at end of 20/21	30/03/2022	-45,078
		41927	Plans of Management for Council Crown Reserve Sites	Project currently underway. Delays engaging contractor	31/12/2021	112,540
		41958	Town Beach Park, Stewart Street	Project complete, some rectification works now required for scooter/pump track, which will occur in 21/22	30/09/2021	27,073
		41959	Vince Inmon Sporting Fields	Multi-year project. Additional grant finding received in 21/22. Design underway	30/06/2022	3,504
		42160	Pioneer Park Upgrade	This project was originally budgeted in 21/22, but has been able to be accelerated and works commenced in June 21	30/06/2022	-1,654

Operational Considerations	Parks & Recreation	42162	Kendall Tennis Club Upgrade	This project was originally budgeted in 21/22, but has been able to be accelerated and works commenced in June 21	31/08/2021	-102,852
		42170	Wayne Richards Park Bike Track Upgrade	This project was originally budgeted in 21/22, but has been able to be accelerated and works commenced in June 21	31/12/2021	-8,336
		42107	Laurieton Sports Complex - Multi-Purpose Court	Project originally anticipated to be complete in 21. Contract let and final linemarking underway.	31/08/2021	219,511
		40962	Bonny Hills Community Hall Reserve-Playground	Contractor Availability	30/09/2021	70,604
		42044	Narran Park - Playground Replacement	Contractor Availability	30/09/2021	47,483
		42047	Port Macquarie Regional Sports Stadium Upgrade	Reprioritisation of Sporting Field Projects	30/06/2022	288,706
		42048	Accessible Ramp - Tacking Point Lighthouse	Consultant availability	30/06/2022	35,000
		42053	John Dick Reserve Playground Replacement	Contractor Availability	31/03/2022	74,403
		42110	Westport Park Boat Ramp Facility Upgrade	Event constrained timeframes for delivery of project. Golden Lure & Ironman	30/06/2022	27,450
	Parks & Recreation Total					748,354
	Sewerage Services	39311	Small Towns Sewerage Scheme Construction	Project largely complete. Final project close out costs	31/08/2021	89,790
	Sewerage Services Total					89,790
	Transport and Traffic	41779	Corridor Planning - MR538/MR600	Delayed by consultation requirements. Contractor now finalising works	31/12/2021	15,245
		42172	New Kerb & Gutter (Wesley,Petit,Hart&Anderson Sts)	This project was originally budgeted in 21/22, but has been able to be accelerated and works commenced in June 21	31/03/2022	-9,697
		42182	Bago Rd Stage 3B	Multi-year grant funded project. Not anticipated to start until 21/22. Minor costs incurred in 20/21.	31/08/2022	-1,438
		42105	CSU-Googik Connection Consultancies	Discussions with CSU around road reserve delaying project	30/06/2022	26,633
		42134	Highfield Circuit Pavement Resurfacing Works	Delayed due to neighbouring developments impacting program	31/10/2021	199,624
	Transport and Traffic Total					230,367

Operational Considerations	Waste Disposal	50106	Cairncross WMF Improve Stage 1 Lunch room Facilities	Waiting for shed to be delivered to site	30/10/2021	146,710
	Waste Disposal Total					146,710
	Water Supply	29546	Pre Construction Works - Trunk Main from Bonny Hills to Kew (Area 12) Reservoir - Stage 1	Contractor delays in submission of data	5/04/2022	104,871
	Water Supply Total					104,871
	Strategic Planning	41888	Housing Choice Planning Review	Currently on public exhibition and will now be complete in 21/22. Delayed due to the detail and amount of submissions	31/12/2021	21,542
	Strategic Planning Total					21,542
	Destination & Cultural Development	42090	Creative & Arts Trails Development	Project complete by 31 July	31/07/2021	2,790
	Destination & Cultural Development Total					2,790
	Community Inclusion	41939	Port Macquarie Town Signage	Three year program of works, overspent in current year. To be offset in 2022 program	30/06/2022	-7,211
		41946	Aboriginal Cultural Heritage Study	Grant funded project. Reprioritised.	30/06/2022	30,000
	Community Inclusion Total					22,789
	Strategic Property Investments	41915	Emily Avenue	Latent conditions - currently being investigated	31/12/2022	-13,990
	Strategic Property Investments Total					-13,990
Operational Considerations Total						1,470,466
Covid/Bushfires	Library	40935	Library Local Priority Grant	Covid - due to library closures, grant has not been fully expended in 20/21	31/12/2021	22,832
	Library Total					22,832
	Natural Resources	41974	Biodiversity Offsets	Covid Impacted - component of 'on-ground' research could not be completed due to Covid restrictions.	30/06/2022	21,276
	Natural Resources Total					21,276
	Parks & Recreation	40100	Sporting Grants Programme	Covid delayed. Funding to support Sporting bodies.	30/06/2022	67,769
	Parks & Recreation Total					67,769
	Sewerage Services	39303	Bonny Hills WWTP Aerator Replacements	Long lead time on equipment purchases. Covid related	30/06/2022	122,911
	Sewerage Services Total					122,911
	Transport and Traffic	42068	Traffic Analysis Sancrox/Thrumster/Fernbank	Reprioritised due to delivery of bushfire & Covid projects.	30/06/2022	50,000
	Transport and Traffic Total					50,000

Covid/Bushfires	Destination & Cultural Development	41979	Cultural Plan Implementation	Reprioritised due to delivery of bushfire & Covid recovery projects. Also pending formation of Aboriginal Advisory Group	30/06/2022	75,000
		42080	Tourism Product & Trade Mkt Develop Stg2	Tactical campaign component with online travel platforms withheld due to Covid.	31/12/2021	33,443
		42089	Cultural Industries - Networking & Mentoring	Mural Workshop rescheduled to October due to Covid restrictions	31/10/2021	5,344
		42094	CBD Wifi (Wauchope, Laurieton, expand Port)	Project investigation was complete. Implementation delayed due to Covid.	30/06/2022	40,000
		42096	Public Spaces Interpretation Strategy & Guidelines	Reprioritisation due to Covid deliverables	30/06/2022	60,000
		41935	Port Macquarie Cultural Precinct Plan	Covid Delayed. Request for quotation released in July 21	30/06/2022	10,000
		41938	Greater Port Macquarie Brand Review	Covid Delayed. Draft strategy presented to Councillors in July	30/12/2021	48,744
	Destination & Cultural Development Total					272,531
	Community Inclusion	41528	Anzac Centenary Local Grants Programme	Covid affected, To hold grant for 21/22 event	25/04/2022	5,301
	Community Inclusion Total					5,301
Covid/Bushfires Total					562,620	
Multi-year Project *refer footnote below	Drainage	41319	Stormwater Remediation - Panorama Drive Bonny Hills	Multi-year project, in planning phase, slightly behind on spend than originally assumed, generally on target to move into construction in 21/22	28/02/2022	40,733
		41764	Black Swan Terrace	In concept design phase, with preconstruction due to complete in 21/22. Slightly behind on spend than originally assumed.	25/03/2022	69,485
	Drainage Total					110,218
	Facilities	42150	Woodlands Reserve - Tennis Club Repairs - Insurance	Project ongoing - insurance funds received in January 2021. Project will span financial years	30/06/2022	85,156
	Facilities Total					85,156
	Fleet Management	42156	Wauchope Emulsion Tank Replacement & Aggregate Bin	Timing only, project not progressed as originally anticipated due to competing priorities. Ongoing in 21/22	31/03/2022	97,143
	Fleet Management Total					97,143
	Natural Resources	41391	Implement Strategies of LC CZMP - S/water Repair	Delayed due to archaeological findings requiring additional research and licencing	30/06/2022	17,038

Multi-year Project *refer footnote	Natural Resources	41889	Illaroo Rd - Stormwater Remediation	Project in front of schedule	31/03/2022	-10,173
	Natural Resources Total					6,865
	Parks & Recreation	41950	Rainbow Beach Sports Fields	On target for program and cost	2/09/2022	2,099
	Parks & Recreation Total					2,099
	PM Town Centre Masterplan	41471	TCMP - Port Macquarie Foreshore Walk Project	Preconstruction activities relating to TCMP foreshore walkway projects. Ongoing	30/06/2022	59,818
	PM Town Centre Masterplan Total					59,818
	Sewerage Services	30147	Continuation of Construction of Kew STP Upgrade	This project is in design phase across financial years. This budget will be required to be rolled into the 21/22 allocation for design. The budget is fully committed and the underspend is timing only	31/05/2022	34,895
	Sewerage Services Total					34,895
	Transport and Traffic	41835	RMS Grants - Beach to Beach Shared Path	Phasing of design invoicing marginally less than budget allocation for 20/21 financial year	31/03/2022	73,697
		41838	Orbital Road Investigations	PMTNPP is working in collaboration with TfNSW. TfNSW is experiencing delays in completing key deliverables which directly impact program.	31/12/2021	140,000
		41866	Gordon Street Pavement Reconstruction and Service Relocations	Project currently tracking ahead of schedule	10/12/2021	-2,680,812
		41925	Kew Main Street	Contractor negotiations underway. Delays experienced with community consultation	12/12/2021	281,310
		41990	The Hatch Rd - Reseal Sections	Design portion budgeted in 20/21 and delivered for less than anticipated. Budget will be rolled into construction phase in 21/22. Grant funded	31/03/2022	152,632
		42182	Bago Road Rehab Stage 3B Timbertops Close - Azalea Ave	Multi-year grant funded project	31/03/2022	-1,438
		42064	Bago Road Rehab Stage 3 Bluewater - Cameron	Multi-year grant funded project. Final spray seal requires warm weather	31/03/2022	43,212
		42033	Boundary Street Detailed Design	Phasing of design invoicing marginally less than budget allocation for 20/21 financial year	3/06/2022	290,495
	Transport and Traffic Total					-1,700,906
	Waste Disposal	50080	Better Waste & Recycling Fund	Multi-year, grant funded project	30/06/2022	17,334

Multi-year Project	Waste Disposal Total					17,334
	Water Supply	29545	Marbuk Motorised Valve	Environmental study required review delaying project start	31/12/2021	138,918
	Water Supply Total					138,918
	Landuse Planning	41887	Yippen Creek Planning Investigations	Delayed as ongoing studies required to be completed. Beechwood Rd flood free access and proposed timing of its construction has impacted on delivery	30/06/2022	134,965
		41973	Fernbank Creek/Sancrox	Intended to be a multi-year project	30/06/2022	120,000
	Landuse Planning Total					254,965
	Destination & Cultural Development	42081	Additional Investment in Tourism PR & Marketing	Delays in procuring required services from overseas.	31/12/2021	17,289
		42095	Tourism & Cult Development Proj Officer	Project Officer employed until 30 June 22. Budget spans across financial years, timing of payment only.	30/06/2022	9,375
		42106	Port Macquarie Lumiere Night Time Installation	Lumiere installation complete, costs associated with the maintenance of the installation will be ongoing into 2021/22	30/06/2022	55,559
		42111	ArtWalk 2021	Budget relates to the re-allocation of event budgets to Artwalk per resolution. Artwalk is fully expended in 20/21, this budget will now form part of the 21/22 Artwalk	31/12/2021	31,728
		42077	ArtWalk 2020	Re-allocation of event budgets to Artwalk per resolution	31/12/2021	6,119
	Destination & Cultural Development Total					120,070
	Infrastructure Planning	41988	Kew Main Street Project Management	Contractor negotiations underway. Delays experienced with community consultation	17/12/2021	-2,984
	Infrastructure Planning Total					-2,984
	Communications	42082	Communication to Community-Fund proj's added to OP	Timing only. "Standing up in a Time of Crisis", majorly complete, final costs in 21/22	31/07/2021	4,915
	Communications Total					4,915
	Development Engineering	42158	Oxbow Circuit, King Creek Repairs	Bond funded, defects rectification. Pavement stabilisation undertaken in 20/21. Further investigation and rectification pending.	30/06/2022	82,156
	Development Engineering Total					82,156
	Multi-year Project *refer footnote below Total					-689,340
	Grand Total					8,931,712

*Major projects will generally span financial years. These are listed in this attachment as "Multi-year" projects. EOFY Budget variances associated with these types of projects do not necessarily reflect under or overspend and are dependent on many factors. Projects are broken up into separable portions for example planning, design, construction etc and budgeted as such. Sometimes projects will progress through these stages faster or slower than others, effecting the year on year variance, but having no effect on the overall project budget or performance. Where a specific project of this type will be at the end of a financial year, is budgeted using the best information available at the time.

BUDGET VARIATIONS - July 2021											
Section	Project	Project Description	Capital/ Operating	Division	Full Year Original Budget	Full Year Current Budget	Actuals to July 2021	New Yearly Proposed Budget - July 2021	Movement	Funding Source	EFFECT ON FUNDING POSITION
Grants & Other Funding											
Additional grant funding received from Resilience NSW to extend the Community Recovery Officer Position for another 12 months up to 30 June 2022.											
Community Engagement	543	Community Recovery	Operating	Strategy & Growth	0	0	0	220,000	-220,000	Grant	0
Community Engagement	10240	Grants Income - Operating	Operating		0	0	0	-220,000	220,000	Grant	0
Grant funding received for the Art Gallery 2021/22 Annual Program.											
Glasshouse	42187	2021/22 Annual Gallery Funding	Operating	Corporate Performance	0	0	0	100,000	-100,000	Grant	0
Glasshouse	19501	Grants Income - Operating	Operating		0	0	-100,000	-100,000	100,000	Grant	0
To recognise a new Glasshouse grant received from Destination NSW.											
Glasshouse	42227	Renew & Refresh Funding	Capital	Corporate Performance	0	0	0	-10,000	10,000	Grant	0
Glasshouse	19086	Grants Income - Capital	Capital		0	0	-10,000	-10,000	10,000	Grant	0
Increase in grant funding received for the Port Macquarie Emergency Operation Centre (EOC) from Resilience NSW.											
Bushfire Control	42180	Upgrade to Port Macquarie EOC	Capital	Infrastructure	148,968	148,968	0	162,510	-13,542	Grant	0
Bushfire Control	19252	Grants Income - Capital	Capital		-148,968	-148,968	0	-162,510	13,542	Grant	0
Grant received for from Transport for NSW for Bago Road Stage 3B (Timbertops Close to Azalea Avenue).											
Transport & Traffic	42182	Bago Road Stage 3B - Timbertops Cl to Azalea Ave	Capital	Infrastructure	0	0	0	685,000	-685,000	Grant	0
Transport & Traffic	19342	Grants Income - Capital	Capital		-14,851,963	-14,851,963	0	-15,536,963	685,000	Grant	0
Total Grants & Other Funding									1,028,542		0

BUDGET VARIATIONS - July 2021											
Section	Project	Project Description	Capital/ Operating	Division	Full Year Original Budget	Full Year Current Budget	Actuals to July 2021	New Yearly Proposed Budget - July 2021	Movement	Funding Source	EFFECT ON FUNDING POSITION
Reserve Movements											
Statecover Safety Iniative funding utilised.											
Parks & Recreation	40009	Work Health & Safety Initiatives	Capital	Various	0	0	0	54,832	-54,832	Reserve	0
Work Healthy & Safety	19539	Transfer From Reserve	Capital		0	0	0	-54,832	54,832	Reserve	0
Landcare Community Grants											
Natural Resources	40092	Community Grants - Environmental Restoration	Operating	Development & Environment	0	0	0	30,000	-30,000	Reserve	0
Natural Resources	19239	Transfer From Reserve	Operating		-888,662	-888,662	0	-918,662	30,000	Reserve	0
Total Reserve Movements									84,832		0
Movement between Projects											
To separate funds from one GL to two to be in line with what was in the 21/22 Works Programme. Accounting entry only											
Destination & Cultural Development	42225	Public Art Implementation	Operating	Strategy & Growth	0	0	0	75,000	-75,000	Revenue	-75,000
Destination & Cultural Development	41912	Public Art Audit Maintenance	Operating		124,700	124,700	0	49,700	75,000	Revenue	75,000
Total Movements between Projects									75,000		0
Budget Variation Requests - Approved by Executive											
Budget Variance Request approved for Tacking Point Lighthouse accessible ramp and viewing platform project.											
Recreation Property & Buildings	42048	Accessible Ramp - Tacking Point Lighthouse	Capital	Development & Environment	0	0	0	15,000	-15,000	Revenue	-15,000
Recreation Property & Buildings	40238	Parks & Gardens Future Designs	Operating		32,200	32,200	0	17,200	15,000	Revenue	15,000
Total Budget Variations approved by Executive									15,000		0

BUDGET VARIATIONS - July 2021											
Section	Project	Project Description	Capital/ Operating	Division	Full Year Original Budget	Full Year Current Budget	Actuals to July 2021	New Yearly Proposed Budget - July 2021	Movement	Funding Source	EFFECT ON FUNDING POSITION
ORGANISATIONAL TOTAL - THIS REVIEW									1,203,374		0
FORECAST FOR FINANCIAL YEAR ENDED 30 JUNE 2022											
		Original Budget as at 1 July 2021		Balanced		0					
		<u>Plus: Adjustments</u>									
		July Review		Balanced		0					
FORECAST FOR 30 JUNE 2022						Surplus		0			
Notes:	1	The result shown above is the general fund result. All surpluses/deficits in the water, sewerage and waste funds are transferred to/from reserves.									
	2	Reserve are internal restrictions that hold funds for a specific purpose, e.g. The airport has its own reserve and all income and expenditure relating to the airport is credited/debited to that reserve.									
	3	Council projects are funded from a variety of funding sources. Below is a definition of the various types of funding that are used to fund projects.									
		<i>Revenue - All funds that are generated through rates, annual charges, fees and charges, interest etc. These funds are untied and can be expended on any project that Council considers appropriate.</i>									
		<i>Grants - Government grants can either be monetary or otherwise and may be tied or untied. Tied grants are required to be used for a specific purpose such as the construction of a road. Untied grants may be applied for any purpose council considers appropriate.</i>									
		<i>Contributions - Contributions are non-reciprocal transfers to Council in the sense that Council is not required to give value in exchange for the contributions directly to the contributor. Examples are contributions given by ratepayers towards capital works in their vicinity.</i>									
		<i>Reserves - Reserves are internal restrictions held for a specific purpose, e.g. The airport has its own reserve and all income and expenditure relating to the airport is credited/debited to that reserve.</i>									
		<i>S7.11 and S64 Contributions - Section 7.11 of the NSW Environmental and Planning Act (1979) and section 64 of the Local Government Act (1993) provides NSW local government with a formal legal framework for levying developers for the provision of infrastructure, services and amenities - known as developer contributions.</i>									
	4	Some projects are funded by multiple funding sources, e.g. a capital project may be funded by s7.11 funds, grants and revenue. The effect on capital column will only show the revenue funding adjustment as the other types of funding will have an income line budget adjustment shown in the report.									

Name	Fee (excl. GST)	Year 21/22 GST	Fee (incl. GST)	Unit
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Marjorie "Nikki" Adams Lounge

Commercial & Other	\$17.27	\$1.73	\$19.00	Per Hour
Private Functions			Not Available	Per Hour
Not for Profit	\$10.00	\$1.00	\$11.00	Per Hour

Other Fees

Use of Tea Making Facilities	\$9.09	\$0.91	\$10.00	Per Function
Kitchen (use of facilities)	\$17.27	\$1.73	\$19.00	Per Function
Stove, fridge, bain-marie				
PMQ Senior's Club	\$1,063.64	\$106.36	\$1,170.00	Per Month
General Bond	\$219.00	\$0.00	\$219.00	Each
State & Federal Elections	\$319.09	\$31.91	\$351.00	Per Election
Council Activities & Elections			No Charge	

Wauchope Community Arts Hall*Hall*

Commercial & Other	\$21.82	\$2.18	\$24.00	Per Hour
Private Functions	\$17.27	\$1.73	\$19.00	Per Hour
Not for Profit	\$10.91	\$1.09	\$12.00	Per Hour

Other Fees

General Bond	\$219.00	\$0.00	\$219.00	Each
State & Federal Elections	\$319.09	\$31.91	\$351.00	Per Election
Council Activities & Elections			No Charge	

Wauchope Rotary Youth Centre*Hall*

Commercial & Other	\$21.82	\$2.18	\$24.00	Per Hour
Private Functions	\$17.27	\$1.73	\$19.00	Per Hour
Not for Profit	\$10.00	\$1.00	\$11.00	Per Hour

Other Fees

General Bond	\$219.00	\$0.00	\$219.00	Each
State & Federal Elections	\$319.09	\$31.91	\$351.00	Per Election

continued on next page ...

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The HUB business and co-working centre provides a shared space where start up, home based, micro businesses, teleworkers and creatives can operate from.

The HUB offers high-speed internet in a studio-like environment and shared amenities. It is an initiative of the Economic Development team to create jobs, foster innovation and grow the economy.

Casual Co-worker

\$33 per day
\$99 per week

- ✓ Wifi
- ✓ Access to printer
- ✓ Access to shared kitchen
- ✓ Meeting Rooms - 12 person Boardroom (booking required)
- ✓ Quiet spaces/booths

Subscribed Co-worker

\$99 month (2 days per week)
\$199 month (5 days per week)

- ✓ Wifi
- ✓ Access to printer
- ✓ Access to shared kitchen
- ✓ Meeting Rooms (12 person Boardroom (booking required)
- ✓ Quiet spaces/booths
- ✓ Library access
- ✓ Fitness Space access
- ✓ Early Bird self-access from 7am
- ✓ Use of Innovation Hub mailing address

BOOK: thehubport.skedda.com

CONTACT: economic@pmhc.nsw.gov.au | 0408 168 099

FOLLOW: @TheHubPortMacquarie 

7 Major Innes Road, Port Macquarie
Mon - Fri | 9am - 5pm | After hours by appointment



Authorised by: <authority>
 Authorised date: DD/MM/YYYY
 Effective date: DD/MM/YYYY
 Next review date: DD/MM/YYYY
 File Number: #####

Draft Sustainability Policy

1. OBJECTIVE

The objective of this Policy is to articulate Council's commitment to sustainability by:

- Embedding sustainability practice in its day-to-day operations;
- Considering sustainability in all decision-making processes;
- Supporting and promoting action towards sustainability in the wider community.

The Sustainability Policy aims to establish a common understanding of sustainability within Council and the community.

Sustainability is applied in this Policy to mean the commitment to live within the carrying capacity and resource limits of the planet, without compromising the ability of future generations to meet their own needs. This requires a continual way of thinking and action that focuses on balancing the best outcomes for our environment, our community and the economy both now and in the future in a way that is fiscally responsible, transparent and accountable.

2. POLICY STATEMENT

Sustainability is a process of ensuring the wise use and management of all resources within a framework in which environmental, social and economic well-being are integrated and balanced. Sustainability is a shared responsibility between government, business and the community with each party playing a critical role.

The Local Government Act 1993 states ecologically sustainable development requires the effective integration of economic and environmental considerations in decision-making processes. The Integrated Planning and Reporting framework also requires councils to address social, environmental, economic and civic leadership (the quadruple bottom line) issues in an integrated way.

Taking our lead from the 2030 Agenda for Sustainable Development, and our obligations under the Local Government Act 1993, Council in partnership with the community will strive for sustainable outcomes across the following four (4) **Sustainability Pillars**:

- Environmental Sustainability
- Social Sustainability
- Economic Sustainability
- Civic Leadership & Governance

Environmental Sustainability	Environmentally sustainability refers to practices which protect, conserve and enhance our natural, cultural and built heritage environment through active environmental stewardship and responsible natural resource management.
Social Sustainability	Social sustainability refers to practices to support the capacity of current and future generations to create healthy and liveable communities. Socially sustainable communities are equitable, diverse, connected and provide a good quality of life.
Economic Sustainability	Economic sustainability refers to practices that support long-term economic opportunity and a healthy and thriving local economy without negatively impacting social, environmental, and cultural aspects of a community.
Civic Leadership & Governance	Civic leadership and governance refers to practices that support transparency, accountability, probity, proper management and effective services, equitable access to

(including financial sustainability)	services, a commitment to working in partnership with our community, and capacity building within Council and the community. This also means that Council has the financial resources required to deliver services required by the community now and into the future.
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Council will demonstrate its commitment to sustainability by following the following nine (9) **Sustainability Principles:**

1. Intergenerational Equity

We acknowledge our responsibility to both current and future generations of our community and will ensure that our policies and practices endeavour to meet the needs of our current community without compromising the ability of future generations to meet their own needs.

2. Social equity, wellbeing and inclusion

In our decision-making and delivery of services to our community we strive to achieve social equity, access and inclusion so that all members of our community can improve their wellbeing.

3. Conservation of Biological Diversity and Ecological Integrity

We acknowledge that our unique biodiversity and ecological systems have intrinsic worth beyond their value as a community amenity or economic resource and play an essential role in the cultural, mental and physical health of our community. We therefore seek to conserve, protect and restore our natural environment and manage our resources responsibly in order to maintain or enhance the health, diversity and productivity of our environment for future generations.

4. Improved economic valuation and sustainable economic development

We will promote improved valuation, pricing and incentive mechanisms for environmental protection. Environmental factors will be included in the valuation of assets and services, such that:

- a) the 'polluter pays' principle, where those who generate pollution and waste should bear the costs of containment, avoidance, abatement or remediation;
- b) the user of goods and services should pay prices based on the full life cycle of the costs of providing goods and services, including the use of natural resources and assets and the ultimate disposal of any waste;
- c) environmental goals that are established, should be pursued, reviewed, measured and reported on within all council business.

We will use our economic development mechanisms (facilitation, investigation, service provision, advocacy and planning) to incentivise and foster the growth of a sustainable economy.

5. Integrated and Responsible Decision-Making

Good governance demands we take a whole-of-Council approach to sustainability in the services we provide, the way we operate as an organisation and the way we work with our community. We will make decisions by assessing short and long-term financial and non-financial impacts. Decisions will recognise the interdependence of the four (4) Sustainability Pillars.

6. Risk mitigation, evidence-based governance and observing the precautionary principle.

We acknowledge that not addressing sustainability considerations in decision-making, project planning and practice may present risks to Council and /or to our (future) community. We integrate sustainability risk management into decision-making; assessing potential legal, compliance, financial and reputational risks against social, environmental and economic objectives. We apply the precautionary principle to mitigate threats of serious or permanent harm to the environment or our community; take account of all available evidence to reduce risk to Council and the community; and avoid using uncertainty as a justification for not addressing risks adequately or in a timely manner.

7. Leadership & Collaboration

We lead by example in pursuing sustainable practices governed by our policies, strategies, procedures and processes. We empower our employees and our community to take a shared leadership approach to sustainability challenges and opportunities by building our own and our community's knowledge and capacity in sustainable practices. We seek broad community involvement on issues that affect them and foster collective responsibility, advocacy and action.

8. Innovation and Continual Improvement

We apply systems thinking, agility and continual learning to respond to rapid innovation in sustainable technology and practices. We stay abreast of global trends and we model innovation in our policies and activities as we strive for continual improvement in our performance across the four (4) Sustainability Pillars.

9. Think Global, Act Local

As a community, we play our part in taking action at a local level to support sustainability efforts and outcomes globally. We will use the United Nations Sustainable Development Goals to guide our actions to achieve these outcomes.

This Policy forms part of a Sustainability Framework that Council will develop and implement as a means of embedding sustainability within the organisation. The globally-agreed United Nations Sustainable Development Goals will serve as the platform to promote and integrate sustainable outcomes and objectives into council strategies, plans, policies and operations. Over time, Council will review its existing internal policies, processes and practices to support the delivery of improved sustainability outcomes in line with the Sustainable Development Goals and this Policy.

3. SCOPE

This is a whole-of-Council Policy. It applies to all Councillors, Council staff, contractors and others that act on Council's behalf to ensure they work in accordance with the policy principles. We will share responsibility for our performance with all who work with us and for us and will regularly report on our sustainability performance.

The Policy guides decision-making and the development of future policy, strategy and plans across all areas of our organisation in relation to sustainable practices for Council's operations and community capacity building. This includes (but is not limited to) the following activities:

- Delivery of Council's core services
- Capital investment and infrastructure projects
- Development of short and long term projects, actions and indicators
- Urban form and land-use planning and development
- Use of resources including electricity, water, fuel and construction materials
- Procurement practices
- Events and community programs; and
- Encouraging, training and supporting staff, businesses and community members in adopting sustainable principles and practices to achieve sustainable behaviour change in the workplace and the broader Port Macquarie-Hastings community.

4. RESPONSIBILITIES AND AUTHORITIES

Position	Responsibility
Councillors	Responsible for understanding the Sustainability Framework and applying the Sustainability Policy in setting strategy and decision-making.
CEO & Senior Leadership Team	The CEO, Directors and Group Managers are responsible for advocating, supporting and embedding the Sustainability Policy and Sustainability Framework as the new business as usual practice.
Group Manager, Strategy	Responsible for the development and review of the Sustainability Policy and Sustainability Framework.
Group Manager, Environment & Regulatory Services	Responsible for the implementation of this Policy across Council.
Group Manager, Customer Experience & Communications & Group Manager, Community	Responsible for: <ul style="list-style-type: none"> Providing the community with clear and consistent messaging about sustainability and Council's approach to achieving sustainable outcomes for the community Providing education programs and materials to support the community to take action that will result in sustainable outcomes for the community
Sustainability Coordinator	Responsible for: <ul style="list-style-type: none"> Providing technical support and expertise to assist in the implementation of this Policy. Providing regular reporting and analysis to Council and the community. Educating and liaising with key areas of Council's operations e.g. procurement, maintenance operations and infrastructure, to lead the inclusion of sustainable practices.
All Port Macquarie-Hastings Council Employees	Responsible for applying this Policy and the Sustainability Framework in planning, decision-making activities and reporting.

5. POLICY CONTEXT & REFERENCES

There are significant policy drivers for sustainability in Australia and beyond. Some key references are as follows:

- United Nations Sustainable Development Goals**
 The United Nations Sustainable Development Goals (SDGs) were agreed and adopted by Australia with all member nations in 2015 as a shared blueprint for peace and prosperity for people and the planet, now and into the future. The SDGs apply to all countries and promote climate action, affordable and clean energy, decent work and economic growth, sustainable cities and communities, responsible consumption and production and other sustainable development goals.
- The Brundtland Commission, formerly the World Commission on Environment and Development**
 The Brundtland Commission was a sub-organisation of the United Nations that aimed to unite countries in pursuit of sustainable development. The Commission officially dissolved in 1987 after releasing Our Common Future, also known as the Brundtland Report which was intended to respond to the conflict between globalised economic growth and accelerating ecological degradation. This was to be achieved by redefining "economic development" in the terms of "sustainable development" The Report is credited with presenting the most prevalent definition of sustainability:

"Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

- **The Local Government Act 1993**

The Local Government Act 1993 mandates a requirement for council decision-making to consider sound financial management, investment in responsible and sustainable infrastructure, principles of ecologically sustainable development and social justice principles.

- **National Strategy for Ecologically Sustainable Development**

This Strategy was prepared by the Ecologically Sustainable Development Steering Committee and endorsed by the Council of Australian Governments in December 1992. The Strategy defines ecologically sustainable development as:

“using, conserving and enhancing the community's resources so that ecological processes, on which life depends, are maintained, and the total quality of life, now and in the future, can be increased”.

- **Vision for Port Macquarie-Hastings as defined in the Towards 2030 Community Strategic Plan**

“A sustainable high-quality of life for all”

- **Port Macquarie-Hastings Council's Local Strategic Planning Statement “Shaping Our Future 2040”**

This document guides land use planning for the Port Macquarie-Hastings LGA to 2040. The five themes of “Our environment, Our places, Our economy, Our connections and Enabled by Infrastructure” all support sustainable outcomes for Port Macquarie-Hastings.

- This Policy is also in line with the **Local Government of NSW's Sustainability Position Statement** (April 2020).

5. DEFINITIONS

TERM	DEFINITION
Access and Inclusion	All people have fair access to services, resources and opportunities to improve their quality of life
Biodiversity	The sum of the variety of all living things on Earth; the different plants, animals and micro-organisms, the genetic information they contain and the ecosystems they form
Council	Means Port Macquarie-Hastings Council, being the organisation responsible for the administration of Council affairs and operations and the implementation of Council policy and strategies.
Ecological integrity	Refers to ecosystems that can naturally maintain their species, communities, and other important characteristics
Precautionary Principle	The commitment to ensuring that when investigation has found a plausible risk, uncertainty or lack of extensive scientific knowledge is not used as a justification for inaction or delay in addressing the risk
Social equity	There is fairness in decision making, and the prioritising and allocation of resources, particularly for those in need.
Systems thinking	A holistic approach to analysis and decision-making that focuses on the way that a system's constituent parts interrelate, and how systems work within the context of larger systems

6. PROCESS OWNER

Group Manager, Strategy

7. AMENDMENTS

This is a new policy.

DRAFT



Authorised by: <authority>
Authorised date: DD/MM/YYYY
Effective date: DD/MM/YYYY
Next review date: DD/MM/YYYY
File Number: #####

Draft Climate Change Response Policy

1. OBJECTIVE

The key objective of this Policy is to articulate Council's position and response to climate change. It demonstrates Council's commitment to respond to climate change through meaningful actions that reduce Council's greenhouse gas emissions; facilitate and support an LGA-wide reduction in greenhouse gas emissions and adapt to the projected impacts of climate change both for Council and the community.

In implementing this policy, Council's objectives are to:

- Provide timely, up-to-date, scientifically-sound information to Council and the community on climate change in order to create a holistic and well-informed response to climate change.
- Develop and implement appropriate mitigation actions in response to climate change to achieve organisational and community greenhouse gas emissions reduction targets to be set in consultation with the community.
- Identify, assess, prioritise and manage the organisation's risks from climate change and support adaptation and resilience strategies for the Port Macquarie-Hastings community.
- Ensure that climate change adaptation is a core component of planning for a more resilient Port Macquarie-Hastings LGA and is embedded across Council's functions and activities including (but not limited to) long-term financial planning, asset management, infrastructure delivery, land use planning and disaster management.
- Comply with applicable legal requirements and implement any relevant State and Federal government policies, guidelines and/or directives related to climate change.

2. POLICY STATEMENT

Local government has a significant role in reducing greenhouse gas emissions and adapting to the impacts of climate change. The effects of climate change have the potential to impact our natural environment, damage Council assets, cause serious disruptions to the delivery of Council services, generate unbudgeted financial impacts and affect the wellbeing of our local community and others further afield.

Council:

- Acknowledges the evidence-based science for climate change and the serious threat that climate change poses to our current and future way of life and the Earth's ecosystems, including impacts on health, safety, economic security and quality of life.
- Has recognised and declared that we are now in a state of global climate emergency.
- Acknowledges that declaring a climate emergency needs to be supported with strong policy and the supporting commitment and actions to implement it with substance.
- Acknowledges that a successful response to climate change requires immediate and ongoing collaborative action and shared responsibility by all levels of government, industry, business, communities and individuals.
- Acknowledges that it is part of Council's role to:
 - a. reduce its organisational contributions to climate change by reducing its operational greenhouse gas emissions;
 - b. identify, plan for and adapt to the risks and impacts of climate change to its operations;
 - c. support and facilitate the advancement of climate change mitigation, adaptation, and resilience for our community;
 - d. advocate for strong leadership, action and resourcing from all levels of government to ensure an effective response to climate change

- Confirms that Council's response to climate change is an essential element of Council's overall approach and commitment to sustainability.
- Acknowledges Council's response to climate change and sustainability needs to be locally focussed and holistic, requiring a structured and co-ordinated approach across all Council functions.
- Will apply resources to implement the Policy through the preparation and implementation of relevant strategies and plans. Progress towards targets will be delivered through the Integrated Planning & Reporting Framework.

Council will adopt the following principles in its response to climate change:

1. Precautionary Approach

Council will maintain a precautionary approach to climate change adaptation and greenhouse gas emissions reduction in order to mitigate the threats of serious or permanent harm to the environment or our community by developing and implementing short and long term actions that seek to achieve resilience and a reduction in greenhouse gas emissions while also delivering other social, economic and environmental benefits.

2. Evidence-based Decision-making

Council will base its decision making regarding climate change responses on internationally recognised scientific data and continually review its understanding of the risks and impacts of climate change to Council operations and the community. Where reliably available, Council will also seek to utilise climate change projections specific to the Port Macquarie-Hastings region. Where possible, Council will use climate change projections that are consistent with those used or referenced by the NSW Government for use in Council's hazard or risk determinations. In the absence of these, Council will seek to apply factors contained in projections provided by the Commonwealth Scientific and Industrial Research Organisation (CSIRO).

3. Adaptive and Integrated Management Approach

The implementation of this Policy will primarily be through the Climate Change Response Strategy and associated Action Plans. Additionally, Council will regularly review its policies, strategies, plans and other relevant systems, where their content may be affected by climate change, to ensure that climate change response is integrated across the organisation. Council will ensure that its actions, decisions and policy response to climate change remains current as the science of climate change develops and reflects Council's financial and operational capacity.

4. Collaborative and Capacity-building Approach

Council will work collaboratively with community, agencies, industry, businesses, and all levels of government to build knowledge, develop partnerships, seek and advocate for local, regional, state, and national climate change mitigation and adaptation solutions that are informed by the current knowledge and best available science. Council will build the adaptive capacity and the resilience of Council and its community through active engagement, communication and learning opportunities regarding climate-related risks and emissions reduction measures.

5. Risk Mitigation & Management

In line with Council's Sustainability Policy, we apply the precautionary principle to mitigate threats of serious or permanent harm to the environment or our community; take account of all available evidence to reduce risk to Council and the community; and avoid using uncertainty as a justification for not addressing risks adequately or in a timely manner. We will ensure that climate change factors are integrated into our risk assessment framework.

3. SCOPE

This is a whole-of-Council Policy. It applies to all Councillors, Council staff, contractors and others that act on Council's behalf to ensure they work in accordance with the policy principles.

4. RESPONSIBILITIES AND AUTHORITIES

Position	Responsibility
Councillors	Responsible for understanding and applying the Climate Change Response Policy in setting strategy and decision-making.
CEO & Senior Leadership Team	The CEO, Directors and Group Managers are responsible for advocating, supporting and embedding the implementation of the Climate Change Response Policy.
Group Manager, Strategy	Responsible for the development and review of the Climate Change Response Policy.
Group Manager, Environment & Regulatory Services	Responsible for the implementation of this Policy across Council.
Group Manager, Customer Experience & Communications & Group Manager, Community	Responsible for: <ul style="list-style-type: none"> • Providing the community with clear and consistent messaging about climate change and Council's response to climate change • Providing education programs and materials to support the community to take action in response to climate change
Sustainability Coordinator	Responsible for: <ul style="list-style-type: none"> • Providing technical support and expertise to assist in the implementation of this Policy. • Providing regular reporting and analysis to Council and the community. • Educating and liaising with key areas of Council's operations e.g. procurement, maintenance operations and infrastructure, and community engagement to lead the inclusion of appropriate climate change response actions in their area of responsibility
All Port Macquarie-Hastings Council Employees	Responsible for applying this Policy in planning, decision-making activities and reporting where required.

6. POLICY CONTEXT & REFERENCES

Council Strategic Alignment:

Council's activities and operations are guided and directed by State and Federal Government policy. The Integrated Planning and Reporting (IP&R) framework provides the broader strategic direction for Council to develop the Community Strategic Plan (CSP) and Local Strategic Planning Statement (LSPS). These Plans translate the community's future goals, aspirations, and strategic land use planning priorities into the key outcomes that the Council, other agencies, and the community will be working to achieve. A strong and recurring theme in these strategic documents is the health and preservation of our natural environment.

This Policy aligns with:

- the Community's Vision for Port Macquarie-Hastings as defined in the **Towards 2030 Community Strategic Plan** - *"A sustainable high-quality of life for all"*
- Council's **Local Strategic Planning Statement "Shaping Our Future 2040"** which guides land use planning for the Port Macquarie-Hastings LGA to 2040, identifies Planning Priority 3 - *"Increase our community's resilience by identifying, mitigating and adapting to the impacts and risks of natural hazards, social and environmental change."*

This Policy is also consistent with Council's overarching commitment to a quadruple-bottom line (QBL) approach to sustainability, as outlined in Council's Sustainability Framework. This Framework commits Council to the UN's 2030 Agenda for Sustainable Development Goals with Goal 13 being Climate Action (see below).

International & National Context

- In 2015, at the twenty first Convention of Parties (COP21) 195 countries agreed on the United Nations **Paris Agreement** on climate change. The key objective was to limit the increase in global temperatures to well below 2 degrees and pursue efforts to limit the rise to 1.5 degrees. The commitment is to achieve net-zero emissions globally by 2050.
- The **Intergovernmental Panel on Climate Change** (IPCC) is the leading world body for assessing the science related to climate change, its impacts and potential future risks, and possible response options. As part of the decision to adopt the Paris Agreement the IPCC produced a Special Report in 2018 on global warming of 1.5°C above pre-industrial levels and related global greenhouse gas emission pathways. The IPCC reported that the current global commitments may not be enough to reach the 1.5°C goal. The report indicates that prospects of succeeding will require emissions to reduce rapidly in the short term, and adaptation measures at all levels including resilience through technology, as well as changing behaviour and policy.
- **The UNESCO Declaration on Ethical Principles in Relation to Climate Change (2017)**
This Declaration expresses the concern of UNESCO Member States that climate change could create morally unacceptable damage and injustice. The Declaration sets out a shortlist of the globally-agreed ethical principles that should guide decision-making and policy-making at all levels and help mobilise people to address climate change. The six principles are as follows:
 - Prevention of harm
 - Precautionary approach
 - Equity and justice
 - Sustainable development
 - Solidarity
 - Scientific knowledge and integrity in decision-making
- In 2015 all United Nations (UN) Member States including Australia adopted The **2030 Agenda for Sustainable Development** and its 17 Sustainable Development Goals (SDG's). The SDG's are an urgent call for action for peace and prosperity for people and the planet, now and into the future. The SDG's are a globally accepted framework for sustainable development that recognise the co-dependence of society, the economy and the environment. The goals include strategies that improve health and education, reduce inequality, and promote economic growth while developing ways to manage climate change. The link between sustainable development and limiting global warming to the 1.5°C goal by 2050 is recognised by the goal 13 for climate action (SDG 13).
- In 2015, Australia pledged to the Paris Agreement and adopted the UN Sustainable Development Goals. The Australian government has committed to a staged emissions reduction approach with a target of 26–28% reduction of emissions below 2005 levels by 2030. This target will be reviewed within the first period of the policy. Australia has yet to set a 2050 target.
- In 2016, the NSW Government endorsed the Paris Agreement and took action consistent with the level of effort to achieve Australia's commitment to the Paris Agreement through implementation of the **NSW Climate Change Policy Framework**. The current aspirational objectives of NSW are to achieve net-zero emissions by 2050. The NSW Stage 1 Plan sets out a staged approach of a 35% reduction in emissions compared to 2005 levels by 2030.
- In 2016, the NSW Government's **North Coast Regional Plan 2036** set a goal for the region to be "The most stunning environment in NSW". Direction 3 of the Regional Plan requires "*management of natural hazards and climate change*".

- This Policy is also in line with the **Local Government of NSW's Climate Change Position Statement** (April 2020).
- The **Sharma v Minister for the Environment [2021] judgement** in which it was held that the Federal Minister was required to consider recognised principles of environmental law, such as Ecologically Sustainable Development and the Precautionary Principle when making decisions under the EPBC Act. The judgement included the consideration that the Minister has responsibility for the environment and the interests of Australians, and must ensure a healthy environment for the benefit of future generations. The decision in Sharma is the first time in the world that a government executive in their decision making has been held to owe a duty of care to young people to prevent them from harms associated with climate change.

6. DEFINITIONS

TERM	DEFINITION
Climate Adaptation	Means the process of adjustment to actual or expected climate and its effects. It seeks to moderate or avoid harm or exploit beneficial opportunities.
Climate Change	In the context of this Policy refers to anthropogenic climate change which means a change of climate over an extended period, typically decades or longer, which is caused by human activity and has direct and indirect impacts on the environment, community and Council business.
Climate Mitigation	Means consideration of the actions to avoid greenhouse gas emissions.
Climate Resilience	Means building capacity to cope with climate change, to recover from the impacts of these climatic changes and to adapt using a combination of sustainable adaptation and mitigation measures.
Council	Means Port Macquarie-Hastings Council, being the organisation responsible for the administration of Council affairs and operations, and the implementation of Council policy and strategies.
Hazard	Means the potential occurrence of a natural or human-induced event, trend or impact that may cause damage, including loss to property, infrastructure, livelihoods, service provision, and ecosystems.
Precautionary Approach	Where that where there are threats of serious or irreversible damage to the environment or the community, we do not postpone measures to prevent environmental degradation due to a lack of full scientific certainty.
Resilience	Means the capacity of social, economic, and environmental systems to cope with a hazardous event, trend, or disturbance, responding or reorganising in ways that maintain their essential function, identity, and structure, while also maintaining the capacity for adaptation, learning, and transformation.
Risk	Means the potential for consequences where something of value is at stake and where the outcome is uncertain, recognising the diversity of values. Risk is often represented as probability of occurrence of hazardous events (likelihood) or trends multiplied by the impacts (or consequences) if these events or trends occur.
Sustainability	Means the commitment to live within the carrying capacity and resource limits of the planet, without compromising the ability of future generations to meet their own needs. This requires a continual way of thinking and action that focuses on balancing the best outcomes for our environment, our community and the economy both now and in the future in a way that is fiscally responsible, transparent and accountable.

7 PROCESS OWNER

Group Manager - Environment & Regulatory Services

Climate Change Policy

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8. AMENDMENTS

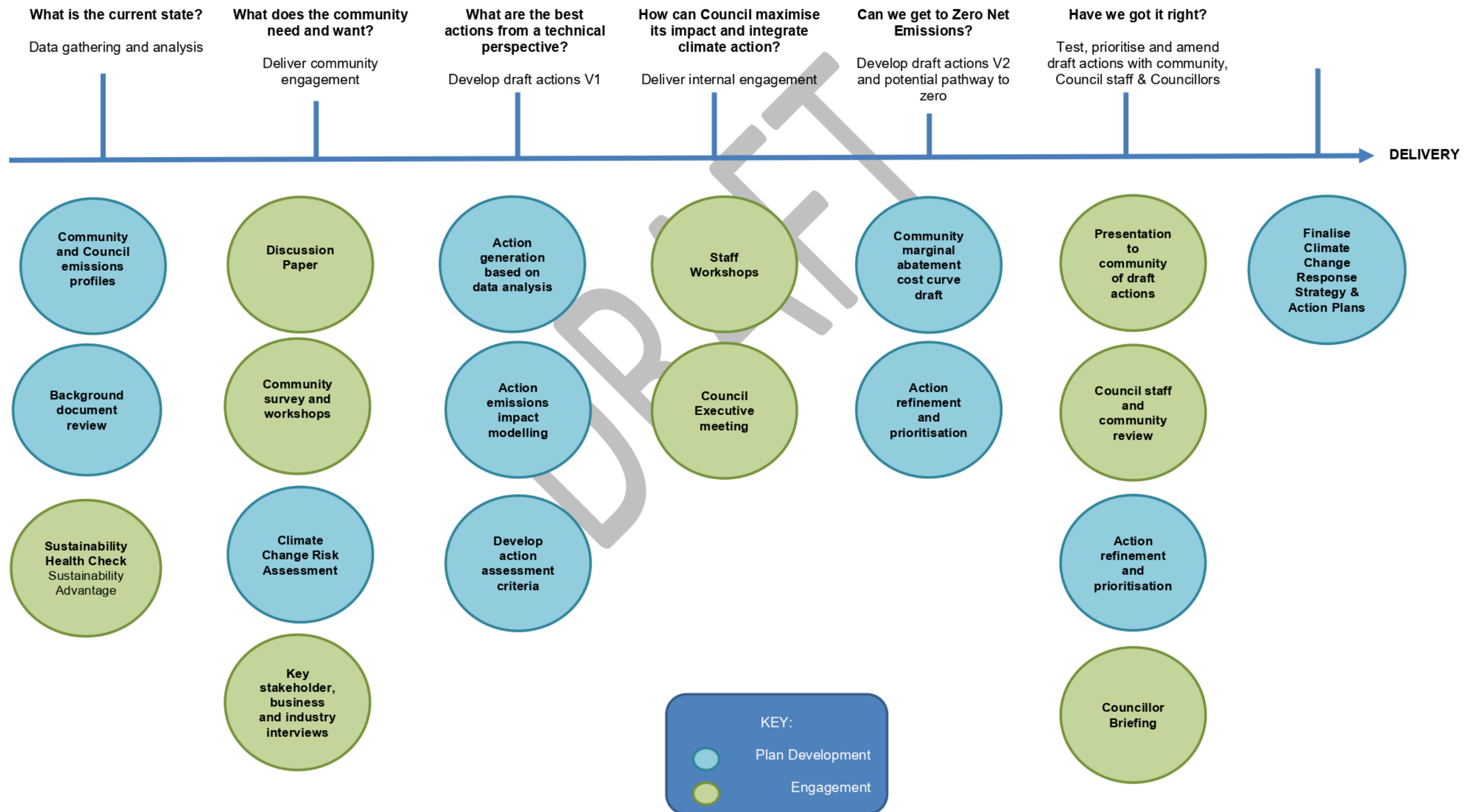
This is a new policy.

Kirsty Callander

PROPOSED CLIMATE CHANGE REPOSNSE STRATEGY AND ACTION PLANS DEVELOPMENT PROCESS

The three key elements of the process – engagement, emissions analysis and adaptation planning – are described in the following pages. They are described separately for the sake of clarity. In reality, they necessarily overlap and influence each other.

The diagram below shows the iteration between the “technical plan” development and the engagement activity. The process is designed to find actions where technical and financial viability overlap with social desirability. The process also accounts for the fact that many actions deliver both emissions reductions and adaptation outcomes. The delivery of co-benefits will be a key factor in developing the final set of actions.



Attachment 1: \$250k NSW Bushfire Community Resilience and Economic Recovery Fund

Number	Project Owner	Proposed description of Activities	Allocation	Status
1	PMHC Economic Development Team	Small business workshop series - Over 150 business operators and teams supported and inspired by key guest business leaders for new opportunities in a changing landscape to further their business. Final event on 25 May 2021 featured Todd Sampson who opened the Innovation Hub in partnership with PMHC and CSU.	\$ 20,000.00	COMPLETED
2	PMHC Economic Development Team	Purchase collateral for future exhibitor stalls, "our region is open for business" Including 3mx2m promotional banner, investment attraction brochures, satchel inserts. Council stall when Expo's are open such as Sydney Build Expo and Advanced Manufacturing Exhibition.	\$ 10,000.00	COMPLETED
3	PMHC Destination & Cultural Development Team	Winter Destination marketing campaign, promote upcoming events - visitors to come to the region, 'holiday here', expanded marketing. Motorcycle Friendly ride guide updated, print and distribution - bushfire affected roads now open. As the region was recovering from the impact of bushfires and COVID lockdown, the funding enabled us to maintain consideration and travel to our destination. Providing the ability to access and trial new media formats, such as Spotify and Podcast advertising, that saw a significant increase in users due to the COVID restrictions in place.	\$ 70,000.00	COMPLETED
4	Camden Haven Chamber of Commerce	"Our way to recover" video and print content development and education campaign. Engage a journalist and videographer to interview Camden Haven farmers to showcase four different styles of farming, their land, their techniques, their property, their product, and where and how residents and businesses can access it.	\$ 20,000.00	COMPLETED
5	Camden Haven Chamber of Commerce	Camden Haven Festival - new event. Funds have been allocated to Camden Haven Chamber of Commerce to deliver an event including Heroes Parade (thank you to RFS, SES, Marine Rescue etc) and road closures. Noting the delivery of the July Festival was delayed due to COVID-19.	\$ 30,000.00	COMMITTED
6	Wauchope Chamber of Commerce	Creative Wauchope 'Social-Distancing Festival'. Local art and craft tutors deliver online workshops using digital platforms. Art kits available for collection / pick up and follow along online tutorials.	\$ 10,000.00	COMPLETED
7	Wauchope Chamber of Commerce	"Our way to recover" video and print content development and education campaign. "Hello Hastings Hinterland" campaign launched with video content, campaign extended with pocket guides with a print run of 5000.	\$ 20,000.00	COMPLETED
8	PMHC Community	Lifeline delivered series of Mental Health First Aid, Accidental Counsellor and Domestic & Family Violence Workshops at Lake Cathie, Pappinbarra, Wauchope and Port Macquarie. Over 200 residents received training.	\$ 25,000.00	COMPLETED
9	PMHC Community	Series of small community in recovery Workshops in community halls by The Wholesome Collective - healthy life and wellbeing skills	\$ 20,000.00	COMPLETED
10	PMHC Communication	Support Local Business Video campaign. Videographer short and vibrant profiles of business for FB, social media. Videos produced to "#Support Local PMHC" campaign	\$ 25,000.00	COMPLETED
		TOTAL	\$ 250,000.00	

Attachment 2		Australian Government		\$1,416,667 Bushfire Disaster Recovery Funding	
Number	Project Owner	Project	Allocation	Anticipated completion date	Update
1	PMHC - Community	Identified projects by Community Recovery Officer.	\$120,000.00	30/06/2022	Rural Programs and upgrades to facilities. Includes \$20k Lank Bain Park Upgrade to water lines for evacuated farmers with livestock, \$10k Long Flat remediation, \$10k Youth recovery program, resilience school holiday programs, additional two "thank you to RFS" murals. Arranged transport of 102 kilo generators donated by GIVEIT from Kempsey collection point to residents.
2	PMHC - HR	Staff Resilience training /workshops	\$50,000.00	COMPLETED	Stage 1 Managers and team leaders undertook online resilience trainingg wokshops. Stage 2, staff resilience program was delivered and 232 staff attended resilience workshops in May 2021
3	PMHC - ICT	Port Macquarie Emergency Operations Centre - upgrade Communications	\$45,000.00	COMPLETED	Upgrade to internet capabilities, telephone, smart projectors
4	PMHC - Economic & Cultural Development	Community celebration for the RFS and all volunteer services virtually and gratitude murals in fire effected townships	\$60,000.00	COMPLETED	Creation of 'The Christmas Bell' online video thank you to volunteers. Gratitude murals painted by artists through-out the Local Government Area.
5	PMHC - Economic & Cultural Development	Marketing campaign / tourism / business	\$100,000.00	COMPLETED	Destination marketing campaign activity transitioned in market at the start of July and concluded at the end of November
6	Wauchope Showground	Wauchope Showground \$90k new amenity Block, \$210k contribution towards new stables	\$300,000.00	COMPLETED	Installation of disability friendly amenities block. Construction of 2 x rows of stables so that facility is fit for purpose as evacuation centre for residents, farmers, evacuated horses etc.
7	Bunyah Local Aboriginal Land Council	Bunyah and State Forests develop 10 person Aboriginal Cultural burning team - training program, PPE, chainsaws, mowers look after Local Aboriginal Land Council properties	\$45,000.00	COMPLETED	State Forests has provided the training program for free. Funds used to purchase Personal Protection Equipment (PPE) for the trained team and purchase of chainsaws, mowers etc
8	Birpai Local Aboriginal Land Council	Upgrade to facilities to enable community meetings and workshops	\$45,000.00	COMPLETED	\$38k for upgrade to Community Shed - ceiling fans, awning over footpath to bathrooms, external lighting, screening of outdoor area to keep out mozzies. \$7k repairing of cooktop and rewiring outdoor kitchen. Upgrades to their community facilities.
9	Port Macquarie Chamber of Commerce	Awareness Video / showcase business, local producers, buy local	\$20,000.00	COMPLETED	Buy Local Campaign to support local businesses recover from Bushfires & now COVID19
10	Rollands Plains Community Association	Procurement and installation of equipment to aid in emergency situations for the Rollands Plains Recreational Reserve: 2 door commercial fridge, gas upright stove and range hood.	\$8,200.00	COMPLETED	200,000L water tank installed, construction of concrete slab and large roofed area alongside canteen to enable undercover outdoor gathering for groups and a safe place for future emergency workers and evacuees.
11	PMHC Community Recovery Officer and Long Flat CCAT	RFS requested purchase of Electronic Fire Danger Sign instead as a priority. Is able to be activated remotely and updated live with urgent messages/warnings for the community.	\$10,000.00	30/12/2021	RFS signage purchases and awaiting delivery of a \$14k Electronic Fire Danger Sign (EFDS). For the Long Flat area to be Bushfire ready and the sign is able to be activated remotely and updated live with urgent messages/warnings for the community. We are nominating that \$10k is from the Long-flat allocation and the additional \$4k allocated from Project 1 Community Recovery Officer budget.
12	Long Flat Hall & pre-school	Long Flat Hall and preschool - install stand alone accessible (disability) toilet and linking path, ramp to hall (has steps) so venue can be an evacuation centre.	\$50,000.00	30/12/2021	Design completed and awaiting DA approvals and then works will commence.
13	Long Flat Hall & pre-school with PMHC	Long Flat Hall and preschool -link to new sewerage connection	\$10,000.00	30/12/2021	On standby to connect when new sewer system becomes available
14	Telegraph Point Hall	Telegraph Point Hall - connection to new sewerage system so venue can be an evacuation centre	\$8,000.00	COMPLETED	Connection to the new sewerage system has been completed. The environment of Telegraph Point has been improved by this new sewerage system and removal of the old septic tank.

Attachment 2		Australian Government	\$1,416,667 Bushfire Disaster Recovery Funding		
Number	Project Owner	Project	Allocation	Anticipated completion date	Update
15	Comboyne Hall - with PMHC	Sewer-connect	\$10,000.00	30/12/2021	On standby to connect when new sewer system becomes available
16	Comboyne Museum	Comboyne Museum Hurrell House - sewer connection for new toilet amenities - for future evacuation site for caravans, RV's etc	\$10,000.00	30/12/2021	On standby to connect when new sewer system becomes available
17	PMHC	Allocate to Cultural Grants Program for small community organisations-in Recovery	\$20,000.00	COMPLETED	
18	Pappinbarra Rural Fire Brigade	Pappinbarra RFS Brigade site including an awning, concrete and electrical works, steel watertank and generator lock up cage.	\$25,000.00	COMPLETED	Installed new awning, installation of water tank and cage for generator.
19	PMHC	Erosion and sediment control. Temporary/short term control measures in fire affected landscapes where sufficient ground cover to suppress erosion and soil loss no longer exists, road side cuttings etc.	\$150,000.00	30/06/2022	PMHC undertook a desktop assessment of over 1,900 parcels of land within the PMHC LGA impacted by the 2019/2020 bushfire event. Inspections were undertaken of the parcels with the highest environmental value to determine suitable environmental restoration/remediation projects to mitigate environmental damage associated with the bushfire event. An environmental restoration project is currently being undertaken of Peppermint Cr, Wauchope. The works involved the removal of illegally dumped waste, invasive weed control, erosion and sediment control measures, upgrades to drainage channels, revegetation and the replacement of damaged PMHC assets.
20	PMHC	Beechwood Hall improvements	\$20,000.00	COMPLETED	Refurbishment of hall kitchen to enable catering for community briefings, workshops and fit for purpose as an evacuation centre.
21	Byabarra Recreation & Public Hall	Byabarra Hall improvements	\$20,000.00	COMPLETED	Purchase of new oven and range for hall kitchen. Completed - improvement to overall security of hall and surrounds. Benefits that vandalism and undesirable activities seemed to have ceased. Planning future improvements to the hall.
22	Comboyne Hall	Comboyne Hall improvements	\$20,000.00	COMPLETED	Hall improvements include: built disability accessible ramps and supporting structure access to preschool, installed signage for evacuation point, renovated entrance foyer, installed digital infrastructure to provide online audio and video facilities that enables broadcasting of online events and community meetings.
23	Ellenborough Hall	Ellenborough Hall improvements	\$20,000.00	31/12/2021	Committee reviewing long-term future of the community hall and needs as an evacuation centre.
24	Hollisdale (Pappinbarra) Hall	Hollisdale Hall improvements	\$40,000.00	31/12/2021	70% completed with installation to NBN service to the Hall. Purchase of Defibrillator, new roadside blackboard, rooftop solar panels, security with installation of cameras and monitoring service, installation of television to broadcast news channel, plumbing upgrade of drainage to prevent erosion under the hall, Reconnect Christmas event. Further works include outdoor awning extension.
25	Kindee Hall	Kindee Hall - Finish disability accessible toilet	\$20,000.00	COMPLETED	New accessible amenities completed. Hall is now fit for purpose to host community meetings and briefings and as an evacuation site for local residents.
26	PMHC + Lake Cathie Hall	Lake Cathie Hall improvements	\$20,000.00	COMPLETED	Water tank, pump and shipping container have been sourced and installed.
27	PMHC + Laurieton Arts Hall / Longworth Park	Laurieton Arts Hall / Longworth Park improvements	\$20,000.00	30/12/2021	Liaison with Community Recovery Officer and Building Services to identify priority improvements to enable hall fit for purpose for community evacuation and meetings/ briefings.
28	PMHC Community Recovery Officer + CCAT + Building Services	Pembroke Hall maintenance	\$20,000.00	30/09/2021	60% completed. Works include new gutters, toilet cisterns, replace windows, repair fire doors, repair external stairs and veranda, and replace damaged cladding.

Attachment 2		Australian Government		\$1,416,667 Bushfire Disaster Recovery Funding	
Number	Project Owner	Project	Allocation	Anticipated completion date	Update
29	Rollands Plains Trust	Rollands Plains Hall improvements	\$20,000.00	30/08/2021	80% completed. Expected works to be completed next month. A new 200,000 litre tank has been installed and is making a big difference already. Our community will be far better equipped to look after our own in times of threats, ranging from flood to fire.
30	Telegraph Point Hall	Telegraph Point Hall amenities upgrade	\$20,000.00	COMPLETED	Replacement of supper room ceiling, upgraded lighting, removal and replacement of outside stairs and painting of supper room walls so that hall is now fit for purpose as a safe neighbourhood place for the community in times of emergency.
31	PMHC Community Recovery Officer + Bellangry CCAT	Bellangry - Woodlands Reserve works	\$40,000.00	30/12/2021	Community & Council Action Team (CCAT), Community, and Building Services to determine priority project. Site inspection undertaken with local community to discuss priority works and timing.
32	Kendall Showground	Kendall Showground upgrade toilet amenities-and preparedness as evacuation centre	\$50,000.00	COMPLETED	Bright new and improved Amenities Block have been completed. The revamp includes renew ceiling, new lighting, non-slip floor tiles, bright white wall tiles, new mirrors, complete paint out, skylights, new lockable doors on toilet and shower cubicles and new soap and paper towel dispensers. The revamp to the amenities will ensure an easy to clean, safer environment facility for all ground users to enjoy. The Society Board are thrilled to have local tradesmen working on the site. This project upgrade will ensure future preparedness for future crisis or evacuation centre that the Showground could be used.
33	Long Flat	Contractor JR Richards to remove rubbish and rubbish bins left from stranded travellers due to bushfire road closures	\$467.00	COMPLETED	Contractor removed rubbish left by stranded travellers.
TOTAL \$ 1,416,667					

GRANTS REGISTER (2020 - 2021)

Date App. Submitted	Date \$ Advised	Project Title	Grant Program	Organisation Offering the Grant	Grant amount applied for	Council's contribution	Amounted granted	Funding Type (Local, State, Federal)	Grant Successful?	Estimated preparation time (hours)
1/07/2020	1/08/2020	BlazeAid (Wauchope volunteer base camp) Fencing for bushfire affected properties	Resilience NSW. Under NSW Disaster Assistance Guideline C.3 (funding to support large scale, out of area volunteer groups).	Resilience NSW	\$ 80,000.00	\$ -	\$ 80,000.00	State	Yes	2
1/07/2020	25/08/2020	\$1.50 per tonne (excl. GST) is available to each Council for residential bushfire waste cleared by Laing O'Rourke	General Waste Transportation Related Road Deterioration	NSW Public Works Advisory	\$ 1,671.00	\$ -	\$ 1,671.00	State	Yes	2
2/07/2020	2/07/2020	Improving Water Security to Port Macquarie	Emergency Water Carting and Infrastructure Fund Program	NSW Planning, Industry & Environment	\$ 2,402,500.00	\$ 7,207,500.00	\$ 2,402,500.00	State	Yes	25
25/07/2020	20/10/2020	New Library Van	Regional Cultural Fund	Create NSW	\$ 136,470.00	\$ -	\$ 136,470.00	State	Yes	5
27/08/2020	22/12/2020	Security Screening Port Macquarie Regional Airport	Regional Airports Screening Infrastructure	Department of Infrastructure, Transport, Regional Development and Communications	\$ 277,000.00	\$ -	\$ 253,131.00	Federal	Partial	12
28/08/2020	10/09/2020	Create a podcast "Hire, train and retain the best staff for your business".	NSW Small Business Month	NSW Treasury	\$ 2,000.00	\$ -	\$ 2,000.00	State	Yes	3
28/08/2020 for DA portion. \$3m grant submitted 10 March 2021	6/05/2021	PMHC Accelerate DA's by 10% Projects \$1.45m Bain Park Wauchope. \$1.1m Westport Park Playground, \$450k Town Beach Amphitheatre	NSW Public Spaces Legacy Program (\$450k received. Govt is assessing the remaining \$2.55m)	NSW Dept of Planning, Industry and Environment	\$ 3,000,000.00	\$ -	\$ 450,000.00	State	TBC	25
1/09/2020	30/10/2020	0.8km West of Horton St Port Macquarie	Regional Roads Repair Program	Transport for NSW	\$ 286,689.00	\$ 286,689.00	\$ 286,689.00	State	Yes	5
1/09/2020	30/10/2020	NSW Storms and Floods 15 January onwards	Emergency Work & Immediate Reconstruction Work	Transport for NSW	\$ 489,012.00	\$ 29,000.00	\$ 489,012.00	State	Yes	7
1/09/2020	30/10/2020	NSW Storms and Floods January 2020 - Local Road - Ralfes Creek Culvert	Emergency Work & Immediate Reconstruction Work	Transport for NSW	\$ 214,076.00	\$ -	\$ 214,076.00	State	Yes	7
1/09/2020	30/10/2020	NSW Bushfires 31 August 2019 onwards	Emergency Work & Immediate Reconstruction Work	Transport for NSW	\$ 387,804.00	\$ 29,000.00	\$ 387,804.00	State	Yes	7
1/09/2020	30/10/2020	1. NSW Bushfires August 2019 - Doyles River Road - Kapearrow Bridge	Emergency Work & Immediate Reconstruction Work	Transport for NSW	\$ 472,247.00	\$ -	\$ 472,247.00	State	Yes	7
1/09/2020	30/10/2020	2. NSW Bushfires August 2019 - Pappinbarra Right Arm Bridge	Emergency Work & Immediate Reconstruction Work	Transport for NSW	\$ 7,423,100.00	\$ -	\$ 7,423,100.00	State	Yes	7
9/10/2020	19/02/2021	1 Logans Crossing Bridge	Fixing Country Bridges	Transport for NSW	\$ 2,270,000.00	\$ 500,000.00	\$ 2,270,000.00	State	Yes	10
9/10/2020	19/02/2021	2 Donkins Flat Bridge	Fixing Country Bridges	Transport for NSW	\$ 315,000.00	\$ -	\$ 315,000.00	State	Yes	8
9/10/2020	19/02/2021	3 Bridge on Bril Bril Rd (Bottlebrush No.1)	Fixing Country Bridges	Transport for NSW	\$ 2,930,000.00	\$ -	\$ 2,930,000.00	State	Yes	10

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9/10/2020	19/02/2021	4 Crowe Roods Bridge	Fixing Country Bridges	Transport for NSW	\$ 680,000.00	\$ -	\$ 680,000.00	State	Yes	8
9/10/2020	19/02/2021	5 King Creek Bridge	Fixing Country Bridges	Transport for NSW	\$ 3,620,000.00	\$ -	\$ 3,620,000.00	State	Yes	10
9/10/2020	19/02/2021	6 Bridge on Mundays Lane (B179)	Fixing Country Bridges	Transport for NSW	\$ 440,000.00	\$ -	\$ 440,000.00	State	Yes	8
9/10/2020	19/02/2021	7 Bridge on Mundays Lane (B178)	Fixing Country Bridges	Transport for NSW	\$ 440,000.00	\$ -	\$ 440,000.00	State	Yes	8
9/10/2020	19/02/2021	8 Bridge on Mundays Lane (B181)	Fixing Country Bridges	Transport for NSW	\$ 510,000.00	\$ -	\$ 510,000.00	State	Yes	8
9/10/2020	19/02/2021	9 Old School Road Bridge	Fixing Country Bridges	Transport for NSW	\$ 410,000.00	\$ -	\$ 410,000.00	State	Yes	8
9/10/2020	19/02/2021	10 Little Mortons Creek Bridge	Fixing Country Bridges	Transport for NSW	\$ 2,600,000.00	\$ -	\$ 2,600,000.00	State	Yes	8
9/10/2020	19/02/2021	11 Cowal Creek Bridge	Fixing Country Bridges	Transport for NSW	\$ 340,000.00	\$ -	\$ 340,000.00	State	Yes	8
9/10/2020	19/02/2021	12 Bridge on Thone River Road	Fixing Country Bridges	Transport for NSW	\$ 340,000.00	\$ -	\$ 340,000.00	State	Yes	8
9/10/2020	19/02/2021	13 Tower Road Bridge	Fixing Country Bridges	Transport for NSW	\$ 940,000.00	\$ -	\$ 940,000.00	State	Yes	8
9/10/2020	19/02/2021	14 Bridge on Farrawells Road	Fixing Country Bridges	Transport for NSW	\$ 370,000.00	\$ -	\$ 370,000.00	State	Yes	8
9/10/2020	19/02/2021	15 Cutty Creek Bridge	Fixing Country Bridges	Transport for NSW	\$ 770,000.00	\$ -	\$ 770,000.00	State	Yes	8
9/10/2020	19/02/2021	16 Joes Bridge	Fixing Country Bridges	Transport for NSW	\$ 770,000.00	\$ -	\$ 770,000.00	State	Yes	8
9/10/2020	19/02/2021	17 Langdons Bridge (Bottlebrush No.2)	Fixing Country Bridges	Transport for NSW	\$ 1,710,000.00	\$ -	\$ 1,710,000.00	State	Yes	10
9/10/2020	20/10/2020	Australia Day 2021	COVID Safe Event Delivery	National Australia Day Council	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	State	Yes	2
14/10/2020		Laurieton Fish Cleaning Table	Recreational Fishing Trust	NSW Dept of Primary Industries	\$ 19,255.00	\$ -	To Be Announced	State	TBA	3
20/10/2020		Rollands Plains Road near Red Hill Road	NSW Safer Roads Program & Australian Government Black Spot Program	Transport for NSW	\$ 235,000.00	\$ -	To Be Announced	State/Federal	TBA	10
20/10/2020		Beechwood Road at Bellangry Road	NSW Safer Roads Program & Australian Government Black Spot Program	Transport for NSW	\$ 180,000.00	\$ -	To Be Announced	State/Federal	TBA	10
20/10/2020		Stewart and Lord Streets intersection	NSW Safer Roads Program & Australian Government Black Spot Program	Transport for NSW	\$ 420,000.00	\$ -	To Be Announced	State/Federal	TBA	10
2/11/2020	27/11/2020	PMHC Community Recovery and Resilience Program	Local Council Phase 2 Stream 1 Bushfire Community Recovery and Resilience Fund	Resilience NSW	\$ 250,000.00	\$ -	\$ 250,000.00	State	Yes	8
3/11/2020	11/11/2020	Australia Day 2021 - Branding	New Branding	National Australia Day Council	\$ 1,000.00	\$ -	\$ 1,000.00	State	Yes	1

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6/11/2020	30/04/2021	A staged approach to new libraries (Library Pod at Sovereign Hills and Library Kiosk at Lake Cathie Community Centre)	Public Library Infrastructure Grant	State Library	\$ 128,495.00	\$ 14,298.00	\$ 128,495.00	State	Yes	20
11/11/2020	11/11/2020	The Hatch Road Upgrade	2020 Federal Election Funding Commitment	Transport for NSW	\$ 1,509,290.00	\$ -	\$ 1,509,290.00	Federal	Yes	2
11/11/2020	11/11/2020	Lorne Road Upgrade - Kew to Comboyne	2020 Federal Election Funding Commitment	Transport for NSW	\$ 160,000.00	\$ -	\$ 160,000.00	Federal	Yes	2
18/11/2020	18/11/2020	Bicentennial Walkway Project	Mr Pat Conaghan / Deputy Prime Minister, Australian Govt Announcement	Bushfire Local Economic Recovery Fund	\$ 3,050,000.00		\$ 3,050,000.00	Federal	Yes	12
11/12/2020	7/04/2021	1. Kennedy Drive Port Macquarie	Fixing Local Roads Round 2	Transport for NSW	\$ 1,158,045.00	\$ 724,955.00	\$ -	State	No	7
11/12/2020	7/04/2021	2. Rollands Plains Road Rehabilitation	Fixing Local Roads Round 2	Transport for NSW	\$ 1,483,636.00	\$ -	\$ -	State	No	7
11/12/2020	7/04/2021	3. Pacific Drive Rehabilitation	Fixing Local Roads Round 2	Transport for NSW	\$ 520,000.00	\$ -	\$ -	State	No	6
11/12/2020	7/04/2021	4. Hollingworth and Ackroyd Street Rehabilitation	Fixing Local Roads Round 2	Transport for NSW	\$ 287,000.00	\$ 287,000.00	\$ -	State	No	6
11/12/2020	7/04/2021	5. Short Street Rehabilitation	Fixing Local Roads Round 2	Transport for NSW	\$ 72,991.00	\$ -	\$ -	State	No	6
11/12/2020	7/04/2021	6. Pembroke Road Renewal	Fixing Local Roads Round 2	Transport for NSW	\$ 3,291,200.00	\$ -	\$ -	State	No	7
11/12/2020	7/04/2021	7. Bago Road/Cameron Street Extension - Timbertops Close to Azalea Street	Fixing Local Roads Round 2	Transport for NSW	\$ 785,000.00	\$ -	\$ 785,000.00	State	Yes	6
11/12/2020	7/04/2021	8. Wauchope Industrial Areas Rehabilitation	Fixing Local Roads Round 2	Transport for NSW	\$ 611,116.00	\$ -	\$ -	State	No	6
11/12/2020	7/04/2021	9. Blackbutt Road Rehabilitation	Fixing Local Roads Round 2	Transport for NSW	\$ 294,525.00	\$ 98,175.00	\$ -	State	No	6
11/12/2020	7/04/2021	10. Acacia Avenue Rehabilitation	Fixing Local Roads Round 2	Transport for NSW	\$ 629,887.00	\$ 209,962.00	\$ -	State	No	6
11/12/2020	7/04/2021	11. Lorne Road Kendall Pavement Rehabilitation Works	Fixing Local Roads Round 2	Transport for NSW	\$ 1,631,444.00	\$ 407,861.00	\$ -	State	No	7
17/12/2020	9/04/2021	Port Macquarie Sunset Sessions (Bicentenary)	Regional Tourism Bushfire Grant	Austrade - Tourism Programs	\$ 5,000.00	\$ -	\$ 5,000.00	Federal	Yes	3
2/01/2021	20/01/2021	Laurieton sportsgrounds	Crown Reserves Improvement Fund	Crown Land NSW	\$ 300,000.00		\$ 300,000.00	State	Yes	10
15/01/2021	25/01/2021	Splashfest Twilight Youth event	Regional NSW Summer Break Activities	Regional NSW	\$ 10,000.00	\$ -	\$ 10,000.00	State	Yes	2
22/01/2021	29/01/2021	Port Macquarie Town Square Market	The Festival of Place - Summer Fund program	Planning NSW	\$ 10,000.00	\$ -	\$ 10,000.00	State	Yes	2
28/01/2021	30/06/2021	Beach to Beach Riverwalk Footpath D3	Bushfire Local Economic Recovery Fund	Regional NSW	\$ 2,080,000.00	\$ 220,000.00	\$ -	State	No	20

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28/01/2021	30/06/2021	Lake Cathie - Illaroo Road Revetment Wall	Bushfire Local Economic Recovery Fund	Regional NSW	\$ 11,129,880.00	\$ 65,000.00	\$ -	State	No	20
28/01/2021	30/06/2021	Improving bushfire management at PMHC by building resilience, improving on-ground management, and engaging effectively with our community	Bushfire Local Economic Recovery Fund	Regional NSW	\$ 677,358.00	\$ 82,830.00	\$ -	State	No	10
28/01/2021	30/06/2021	Port Macquarie Airport - Bushfire Rehabilitation, Preparedness, and Vegetation Management	Bushfire Local Economic Recovery Fund	Regional NSW	\$ 984,500.00	\$ -	\$ -	State	No	10
29/01/2021	22/02/2021	13 x projects	Local Roads & Community Infrastructure Program Phase 2	Planning NSW	\$ 3,439,640.00	\$ -	\$ 3,439,640.00	Federal	Yes	15
1/02/2021	23/02/2021	Live and Local Program	A Live Music Development Program for Bushfire-Affected Communities	Live Music Office and APRA AMCOS	\$ 12,000.00	\$ 10,000.00	\$ 12,000.00	Federal	Yes	6
4/02/2021	1/03/2021	NSW Seniors Festival (Seniors Week) 2021	2021 Seniors Festival	NSW Dept. Family & Community Services	\$ 2,500.00		\$ -	State	No	2
8/02/2021		Heritage Advisor	2021-23 Community Heritage - local Government Advisors	Heritage NSW	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	State	Yes	2
12/02/2021	18/02/2021	2021 Youth Week	Youth Week 2021 Funding to Local Councils	NSW Department of Communities and Justice	\$ 3,029.00	\$ 2,229.00	\$ 3,029.00	State	Yes	2
15/02/2021	15/06/2021	Explore, Excite and Ignite 2021-22 Creative Learning Program	21/22 Local Government Authorities Arts & Cultural Funding — 2122LGA020	Create NSW	\$ 139,280.00	\$ -	\$ 100,000.00	State	Partial	30
23/02/2021	25/06/2021	Replace roof of Kew amenities	Driver Reviver Site Upgrade Round 2	The Department of Infrastructure, Transport, Regional Development and Communications	\$ 25,000.00	\$ -	\$ 25,000.00	Federal	Yes	3
26/02/2021	22/06/2021	Upgrade lighting at Port Macquarie Regional Stadium	Regional Sports Facility Grant	NSW Office of Sport	\$ 600,000.00	\$ -	\$ -	State	No	18
12/03/2021		Port Macquarie High Performance Football Centre (Thrumster soccer)	Building Better Regions Fund Round 5	Department of Infrastructure, Transport, Regional Development and Communications Administering entity: Department of Industry, Science, Energy and Resources	\$ 5,000,000.00	\$ 5,103,000.00	To Be Announced	Federal	TBA	30

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18/03/2021		Wrights Creek Climate Change Modelling & Flood Risk Management Study & Plan	NSW Floodplain Management Program	NSW Department of Planning, Industry and Environment	\$ 130,000.00	\$ 65,000.00	To Be Announced	State	TBA	5
26/03/2021	30/06/2021	Glasshouse Foyer Seating Upgrade	Refresh & Renew - Tourism Product Development Fund	Destination NSW	\$ 10,000.00	\$ 4,000.00	\$ 10,000.00	State	Yes	4
22/04/2021	22/04/2021	\$50k PMHC transition to the NSW DA Planning online Portal	The Regional NSW Planning Portal Grant	NSW Department of Planning, Industry and Environment	\$ 50,000.00	\$ -	\$ 50,000.00	State	Yes	4
29/04/2021	31/05/2021	Variable Message Sign (VMS) and 4 x hand sanitiser stations	COVID-19 Crown Land Manager Recovery Support Program	The Department of Planning, Industry and Environment – Crown Lands	\$ 26,136.00	\$ -	\$ 26,136.00	State	Yes	4
13/05/2021		Destination Brand Campaign	Tourism Industry Marketing Support	Destination NSW	\$ 50,000.00	\$ 50,000.00	To Be Announced	State	TBA	6
25/05/2021	27/05/2021	Port Macquarie Domestic Airports Security Costs Support	Domestic Airports Security Costs Support Grant (DASCS)	Department of Infrastructure, Transport, Regional Development and Communications	\$ 600,000.00	\$ -	\$ 600,000.00	Federal	Yes	6
26/05/2021	29/06/2021	Port Macquarie EOC Upgrade	NSW EOCs Critical Upgrade Program	Resilience NSW	\$ 162,510.00	\$ -	\$ 162,510.00	State	Yes	10
27/05/2021	1/07/2021	ArtWalk new feature sound and lighting projection at Historic Courthouse	Regional Events Acceleration Fund	Destination NSW	\$ 90,793.00	\$ 79,819.00	To Be Announced	State	TBA	12
23/06/2021		New playground at Rainbow Beach Sporting Fields	Everyone Can Play	NSW Department of Planning, Industry and Environment	\$ 90,000.00	\$ 90,000.00	To Be Announced	State	TBA	15
24/06/2021	1/07/2021	New incursion response - Japanese Walnut	Weeds Action Program	North Coast Land Services	\$ 5,000.00	\$ -	\$ 5,000.00	State	Yes	2
25/06/2021		Rainbow Beach Sporting Fields Stage 2A (4 x multicourts for netball and basketball, 2x cricket nets)	Stronger Country Communities Fund	Regional Development NSW	\$ 400,000.00	\$ 6,000,000.00	To Be Announced	State	TBA	18
25/06/2021		Supplementary Environmental works on Crown Reserves managed by PMHC to ensure biosecurity compliance and ecological restoration. 4 x locations	Crown Reserves Improvement Fund	Crown Lands NSW	\$ 100,000.00	\$ 50,000.00	To Be Announced	State	TBA	10
				TOTAL	\$ 77,510,079.00	\$ 21,648,318.00	\$ 42,727,800.00			689
					Amount applied	Council contribution if awarded grant	Amount granted	Hours		

2 Your Community Life

What we are trying to achieve

A healthy, inclusive and vibrant community.

What the result will be

We will have:

- Community hubs that provide access to services and social connections
- A safe, caring and connected community
- A healthy and active community that is supported by recreational infrastructure
- A strong community that is able to identify and address social issues
- Community participation in events, programs, festivals and activities

How we will get there

- 2.1 Create a community that feels safe
- 2.2 Advocate for social inclusion and fairness
- 2.3 Provide quality programs, community facilities and public spaces, for example, community halls, parks and vibrant town centres
- 2.4 Empower the community through encouraging active involvement in projects, volunteering and events
- 2.5 Promote a creative and culturally rich community





Our existing cultural program and assets are embraced by our community and attract many visitors to our region.

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Introduction

Port Macquarie-Hastings Council recognises the social and economic benefit of building a vibrant creative arts and cultural community. Our existing cultural program and assets are embraced by our community and attract many visitors to our region. Festivals and events are significant assets on our local calendar, and research indicates that culture and heritage are among our top ten unique tourism selling points.

Council is committed to ensuring arts; heritage and culture play a strong role in the development of our region's future, our identity and sense of place. We play a major part in delivering cultural services across our region, and are actively supported by an ever-growing number of community organisations, events and activities that contribute to our diverse, resilient and connected community.

This Cultural Plan identifies the overarching vision and specific goals, strategies and actions that will drive and support cultural development within our region for the period 2021-2025 and years to come. The Plan outlines the resources needed to ensure maintenance and development of the area's cultural and heritage resources; help develop a thriving creative industry; and encourage, support and enable participation in artistic expression and cultural experimentation to inspire innovation and a sense of wonder.

The Plan is designed to be a "living" document that can evolve with changing times, priorities and trends as needed. We also recognise that evaluation will require specific measures of Council led initiatives plus qualitative participatory measures. The implementation of the future actions identified in this Plan is dependent on their inclusion in Council's Delivery Program and Annual Operation Plan.

Acknowledgement of Country

Port Macquarie-Hastings Council respectfully acknowledge the Birpai people as the Traditional Custodians of the land, seas and rivers on which we work and live. Council commits to building positive relationships, respect and opportunities with our local Aboriginal community.



What is culture?

The term 'Culture' has a wide range of meanings within government, industry and the community. This Cultural Plan will consider culture broadly to encompass arts, culture and heritage as conveyed in Australia's National Arts and Culture Accord (2013).

The Arts

The arts include music, performing arts, literature and visual arts, in both their established and emerging art forms, and inter-arts activities. In addition to the individual and collective activities of practitioners, for vocational or recreational purposes, the arts include arts education, community arts, collections and performances, which may be made available to the public in galleries, libraries, theatres, cultural venues, training institutions and increasingly on-line and broadcast.

Creative Industries

A sector that harnesses a range of creative and business skills for commercial production and dissemination. Creative industries include film and television production, broadcasting, electronic games, architecture, design and fashion, publishing, media and advertising.

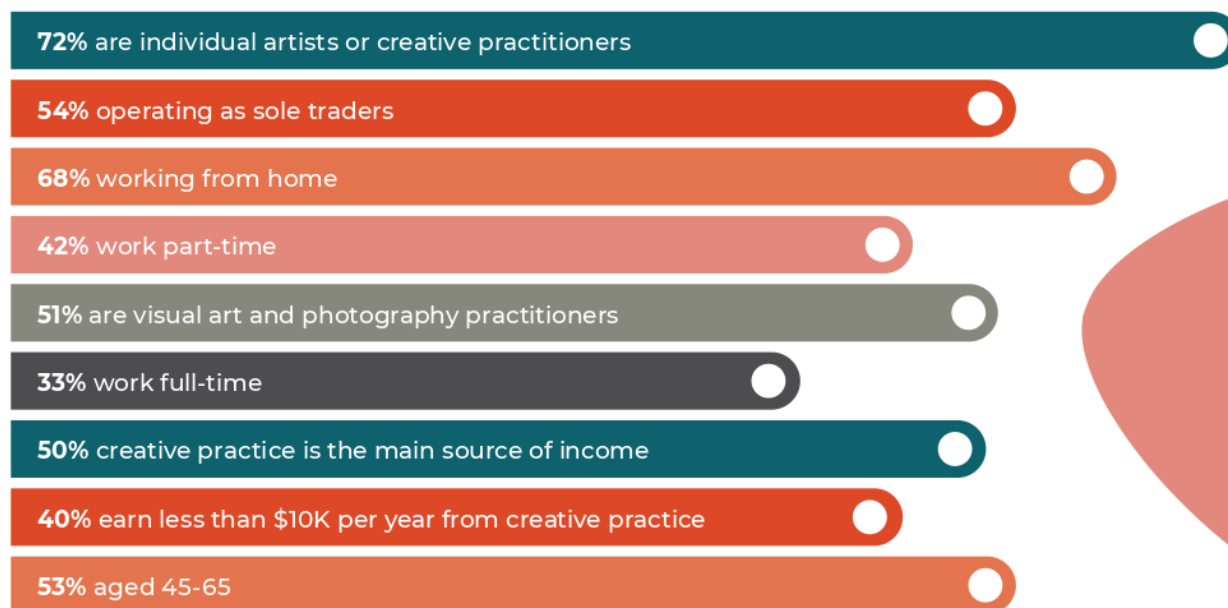
Cultural Heritage

In parallel with the arts and creative industries there is a strong recognition of Australia's diverse cultural heritage, and the work of museums, galleries and libraries and archives to preserve and provide access to the artefacts and intangible heritage of Australia's culture. In particular, Australia's heritage includes Aboriginal and Torres Strait Islander cultures that are amongst some of the oldest living cultures in the world. It is a wide concept that also includes tangible built heritage and the natural environment.



Our Cultural and Creative Industries

Our 2020 Port Macquarie Hastings Cultural Economy Survey revealed the following information on our cultural and creative practitioners...



100
ARTS AND
CULTURAL
GROUPS IN
THE REGION



It is now widely recognised that arts and culture make a powerful contribution to the overall health of individuals and community wellbeing.

The Value of Culture

Considering the different dimensions of cultural and creative impacts, the table in **Attachment A** provides a detailed summary of the benefits of creative activity and a strong cultural economy.

Economic Importance

In Australia, creative industries comprise 5.6% of all businesses and contribute \$47.4 billion to national GDP. They employ more than half a million people and generate \$4.3 billion in export revenue. NSW has the largest, most dynamic and most diverse creative economy in Australia, with 39% of the nation's creative businesses, 42% of creative industry jobs and 70% of creative industry exports. The creative industries are also a growing share of the NSW economy. Over the past five years, employment growth in the creative industries has been 2.9% per annum, compared to the general rate of 1.6% per annum.

Cultural Tourism

Cultural tourism describes travel where visiting sites and events with cultural and historical value is a core purpose of the trip. This style of tourism is a billion-dollar industry and growing every year – the United Nations World Tourism Organisation (UNWTO) estimates that around 50% of tourists worldwide are now motivated by a desire to experience a country's culture and heritage. In the International Arts Tourism: Connecting Cultures report, the Australia Council identifies that international arts tourism has grown at a higher rate than overall international tourism in recent years, and that the arts are now "a bigger draw-card for international tourists than wineries, casinos or

sport". This trend is also reflected in the latest research, which reveals international arts tourists are more likely to visit regional Australia than international tourists overall, identifying that "there is strong and growing potential for the arts to help drive regional tourism." In terms of the domestic visitor economy, the report 'Domestic Arts Tourism: Connecting the Country' identified that Arts Tourism tends to align with travelling further, staying longer and spending more providing high-value tourists to Australia's regions.

The NSW Government reports that in 2018 the total number of International, Domestic overnight and Daytrip culture and heritage based visitors to NSW was 13.6 million. Cultural and heritage visitors stayed 87.0 million nights and spent \$14.0 billion in NSW. International visitors stayed longer than Domestic overnight visitors in terms of average length of stay and hence, the average spend per visitor for International visitors was almost three times that of Domestic overnight visitors.

'Visit history/heritage buildings, sites or monuments' was the most common cultural and heritage activity undertaken by all visitors to NSW. The activity was notably more popular among the International market than the Domestic market. 'Visit museums or art galleries' was the second most popular activity undertaken in the State with noticeably higher participation rate shown by International visitors than their Domestic counterparts. Domestic culture and heritage-based visitors visiting NSW were more likely to 'Attend theatre, concerts or other performing arts' while overseas visitors were more interested in participating in Aboriginal related activities.

Social and Educational Impact

Health, wealth and social cohesion are recognised benefits of arts engagement and education. It is now widely recognised that arts and culture make a powerful contribution to the overall health of individuals and community wellbeing. Arts, cultural and learning environments provide many contexts for lifelong learning beyond traditional schooling. Individual participation in the ongoing, self-motivated pursuit of knowledge has a positive ripple effect through communities and has been shown to enhance social inclusion, foster active citizenship and drive personal development.

Economically vibrant and healthy communities are often one and the same. The Organisation for Economic Co-Operation and Development (OECD) research has shown that a more cohesive society often has a stronger and faster growing economy, demonstrating a symbiotic link between social wellbeing and the economy.

Finally, arts and culture-based education has been found to be beneficial in developing intellectual enquiry and enhancing education impacts and later life outcomes. Students from low-income families who take part in arts activities at school are three times more likely to obtain a university degree, twice as likely to volunteer and 20% more likely to vote as young adults. OECD research demonstrates that arts education and arts practice produce a more innovative workforce. This research also demonstrates that engagement in creative activities, art practices and education activities outside of traditional education settings (in places such as public libraries, museums and galleries) can help build soft skills, self-esteem and confidence, helping to re-engage young people who have dropped out of school.

More broadly, local residents are impacted positively by cultural infrastructure, both directly and indirectly. Direct impacts include increased access to learning opportunities, improved language and digital and visual literacy outcomes, facilitation of creative content, encouraging the sharing of resources, supporting research opportunities and facilitating the interweaving of cultural groups. Indirect impacts include option values or non-use values. These relate to the benefit that local residents gain by having the option to attend an art gallery, library, museum or arts centre. While residents may not attend them regularly, they derive a benefit from having the option to attend. Cultural institutions have the potential to foster a sense of place and local pride within the region and improve social connection.





Developing this Plan

This Plan follows the development and implementation of Council's 2018-2021 Cultural Plan. This Plan was developed using co-design principles and a strong participatory process. The Cultural Steering Group have been integral to the review and renewal process, and development of this new Plan. The 2021-2025 Cultural Plan also draws heavily on insights from Council's 2020 Cultural Economy Project. This Project, (a key deliverable of the previous Cultural Plan), involved extensive stakeholder engagement with key arts, heritage and creative industries, stakeholders and groups, as well as the wider community, inviting participation in workshops, one-on-one interviews, a survey and an optional Skills Audit. A key outcome from this research was a Strategy Map to guide development of the cultural economy over the next four years. This provided the basis for discussions by the CSG and defined one of two Key Result Areas for the new Plan the 'Cultural Economy'.

The second Key Result Area determined by the Group is 'Social

Equity and Connection'. Recognising the significant benefits of arts and cultural participation, the positive impact this has on health and well-being, connectivity and inclusiveness, and its role in building bridges between diverse sectors of our community. Acknowledging different community identities and working with our communities to develop, facilitate and support cultural experiences and programs that build an appreciation of that diversity.

The review process undertaken by Council's Cultural Steering Group combined Design Thinking with Harvard's policy design and strategy framework. Participants worked through a process beginning with a 'deep dive' into the data and recommendations made in the Cultural Economy Report. They then used the Theory of Change to translate these into an over-arching framework and tangible goals for the Cultural Plan. Attachment B provides the detail on how each of the eight key goals which make up the Plan (and associated strategies and actions) were mapped using this process.

Planning and Policy Links

This Cultural Plan does not exist in isolation but within the context of other plans particularly at local, regional and state-wide levels. Understanding these linkages is key to ensuring that duplication of effort is avoided and partnerships are developed to maximise the outcomes from limited resources.

Create NSW

At a state level, Create NSW is the NSW Government's arts and cultural driver, which is responsible for furthering the Government's vision for NSW to be known for "its bold and exciting arts and culture that engages the community and reflects the state's rich diversity." Create NSW is committed to growing, empowering and strengthening the arts, screen and culture sectors in NSW, to embed arts in the everyday and deliver new, innovative and exciting arts and cultural services and experiences for the people of NSW.

Create in NSW: The NSW Arts and Cultural Policy Framework outlines the following key actions for regional NSW:

- Collaborating with local governments in Regional NSW, with a focus on opportunities for creative hubs and cultural precincts;
- Enhancing performing arts touring by developing a Regional Partnerships and Touring Framework for the State Cultural Institutions;
- Supporting self-determined practice and creating professional development pathways for artists and for arts and cultural workers;
- Supporting the development of digital platforms to extend the reach of the State Cultural Institutions' collections, programs and events to schools, universities, family historians, researchers, artists and cultural practitioners across NSW;
- Promoting opportunities for cultural tourism through Destination Management Planning (DMP) — in consultation with the Regional Arts Network and Destination NSW.



Arts Mid North Coast

Arts Mid North Coast (AMNC) - part of a network of 14 Regional Arts Development Organisations throughout regional New South Wales - is the peak regional arts and cultural development organisation for our region from the Mid Coast LGA in the south to Coffs Harbour LGA in the north. Port Macquarie-Hastings Council is one of six permanent members of AMNC. Its mission is to support and collaborate with government, communities, organisations, business and individuals to build capacity and create opportunities for the arts and creative industries.

Each goal of Arts MNC has linkages to this Cultural Plan:

- To generate increased opportunities for access, participation, training and education in the arts and creative industries (Capacity)
- To generate increased visibility and awareness of the region's creative and cultural activity and opportunities. (Showcase)
- To develop and foster strategic partnerships, projects and networks that benefit the region's arts and cultural sector (Partnerships)
- To encourage and support the arts, creative industries and cultural development in all strategic processes to provide leadership and ensure positive outcomes for local, community and regional initiatives. (Strategic)

Port Macquarie Hastings Council strategies and plans

A number of Council's strategic and planning documents are intrinsically linked to the development of culture and creativity in the region. The interaction of these documents is shown in the table on page 13.



NSW Framework for Cultural Planning

NSW GOVERNMENT FRAMEWORK

NSW CREATIVE AGEING STRATEGY 2021

NSW VISITOR ECONOMY STRATEGY 2030

NSW ARTS & CULTURAL POLICY FRAMEWORK

NORTH COAST REGIONAL PLAN

**SHAPING OUR FUTURE 2040
LOCAL STRATEGIC PLANNING STATEMENT**

- ARTS MID NORTH COAST STRATEGY
- NORTH COAST DESTINATION MANAGEMENT PLAN
- DRAFT REGIONAL CITY ACTION PLAN

LOCAL GOVERNMENT FRAMEWORK

**TOWARDS 2030
COMMUNITY STRATEGIC PLAN**

COUNCIL'S STRATEGIC FRAMEWORK

ENVIRONMENTAL STEWARDSHIP STRATEGIC PILLAR

COMMUNITY WELLBEING STRATEGIC PILLAR

ECONOMIC PROSPERITY STRATEGIC PILLAR

LEADERSHIP & GOVERNANCE & STRATEGIC PILLAR

LEADING STRATEGY

COMMUNITY WELLBEING STRATEGY (in development)

ECONOMIC DEVELOPMENT STRATEGY

STRATEGIC PLANS

CULTURAL PLAN (this document)

GLASSHOUSE + EVENTS PLAN

POLICIES & GUIDELINES

PUBLIC ART POLICY

Council Delivery Program (4 Years)

Identifies elected council's priorities for their term of office. Priorities are influenced by the strategies and plans above.

Council Operational Plan (1 Year)

Identifies the projects, programs and services to be delivered within a 1 year timeframe.

Annual Report

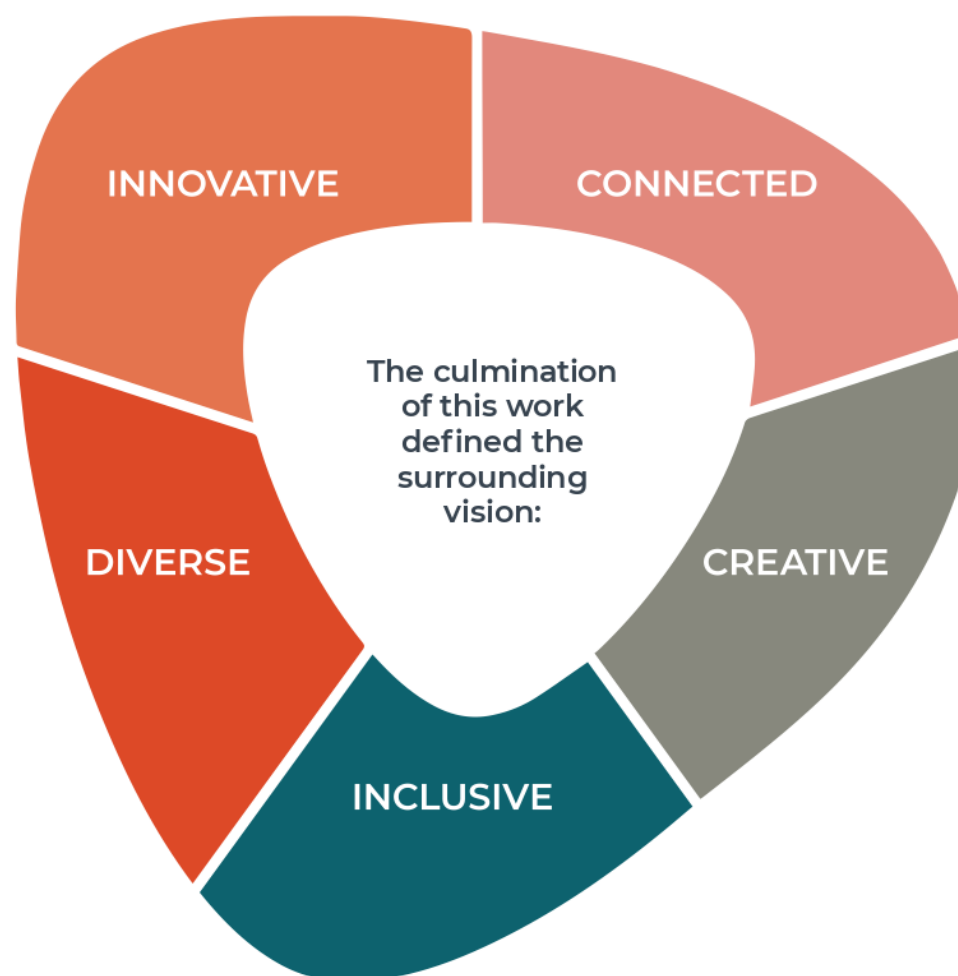
Accountability report to the community on the progress of the Community Strategic Plan, Delivery Program and financial performance.

Our Vision



Our Vision and Approach

We aim to be creative, inclusive, diverse, innovative and connected, this vision is supported by Key Result Areas, Goals, Strategies and Actions which are viewed as being key to our on-going cultural development. It should also be noted, that as detailed in **Attachment C**, Council recognised the major impact of the COVID-19 pandemic on local arts and culture. In addition to focusing on priorities in this Plan, there will be a continued focus on the completion of a number of COVID-19 recovery projects which were undertaken over and above existing Cultural Plan priorities.





Measuring Success

As mentioned, this Cultural Plan was developed using co-design principals and a strong participatory process. Where possible, specific measures have been identified to evaluate the Plan's actions. It is noted however, that the overarching success of the Plan, is dependent on the work of Council and a range of partners. As such, there will also need to be a range of qualitative participatory methods and measures to assess implementation success. This may include social and economic impact assessment based on surveys, focus groups, an analysis of community participation and attendance statistics, ABS data and case studies of our creative spaces and our local creative practitioners.

Further, the implementation of this plan includes a commitment to continue to foster participation and co-design through a research project in partnership with Charles Sturt University.

This project is titled 'A Designerly Approach to Local Government Strategic Planning and Evaluation' and will work to increase the capacity, skills and knowledge of staff and community stakeholders in measuring social impact in particular.

Noting the Plan is designed to be a 'living document', evaluation and measurement will occur on an on-going basis, with specific reporting via:

1. Quarterly Operational Plan reporting to Council;
2. Annual Review with Cultural Steering Group (and reported to Council);
3. Major Review in 2025 prior to development of the 2026-2030 Cultural Plan.





Key Result Areas

GOALS, STRATEGIES AND ACTIONS



CULTURAL ECONOMY STRATEGIES AND ACTIONS

GOAL 1

Build a Skilled and Capable Creative Community

1.1 ATTRACT AND RETAIN CREATIVES

1.1.1 Support and leverage implementation of the new Destination Brand Strategy and Visual Identity to tell stories and promote the region's creative identity and community. Provide greater representation of local cultural assets and activities in city-wide and destination marketing and events.

PARTNERS: Port Macquarie Hastings Council, Arts Mid North Coast, Glasshouse, Greater Port Macquarie Tourism Association

TIMEFRAME: Short-term

1.1.2 Celebrate and tell the stories of the regions arts and culture practitioners and performance venues.

PARTNERS: Port Macquarie Hastings Council, Arts Mid North Coast, Glasshouse, Local Land Councils

TIMEFRAME: Short-term

1.2 TARGETED PROFESSIONAL DEVELOPMENT

1.2.1 Facilitate and support mentoring and

business skills development. Collaborate with local creatives to develop an understanding of the cultural tourism offering and their potential role in growing awareness and value as tourism operators.

PARTNERS: Port Macquarie Hastings Council, Arts Mid North Coast, Glasshouse, Greater Port Macquarie Tourism Association

TIMEFRAME: Short-term

1.2.2 Advocate for partnerships with regional education and training providers to offer more creative/cultural courses, attracting more students to the area and supporting increased diversity and depth in the creative ecology.

PARTNERS: Port Macquarie Hastings Council, Charles Sturt University, TAFE, Local Land Councils, Hastings Education Consultative Group

TIMEFRAME: On-going

1.2.3 Encourage participation within the Aboriginal community in professional and skill development.

PARTNERS: Port Macquarie Hastings Council, Charles Sturt University, TAFE, Local Land Councils, Hastings Education Consultative Group

TIMEFRAME: Short-term

1.3 NETWORKING, COLLABORATION AND PARTNERSHIPS

1.3.1 Encourage connections, diplomacy and collaboration by the Cultural Arts and creative industries with other cultural organisations and industry including local, national and international.

PARTNERS: Port Macquarie Hastings Council, Charles Sturt University, TAFE, Hastings Education Consultative Group, Arts Mid North Coast

TIMEFRAME: On-going

1.3.2 Facilitating connection across the creative industries via strategic communication initiatives.

PARTNERS: Port Macquarie

TIMEFRAME: Short-term

INDICATIVE MEASURES - ADDITIONAL EVALUATION TO BE DEVELOPED THROUGH QUALITATIVE PARTICIPATORY MEASURES

1. Increased creative content on the destination website & inclusion of creative industry content in marketing
2. Delivery of professional development program and number of participants
3. Number of Aboriginal participants in Professional Development Programs
4. Number of industry communications sent

CULTURAL ECONOMY STRATEGIES AND ACTIONS

GOAL 2

Provide Infrastructure which supports a healthy cultural economy

2.1 ACCESSIBLE CREATIVE HUBS AND WORKSPACES

2.1.1 Encourage the optimised use of vacant spaces and other facilities for creatives.

PARTNERS: Port Macquarie Hastings Council, Port Macquarie/Wauchope/Camden Haven Chambers of Commerce

TIMEFRAME: Medium-term

2.2 AFFORDABLE AND ACCESSIBLE PERFORMANCE, EXHIBITION AND SELLING SPACES

2.2.1 Facilitate access and provide affordable access to performance and public spaces for exhibitions and programming by local creatives.

PARTNERS: Port Macquarie Hastings Council, Arts Mid North Coast

TIMEFRAME: Medium-term

2.3 NEW AND IMPROVED CULTURAL FACILITIES AND SUPPORTING INFRASTRUCTURE

2.3.1 Support and advocate for community art and culture initiatives.

PARTNERS: Port Macquarie Hastings Council, Arts Mid North Coast

TIMEFRAME: On-going

2.4 PROTECT AND EMBRACE OUR PROUD CULTURAL HERITAGE AND UNIQUE NATURAL ENVIRONMENT

2.4.1 Seek funding and update Cultural Heritage signage and interpretation across the region. Noting completion of the Interpretive Signage Strategy.

PARTNERS: Port Macquarie Hastings Council, Arts Mid North Coast, Port Hastings Museums and Heritage Group

TIMEFRAME: Medium-term

INDICATIVE MEASURES - ADDITIONAL EVALUATION TO BE DEVELOPED THROUGH QUALITATIVE PARTICIPATORY MEASURES

1. Number of vacant spaces activated
2. Number of funding applications, funding secured & signage updated

CULTURAL ECONOMY STRATEGIES AND ACTIONS

GOAL 3

Build demand for cultural products and services

3.1 CELEBRATION AND PROMOTION OF OUR CREATIVE COMMUNITY AND CULTURAL HERITAGE THROUGH A COHESIVE AND INTEGRATED CULTURAL PROGRAM

3.1.1 Increase the visibility of arts, culture and creative industries through various mechanisms including the Public Art Policy and integrated urban planning, that showcases and provides opportunities for local creatives. As per Action 1.1

PARTNERS: Port Macquarie Hastings Council

TIMEFRAME: Short-term

3.1.2 Facilitate opportunities to showcase locally-developed, quality performing and visual arts events at the Glasshouse, as per 1.4.2 in the Glasshouse Plan.

PARTNERS: Glasshouse, Port Macquarie Hastings Council

TIMEFRAME: Medium-term

3.1.3 Provide dedicated marketing and funding support to raise the profile of the region's strategically important programs and products.

PARTNERS: Port Macquarie Hastings Council, Arts Mid North Coast, Glasshouse

TIMEFRAME: Medium-term

3.1.4 Facilitate opportunities for documenting and sharing local Aboriginal stories.

PARTNERS: Port Macquarie Hastings Council, Charles Sturt University, TAFE, Local Land Councils, Arts Mid North Coast, Hastings Museums and Heritage Group

TIMEFRAME: Short-term

INDICATIVE MEASURES - ADDITIONAL EVALUATION TO BE DEVELOPED THROUGH QUALITATIVE PARTICIPATORY MEASURES

1. Number of new Public Art commissioned

2. Increase in local content at the Glasshouse
3. Number of local aboriginal stories documented or shared

GOAL 4

Ensure access to finance for cultural businesses

4.1 PROVISION OF SELECTIVE INVESTMENT, RESOURCES AND FUNDING

4.1.1 Provide access to information on sources of finance from Council and other agencies, including commercial investment, funding and loans to create self-sustaining practice.

PARTNERS: Port Macquarie Hastings Council, Arts Mid North Coast, Create NSW, Festivals Australia

TIMEFRAME: Short-term

4.1.2 Enhance funding opportunities through further development of the Council Community Grant Program and provide access to seed funding, as well as co-funding for creative industries projects.

PARTNERS: Port Macquarie Hastings Council

TIMEFRAME: Medium-term

INDICATIVE MEASURES - ADDITIONAL EVALUATION TO BE DEVELOPED THROUGH QUALITATIVE PARTICIPATORY MEASURES

1. Value of Council grants & co-funded projects



SOCIAL EQUITY & CONNECTION STRATEGIES AND ACTIONS

GOAL 5

Maximise arts & cultural experiences for all sectors of our community

5.1 INCLUSIVE PROGRAMS AND EVENTS

5.1.1 Provide ongoing input into the development and delivery of Council Plans to ensure the facilitation, support and/or provision of a wide range of cultural events, programs and activities for all sectors of the community including our youth and seniors, Aboriginal people and people from culturally and linguistically diverse (CaLD) backgrounds. As per Council's Community Inclusion Plan.

PARTNERS: Port Macquarie Hastings Council, Arts Mid North Coast, Hastings Museums and Heritage Group

TIMEFRAME: On-going

5.1.2 Support and facilitate development of signature events such as ArtWalk and cultural and industry festivals and symposiums.

PARTNERS: Port Macquarie Hastings Council, Arts Mid North Coast

TIMEFRAME: On-going

INDICATIVE MEASURES - ADDITIONAL EVALUATION TO BE DEVELOPED THROUGH QUALITATIVE PARTICIPATORY MEASURES

1. Number of participants and patrons

GOAL 6

Identify & develop the cultural identity of our places (towns and villages)

6.1 WORK WITH OUR COMMUNITIES TO IDENTIFY AND IMPLEMENT WAYS TO ENHANCE CULTURAL VIBRANCY ACROSS OUR TOWNS AND VILLAGES THROUGHOUT THE LGA

6.1.1 Implementation of actions to enhance cultural vibrancy across our towns and villages through the community planning process.

PARTNERS: Port Macquarie Hastings Council, Arts Mid North Coast

TIMEFRAME: Short-term

6.1.2 Deliver the Port Macquarie CBD Cultural Precinct Plan to maximise the profile of our cultural and creative offerings in the CBD, unlock the potential of cultural tourism and grow our arts and cultural sector.

PARTNERS: Port Macquarie Hastings Council, Arts Mid North Coast, Port Macquarie Historic Museum, Port Macquarie Historic Courthouse, The Glasshouse, Town Centre master Plan

TIMEFRAME: Short-term

INDICATIVE MEASURES - ADDITIONAL EVALUATION TO BE DEVELOPED THROUGH QUALITATIVE PARTICIPATORY MEASURES

1. Elements delivered from plans
2. Delivery of the Port Macquarie Cultural Precinct Plan

SOCIAL EQUITY & CONNECTION STRATEGIES AND ACTIONS

GOAL 7

Improve social amenity
through public art**7.1 IMPLEMENT THE PUBLIC ART POLICY TO PROVIDE A
FRAMEWORK FOR COMMISSIONING, DEVELOPING AND
MANAGING PUBLIC ART**

7.1.1 Implement, and review as necessary, the Public Art Policy and Guidelines which provides a framework for commissioning, developing and managing public art (including integration into our major infrastructure projects) to ensure it reflects best-practice in public arts.

PARTNERS: Port Macquarie Hastings Council

TIMEFRAME: Short-term

7.1.2 Finalise and implement as appropriate an LGA-wide Public Art Master Plan which identifies suitable sites for public art and encourages residents and visitors to look at our towns and villages in an authentic representation of people community and space.

PARTNERS: Port Macquarie Hastings Council

TIMEFRAME: Medium-term

**INDICATIVE MEASURES - ADDITIONAL EVALUATION TO BE
DEVELOPED THROUGH QUALITATIVE PARTICIPATORY MEASURES**

1. Number increase in regional public art, report to CSG on implementation learnings
2. Progress on Public Art Master Plan

GOAL 8

Build community capability
and capacity to value and
preserve our cultural heritage**8.1 CELEBRATE OUR REGION'S HERITAGE**

8.1.1 Support and empower the Aboriginal Advisory Group to develop the Reconciliation Action Plan.

PARTNERS: Port Macquarie Hastings Council

TIMEFRAME: Short-term

8.1.2 Collaborate with Community Organisations to increase community awareness and connection with the region's heritage.

PARTNERS: Port Macquarie Hastings Council, Arts Mid North Coast, Hastings Museums and Heritage Group

TIMEFRAME: Medium-term

**INDICATIVE MEASURES - ADDITIONAL EVALUATION TO BE DEVELOPED
THROUGH QUALITATIVE PARTICIPATORY MEASURES**

1. Regular engagement with Hastings Museum & Heritage Group

Attachment A: The Value of Culture

CULTURAL

SPECIFIC BENEFITS

Opportunities for artists and other contributors

- Increased exhibition and income opportunities: the commissioning and development of more new work; education and learning programs and enhanced professional experience
- Support for growth of the creative sector, building the profile of local artists and developing their audiences and markets
- Collaboration with cultural infrastructure e.g. private galleries, art cooperatives and retailers
- Creativity, imagination and curiosity can be stimulated leading to a desire for exploring new ideas and understanding of creative practices

Opportunities for visitors

- The enjoyment of unique cultural experiences
- An enhanced and more memorable visit to the region
- Exposure to interstate and international artists and ideas alongside local talent
- Can experience a sense of enjoyment, of escape or of beauty, of joy, of feeling moved beyond the everyday from the experience
- Gain new insights and knowledge including an ability to understand contemporary issues and are prompted to learn something new

Opportunities for residents

- Increased social interaction, cultural appreciation and community cohesion/identity
- Increased community engagement, capacity building and skills development
- Increased learning opportunities via educational activities, outreach programs and school-based learning programs
- Understand and appreciate diversity and difference including different cultural backgrounds and life experiences
- A sense of belonging – continuity and connection with the past, to better understand the present and a pathway to the future of which everyone is a part

Attachment A: The Value of Culture

CULTURAL

SPECIFIC BENEFITS

A contribution to year-round cultural infrastructure

- The impact of creative businesses on regional cultural and community organisations including, for example, local festivals and cultural development
- Ongoing partnerships with other cultural and educational organisations, inside the region and beyond

SOCIAL

SPECIFIC BENEFITS

Participation

Encouraging social inclusion – providing cohesion through engagement, interaction and participation

Access

Facilitating access by individuals with limited mobility and people living with a disability or dementia, parents with strollers/ young children

Community engagement

- The attraction of people to activities for the first time – providing them with new experiences and increasing their sense of belonging to a local community
- The opportunity to engage with other people through involvement in cultural activities (working on projects, with children, as artists/performers, or in other ways)
- Have opportunities to develop relationships within the community

Training, employment and volunteering opportunities

- Through working on cultural programs and projects, participants may gain new skills
- Have opportunities to directly engage in the future of the community through volunteering and membership of organisations

Attachment A: The Value of Culture

POLICY DRIVERS

SPECIFIC BENEFITS

A contribution to year-round cultural infrastructure

- The impact of creative businesses on regional cultural and community organisations including, for example, local festivals and cultural development
- Ongoing partnerships with other cultural and educational organisations, inside the region and beyond

Social change effected by cultural activity

- Improved self-esteem, communication and social skills
- Enhanced social capital through members of the community sharing experiences and knowledge

CIVIC

SPECIFIC BENEFITS

Sense of belonging

- Enhanced identification with the local community, sense of place
- Addition of a significant new meeting place and social space
- Use of cultural infrastructure for selected civic activities

ENVIRONMENTAL

SPECIFIC BENEFITS

Urban enhancement

- Improvement to the CBD environment as a result of cultural

Attachment A: The Value of Culture

ECONOMIC

SPECIFIC BENEFITS

Local business activity

- Increase associated with lift in visitor economy and business confidence, increased linkages with arts and cultural network
- Opportunities for commercial enterprises which support cultural activities
- Build relationships with local businesses through partnerships and purchasing
- Establish a network for creative practitioners and retailers to support commercial activities established around cultural activity in the CBD

Employment opportunities

- Direct demand for labour will increase via an enhanced cultural sector, as well as indirect demand from overall lift in the visitor economy and increased confidence
- Opportunities for skills and professional development, and direct employment with the cultural economy
- Opportunities for local artists and makers to sell their work via gallery store and community gallery space

Investment

- Building the image of the region as inclusive and forward thinking to attract inward investment
- A vibrant and culturally rich region that attracts new residents and supports population growth

TOURISM IMPACTS

SPECIFIC BENEFITS

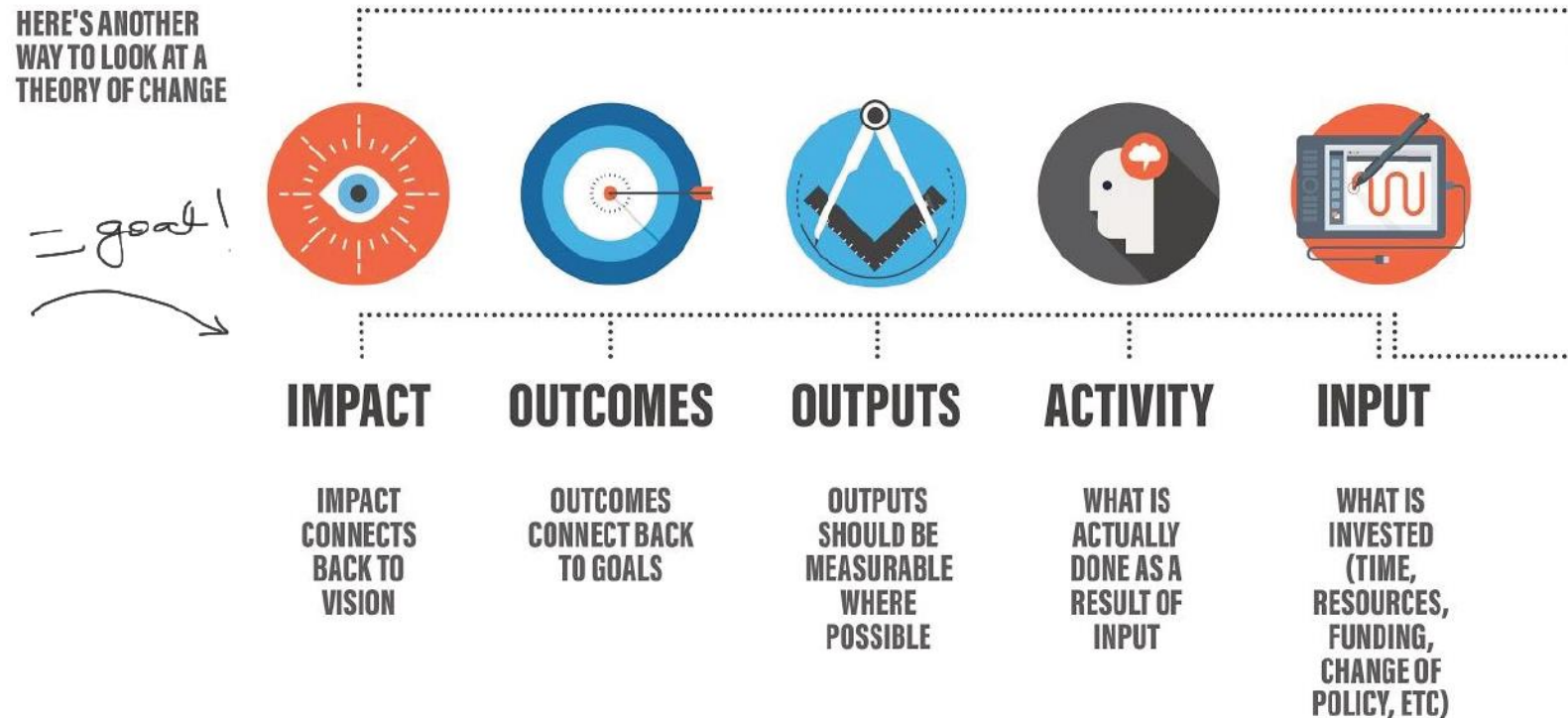
Improvement in the branding of Port Macquarie-Hastings

- A destination for tourists and visitors to the region
- Increased visitation to the region will lift local businesses turnover and net profit, and spark improvements in business confidence
- Direct marketing impact for the town and region as it becomes associated with high quality cultural offerings
- Increased tourism expenditure in the region

Population growth

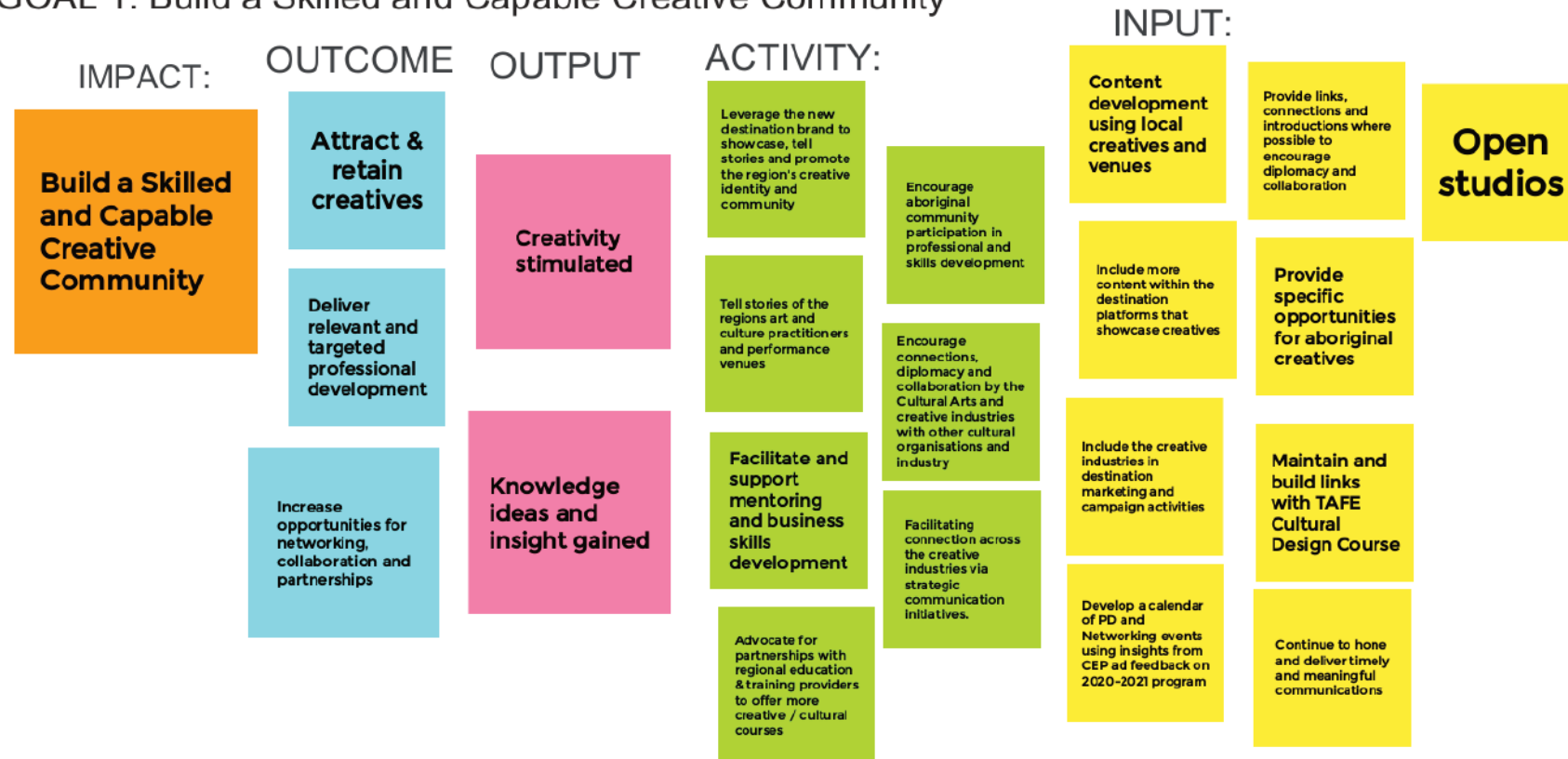
- Improved liveability in town, associated with larger visitor economy and amenity, will spill over into higher population retention and growth rates

Attachment B - Co-Designing Priorities Using the Theory of Change



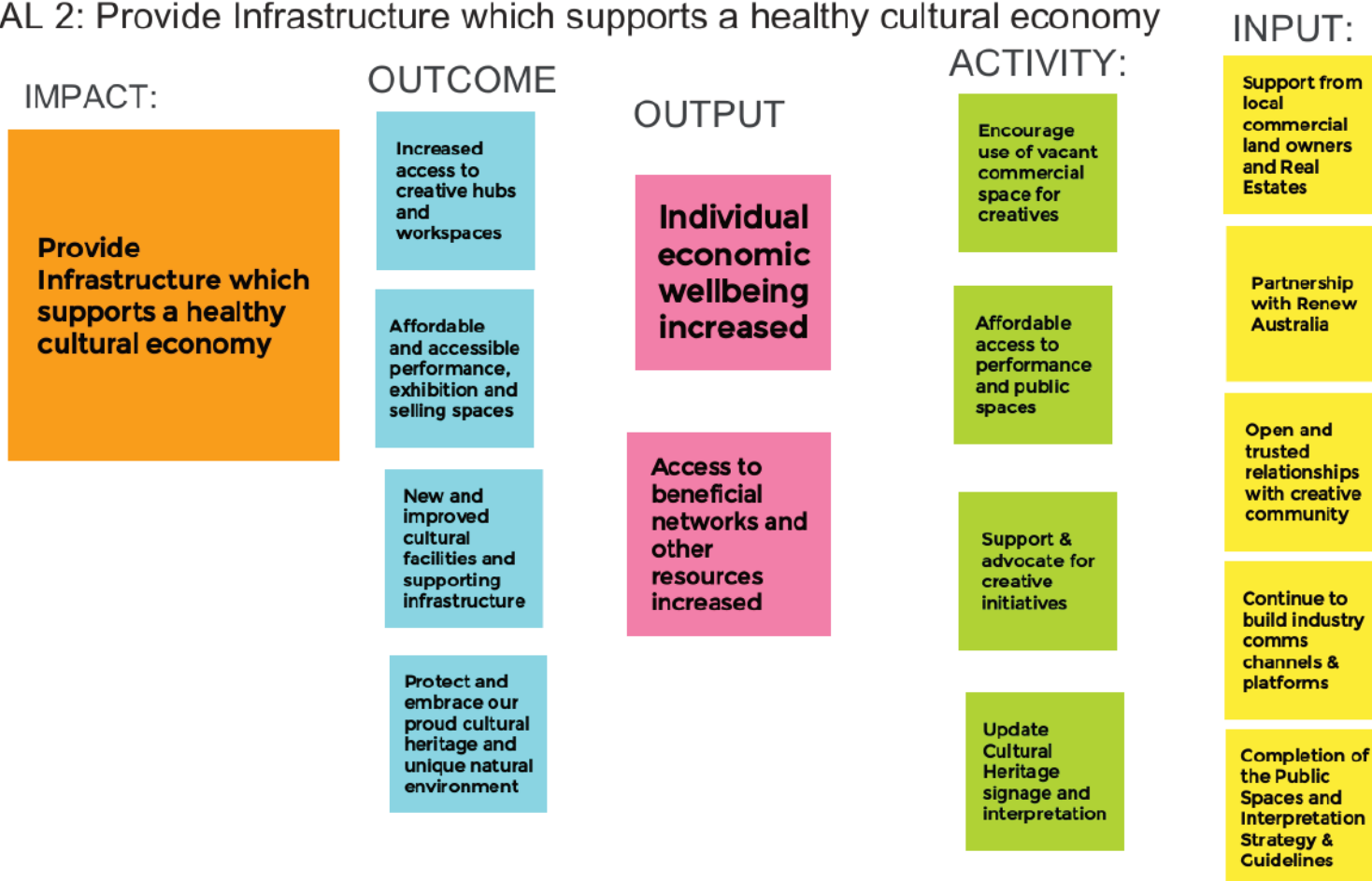
Attachment B - Co-Designing Priorities Using the Theory of Change

GOAL 1: Build a Skilled and Capable Creative Community



Attachment B - Co-Designing Priorities Using the Theory of Change

GOAL 2: Provide Infrastructure which supports a healthy cultural economy



Attachment B - Co-Designing Priorities Using the Theory of Change

GOAL 3: Build demand for cultural products & services

ACTIVITY:

IMPACT:

**Build demand
for cultural
products &
services**

OUTCOME:

**Celebration and
Promotion of our
Creative Community
and Cultural
Heritage**

OUTPUT:

**Creativity
stimulated**

**Social
connectedness
enhanced**

**Increase the
visibility of
arts, culture
and creative
industries**

Opportunities to
showcase
locally-developed,
high-quality
performing and
visual arts events at
the Glasshouse

Dedicated
marketing and
funding to raise the
profile of the
region's
strategically
important programs
and products

Facilitate
opportunities for
documenting and
sharing local
Aboriginal stories

INPUT:

Deliver Public Art
across the region -
Lost at Sea &
Aboriginal piece on
Town Green West

Glasshouse to
seek funding
specifically for
local creatives

Build more online
content & continue
to include creatives
in destination
marketing
campaigns

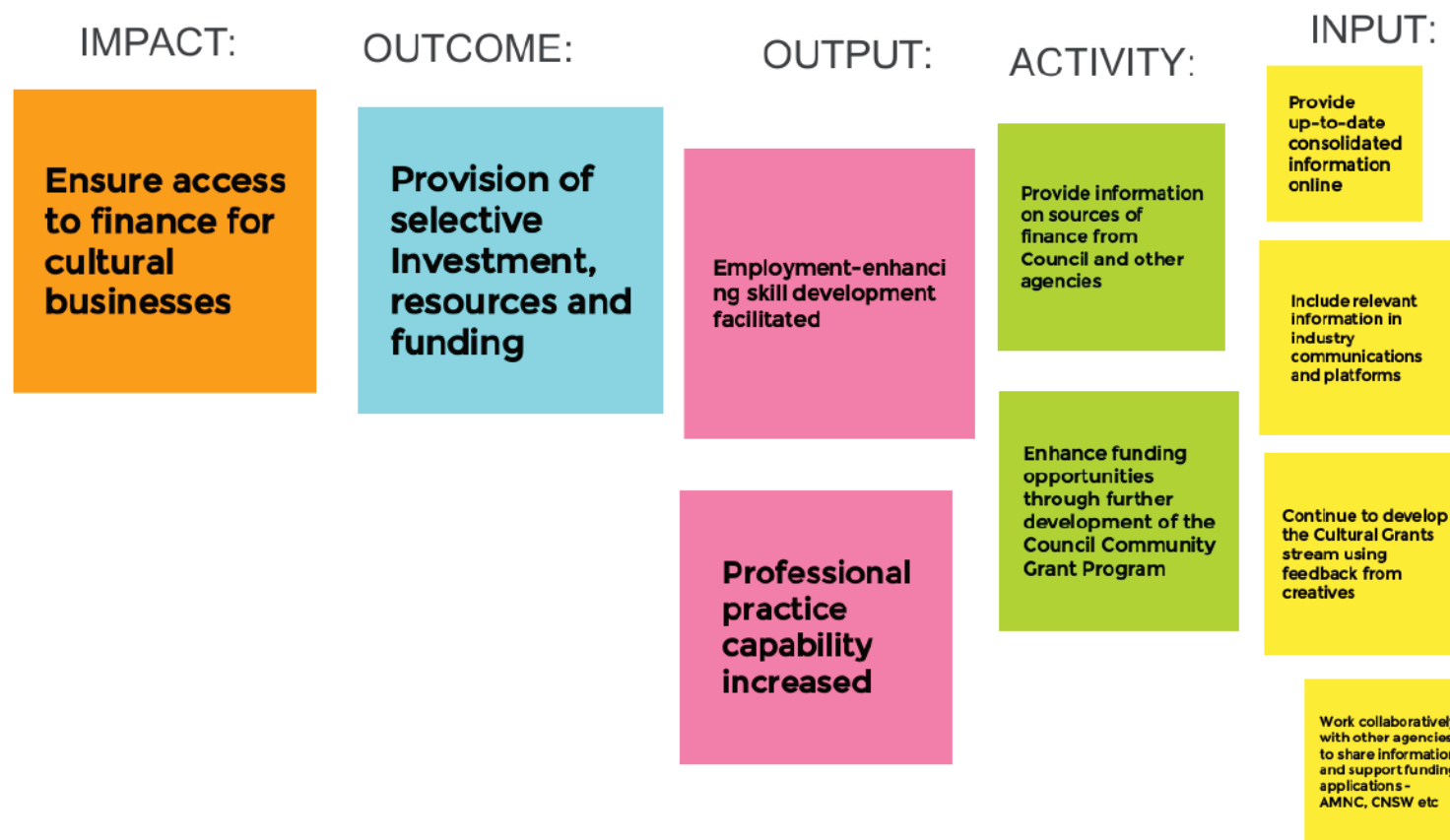
Include
aboriginal
stories in the
Coastal Walk
app

Work with the
Aboriginal
Reference Group to
identify and
prioritise aboriginal
stories

Identify the
region's
strategically
important
programs &
products

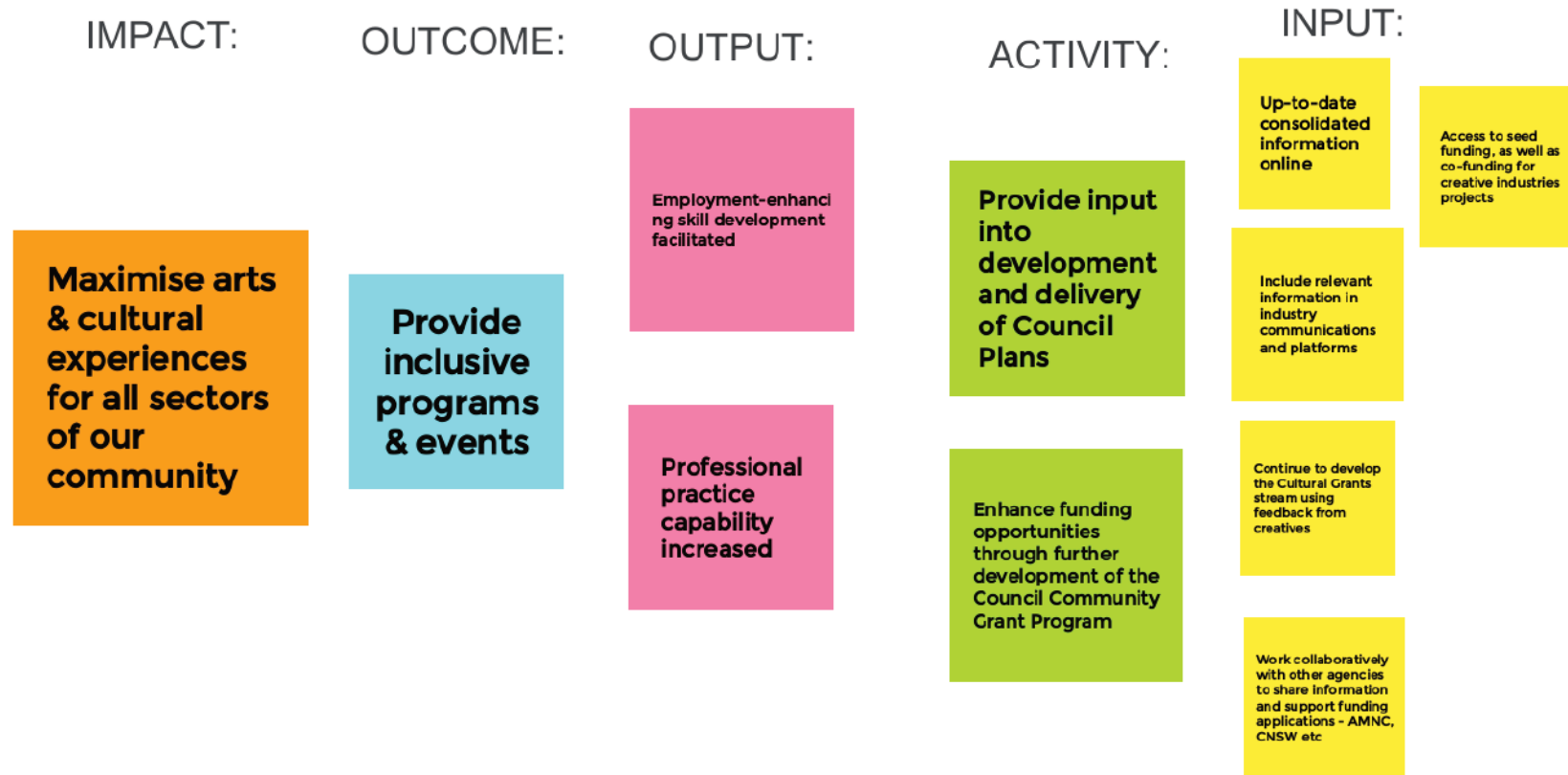
Attachment B - Co-Designing Priorities Using the Theory of Change

GOAL 4: Ensure access to finance for cultural businesses



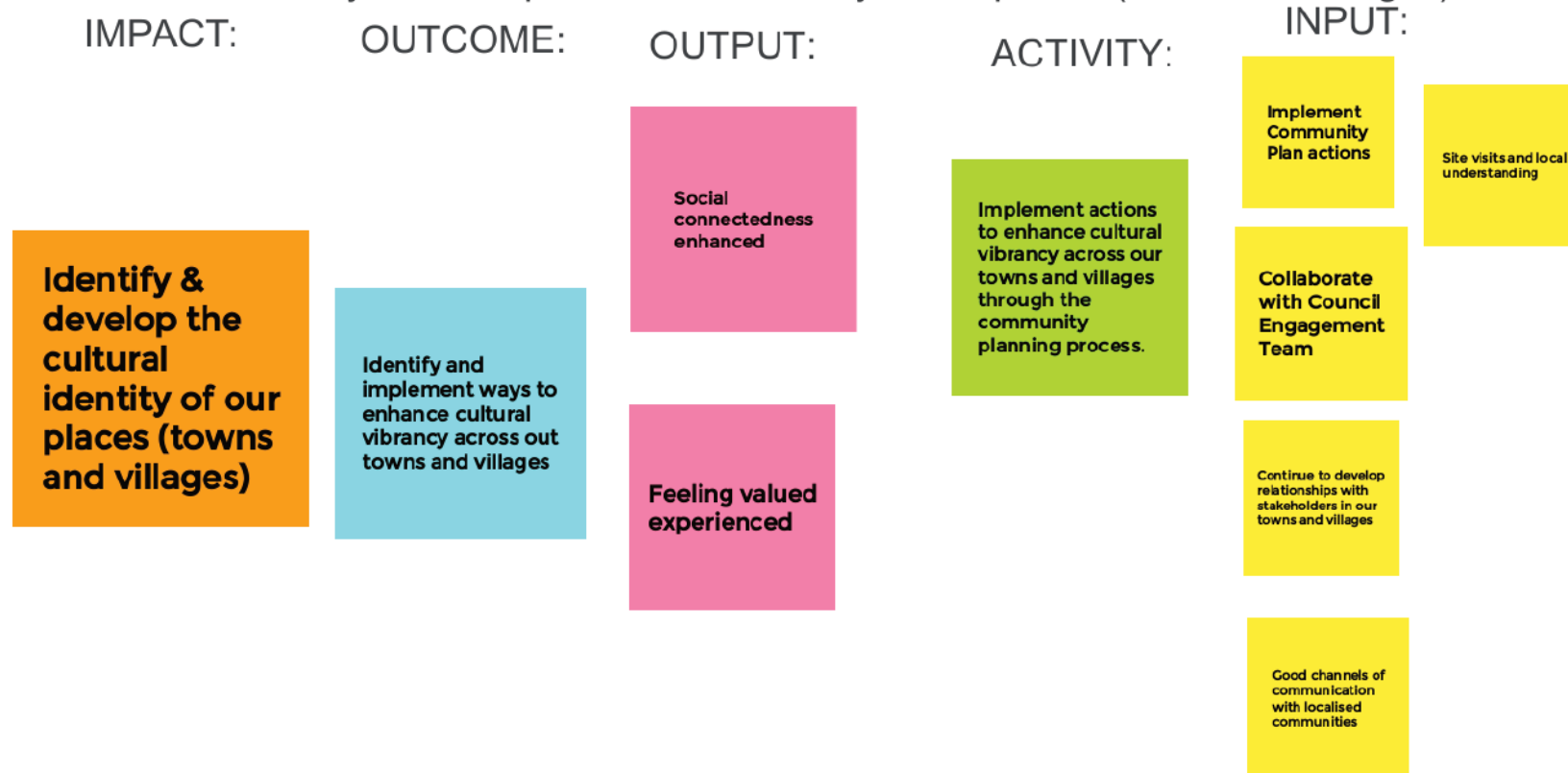
Attachment B - Co-Designing Priorities Using the Theory of Change

GOAL 5: Maximise arts & cultural experiences for all sectors of our community



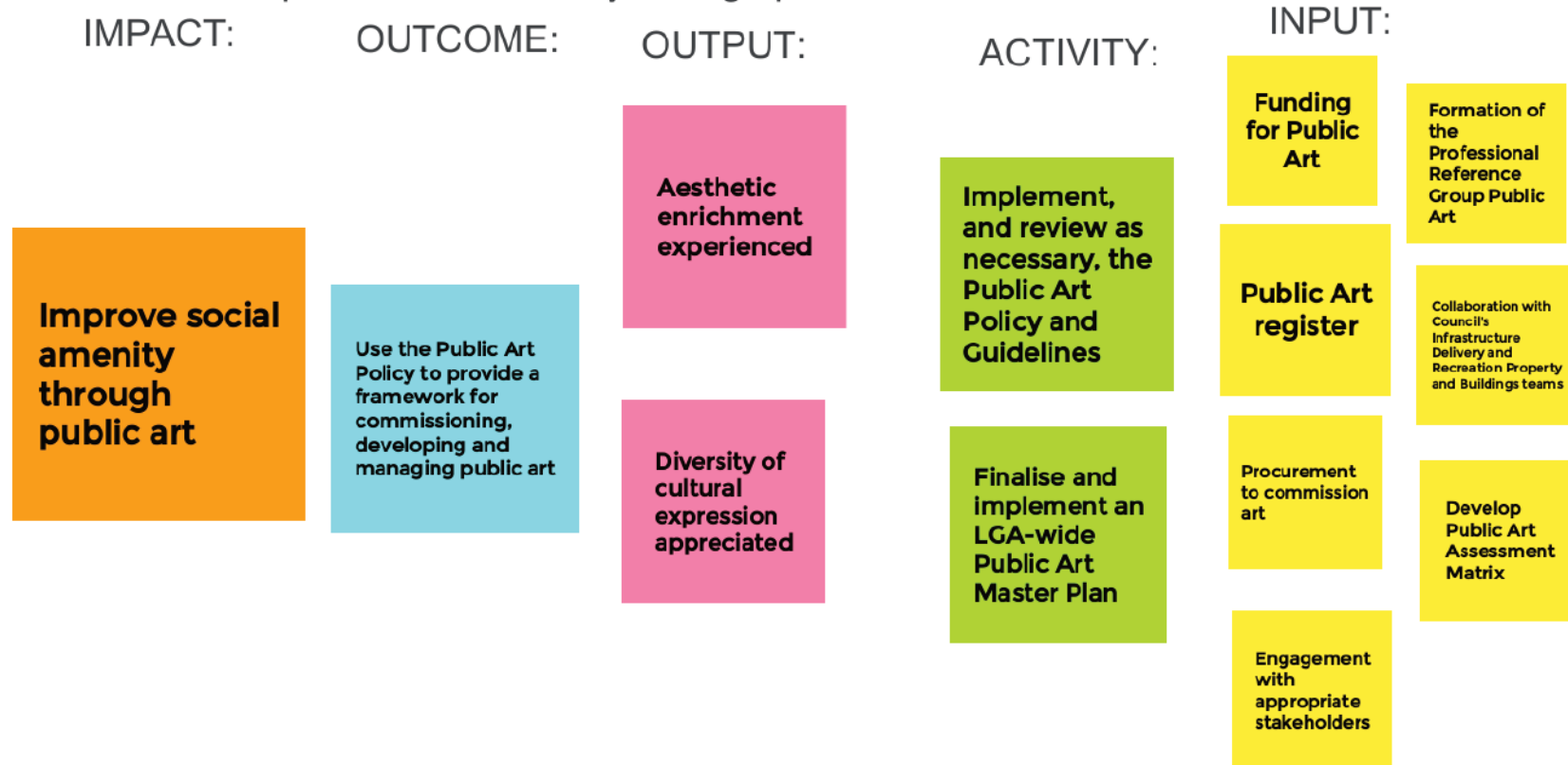
Attachment B - Co-Designing Priorities Using the Theory of Change

GOAL 6: Identify & develop the cultural identity of our places (towns and villages)



Attachment B - Co-Designing Priorities Using the Theory of Change

GOAL 7: Improve social amenity through public art



Attachment B - Co-Designing Priorities Using the Theory of Change

GOAL 8: Build community capability and capacity to value and preserve our cultural heritage.



Attachment C

COVID Impacts and Recovery

The COVID-19 pandemic has had a major impact on the Australian and our local economy. According to The Organisation for Economic Co-Operation and Development (OECD) Policy Response to Coronavirus, along with the tourism sector, cultural and creative sectors were among the most affected by the crisis. Venue-based sectors (such as museums, performing arts, live music, festivals, cinema, etc.) were the hardest hit by social distancing measures. The abrupt drop in revenues put financial sustainability at risk and resulted in reduced wage earnings and lay-offs with repercussions for the value chain of their suppliers, from creative and non-creative sectors alike. Some cultural and creative sectors, such as online content platforms, profited from the increased demand for cultural content streaming during lockdown, but the benefits from this extra demand have largely accrued to the largest firms in the industry.

The Federal and State governments announced a vast range of stimulus measures to assist individuals and businesses throughout the pandemic. Locally it was felt that the response to how our LGA could move forward through the pandemic recovery phase should be guided by the wide variety of stakeholders in our community. To that end, Council established a COVID-19 Recovery Working Group (RWG) for the purpose of bringing together community leaders from across the Port Macquarie- Hastings Local Government Area (LGA), to discuss how the local government area could successfully recover from the pandemic economically, socially, culturally and environmentally and to make recommendations for the priorities in our local region. This was in addition to Council's early implementation of a range of financial relief measures. The RWG worked to identify a range of priority initiatives, projects and actions to collectively assist our community to move forward from the pandemic. Financial allocations made by Council to recovery included almost \$1.5m allocated to a COVID-19 relief reserve in addition to the recent Federal Government allocation to Council of \$1.8m under the Local Roads and Community Infrastructure Fund. The purpose of this funding was to assist a community-led recovery from COVID-19 by supporting local jobs, firms and procurement and presented an opportunity to deliver on some of the recovery priorities identified by the RWG. Taking into consideration

some of the key topics discussed at early RWG meetings, three subworking Groups were formed to focus on specific issues. Additionally, some issues were referred to Council's existing Steering Groups (with expanded memberships to include additional RWG members for this period), such as the Cultural Steering Group (CSG). Discussion focused on how we support local creative industries who have been particularly hard hit by the pandemic, and encourage our community and visitors to support them moving forward. Below is a table that outlines the outcomes from this process.

Arts, Culture and Creative Industries COVID Recovery Projects

Rank Project

1. Grant writing workshops for industry
2. Advocacy for Grants
3. Content development and marketing
4. Artwalk delivery
5. Networking and mentoring
6. Creative and Arts Trails development

The initiatives identified by the RWG have the potential to stimulate the local economy, support local creatives and cultural venues, jobs and our community. Planning and delivery of these projects commenced in 2020 and will continue to be delivered through to 2022. As we move forward into a post pandemic world arts and culture has experienced unprecedented disruption and change. It has seen a rise in the use of digital technology in the arts, including social media channels, providing engagement with a wider audience. The use of new and unexpected locations and spaces as venues is another example. The future will be different and presents new challenges and opportunities. Building stronger and more diverse connections with our creative community to inform initiatives, investment and research to support arts and culture in our region is reflected within the goals, strategies and actions of this plan.





SIGN UP to receive the latest news on all things Arts, Culture and Heritage in the region, register on Council's website and tick to receive the iCreate newsletter.

Contact

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Tel 6581 8111

Socials @pmhcouncil



PORT MACQUARIE
HASTINGS COUNCIL

Attachment 2 - Submissions Summary Table

Cultural Plan		Issue
1.	Veronica Green	<ul style="list-style-type: none"> Requested better infrastructure and public transport to support community events. Requested more youth events, free concerts, markets and food-related events. Wants to see more reliable 'what's on' information.
	Response/Comment:	Noted and shared with relevant staff for future consideration.
2.	Jean Ballands	<ul style="list-style-type: none"> The plan is quite general but a strong draft. Next phase is how to apply it to our town with its own personality.
	Response/Comment:	Noted and will be considered also as part of implementing our new Destination Brand.
	Cassidy Wallace	<ul style="list-style-type: none"> Plan should have a good impact in our community, boost visitation and help businesses attract more customers.
	Response/Comment:	Noted
4.	Penny Small	<ul style="list-style-type: none"> Excited by opportunities the plan offers. Noted the Camden Haven Quarry Amphitheatre Project is supported by draft Cultural Plan and provided detailed visual outline. Thanked Council for leading the process which is vital to our region.
	Response/Comment:	Noted
5.	Clive Smith, President Port Macquarie Historical Society	<ul style="list-style-type: none"> Congratulated Council on continuing to recognise the importance of art, culture and heritage. Identified access to the Cultural Economy Project would assist with better understanding of the Plan, noting it informed development. Provided feedback on the vision and suggested the matrix be changed to a more accessible format. Emphasised linkages to other policies, plans and projects is key. Noted some actions specific and some very broad. Suggested a need to include an action on the development of the Cultural Precinct Plan.
	Response/Comment:	<ul style="list-style-type: none"> The Cultural Economy Project Report will be circulated with the updated Cultural Plan to provide insights into the data collected through an extensive stakeholder

		<p>engagement process and how this informed the Plan review.</p> <ul style="list-style-type: none"> • Attachment B to the exhibition draft has been developed into accessible content in the updated Plan. • A diagram illustrating the policies and plans linkages has been updated and included in the Plan. • The current Cultural Plan has been developed to provide a high level framework to provide flexibility in delivery. The details will be addressed by the Cultural Steering Group throughout implementation. • The Cultural Precinct Plan development is included in Council's adopted Operational Plan for 2021-22, and a new action has been added under Strategy 6.1 which focuses on cultural vibrancy.
6.	Kevin Williams, Executive Director Arts Mid North Coast	<ul style="list-style-type: none"> • The Draft Plan provides too little vision and pathway forward for a period of 5 years, noting the vision should be more than just words. • Draft Plan recognises impacts and response to COVID but needs to consider changes in the next 5 years as a result of COVID. • No mention of the Cultural Precinct Plan in current Cultural Plan. • Elevated the economic focus to a preeminent role and suggests balancing this by using the framework provided by the Cultural Development Network. • The plan is too general and applying the S.M.A.R.T test would enhance it. • Considers there has not been evidenced based planning. • Lack of evidence and evaluation of the existing plan. • Integration with other relevant plans and policies.
	Response/ Comment:	<ul style="list-style-type: none"> • The Cultural Steering Group agreed the vision in its current format as a modern representation, rather than a more traditionally worded vision. • Building stronger and more diverse connections with our creative community to inform initiatives, investment and research to support arts and culture in our region is reflected within the goals, strategies and actions of this plan. • The Cultural Precinct Plan development is included in Council's adopted Operational Plan for 2021-22, and a new action has been added under Strategy 6.1, which focuses on cultural vibrancy. • In reviewing this feedback and the Draft Plan, the Cultural Development Framework has informed development of a high level measures for each Goal and will be embedded into the ongoing Research

		<p>Project collaboration with Charles Sturt University focusing on local government planning and evaluation.</p> <ul style="list-style-type: none"> Existing actions have been reviewed with regard to appropriate changes to better articulate SMART focus. The existing Cultural Plan sets out the path for review including the development of the Cultural Economy Project, which was based on extensive stakeholder engagement. This report has informed the development of the current Plan. The existing Cultural Plan has been evaluated and reported to Council and reviewed by staff and CSG. A diagram illustrating the policies and plans linkages has been updated and included in the Plan.
7.	Rob Tickle, Archaeologist and Historian	<ul style="list-style-type: none"> No inclusion of built heritage or natural environment in the Cultural Heritage summary The value of the build environment needs to be given greater attention, plans fails without it No explanation of acronym OECD Matrix impossible to read when printed as too small to read
	Response/ Comment:	<ul style="list-style-type: none"> The Cultural Heritage summary has been updated to include tangible elements including the built and natural environment. Research is indicative of NSW as a whole; this is not representative of visitors to the LGA but rather illustrates a trend. However specifically this is supported through Goal 8 - Build community capability and capacity to value and preserve our cultural heritage and the related strategy 8.1 Celebrate our region's heritage. The OECD acronym has been described in full. Attachment B has been changed from the previous matrix format into accessible content in the updated Plan.

Glasshouse Regional Gallery, Artwalk 2018, Port Macquarie

CULTURAL ECONOMY PROJECT

PORT MACQUARIE-HASTINGS COUNCIL

3 June 2020



Australian Government

BUILDING OUR FUTURE



PORT MACQUARIE
HASTINGS
COUNCIL



creative thinking
positive solutions



THE MAYTRIX GROUP

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ACKNOWLEDGMENT OF COUNTRY

Port Macquarie-Hastings Council acknowledges the Birpai people as the traditional custodians of the lands within its local government boundaries. We would like to acknowledge Elders both past and present, and extend that respect to all Aboriginal and Torres Strait Islander people.



ABBREVIATIONS

The following abbreviations apply:

ABBREVIATION	DEFINITION
ANZSIC	Australian and New Zealand Standard Industrial Classification
CEP	Cultural Economy Project
Council	Port Macquarie-Hastings Council
KPI	Key Performance Indicator
KRA	Key Results Area
Glasshouse	Glasshouse Port Macquarie
LGA	Local Government Area
NSW	New South Wales
OECD	Organisation for Economic Cooperation and Development
PMH	Port Macquarie-Hastings
PMHC	Port Macquarie-Hastings Council
SMB	Small and medium scale business
SWOC	Strengths, Weaknesses, Opportunities, Challenges

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Film set at Hastings Point, NSW

1. EXECUTIVE SUMMARY

Port Macquarie-Hastings (PMH) hosts a thriving community of creatives attracted by the temperate climate and unique attributes of the region. With significant cultural assets it attracts creative enterprise and has the opportunity to foster a growing cultural economy. This Cultural Economy Project sets out a **roadmap for the development of the arts and cultural sector which can generate and sustain employment and economic activity** in PMH and contribute across a range of local and State economic objectives, including destination and tourism development, community well-being, and education.

Informed through extensive community-wide consultation, this CEP high level delivery program which **builds on the strengths of the region and its community, amplifies identified opportunities** and recognises and addresses some of the challenges facing the development of a cultural economy.

Port Macquarie-Hastings Council (PMHC) recognises and is already committed to the development of arts and culture in the region through significant investment in cultural infrastructure. There is an established cultural program which is embraced by the community and attracts visitors to the region. Festivals and events are significant assets on the region's events calendar and research indicates that culture and heritage are among the top ten unique tourism selling points of PMH. Council recognises the **social and economic benefit of building a vibrant creative economy**, in particular the sense of place, local pride and social connection as well as the economic benefits.

Major developments such as **the Glasshouse**, have **boosted PMH's cultural identity**, enhanced through a network of community halls and unique workspaces spread through villages in the region. Access to a range of facilities fosters **over 100 arts and cultural groups in the region** who showcase their artistic talents at local galleries, theatres, exhibitions and events, with the Glasshouse acting as the major creative hub. The region supports an identified 2,555 sole traders and businesses that participate in the cultural economy, with over 60% of these registered in Port Macquarie. The Mid North Coast region experienced a **70.3% growth in employment in the creative industries** from 2012-2017. The combined impacts of these investments are wide-ranging on economic, cultural, social and educational fronts.

Supported creative industries fuel cultural tourism, which continues to grow as an industry and is fast becoming a key drawcard for international tourists to regional Australia. The measurable economic goals of a thriving arts and cultural sector and a sought-out cultural destination – **attracting visitors, creating jobs, developing skills** – reap benefits well beyond dollars and cents, including improving the liveability of cities and fostering knowledge and skills transfer. Moreover, these regional communities are afforded opportunities to engage with arts and culture at a local level, thus **increasing access to learning opportunities and improving their health outcomes and social cohesion**. The value of economically vibrant, socially engaged and healthy communities cannot be underestimated.



In order to provide a sound foundation of evidence for the future development of the cultural economy, data was secured on the individuals, businesses and facilities within the cultural economy in the area. This was supplemented with the views of industry participants and the wider community on strengths and weaknesses of the cultural economy.

A benchmarking exercise established a baseline for arts and cultural practice in like cities: Coffs Harbour, Newcastle, Byron Bay, Shoalhaven and Cairns, Queensland. The cultural economy is being taken seriously by all Councils and although investment in this area is at varying stages, the proactive approach each Council is taking is reaping benefits and showing signs of success in their cities.

A comprehensive sector-wide consultation process highlighted key strengths, weaknesses, opportunities and challenges facing the cultural economy in the region and informed the goals, strategies and key results areas underpinning the development of a thriving cultural economy in the PMH region:

- > The location, environment, climate, and lifestyle attributes of PMH, including existing tourism particularly around sport, events and hospitality were identified as a natural strength. A shift from focus on sports to include the value of the local arts sector has boosted the strength and importance of this sector in the broader mix. Cultural tourism events that showcase local arts such as ArtWalk have provided a knock-on effect, **increasing local cultural activities, strengthening the diversity of the creative industries, and encouraging retention of creative practitioners** in the region.
- > However, the region's isolation, lack of local transport, and internet speed in some areas of the LGA create barriers for a connected and growing cultural economy. The work of creatives is not highly valued, rental affordability, cost of insurance, declining audience numbers, seasonal hospitality, minimal night life and F&B offerings were also identified as challenges to creative programming.
- > Despite this, an **array of opportunities for the region were identified** from the promotion of creative industries to a new youth audience brought to the region as a result of population growth and increased tertiary options, to better communication of the link between a growing cultural economy and improved social outcomes to the community, and improvement of accessibility issues that currently prohibit a broader audience and greater engagement across the whole community. It was particularly noted that PMH is lacking a major art prize and participation, representation and promotion of indigenous heritage and community identity was severely missing. Addressing gaps in professional skills for those in the arts and culture sector would instil individuals with confidence to engage in business development and growth.

This Cultural Economy Project provides context to a creative economy through benchmarks, extensive consultation and analysis. It highlights the range and depth of creative programming and activity in the PMH region, and the strengths of the region and its assets, as an attractive location to live, work and visit. It sets out targeted goals, strategies and key results areas by which to support and measure the progressive improvement of creative economy in the region.

The CEP also highlights some critical factors currently inhibiting a creative economy and ecology and required to foster and further support the development of the creative economy. These are:

- > **High rents in the city centre** impacting the commercial sustainability of creative practice
- > **Lack of budget to support the development of emerging artists** and creative industries, and visible art in PMH
- > A **complex and unhelpful regulatory environment** which discourages live music performance, a vibrant extended hours café and dining culture, and visible creative expression at street level within PM
- > **Poor access to funded resources** to support programming, skills development and marketing for the creative industries
- > **Poor internet connectivity** impacting business activity outside the region and some creative practice
- > **Infrequent local transport** and poor connections to creative clusters and activity centres, and poor bike and pedestrian zones for connectivity in the city centre

Informed by the above and other Council plans and strategies, a Strategy Map has been developed to focus Council's role effectively on the development of the cultural economy over the next four years.



Figure 1 | CEP Strategy Map with Strategies and Key Results Areas for Value Chain steps

Value Chain Stage	Strategies	Key Results Areas	Measured by
1 Pre-Creation	Goal: Build A Skilled and Capable Creative Community		
	1. Attract and retain creatives	• # of new creative businesses and sole traders in region	• Annual summary from REMPlan data
	2. Targeted professional development	• Attendance in local business skills programs	• Annual short-form survey to local professional development providers
2 Creation	3. Networking, collaboration and partnerships	• Attendance (% + YoY increase) in programmed networking sessions	• Register/door-count of attendees at Council-facilitated or partner facilitated sessions
	Goal: Provide infrastructure which supports a healthy cultural economy		
	4. Accessible Creative Hubs and Workspaces	• Total worker capacity & utilisation of dedicated co-located workspaces and creative hubs	• Annual short-form survey to current and new co-working facilities
3 Realisation	5. A Supportive Regulatory Environment	• # increase in number of sites and venues used for creative and cultural activities	• Annual update through Council survey of selected owners/ managers of commercial businesses and community spaces
	6. Affordable and Accessible Performance, Exhibition and Selling Spaces	• # Venue hires by local creative businesses, sole traders, programs	• Annual survey of creative businesses/sole traders
	7. Enhanced Site and Facilities Access	• Enhancements in integrated transport system locally	• Annual summary
4 Consumption	Goal: Build demand for cultural products and services		
	8. Celebration and Promotion of Our Creative Community	• # visits to Council creative programs/ web pages	• Bi-annual monitor of web statistics
	9. A Cohesive and Integrated Cultural Program	• Attendance at PMHC's signature cultural events and activities • % of community satisfaction- with PMHC's signature cultural events and activities • # and \$ of commissioned artworks and cultural activities from local AATSI artists	• Sales and door-counts • Annual/periodic community surveys • Annual survey of creative businesses/sole traders
4 Consumption	Goal: Ensure access to finance for cultural businesses		
	10. Provision of selective Investment	• Recurrent annual \$ on public art commissions • Amount (\$) of cultural investment secured from partner organisations and other levels of government	• PMHC budget data • Bi-annual summary
	11. Facilitated access to resources, funding and investment	• Level of engagement with provided resources (number of unique users frequency of engagement)	• Annual survey of creative businesses/sole traders





2. PURPOSE OF THE CULTURAL ECONOMY PROJECT

The **Cultural Economy Project (CEP)** is a document which focuses on the ways in which the development of the arts and cultural sector can generate and sustain employment and economic activity in Port Macquarie-Hastings, and contribute across a range of local and State economic objectives, such as destination and tourism development, community well-being, and education. The purpose of the CEP was to:

“provide insight into the current creative and cultural industries sector and use this information to leverage future targeted investment, as well as identify strategies and actions to support further development through the Cultural Plan”.

The CEP is to provide an up-to-date knowledge base of cultural and creative infrastructure, organisations, artists and creative businesses, and includes:

- > A cultural mapping process to provide insight into PMHC’s current creative and cultural industries sector
- > A skills audit to identify strengths, gaps and priorities
- > Guidance on strengths, weaknesses, gaps and opportunities for the cultural sector
- > Strategies and actions to guide future development

The CEP will inform the Port Macquarie-Hastings **Cultural Plan 2018-2021**, which provides the framework and sets priorities for arts and cultural development in the area, and specifically for Council’s role in this.

A healthy cultural economy is linked to a healthy cultural ecology, which includes:

- > Sufficient resources in each step in the ‘value chain’, from research and development (e.g. education and training) to conception (creative ‘ideation’), production, distribution (presentation and sales) and consumption (visitors/audiences and purchasers). Where any of these are weak or absent it results in higher ‘imports’ and lower sales
- > Effective hard and soft infrastructure assets – affordable facilities for making, collaborating and presenting, skilled people, good market knowledge/data
- > Creative/cultural producers, and others in the value chain, with access to finance
- > Strong networks and information sharing
- > Supportive policy frameworks



As many people engaged in the cultural economy are relatively low earners issues of housing affordability, available workspace and facilities, and adequate public transport, are critical to whether they can settle or remain in an area. There is much evidence internationally of how 'creatives' often add value and increase the attractiveness, and trendiness, of an area, and then are forced out by rising prices. There is also evidence that creatives, like many others, gravitate to areas which are considered safe, tolerant and welcoming of innovation, and where there are already others working in the same sector as potential collaborators and suppliers.

The CEP identifies some of the ways in which Council, and other agencies, can provide the conditions for encouraging creatives to locate into and remain in the area, and how the cultural economy as a whole can be developed and sustained as a significant contributor to the Port Macquarie-Hastings economy, aligned with its brand, its residents' aspirations, and its attractiveness for visitors.

To meet the requirements of the brief the consultants:

- > Undertook an initial briefing session, site visit and tour of the Port Macquarie-Hastings area, and facilitated an officer round-table session to identify some of the current trends and key issues for exploration, and assemble a stakeholder list
- > Issued officer data forms to selected PMHC staff to capture current knowledge of the sector
- > Secured from Council's Senior Economic Development Officer local creative sector employment data, using REMPLAN data for the PMHC area referenced against Australian and New Zealand Standard Industrial Classification (ANZSIC) codes relevant to the cultural and creative industries sectors
- > Reviewed policy and planning documents provided by PMHC (list appended)
- > Secured from Council officers a list of regional facilities and categorised venue type against industry classifications
- > Facilitated a survey of artists and creative businesses which attracted 217 responses and provided an understanding of practices, business models, services and opportunities in the area
- > Conducted a skills audit as an optional component to the Survey, which attracted 83 responses and identified capabilities, experience, training available, and perceived gaps and needs
- > Led six focus group sessions for performing arts/music/entertainment; design/fashion; heritage and museums; education; visual arts; and Aboriginal artists and cultural organisations. These explored success factors and future needs
- > Prepared a Findings Report to distil key evidence
- > Prepared this draft Final Report

3. SCOPE OF THE CULTURAL ECONOMY PROJECT

3.1. CREATIVE INDUSTRIES

Creative industries can be defined as "those industries which have their origin in individual creativity, skill and talent, and that have a potential for wealth and job creation through the generation and exploitation of intellectual property."¹ The creative industries can be broken down into thirteen sub-sectors: advertising; architecture; the art and antiques market; crafts; design; designer fashion; film and video; interactive leisure software; music; the performing arts; publishing; software and computer games; and television and radio.

Economically relevant creative activity occurs in three ways: first, by individuals (as sole traders or producers), second, by groups working within specialist creative organisations and third, by individuals employed by the broader industry or government organisations in specific creative occupations. The CEP considers all three of these, as well as activity related to heritage-related cultural tourism.

¹ UK Government's Department for Culture, Media and Sport (DCMS). The work of QUT's ARC Centre of Excellence for Creative Industries and Innovation (CCI) is also acknowledged here as a key source of creative industries research and mapping. See <https://research.qut.edu.au/dmrc/projects/arc-centre-of-excellence-australian-creative-innovation-system/>



The table following illustrates how creative workers and their activities are spread through creative industries and creative occupations – including where the creative occupations are in ‘non-creative’ businesses (e.g. a graphic designer working in a government department).

Figure 2 | Creative Trident methodology for determining employment within the Creative Workforce.²

	Creative Industries	Employed in Other Industries	
Creative Occupations	Specialists Creatives	Embedded Creatives	Total employed in specific Creative Occupations
Other Occupations Employed	Management and Support Staff		
	Total employment within businesses in the specific Creative Industries		The total employment in the Creative Workforce

Another useful way of envisaging the scope of the creative sector is through the ‘value chain’, which divides activity up into the stages through which value is created and realised – from training, through creation, production and consumption:

Figure 3 | The Stages of the Value Chain used for determining employment within the Creative Workforce



3.2. THE CULTURAL ECONOMY

The New South Wales Government’s Cultural Planning Guidelines for Local Government describe culture as:

...“about what matters to people and communities. It is about relationships, shared memories and experiences. It is about identity, history and a sense of place. It is about the different cultural and religious backgrounds found in most communities. It is about the things we consider valuable for passing on to future generations. It is our way of connecting the present with the past and the future.”

While definitions vary, **the cultural economy** typically includes the creative industries sub-sectors outlined, but also embraces libraries, museums and heritage, and Aboriginal cultural activity. These elements can be significant creators of value within the cultural tourism and heritage tourism sectors and overlap with eco-tourism. A clear example of this occurs at the Sea Acres Rainforest Centre in Port Macquarie, where the natural environment is a key attraction, but provides a setting for presentation and interpretation of Indigenous culture.

The Port Macquarie-Hastings **Cultural Plan 2018 – 2021** is a framing document that outlines the key goals, strategies and interrelated sectors that contribute to Port Macquarie-Hastings as a vibrant cultural region. Of particular relevance for development of the cultural economy are the following strategies:

² Higgs, P. Cunningham, S. Pagan, J. 2007. *Australia’s Creative Economy: Definitions of the Segments and Sectors*. ARC Centre of Excellence for Creative Industries & Innovation (CCI). p5.



- > Investigate, plan and advocate for future creative precincts and cultural hubs
- > Identify community and Council venues and develop a plan for revitalising and strengthening existing cultural facilities across our towns and villages
- > Support our local creatives and creative enterprises to develop the skills, networks and profile to enable them to thrive
- > Create community pride and ownership in our cultural brand which promotes our unique heritage, people and places
- > Ensure the effective planning, funding, integration and measurement of Council's arts and cultural programs
- > Embed First Nations knowledge and processes in planning and activities
- > Partner and collaborate with businesses, arts sector organisations and all levels of government to drive and strengthen our cultural assets, programs and facilities

The CEP was identified as an action within the Cultural Plan to ensure quality local data and insights were available to inform review of the Cultural Plan, especially with regard to the economic and commercial opportunities available to the region.

While critical mass has traditionally been an important success factor for cultural economies leading to major cities being the predominant location for creative makers and consumers, there is a notable trend towards development of creative businesses in smaller cities and remote working, as a result of affordability and lifestyle choices. The opportunities presented by this will benefit places such as Albury, Armidale, Geelong, Ballarat, Townsville and many other mid-sized regional locations, including Port Macquarie-Hastings.





Festival of the Sun, Port Macquarie

4. THE VALUE OF CULTURE

4.1. ECONOMIC IMPORTANCE

In Australia, creative industries comprise 5.6% of all businesses and **contribute \$47.4 billion to national GDP**³. They employ more than half a million people and generate \$4.3 billion in export revenue. **NSW has the largest, most dynamic and most diverse creative economy in Australia**, with 39% of the nation's creative businesses, 42% of creative industry jobs and 70% of creative industry exports.

The creative industries are a growing share of the NSW economy. Over the past five years, employment growth in the creative industries has been 2.9% per annum, compared to the general rate of 1.6% per annum. The Australia Council for the Arts reports that arts and culture contributes over \$50 billion annually to the national GDP of Australia. Furthermore **2.4 million international arts tourists visited Australia in 2013-2014** and The Australia Council for the Arts estimates this increases by 19% each year. The report 'Domestic Arts Tourism: Connecting the Country' identified that Arts Tourism tends to align with travelling further, staying longer and spending more providing high-value tourists to Australia's regions.

The NSW Budget 2018-19 committed \$30m (\$87.9 million over three years) from the Regional Cultural Fund to support development of arts and cultural activities in NSW regions⁴. Cultural investment contributes direct and flow-on value to the economy, through **attracting visitors, creating jobs, developing skills**, as well as generating wider economic benefits such as contributing to the liveability of cities, fostering knowledge and skills transfer, and destination branding.

In addition to the impacts on the regional economy, local residents are impacted positively by cultural infrastructure, both directly and indirectly. Direct impacts include **increased access to learning opportunities, improved language and digital and visual literacy outcomes**, facilitation of creative content, encouraging the sharing of resources, supporting research opportunities and facilitating the interweaving of cultural groups. Indirect impacts include option values or non-use values. These relate to the benefit that local residents gain by having the option to attend an art gallery, library, museum or arts centre. While residents may not attend them regularly, they derive a benefit from having the option to attend. Cultural institutions have the potential to foster a sense of place and local pride within the region and improve social connection.

³ BYP Group. 2019. *NSW Creative Industries: An Economic Snapshot*.

<https://static1.squarespace.com/static/58b62fb837c581c6dd7d7151/t/5cc63b2be83b420001b74f27/1556495173543/NSW+Creative+Industries+-+BYP+Group+-+corr+290419.pdf>

⁴ NSW Government. 2020. "The NSW Budget 2019-2020 Half-Yearly Review: regional NSW." Accessed March 16, 2020.

<https://www.budget.nsw.gov.au/news-centre/treasurers-message/our-regions/regional-nsw>



4.2. CULTURAL TOURISM

Cultural tourism describes travel where visiting sites and events with cultural and historical value is a core purpose of the trip. This style of tourism is a billion-dollar industry and growing every year – the United Nations World Tourism Organisation (UNWTO) estimates that around 50% of tourists worldwide are now motivated by a desire to experience a country's culture and heritage. In the International Arts Tourism: Connecting Cultures report, the Australia Council identifies that international arts tourism has grown at a higher rate than overall international tourism in recent years, and that the arts are now "a bigger draw-card for international tourists than wineries, casinos or sport". This trend is also reflected in the latest research, which reveals **international arts tourists are more likely to visit regional Australia than international tourists overall**, identifying that *"there is strong and growing potential for the arts to help drive regional tourism."*⁵

The NSW Government reports that in 2018 the total number of International, Domestic overnight and Daytrip culture and heritage based visitors to NSW was 13.6 million. Cultural and heritage visitors stayed 87.0 million nights and spent \$14.0 billion in NSW. International visitors stayed longer than Domestic overnight visitors in terms of average length of stay and hence, the average spend per visitor for International visitors was almost three times that of Domestic overnight visitors.

'Visit history/heritage buildings, sites or monuments' was the most common cultural and heritage activity undertaken by all visitors to NSW. The activity was notably more popular among the International market than the Domestic market. 'Visit museums or art galleries' was the second most popular activity undertaken in the State with noticeably higher participation rate shown by International visitors than their Domestic counterparts. Domestic culture and heritage based visitors visiting NSW were more likely to 'Attend theatre, concerts or other performing arts' while overseas visitors were more interested in participating in Aboriginal related activities.⁶

4.3. SOCIAL AND EDUCATIONAL IMPACT

Health, wealth and social cohesion are recognised benefits of arts engagement and education. It is now widely recognised that arts and culture make a powerful contribution to the overall health of individuals and community wellbeing. Arts, cultural and learning environments provide many contexts for lifelong learning beyond traditional schooling. Individual participation in the ongoing, self-motivated pursuit of knowledge has a positive ripple effect through communities and has been shown to enhance social inclusion, foster active citizenship and drive personal development.

Economically vibrant and healthy communities are often one and the same. OECD research⁷ has shown that a more cohesive society often has a stronger and faster growing economy, demonstrating a symbiotic link between social wellbeing and the economy.

Finally, arts and culture-based education has been found to be beneficial in developing intellectual enquiry and enhancing education impacts and later life outcomes. Students from low income families who take part in arts activities at school are three times more likely to obtain a university degree, twice as likely to volunteer and 20% more likely to vote as young adults. OECD research demonstrates that **arts education and arts practice produce a more innovative workforce**. This research also demonstrates that engagement in creative activities, art practices and education activities outside of traditional education settings (in places such as public libraries, museums and galleries) can help build soft skills, self-esteem and confidence, helping to re-engage young people who have dropped out of school.

⁵ Australia Council for the Arts. 2018. *International Arts Tourism: Connecting cultures*.

<https://www.australiacouncil.gov.au/workspace/uploads/files/arts-and-tourism-report-pdf-5bf1f3c5079ac.pdf>

⁶ NSW Government. Destination NSW. 2018. *Cultural and Heritage Tourism to NSW*. <https://www.destinationnsw.com.au/wp-content/uploads/2019/07/cultural-and-heritage-tourism-to-nsw-snapshot-ye-de-2018.pdf>

⁷ Winner, E. Goldstein, T. and Vincent-Lancrin, S. 2013. *Art for Art's Sake? Overview*. OECD Publishing.

http://www.oecd.org/education/ceri/ART%20FOR%20ART%E2%80%99S%20SAKE%20OVERVIEW_EN_R3.pdf



4.4. BENEFITS OF THE CULTURAL ECONOMY – A SUMMARY

Considering the different dimensions of cultural and creative impacts, the table following provides a high-level summary of the benefits of creative activity and a strong cultural economy. A more detailed version is appended.

Table 1 | Summary of policy drivers and indicative benefits of a creative activity and strong cultural economy

POLICY DRIVERS	INDICATIVE BENEFITS
Cultural	<ul style="list-style-type: none"> • Opportunities for artists and other contributors support for growth of sector and build profile for local artists and developing their audiences and markets • Opportunities for visitors - unique cultural experiences, an enhanced visit to PMH and exposure to local artists • Opportunities for PMH residents - Increased social interaction, cultural appreciation, learning opportunities, community cohesion, identity, engagement and a sense of belonging • A contribution to year-round cultural infrastructure - The impact of creative businesses on regional cultural and community organisations such as local festivals, cultural development, and ongoing partnerships with other cultural and educational organisations
Social	<ul style="list-style-type: none"> • Participation - Encouraging social inclusion and providing cohesion through engagement and interaction • Access - Facilitating visits by individuals with limited mobility, living with a disability, parents with strollers/young children through enhanced access into and through the building • Community engagement - Encouraging first time visitors, providing them with new experiences, opportunity to engage with other people through involvement in cultural activities and increasing their sense of belonging to a local community • Training, employment and volunteering opportunities - opportunities to gain new skills and directly engage in the future of the community through volunteering and membership of an organisation • Contribution to PMH's outlook - Reflection of PMH's culture in programs and encouragement of cross-cultural understanding, innovation, and experimentation • Social change effected by arts activity - improved self-esteem, communication and social skills and enhanced social capital through members of the community sharing experiences and knowledge
Civic	<ul style="list-style-type: none"> • Sense of belonging, sense of place - Addition of a significant new meeting/social space and an enhanced identification with the local community
Environmental	<ul style="list-style-type: none"> • Urban enhancement - Improvement to the CBD environment as a result of cultural development • -
Economic	<ul style="list-style-type: none"> • Local business activity - Increase associated with lift in visitor economy and business confidence opportunities for commercial enterprises which support cultural activities • Employment opportunities - Opportunities for skills and professional development, as well as indirect demand from overall lift in the visitor economy • Investment - Building the image of PMH as an inclusive, vibrant, forward thinking and culturally rich regional city that attracts new residents and supports population growth to attract inward investment
Tourism	<ul style="list-style-type: none"> • Improvement in the branding of PMH - Direct marketing impact for PMH as it becomes associated with high quality cultural offerings, leading to Increased tourism expenditure in the region • Population growth - Improved liveability, associated with larger visitor economy and amenity, will spill over into higher population retention and growth rates





Glasshouse Regional Gallery, Port Macquarie

5. BENCHMARK FINDINGS

In order to understand and learn from relevant initiatives taken and learnings gained in other local government areas, data was gathered, and interviews held with officers in five areas which shared some characteristics with Port Macquarie-Hastings, for example population, geographic scale, remoteness from State capital city. The benchmarking also highlighted assets and cultural 'vital statistics' of other LGAs as a basis for comparing cultural infrastructure and other aspects of provision.

The five benchmarked LGAs were:

- > Coffs Harbour
- > Newcastle
- > Byron Bay
- > Shoalhaven
- > Cairns, Queensland

Although Newcastle has a much smaller land area and more concentrated population than other areas, it was included because arts and culture have been embraced strongly as part of the re-focusing of the city following the decline in traditional industries. Geelong in Victoria is undergoing a similar transformation.

The Benchmark Report (provided separately) summarises findings from this research.

5.1. COFFS HARBOUR

Coffs Harbour LGA (pop. 76,551) is based around the main town of Coffs Harbour, and the townships of Sawtell, Toormina and Woolgoolga, with many small villages and localities along the coast and inland. Arts and cultural development is framed by the [Creative Coffs Cultural Strategy 2017-2022](#), and is supported by an Economic Development Strategy, Events Strategy and Tourism Strategic Plan. Forward planning has commenced on a companion document to the Cultural Strategy focusing on a review of infrastructure and venue facilities with a sector-wide audit to capture use, capacity and multi-purpose options.

Coffs Harbour's key cultural offerings sit around their **strong visual arts community** with practitioners working across a wide range of media and selling through a **vigorous private gallery network with seventeen galleries** including a Regional Gallery which hosts the travelling Archibald prize exhibition.

Coffs Harbour has had success with enticing young people to live, work and study in the region through projects and programs offered by Council. These have included small business start-up support, a focus on affordable and local food and beverage offerings and small injections into the local live music scene. These actions have sat across Council portfolios working cohesively together for a community outcome. Such has the success of these initiatives been to the demographic shift in the region Council is reviewing projects and programs for children and families and ageing populations within the community goals and associated outcomes.



Complimenting this is the Coffs Harbour Regional Museum, cultural centres, private museums, and associations that offer access to collections and particular historical themes. In the broader community there are **significant numbers of private practices in design** fields; graphic design, architecture, advertising, interior design, and landscape design.

The art and cultural community is perceived as vibrant, however often struggles to connect with one another. The region is addressing this by **improving networks and co-working facilities**, particularly for sole traders and micro businesses. Given the region's natural offerings and economic priorities there are strong opportunities to collaborate across Tourism and Economic Development portfolios to lead from the position of community and small business and build further the social fabric of the region. **First Nations engagement and consultation is a driver in decision making** and inclusive best practice. In building creative communities council tracks the sustainability of business including number of new business start-ups each financial year.

5.2. CITY OF NEWCASTLE

The City of Newcastle (pop. 164,104) is located in the Hunter Region of New South Wales and is a central town with a series of suburbs and smaller villages expanding both north and south of the region. Supporting Art and Culture is the Cultural Strategy 2016-2019 along with an Economic Development Strategy, Community Strategic Plan and Destination Management Plan. Council's Strategic Plans are due to complete their current four-year cycle and consultation is underway to devise and implement a 2020 and beyond forward planning document.

Newcastle is seen as a desirable location to live and work, especially for mid-career artists or small business owners. There is a wide range of infrastructure across multiple creative industries sectors, including major theatre and regional gallery spaces. Newcastle is a hub for small business and start-up organisations supported with multiple co-working spaces which has seen an increase in growth and activities in the digital and tech space. Complimenting this Newcastle has a high volume of new work development in visual and performing arts which is attributed to strong policy focus on liveability and innovation. Council often reviews its working methodologies to traverse portfolios and provide dynamic outcomes that deeply impact community and drive destination attendance. Contributing to the vibrant feel of the region is the tertiary training options in the creative industries enticing young people to travel, study and live in Newcastle.

Newcastle attributes the success of art and culture to the co-located venues and facilities within the CBD. The Civic Theatre, Museum, Gallery and Library are all located within a very short distance of one another generating a creative precinct. This supports visitation across multiple sites and has opened up for joint programming initiatives between the venues, and for Council to supplement with events and programs that traverse spaces and places to generate larger profile events and festivals for the region. Additionally, accommodation within or close to the CBD and waterfront further supports cultural tourism with ample supply of choices to meet demand.

5.3. BYRON SHIRE

Byron Shire (pop. 34,576) sits on the NSW east coast 800km north of Sydney and 200km south of Brisbane sharing the region with Tweed, Lismore and Ballina. Guiding documents supporting Art and Culture in the region are the Enterprising Byron 2025 Strategy and the Byron Shire Public Art Strategy. Accompanying these is the Byron Shire Community Strategic Plan 2028 and the Byron Shire Heritage Strategy.

Of note is the Cultural Policy which positions a series of themes guiding the directions for the region such as Identity and Place, Innovation, Diversity and Ecological Sustainability. Byron Shire has a large creative community that sits across commercial ventures and community activities and is known for its large-scale music festivals and destination tourism alongside the community driven artisan products. Council acknowledges the creative community is relatively self-sufficient and has not required much support from Council to date. **The creative community is also growing due to lifestyle options and critical mass of existing creatives in the region.** The community pride and positive language in the response to cultural economy of the region is reflected in the local papers and the frequent profile of arts and culture. Council are looking ahead and currently undergoing a strategy and policy review in 2020 to identify opportunities for Council to more deeply engage with the creative economy of the region.



5.4. SHOALHAVEN

Shoalhaven City (pop. 104,634) is on the south coast of New South Wales and incorporates the smaller villages of Ulladulla, Booderee and Jervis Bay. The City has a suite of Arts and Culture strategies such as Public Art Policy, Shoalhaven Heritage Strategy and the Shoalhaven Libraries Strategy along with an Investment Policy and Healthy Living Policy. Council acknowledges that a top-level document with intersecting strategy will be required moving forward and anticipates the release of a formalised policy in 2020. Due to its close proximity to Sydney with multiple transport options and cheaper property prices **Shoalhaven provides an attractive location for creatives to live in the region and stay connected to a metro city.** Within the region there is a large selection of bespoke museums, a small number of co-working and rent space for meetings, a small number of artist-run initiatives and private studios for artisanal craft. The library, gallery and entertainment centre are well resourced considering the population size and **cultural tourism has been identified as a key driver for these venues.** However, this has also raised the needs and expectations for a creative precinct, cultural hubs and accompanying accommodation and food and beverage offerings to support visitation to the region.

In communicating the region's success in art and culture the evaluation tool Culture Counts has been adopted across departments, venues, projects and programs and has positively contributed to the shared understandings of priorities, setting goals and tracking progress of Arts and Culture for the region. This work has led to the development of an Arts Foundation, intersecting Council and local business, to further support the forward planning of art and culture of Shoalhaven.

5.5. CAIRNS

Cairns Regional Council (pop. 165,525) is located in Far North Queensland and sits on the coast sharing boundaries with Douglas Shire, Coral Sea and Yarrabah Aboriginal Shire and Cassowary Coast Regional Council. Arts and Culture is framed by the Cairns Regional Council Strategy for Culture and the Arts 2022. This document works in tandem with the Corporate Plan 2017-2022 and Operational Plan 2019-2020. Supporting the delivery of these strategies are the sector-specific policies of Cairns Libraries Strategic Plan, Arts and Cultural Facilities Policy, Cairns Cultural Diversity Policy and the Public Art Policy.

An outcome of the region's work in championing the creative economy is the Cairns Art and Culture Map. The map is an **online platform identifying clusters of artists, venues, business and other creative enterprise.** The region has a significant range of professional and other cultural infrastructure which is supported by a comprehensive suite of strategies. These detailed strategies and accompanying action plans allow for partnerships across a variety of stakeholders within Council and more broadly into the corporate sector. This generates shared values through joint projects and initiatives.

Tourism has always been a feature of the region and **cultural tourism builds on First Nations representation and culture,** noting the success of the Cairns Indigenous Art Fair and the recently remodelled Indigenous Performing Arts Centre. Cairns is invested in **long-term evaluation frameworks and methodologies** which provide consistent timeframes to review milestones, collate information and to understand the bigger picture of the cultural economy in the region.

Cairns Regional Council has invested in a long-term evaluation framework which has allowed the region to track the shifts and growth of the cultural economy through visual mapping. This visual mapping is a public facing resource that is helpful in identifying like-minded businesses, sourcing suppliers and retailers, and for profile and marketing purposes of independent practitioners and small creative business. Hand-in-hand with rigorous and timely data collection, Council is able to engage deeply with its communities and respond with considered strategies and opportunities. Additionally, this visual mapping speaks to existing tourism providers and allows art and culture to sit within entertainment and attraction offerings bringing closer together the narrative and experience offerings of Art and Tourism of the region.



5.6. CULTURAL FACILITIES

The table following provides a comparison of cultural and creative infrastructure in the benchmark LGAs with that in Port Macquarie.

Table 2 | Comparison of cultural and creative infrastructure in Benchmark LGAs

	MAJOR INFRASTRUCTURE	MINOR INFRASTRUCTURE
Port Macquarie-Hastings Population: 83,000 Land Area: 368,700 ha	Performing Arts <ul style="list-style-type: none"> Glasshouse Theatre (588 capacity) Visual Arts & Craft <ul style="list-style-type: none"> Glasshouse Regional Gallery Heritage / Libraries <ul style="list-style-type: none"> Port Macquarie Museum Port Macquarie Library Wauchope Library Laurieton Library Education <ul style="list-style-type: none"> The University of Newcastle Charles Sturt University University of New South Wales Conservatorium Mid North Coast TAFE NSW 	Performing Arts <ul style="list-style-type: none"> 2 venues Visual Arts & Craft <ul style="list-style-type: none"> 3 community venues/associations 7 privately owned galleries Heritage / Libraries <ul style="list-style-type: none"> Suite of 7 Heritage museums/attractions/sites 2 venues/associations Education <ul style="list-style-type: none"> 1 community college Co-working <ul style="list-style-type: none"> 2 co-working spaces
Coffs Harbour Population: 76,551 Land Area: 117,478 ha	Performing Arts <ul style="list-style-type: none"> Jetty Theatre, (500 capacity) Bellingen Memorial Hall, (300 capacity) Visual Arts & Craft <ul style="list-style-type: none"> Coffs Harbour Regional Art Gallery Under Development - Art Gallery, Library & Civic Space Heritage / Libraries <ul style="list-style-type: none"> Coffs Harbour Regional Museum The Harry Bailey Memorial Library Education <ul style="list-style-type: none"> Coffs Harbour Education Campus (CHEC) incorporates North Coast TAFE, Coffs Harbour Senior College and Southern Cross University 	Visual Arts & Craft <ul style="list-style-type: none"> 17 privately owned galleries Co-working <ul style="list-style-type: none"> 2 co-working spaces
Newcastle Population: 164,104 Land Area: 18,687 ha	Performing Arts <ul style="list-style-type: none"> Civic Theatre, (1450 capacity) School of Arts from University New south Wales The Playhouse, (213 capacity) Catapult Dance Hub. (250 capacity) Visual Arts & Craft <ul style="list-style-type: none"> Newcastle Art Gallery Wheeler Place University of New South Wales gallery Heritage/ Libraries <ul style="list-style-type: none"> Newcastle Museum Newcastle Library Services Education <ul style="list-style-type: none"> TAFE NSW - Newcastle 	Heritage/ Libraries <ul style="list-style-type: none"> Suite of 20 Heritage attractions/sites Education <ul style="list-style-type: none"> 1 school of performing arts Co-working <ul style="list-style-type: none"> 3 co-working spaces
Byron Bay Shire Population: 34,574 Land Area: 56,664 ha	Education <ul style="list-style-type: none"> Byron Community College SAE Institute Byron Bay 	Performing Arts <ul style="list-style-type: none"> 4 venues Visual Arts & Craft <ul style="list-style-type: none"> 5 privately owned galleries Education <ul style="list-style-type: none"> 1 private college



	MAJOR INFRASTRUCTURE	MINOR INFRASTRUCTURE
		<ul style="list-style-type: none"> 1 community college Co-working Spaces <ul style="list-style-type: none"> 5 co-working spaces
Shoalhaven Population: 104,634 Land Area: 453,063 ha	Performing Arts <ul style="list-style-type: none"> Shoalhaven Entertainment Centre (900 capacity) Bundanon Trust Visual Arts & Craft <ul style="list-style-type: none"> Shoalhaven Regional Art Gallery Heritage/ Libraries <ul style="list-style-type: none"> Shoalhaven Library Education <ul style="list-style-type: none"> University of Wollongong – Shoalhaven TAFE NSW - Nowra 	Performing Arts <ul style="list-style-type: none"> 4 venues Visual Arts & Craft <ul style="list-style-type: none"> 1 NFP gallery 1 School of the Arts Heritage/ Libraries <ul style="list-style-type: none"> 2 venues/associations
Cairns Population: 165,525 Land Area: 168,900 ha	Performing Arts <ul style="list-style-type: none"> Cairns Performing Arts Centre (CPAC) (941 capacity) Munro Martin Parklands (3,000 capacity) Bulmba-ja Arts Centre Theatre (241 capacity) Cairns Festival Visual Arts & Craft <ul style="list-style-type: none"> Cairns Art Gallery Bulmba-ja Arts Centre Gallery Tanks Art Centre Cairns Indigenous Art Fair Cairns Gallery Precinct Heritage/ Libraries <ul style="list-style-type: none"> Wet Tropics Rainforest The Great Barrier Reef Marine Park Cairns Museum Education <ul style="list-style-type: none"> CQ University Cairns James Cook University TAFE Queensland Cairns Campus 	Education <ul style="list-style-type: none"> 3 private colleges Coworking Spaces <ul style="list-style-type: none"> 5 co-working spaces

By comparison with the levels and spread of provision elsewhere it is notable that in Port Macquarie:

- > The Glasshouse provides performance and exhibition facilities of a high professional standard
- > There is a strong range of community halls
- > There are few independent gallery spaces
- > There are few making, rehearsing and co-working spaces therefore little infrastructure supporting the development and production of creative work or products



6. LOCAL CONTEXTS

6.1. PORT MACQUARIE-HASTINGS

The PMHC area is located on the Mid North Coast of New South Wales, 420km north of Sydney, with a population of over 84,000⁸. It is estimated that the population currently increases by c.1000 new residents each year and is considered one of New South Wales' fastest growing regional centres. The Birpai people are the traditional owners of the land in and around the region.

PMH supports 29,368 jobs across a variety of sectors such as health, education, tourism, creative industries, retail and hospitality. The region offers a lifestyle connected to the natural landscape, including the various national parks and state forests, with neighbouring regions including Wauchope and Camden Haven in close proximity to Port Macquarie itself.

Key attractions driving visitation to the region include the seaside and water activities, hiking trails and food and beverage offerings. Whilst the creative community offers a broad cross section of arts and cultural practices the hub of these activities is situated in and around the Glasshouse theatre and gallery.

The Australia Council for the Arts reports in 2017-2018 that residents of the federal electorates of Lyne and Cowper, which cover Coffs Harbour to Nelson Bay, are active participants in arts and culture. Significantly, 74.5% of people attended a range of venues and events including theatre, dance and music performances as well as cinemas, arts galleries and museums each year. 30% of these people participated directly in art and culture such as performing, singing or playing a musical instrument, dancing, writing, visual art and craft. By comparison, the electorate of Richmond which includes the Byron Bay Shire had an 82% attendance rate for art and culture and 36% participation rate. In the electorate of Gilmore home to the Shoalhaven region, attendance at art and culture was 70%, participation in arts activities at 38%.

The ABS reported in 2016 there were 3863 people employed in cultural and creative fields from the Lyn and Cowper electorates.

6.2. THE CREATIVE SECTOR IN PORT MACQUARIE-HASTINGS

The PMHC **Cultural Plan** 2018-2021 draws attention to a number of strengths and distinctive features in the area:

- > Port Macquarie was one of Australia's first European settlements outside of Sydney and it features a number of historic buildings and sites that date back to colonial and convict days
- > There are over 100 arts and cultural groups in the region who showcase their artistic talents at local galleries, theatres, exhibitions and events
- > The Glasshouse is a regional creative hub. It is home to a theatre, regional gallery, performance studio, Visitor Information Centre, gift shop, conference facilities and heritage displays
- > Over time, Port Macquarie-Hastings has become the home to a number of Cultural/Festival events which have organically grown over time and become significant assets on the region's events calendar
- > Tourism and attractions research indicates that culture and heritage are among the top ten unique tourism selling points of the LGA

In order to provide a sound foundation of evidence for the future development of the cultural economy, data was secured on the individuals, businesses and facilities within the cultural economy in the area. This was supplemented with the views of industry participants and the wider community on strengths and weaknesses of the cultural economy, to inform future planning.

⁸ .id. 2020. "A look into the future of event technology for festivals." Accessed March 23, 2018.

<https://company.ticketscript.com/uk/future-of-event-technology-for-festivals/>



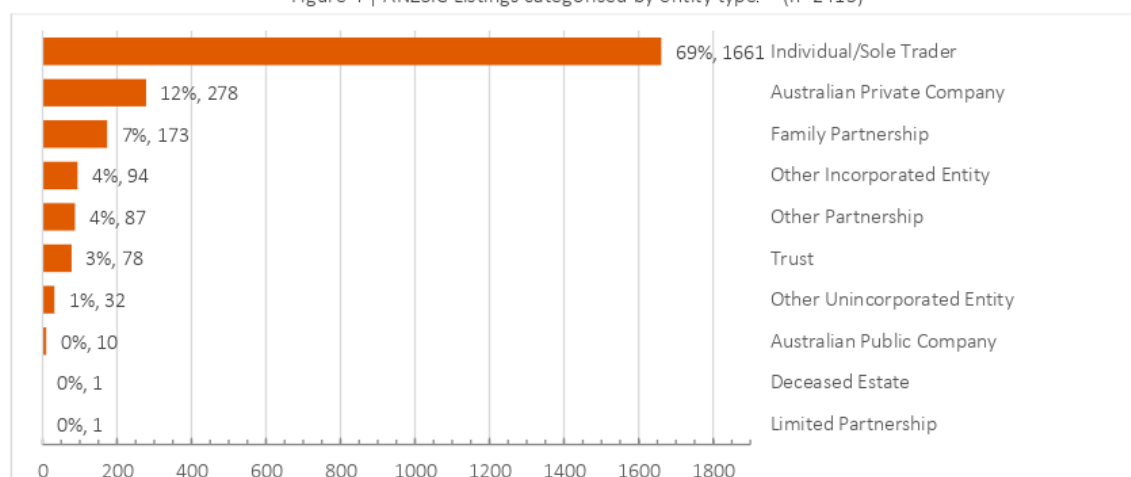
6.2.1. CREATIVE BUSINESSES

Australian and New Zealand Standard Industrial Classification (ANZSIC) codes were used to identify businesses that participate in the cultural economy. A full list of codes used is available in the findings paper. Using REMPLAN 2,555 listings were identified within the Port Macquarie-Hastings LGA.⁹

The ability of REMPLAN data to accurately reflect the current cultural economy has limitations, as it captures businesses that may have previously been registered, but no longer operate, and individuals or companies with multiple listings. However, it has the virtue of providing a baseline from which future developments in the creative sector can be measured.

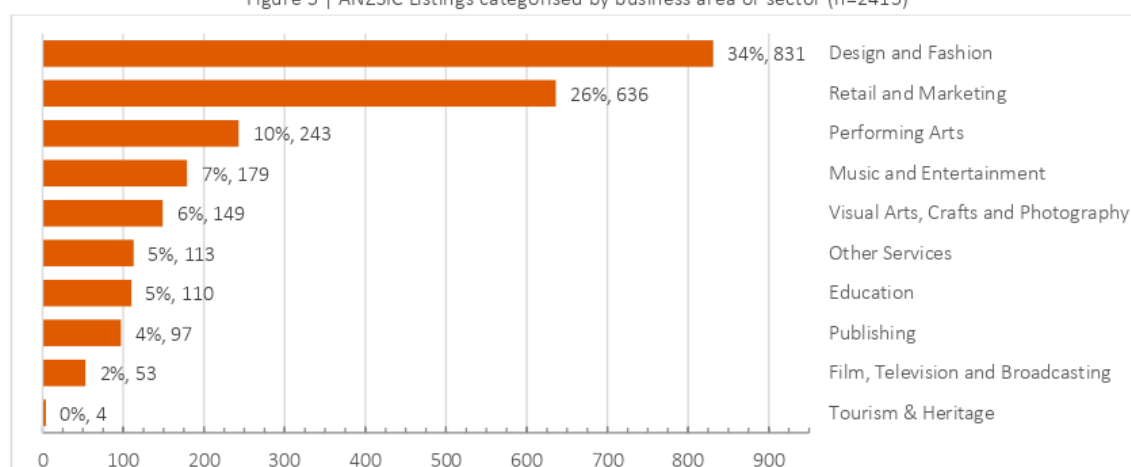
Of the 2,555 listings the majority are registered in Port Macquarie (61%). 54% are registered as Individual/Sole Traders and 6% as Pty Ltd companies, but 31% do not have an entity type listed.

Figure 4 | ANZSIC Listings categorised by entity type.¹⁰ (n=2415)



The following figure quantifies business areas grouped according to their sub-sector within the cultural economy. Over 600 listings are within the design and fashion field, with computer system design and related services (208) and clothing retail (124) two of the major business areas. Almost 500 listings are part of the retail and marketing sector. This includes a wide range of subsectors, some of which like jewellery and fashion, sit entirely within the cultural economy, while others overlap with or are more tangential to the cultural economy.

Figure 5 | ANZSIC Listings categorised by business area or sector (n=2415)



⁹ A contact list is held in Excel format by Council's Economic Development section

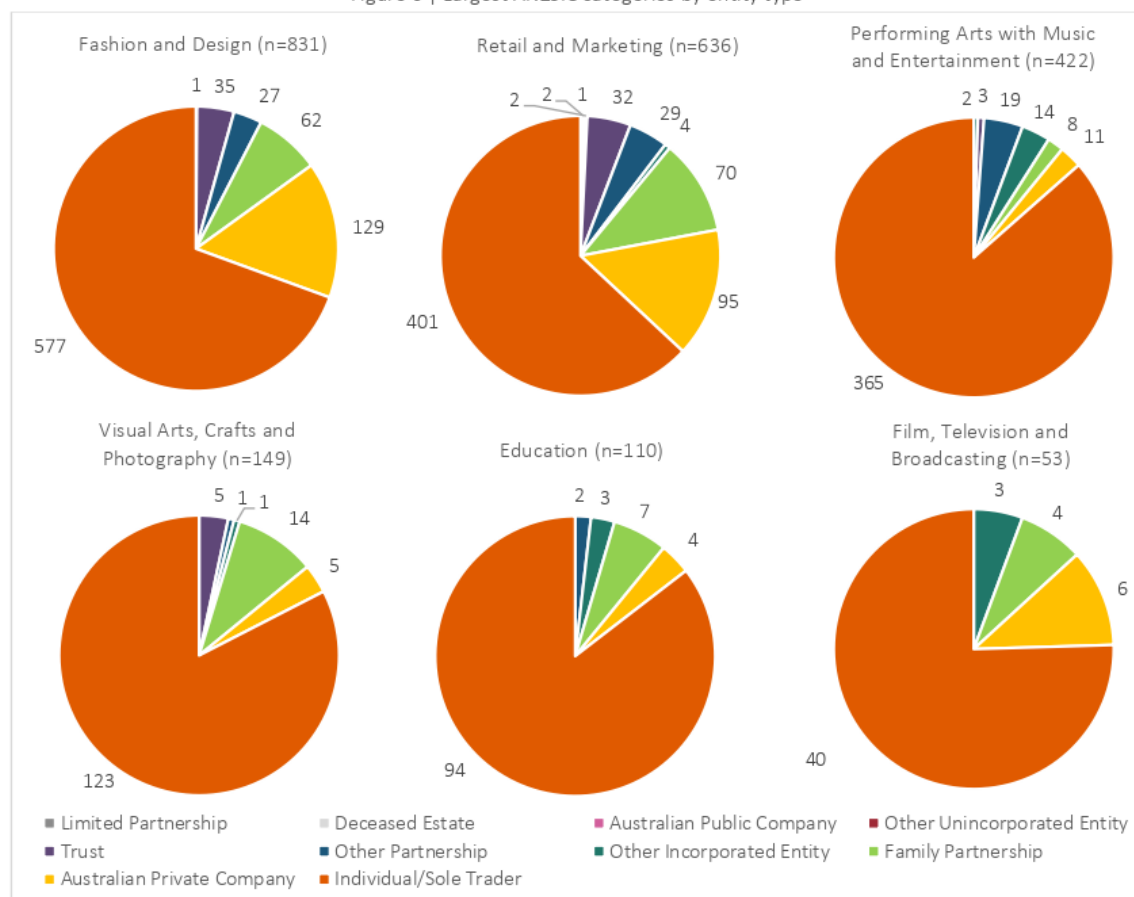
¹⁰ Other entity types include Fixed Unit Trust (5), Other Unincorporated Entity (3) Discretionary Services Management Trust (3), Discretionary Investment Trust (3), Australian Public Company (3), and Limited Partnership (1).



Cross-referencing the type of business with fields within the creative industries highlights that **the largest single cohort is individual/sole traders within the design and fashion field**, with 495 businesses identified in this way. A further 350 businesses were individual/sole traders within the retail and marketing field.

Design/Fashion and Retail/Marketing account for almost half of business listings in Remplan under the selected ANZSIC codes. They also account for a large portion of the entity types outside of individual/sole traders. 12% of Retail/Marketing and 11% of Design/Fashion businesses are registered as Australian Private Companies.

Figure 6 | Largest ANZSIC categories by entity type



The Mid North Coast region experienced a 70.3% growth in employment in the creative industries from 2012-2017, albeit from a low base, the second highest growth rate out of all NSW regions (with Illawarra being the highest).

Table 3 | Creative industries employment across NSW regions ¹¹

REGION (SA4 LEVEL)	TOTAL CI	SHARE OF NSW CI EMPLOYMENT %	CI SHARE OF TOTAL EMPLOYMENT %	GROWTH 2012-2017
Greater Sydney	184,447	86.8%	7.2%	16.1%
Regional NSW	26,360	12.4%	2.1%	10.7%
Mid North Coast	1,627	0.8%	1.8%	70.3%
Total NSW	212,550	100.0%	5.6%	15.5%

A more detailed table of creative employment in all NSW regions is appended.

¹¹ Smithies, R. Bailey, J. and Yang, H. 2019. *NSW Creative Industries: An Economic Snapshot*. Sydney: BYP Group.



6.2.2. CULTURAL FACILITIES AND ASSETS

An officer-scan of facilities in the Port Macquarie-Hastings region identified 77 significant venues that could be utilised by creative businesses and practitioners. A list is appended. 58% of these facilities are located in Port Macquarie with 12% in Wauchope and 30% in other surrounding areas. 65% are community focused and 42% offer space for hire.

As noted above, the Glasshouse provides high quality performance and exhibition facilities, and there is a strong range of community halls within the LGA. Regarding possible gaps in provision there are few independent gallery spaces, and few making, rehearsing and co-working spaces.

Six of the facilities listed are identified as museum or heritage related, including the Port Macquarie Museum. In common with most regional museums nationally, these local facilities are entirely dependent upon volunteer-staffing. In this regard strengthening the facilities and asset base in relation to building the cultural economy will be less about provision of significant new infrastructure and more about optimising the use of the current facilities available through skills development and training. Especially with regard to museums, community halls and other facilities which rely upon the goodwill and commitment of volunteers.

6.3. THE ROLE OF PORT MACQUARIE-HASTINGS COUNCIL

The Port Macquarie-Hastings Cultural Plan 2018 - 2021 describes eight dimensions of Council's role in supporting arts and culture.

Figure 7 | Port Macquarie-Hastings Council's role in supporting arts and culture

HOST Providing spaces and opportunities for artistic, cultural and creative activity and enterprises to take place and prosper	CUSTODIAN Conserving, enhancing and developing our cultural and heritage assets and infrastructure in conjunction with our community custodians	FACILITATOR Creating networks, creative clusters, brokering partnerships and supporting communities to achieve desired cultural outcomes	PARTNER Sharing and working with others to promote community participation in arts and culture to achieve great outcomes
CAPACITY BUILDER Building a strong and creative community through arts education and sector development	PRODUCER Producing events, seeding new works and creating showcasing opportunities for our growing creative community	LEADER Listening to our communities and driving innovation in the development of a distinctive cultural brand for our region	ADVOCATE Celebrating and championing the role that culture and arts play in building a strong and inclusive community

Many of these roles are relevant to Council's support for developing the cultural economy. For example:

- > **As Host** – providing and supporting the provision of space for the production and presentation of creative products and services
- > **As Facilitator** – encouraging networking, clusters, knowledge-sharing and partnership development
- > **As Capacity Builder** – partnering with peak bodies, tertiary institutions and the private sector to provide professional development and skills development programs which strengthen the cultural sector
- > **As Advocate** – promoting the area's creative and cultural businesses and organisations, and leveraging investment from other levels of government

However, **the most important role will be that of Leader**. For the cultural economy to thrive Council's commitment and championing of the sector will be essential, not only through direct support but also through encouraging others to engage with and develop the sector via business and education partners, other tiers of government, inward investors and, above all, the local community.



6.4. POLICY LINKAGES

The most important linkage within PMHC is that between the CEP and the **Cultural Plan 2018 – 2021**. Of particular relevance are the following strategies:

- > Investigate, plan and advocate for future creative precincts and cultural hubs
- > Identify community and Council venues and develop a plan for revitalising and strengthening existing cultural facilities across our towns and villages
- > Support our local creatives and creative enterprises to develop the skills, networks and profile to enable them to thrive
- > Create community pride and ownership in our cultural brand which promotes our unique heritage, people and places
- > Ensure the effective planning, funding, integration and measurement of Council's arts and cultural programs
- > Embed First Nations knowledge and processes in planning and activities
- > Partner and collaborate with businesses, arts sector organisations and all levels of government to drive and strengthen our cultural assets, programs and facilities.

The Cultural Plan is due for updating prior to its conclusion in 2021. The CEP will be a key tool and guide within the review process.

There are several other PMHC plans and strategies which are relevant for the CEP. A summary of key linkages follows. A more detailed range of linkages is appended.

Table 5 | Summary of PMHC plans and strategies relevant for the CEP

Towards 2030 Community Strategy Plan	<p>Key linkages:</p> <ul style="list-style-type: none"> • Promote a creative and culturally rich community • Community participation in events, programs, festivals and activities • A strong economy that fosters a culture supportive of business and ensures economic development of the region • Townships, villages and business precincts that are vibrant commercial, cultural, tourism, recreational and/or community hubs • Accessible transport network for our communities
Economic Development Strategy (2017)	<p>Key linkages:</p> <ul style="list-style-type: none"> • Creating vibrant and desirable places • Complete CBD Wifi rollout • Further implementation of the Digital Strategy • Collaborate to encourage innovation, competitiveness, entrepreneurship and support for the start-up community • Identify and secure grant funding to support economic development initiatives • Provide timely support to existing and emerging industries in a partnership capacity to encourage growth and sustainability.
Destination Management Plan (2015-2019)	<p>Key linkages:</p> <ul style="list-style-type: none"> • Build the capacity of all industry sectors engaged in delivering superior visitor experiences • Positive investment in product development programs • Effective destination marketing to grow the visitor economy. • Invest in local business, events, heritage and culture to drive attendance to the region and encourage collaboration between events, arts and culture, heritage, retail and food and beverage operators.
Community Inclusion Plan 2019-2021	<p>Key linkages:</p> <ul style="list-style-type: none"> • A Connected Community e.g. fosters a sense of place, belonging and engagement • A Diverse Community e.g. supports and encourages an individual's expressions by ensuring new opportunities for • Participation; Support Programs & Events that Recognise & Celebrate Diversity



- A Resilient Community e.g. is one in which residents have a strong sense of wellbeing
- A Liveable Community e.g:
 - supports people of all ages, backgrounds and circumstances to engage and participate in community life, and live safe and healthy lives;
 - provides safe, affordable, adaptable and manageable neighbourhoods and supporting services;
 - is one in which residents recognise and act on issues such as health, wellness, safety, work, education, environment and social engagement to enable all members of the community to live the best version of their lives; and
 - features vibrant, engaging centres and distinctive local neighbourhoods, offering a great range of facilities and services.

The following regional, state and federal plans and strategies also have significant linkages to the CEP. The specific linkages are appended:

- > Arts Mid North Coast Strategic Plan
- > NSW 2021
- > NSW Planning and Environment North Coast Regional Plan 2036
- > NSW Cultural Infrastructure Plan 2025+
- > Create in NSW: NSW Arts and Cultural Policy Framework
- > Australia Council for the Arts Strategy 2020-2024





7. STRENGTHS AND WEAKNESSES OF THE CULTURAL ECONOMY SUMMARY

The consultation process to inform the Cultural Economy Project included a community-wide survey which secured 220 responses, and seven group discussions with 54 representatives from cultural and creative businesses and organisations. The following summarises the strengths, weaknesses, opportunities and threats/challenges of the cultural economy in PMH.

Table 4 | PMH Cultural Economy SWOC Summary

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Unique location, climate and environment a regional attractor • Established artistic community / diversity of creative industries • Range of local / grass root and established major events across a range of cultural activities • Developing creative education program from early years to tertiary • Range of hospitality offering appealing to locals and tourists • Network of regional cultural infrastructure attracts and enhances PMH cultural identity/ international status • High quality of Glasshouse facilities • Range of good venues/network of community halls available for programming • Dedicated volunteer community supporting arts in the region • Established regional industry bodies • Existence of a Cultural Plan and a Destination Management Plan 	<ul style="list-style-type: none"> • Lack of visible indigenous acknowledgement and culture • Demographic disparity and lack of cultural diversity • Lack of industry/ employment opportunities impacts retention of creatives in the community • Poor transport and internet infrastructure limits business connectivity locally and with major centres • Lack of coordination and programming between regional bodies • Industry bodies spread thin across large region and no governing creative group • Heavy reliance on volunteerism to support creative activities and programming • High rents impacting access to making spaces, ability to sell and program creative activity • Underutilisation of Glasshouse facilities by sections of the creative community due to prohibitive user costs • No access to resources or a dedicated community creative space • Lack of dedicated funded resource to facilitate networks and foster the development, marketing and activity of creative industries in the region • No financial support for grass roots organisations, programming and facilities access • Local regulations and high commercial rents don't support an active cultural community • Perceived decline in live music venues; lack of centrally located commercial galleries, markets and diverse quality eateries



OPPORTUNITIES	THREATS/ CHALLENGES
<ul style="list-style-type: none"> Improved access and understanding of Aboriginal heritage, traditional and creative culture through storytelling in libraries, schools and early learning A visible creative community guided through a Public Art Policy and regularly funded commissions including a major art prize Development of cultural tourism product and demand for creative products, services and programming Improved connectivity of the local creative community through the appointment of a funded liaison role to develop and facilitate the delivery of a complementary, coordinated regional cultural program, and enhance access to facilities, resources and networks Growth in diversity and practice through accessible, affordable making, creating, programming and selling spaces, and transport access to these Increased community awareness of artists practicing in region through effective marketing and a council-facilitated register Growth in creative education from early years to tertiary Increased diversity of creative businesses and business growth and employment opportunities for emerging creatives through funding support for SMBs Enhanced business opportunities for the creative community through providing improved access to business skills for sole traders and creative SMBs Increase access to, and utilisation of, cultural facilities and spaces through an audit of council facilities which can be repurposed as affordable making, programming or selling spaces Access to equipment and spaces for creative learning and programming through cross education and business sector engagement Access to affordable centrally located shops and other spaces for pop up galleries/ workshop spaces through addressing the regulatory environment Attract live music venues, increased diversity of hospitality venues and increased visibility creative expression, and provide service skills training 	<ul style="list-style-type: none"> Current management arrangements and financial drivers impacts utilisation of available facilities to support creative industry and practice Resistance to more visible creative expression, live music venues and diversity in hospitality venues Resistance to 'professionalisation', development of the skills to support business delivery Slow internet speed limits creative practice and impacts commercial opportunities Lack of frequent and direct transport access to major business centres negatively impacts creative industry in the PMH region Poor connectivity of bike paths both locally limits ease of access for creatives and the public Aging demographic and lack of affluence in the community impacts local spend / engagement in creative products and programming Marketing, programming and other resources supporting creative industries have been redirected disproportionately to Glasshouse, impacting wider support for creative industries in the region Culture of volunteerism devalues creatives and impacts time for creative practise Poor cultivation of creative industries cross generational education and program links Education institutions not connecting or coordinating regarding creatives/the community's access to facilities Lack of strategic pathway from primary creative learning, through to more specialised secondary; and only one university-level program in creative disciplines





8. STRATEGY MAP

Informed by the consultation process, benchmarking, PMH Cultural Plan and other Council plans and strategies, a Vision, Goals and Strategies have been developed to focus Council's role in the development of the cultural economy during the next four years.

8.1. VISION AND GOALS

To position our region as a hub for the creative industries

The CEP comprises four Goals:

- > Build a skilled and capable creative community
- > Provide infrastructure which supports a healthy cultural economy
- > Build demand for cultural products and services
- > Ensure access to finance for cultural businesses

These are supported by 11 strategies and 33 implementation actions.

A summary of the strategies, actions and KPIs to guide development of the cultural economy follows. A full Strategy Map is appended, and allocates each of the strategies to its stage in the value chain of cultural production and consumption, and highlights selected Key Results Areas (KRAs) as a shortlist of KPIs which are recommended for top-level reporting on progress.



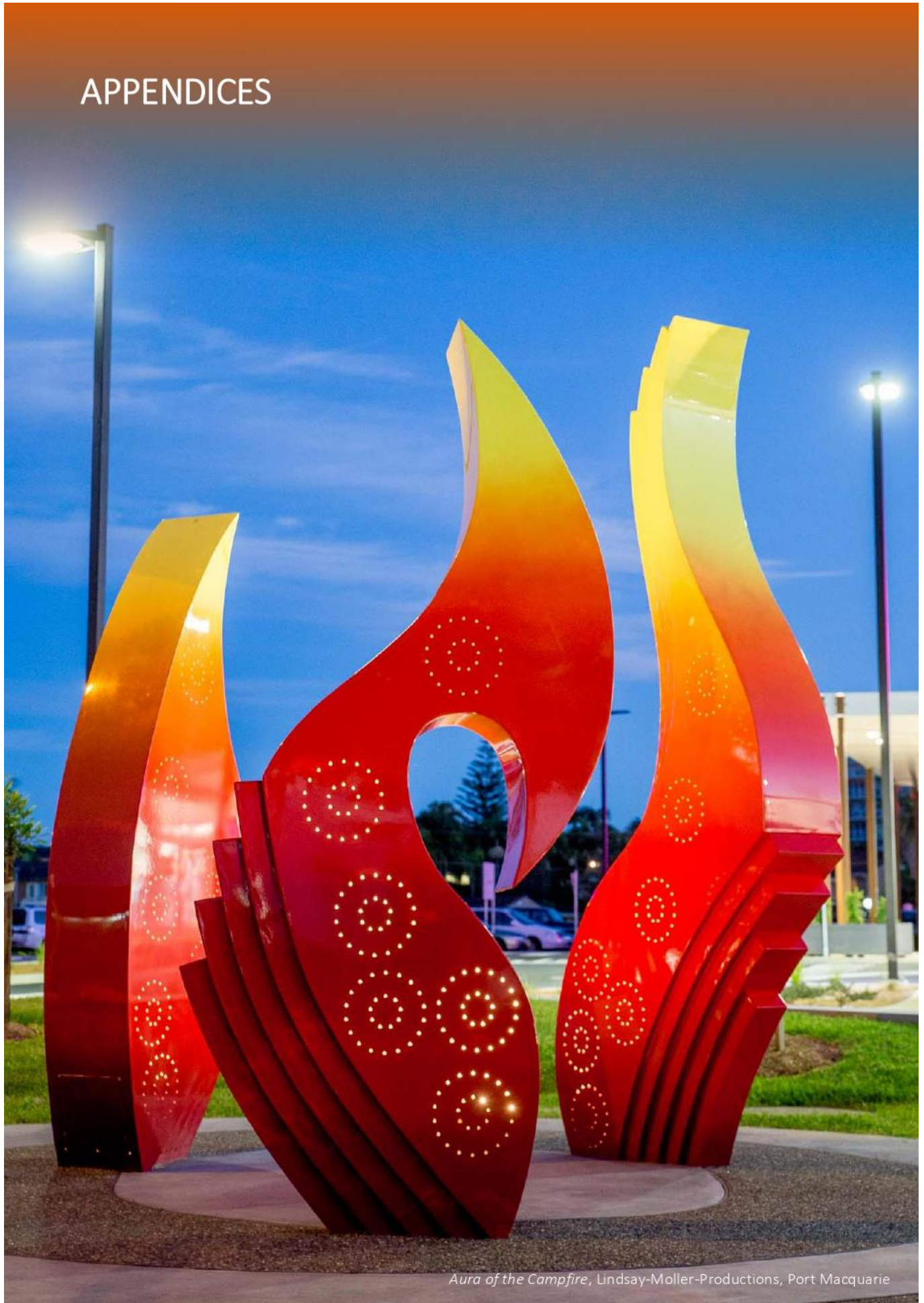
8.2. STRATEGY MAP

Figure 8 | CEP Strategy Map with Strategies and Key Results Areas for Value Chain steps

Value Chain Stage	Strategies	Key Results Areas	Measured by
1 Pre-Creation	Goal: Build A Skilled and Capable Creative Community		
	1. Attract and retain creatives	• # of new creative businesses and sole traders in region	• Annual summary from REMPlan data
	2. Targeted professional development	• Attendance in local business skills programs	• Annual short-form survey to local professional development providers
2 Creation	3. Networking, collaboration and partnerships	• Attendance (% + YoY increase) in programmed networking sessions	• Register/door-count of attendees at Council-facilitated or partner facilitated sessions
	Goal: Provide infrastructure which supports a healthy cultural economy		
	4. Accessible Creative Hubs and Workspaces	• Total worker capacity & utilisation of dedicated co-located workspaces and creative hubs	• Annual short-form survey to current and new co-working facilities
3 Realisation	5. A Supportive Regulatory Environment	• # increase in number of sites and venues used for creative and cultural activities	• Annual update through Council survey of selected owners/ managers of commercial businesses and community spaces
	6. Affordable and Accessible Performance, Exhibition and Selling Spaces	• # Venue hires by local creative businesses, sole traders, programs	• Annual survey of creative businesses/sole traders
	7. Enhanced Site and Facilities Access	• Enhancements in integrated transport system locally	• Annual summary
4 Consumption	Goal: Build demand for cultural products and services		
	8. Celebration and Promotion of Our Creative Community	• # visits to Council creative programs/ web pages	• Bi-annual monitor of web statistics
	9. A Cohesive and Integrated Cultural Program	• Attendance at PMHC's signature cultural events and activities • % of community satisfaction- with PMHC's signature cultural events and activities • # and \$ of commissioned artworks and cultural activities from local AATSI artists	• Sales and door-counts • Annual/periodic community surveys • Annual survey of creative businesses/sole traders
	Goal: Ensure access to finance for cultural businesses		
	10. Provision of selective Investment	• Recurrent annual \$ on public art commissions • Amount (\$) of cultural investment secured from partner organisations and other levels of government	• PMHC budget data • Bi-annual summary
	11. Facilitated access to resources, funding and investment	• Level of engagement with provided resources (number of unique users frequency of engagement)	• Annual survey of creative businesses/sole traders



APPENDICES



Aura of the Campfire, Lindsay-Moller-Productions, Port Macquarie

APPENDIX 1: RECOMMENDED ACTIONS, STRATEGIES AND EVALUATION FRAMEWORKS

The following table presents recommended strategies, actions and evaluation frameworks to grow PMH cultural economy.

The strategies and actions apply to all elements of the cultural economy such as venues and organisations, arts and museums/heritage, professional and voluntary. 'Creative' has been used for convenience, but applies to cultural and heritage fields as well as to creative artists.

Emboldened Evaluation Frameworks are offered as 'top-level' or Key Results Areas.

Table 6 | Recommended strategies, actions and evaluation framework

STRATEGIES	ACTIONS	EVALUATION FRAMEWORKS	MEASURES				
				Year 1	Year 2	Year 3	Year 4
Goal: Build a skilled and capable creative community							
1. ATTRACT AND RETAIN CREATIVES	Support an attractive creative identity for PMH through brand development and positive messaging, aligned with the Destination Management Plan	<ul style="list-style-type: none"> # of new creative businesses and sole traders in region # of AATSI artists and community members engaged across council activities % community awareness of [Council funded] cultural activities, festivals and events 	<ul style="list-style-type: none"> Annual summary from REMPlan data 		→		
	Consult closely and work with the Aboriginal community on the celebration and presentation of Aboriginal culture			→			
	Celebrate the creative community in Council communications			→	→		
2. TARGETED PROFESSIONAL DEVELOPMENT	Facilitate opportunities for local affordable business skills programs, particularly in marketing and business planning and including Glasshouse professional development activities. ¹²	<ul style="list-style-type: none"> Attendance in local business skills programs Satisfaction rating (% + YoY increase) with Council funded business skills programs # of prof development courses offered at local universities and TAFEs # AATSI participation in local business skills programs 	<ul style="list-style-type: none"> Annual short-form survey to local professional development providers 		→		
	Support mentoring and business development advisory services, including at creative hubs					→	
	Advocate for partnerships with regional education and training providers to offer more creative/cultural courses,					→	

¹² Noting action 1.8.1 in the Glasshouse Plan 2020-2022 'Deliver professional development opportunities for artists and our community in conjunction with the Glasshouse performing and visual arts programs'



STRATEGIES	ACTIONS	EVALUATION FRAMEWORKS	MEASURES				
	attracting more students to the area and supporting increased diversity and depth in the creative ecology						
	Encourage participation within the Aboriginal community on professional and skill development					→	
3. NETWORKING, COLLABORATION AND PARTNERSHIPS	Host/facilitate periodic networking sessions between cultural businesses, partners (GPMTA, PCC, CHCC, WCC, Biripai ALC, Bunya ALC and Wauchope Arts), and between the cultural sector and other sectors	<ul style="list-style-type: none"> Attendance (% + YoY increase) in programmed networking sessions # + YoY growth in creative businesses / sole traders in database 	<ul style="list-style-type: none"> Register/door-count of attendees at Council-facilitated or partner facilitated sessions 	→			
	Maintain a contact database within the cultural sector, and assist with connections between businesses			→			
Goal: Provide infrastructure which supports a healthy cultural economy				Year 1	Year 2	Year 3	Year 4
4. ACCESSIBLE CREATIVE HUBS AND WORKSPACES	Support the development of creative communities in co-located workspaces and creative hubs	<ul style="list-style-type: none"> Total # of artists and creative workers supported through subsidised rents Total worker capacity & utilisation of dedicated co-located workspaces and creative hubs # of bookings for creative programs at community halls and other Council venues 	<ul style="list-style-type: none"> Annual short-form survey to current and new co-working facilities 		→		
	Support good quality food and beverage offerings and early/late trading in proximity to creative spaces.				→		
	Encourage the optimised use of community halls and other facilities through required management and hiring arrangements, and through centralised booking and programming systems				•		
	Advocate for universities, TAFE, private and state schools to provide access to affordable training and making spaces after hours			•			
5. AFFORDABLE AND ACCESSIBLE PERFORMANCE,	Adjust Glasshouse policies to provide affordable access to performance and public spaces for exhibitions and programming by local creatives, as indicated in Action 1.3.2 of the Glasshouse Plan 2020-2022. ¹³	<ul style="list-style-type: none"> # Venue hires by local creative businesses, sole traders, programs 	<ul style="list-style-type: none"> Annual update through Council survey of selected 	•			

¹³ 'Investigate opportunities and implement strategies to promote greater utilisation and activation of the Glasshouse performance, exhibition and event spaces, including consideration of reduced fees and charges options for the Studio and Podium spaces'



STRATEGIES	ACTIONS	EVALUATION FRAMEWORKS	MEASURES				
EXHIBITION AND SELLING SPACES	Support use of vacant commercial spaces (in partnership with TCMP) and under-utilised Council assets for pop up exhibitions and sales outlets – develop a ‘Renew’ program to encourage access to vacant premises	<ul style="list-style-type: none">• # Venue hires by non-PMH creative businesses, sole traders, programs• # space-weeks available for emerging and individual practising artists (exhibition, other)• # of applications and success rates for requests to book exhibition spaces by practising artists	owners/ managers of commercial businesses and community spaces				
6. ENHANCED SITE AND FACILITIES ACCESS	Improve dedicated bike and pedestrian paths in and around Port Macquarie as per the PMH Bike Plan 2015	<ul style="list-style-type: none">• Frequency of public transport services to/from PMH• Enhanced and extended bike and pedestrian paths	<ul style="list-style-type: none">• Annual survey of creative businesses/ sole traders				
	Work with major transport services in collaboration with the Commercial Business Unit to improve direct access to and from Port Macquarie for cultural workers and consumers						
7. A SUPPORTIVE REGULATORY ENVIRONMENT	Advocate for placemaking within street-life through an appropriate licensing regime	<ul style="list-style-type: none">• Enhancements in integrated transport system locally	<ul style="list-style-type: none">• Annual summary				
	Support the development of live music and entertainment venues through planning decisions which take creative impacts into consideration						
Goal: Build demand for cultural products and services				Year 1	Year 2	Year 3	Year 4
8. CELEBRATION AND PROMOTION OF OUR CREATIVE COMMUNITY	Increase the visibility of arts and culture through public art, urban design standards, celebration of Aboriginal culture, use of outdoor performance spaces, and active promotion on Council website	<ul style="list-style-type: none">• % of increased engagement with PMH’s social media and online channels• # visits to Council creative programs/ web pages• # AATSI artists as % of total artists represented across local cultural activities• Marketing \$ PMH’s high quality programs	<ul style="list-style-type: none">• Bi-annual monitor of web statistics				
	Partner with TCMP to implement a place making approach to activate the CBD and Precinct through local and Aboriginal art						
	Advocate for access to affordable centrally located galleries for local and aboriginal art						
	Facilitate opportunities to showcase locally-developed, high-quality performing and visual arts events at the Glasshouse, as per 1.4.2 in the Glasshouse Plan						



STRATEGIES	ACTIONS	EVALUATION FRAMEWORKS	MEASURES				
	Greater representation of local cultural assets and activities in city-wide and destination marketing			●	→		
	Provide dedicated marketing and funding support to raise the profile of PMH's highest quality programs and product				●	→	
9. A COHESIVE AND INTEGRATED CULTURAL PROGRAM	Support signature events – such as Artwalk, Food Festivals, Kendall Violin Competition	<ul style="list-style-type: none"> Attendance at PMHC's signature cultural events and activities % of community satisfaction- with PMHC's signature cultural events and activities # and scale of outdoor performance events delivered % of visitor satisfaction with customer focused systems Satisfaction rating (% + YoY increase) with overall annual cultural program (cultural activities, festivals and events) # and \$ of commissioned artworks and cultural activities from local AATSI artists 	<ul style="list-style-type: none"> Annual/periodic community surveys Annual survey of creative businesses/sole traders 	●	→		
	Define and build a structured approach to the PMH cultural tourism offer – through superior visitor experiences, customer service training and customer-focused systems				●	→	
Goal: Ensure access to finance for cultural businesses				Year 1	Year 2	Year 3	Year 4
10. PROVISION OF SELECTIVE INVESTMENT	Provide limited relocation support, time-limited grants, low-cost training and professional development	<ul style="list-style-type: none"> Recurrent annual \$ on public art commissions Amount (\$) spent on relocation, time-limited grants, low-cost training and professional development for creative/cultural workers and businesses Amount (\$) of cultural investment secured from partner organisations and other levels of government Amount (\$) spent on Glasshouse industry development programs 	<ul style="list-style-type: none"> PMHC budget data Bi-annual summary 			●	→
	Seek funding to support Creative Industry Development within local venues, including the Glasshouse			●	→		
	Explore partnership funding with government, education and philanthropic organisations				●	→	
	Set clear targets and measure the impact of the CEP on the cultural economy			●			
11. FACILITATED ACCESS TO RESOURCES, FUNDING AND INVESTMENT	Provide access to information on sources of finance from Council and other agencies, including commercial investment, funding and loans to create self-sustaining practice	<ul style="list-style-type: none"> Level of engagement with provided resources (number of unique users frequency of engagement) Amount (\$) offered and taken up through grant programs 	<ul style="list-style-type: none"> Annual survey of creative businesses/sole traders 	●			
	Enhance funding opportunities through further development of the grant program and provide access to seed funding, as well as co-funding for creative industries projects.			●	→		



APPENDIX 2: EXTERNAL POLICY AND STRATEGY CONTEXTS

The following regional, state and federal plans and strategies also have significant linkages to the CEP.

REGIONAL

Table 5 | Regional strategies

POLICY AND STRATEGY	SUMMARY
Arts Mid North Coast Strategic Plan	<p>Goals include:</p> <ul style="list-style-type: none"> To develop and foster strategic partnerships, projects and networks that benefit communities and the region <p>Linkages to the CEP include:</p> <ul style="list-style-type: none"> To develop and support opportunities to increase the capacity of creative businesses and enterprise To work with local tourism managers and associations to promote the Cultural Trails To develop and encourage Creative Commerce strategies at all levels of government and in the local community To increase financial sustainability
NSW Planning and Environment North Coast Regional Plan 2036	<p>A strategic plan developed in 2016 to guide the NSW Government's land use planning priorities and decisions to 2036. Its four goals include:</p> <ul style="list-style-type: none"> The most stunning environment in NSW A thriving, interconnected economy Vibrant and engaged communities Great housing choice and lifestyle options <p>Linkages to the CEP include:</p> <ul style="list-style-type: none"> Coordinate the growth of regional cities Promote the growth of tourism Develop healthy, safe, socially engaged and well-connected communities Collaborate and partner with Aboriginal communities Increase the economic self-determination of Aboriginal communities. Economic opportunities stem from a range of sources, including land held by Aboriginal communities, promotion of language and culture and from the enterprise and innovation already empowering many Aboriginal communities. Developing tailored training on the planning system to assist in knowledge sharing and the empowerment of local Aboriginal communities Supporting place-based initiatives that identify opportunities to support local communities, such as Aboriginal cultural tourism.

STATE

Table 6 | State strategies

POLICY AND STRATEGY	SUMMARY
NSW 2021	Expiring 2021, but has a focus on economic development, quality services and strengthening local communities
NSW Cultural Infrastructure Plan 2025+	<p>Provides the strategic framework for how the NSW Government will invest in and support cultural infrastructure across the state until 2025 and beyond.</p> <p>There are 16 Goals, amongst which are the following:</p> <ul style="list-style-type: none"> 1: Integrate cultural infrastructure planning with land use and precinct planning 2: Improve cultural infrastructure and precinct design to create better cultural spaces



POLICY AND STRATEGY	SUMMARY
	<ul style="list-style-type: none"> • 3: Understand and maximise social and economic benefits of cultural infrastructure • 4: Increase access to cultural infrastructure for all people of New South Wales • 5: Use digital technology to expand reach and meet community demands • 6: Cultural infrastructure supports the economic and social participation of Aboriginal people • 7: Increase making space through adaptive re-use, expansion and maintenance of existing infrastructure • 16: Support regional economic and social development <p>Linkages to the CEP include the strategic priorities for New South Wales to be a place where:</p> <ul style="list-style-type: none"> • Culture is recognised as an integral part of communities and a key element of creating great places for people to live, work, visit, play and do business. Cultural infrastructure planning is integrated with state and local planning processes. • Everyone can access the infrastructure they need to make culture part of their everyday lives. • There is an increased availability of affordable, fit-for-purpose and sustainable space to support growth of the cultural sector and creative industries. • Cultural infrastructure delivery and funding is supported by partnerships across NSW Government, local councils, cultural organisations, philanthropists and business. • Creativity and access to culture thrives across NSW through a strategic and coordinated approach to cultural infrastructure planning. • Regional and metropolitan New South Wales is home to rich and unique cultural identities and communities. • Local Councils lead the majority of metropolitan and regional cultural infrastructure planning. There are opportunities to improve the framework for local and regional cultural infrastructure planning, empower local communities and meet their specific needs. • There are significant opportunities for cultural infrastructure to support the NSW Government's commitment for regional economic and social development by creating jobs, attracting visitors and making our regional cities more liveable.
Create in NSW: NSW Arts and Cultural Policy Framework	<p>Create NSW strategy from 2016 onwards, including a strong focus on Regional NSW. It includes clear themes:</p> <ul style="list-style-type: none"> • Excellence: Innovation, Leadership, Aboriginal Arts and Culture, International Connections, Revitalising Infrastructures • Access: Participation, Arts for Young People • Strength: Professional Development, Business Sustainability, Networks and Partnerships, Research and Evaluation <p>Linkages to the CEP include:</p> <ul style="list-style-type: none"> • Support contemporary arts practice through the Arts and Cultural Development Program • Support the development of digital platforms • Invest in professional and market development • Fund public library infrastructure in Regional NSW • Facilitate improved business skills • Broaden income streams • Partner with local government • Create opportunities for funding investment to be matched for arts and cultural organisations



FEDERAL

Table 7 | Federal strategies

POLICY AND STRATEGY	SUMMARY
Australia Council for the Arts Strategy 2020-2024 Discussion Paper	<p>A draft strategy highlighting the strategic priorities of the Australia Council for the next four years. These include:</p> <ul style="list-style-type: none"> • First Nations arts and cultures are cherished • Arts and creativity are thriving • Arts and creativity are valued <p>Linkages to the CEP include the following actions:</p> <ul style="list-style-type: none"> • Invest in First Nations young people to practice and experience their culture ensuring intergenerational transfer of artistic and cultural knowledge • Support viable careers and business models including appropriate funding models, support structures and harnessing opportunities of emerging technologies. • Develop partnerships to strengthen the arts working with government, and across industries and global networks • Advocate for the public value of arts and culture to increase recognition, partnerships and investment across government and the private sector.
Australia Council for the Arts Corporate Plan 2019-2023	<p>An operational plan highlighting how the Australia Council will support the arts sector until 2023, especially in terms of viability of arts organisations and workers. Themes include:</p> <ul style="list-style-type: none"> • Support increased diversity in the creative workforce • Support viable creative careers and business models • Develop partnerships to strengthen our cultural and creative industries • Advocate for the public value of arts and creativity <p>Linkages to the CEP include the following strategies:</p> <ul style="list-style-type: none"> • Deliver targeted funding to support presentation of creative works in regional areas through government initiatives and frameworks • Invest in activities exploring emerging mediums and technology • Support at least 200 culturally diverse applications with total funding of \$13 million provided per year • Continue / Expand investment in First Nations arts • Ensure supported projects and organisations have sustainable approaches • Invest in technological experimentation • Connect the public funded arts and the commercial sector • Draw together research and evidence to advance a compelling case which demonstrates the artistic, cultural, social and economic impact of arts and creativity • Contribute to the evidence base on the creative workforce and its impact on the creative economy



APPENDIX 3: BENEFITS OF THE CULTURAL ECONOMY

Table 8 | Benefits of the cultural economy

POLICY DRIVERS	SPECIFIC BENEFITS
CULTURAL	
Opportunities for artists and other contributors	<ul style="list-style-type: none"> Increased exhibition and income opportunities: the commissioning and development of more new work; education and learning programs and enhanced professional experience Support for growth of the creative sector, building the profile of local artists and developing their audiences and markets Collaboration with cultural infrastructure e.g. private galleries, art cooperatives and retailers Creativity, imagination and curiosity can be stimulated leading to a desire for exploring new ideas and understanding of creative practices
Opportunities for visitors	<ul style="list-style-type: none"> The enjoyment of unique cultural experiences An enhanced and more memorable visit to the region Exposure to interstate and international artists and ideas alongside local talent Can experience a sense of enjoyment, of escape or of beauty, of joy, of feeling moved beyond the everyday from the experience Gain new insights and knowledge including an ability to understand contemporary issues and are prompted to learn something new
Opportunities for residents	<ul style="list-style-type: none"> Increased social interaction, cultural appreciation and community cohesion/identity Increased community engagement, capacity building and skills development Increased learning opportunities via educational activities, outreach programs and school-based learning programs Understand and appreciate diversity and difference including different cultural backgrounds and life experiences A sense of belonging – continuity and connection with the past, to better understand the present and a pathway to the future of which everyone is a part
A contribution to year-round cultural infrastructure	<ul style="list-style-type: none"> The impact of creative businesses on regional cultural and community organisations including, for example, local festivals and cultural development Ongoing partnerships with other cultural and educational organisations, inside the region and beyond
SOCIAL	
Participation	<ul style="list-style-type: none"> Encouraging social inclusion – providing cohesion through engagement, interaction and participation
Access	<ul style="list-style-type: none"> Facilitating access by individuals with limited mobility and people living with a disability or dementia, parents with strollers/young children
Community engagement	<ul style="list-style-type: none"> The attraction of people to activities for the first time – providing them with new experiences and increasing their sense of belonging to a local community The opportunity to engage with other people through involvement in cultural activities (working on projects, with children, as artists/performers, or in other ways) Have opportunities to develop relationships within the community
Training, employment and volunteering opportunities	<ul style="list-style-type: none"> Through working on cultural programs and projects, participants may gain new skills Have opportunities to directly engage in the future of the community through volunteering and membership of organisations



POLICY DRIVERS	SPECIFIC BENEFITS
Contribution to Port Macquarie-Hastings outlook through:	<ul style="list-style-type: none"> The reflection of its culture(s) in cultural programs Encouragement of cross-cultural understanding Encouragement of innovation and experimentation Partnerships with non-cultural organisations including business sponsors and community organisations, sporting groups/clubs
Social change effected by cultural activity	<ul style="list-style-type: none"> Improved self-esteem, communication and social skills Enhanced social capital through members of the community sharing experiences and knowledge
CIVIC	
Sense of belonging	<ul style="list-style-type: none"> Enhanced identification with the local community, sense of place Addition of a significant new meeting place and social space Use of cultural infrastructure for selected civic activities
ENVIRONMENTAL	
Urban enhancement	<ul style="list-style-type: none"> Improvement to the CBD environment as a result of cultural development
ECONOMIC	
Local business activity	<ul style="list-style-type: none"> Increase associated with lift in visitor economy and business confidence, increased linkages with arts and cultural network Opportunities for commercial enterprises which support cultural activities Build relationships with local businesses through partnerships and purchasing Establish a network for creative practitioners and retailers to support commercial activities established around cultural activity in the CBD
Employment opportunities	<ul style="list-style-type: none"> Direct demand for labour will increase via an enhanced cultural sector, as well as indirect demand from overall lift in the visitor economy and increased confidence Opportunities for skills and professional development, and direct employment with the cultural economy Opportunities for local artists and makers to sell their work via gallery store and community gallery space
Investment	<ul style="list-style-type: none"> Building the image of the region as inclusive and forward thinking to attract inward investment A vibrant and culturally rich region that attracts new residents and supports population growth.
TOURISM IMPACTS	
Improvement in the branding of Port Macquarie-Hastings	<ul style="list-style-type: none"> A destination for tourists and visitors to the region Increased visitation to the region will lift local businesses turnover and net profit, and spark improvements in business confidence Direct marketing impact for the town and region as it becomes associated with high quality cultural offerings Increased tourism expenditure in the region
Population growth	<ul style="list-style-type: none"> Improved liveability in town, associated with larger visitor economy and amenity, will spill over into higher population retention and growth rates



APPENDIX 4: CREATIVE INDUSTRIES EMPLOYMENT ACROSS NSW REGION

Table 9 | Regional employment in the creative industries

REGION (SA4 LEVEL)	TOTAL CI	SHARE OF NSW CI EMPLOYMENT %	CI SHARE OF TOTAL EMPLOYMENT %	GROWTH 2012- 2017
<i>Greater Sydney</i>	184,447	86.8%	7.2%	16.1%
Central Coast	5,941	2.8%	3.4%	27.0%
Baulkham Hills and Hawkesbury	8,641	4.1%	6.7%	20.6%
Blacktown	6,973	3.3%	4.1%	20.5%
City and Inner South	30,191	14.2%	15.3%	27.2%
Eastern Suburbs	21,641	10.2%	13.5%	26.6%
Inner South West	11,446	5.4%	4.2%	-14.5%
Inner West	18,935	8.9%	10.7%	39.4%
North Sydney and Hornsby	25,579	12.0%	11.6%	-8.5%
Northern Beaches	16,874	7.9%	10.8%	30.1%
Outer South West	3,332	1.6%	2.7%	-10.9%
Outer West and Blue Mountains	5,602	2.6%	3.6%	20.3%
Parramatta	12,255	5.8%	5.4%	34.1%
Ryde	7,005	3.3%	7.4%	1.7%
South West	4,445	2.1%	2.5%	32.2%
Sutherland	5,588	2.6%	4.4%	19.2%
<i>Regional NSW</i>	26,360	12.4%	2.1%	10.7%
Capital Region	3,143	1.5%	3.0%	-17.8%
NSW Central West	1,290	0.6%	1.2%	4.4%
Coffs Harbour - Grafton	813	0.4%	1.4%	-28.3%
Far West and Orana	188	0.1%	0.3%	-73.2%
Hunter Valley exc Newcastle	2,112	1.0%	1.7%	45.8%
Illawarra	4,638	2.2%	3.2%	103.5%
Mid North Coast	1,627	0.8%	1.8%	70.3%
Murray	541	0.3%	1.2%	-6.8%
New England and North West	1,022	0.5%	1.2%	-18.7%
Newcastle and Lake Macquarie	5,470	2.6%	2.9%	27.5%
Richmond - Tweed	3,667	1.7%	3.4%	17.1%
Riverina	1,129	0.5%	1.4%	-9.8%
Southern Highlands and Shoalhaven	720	0.3%	1.4%	-58.2%
Total NSW	212,550	100.0%	5.6%	15.50%



APPENDIX 5: PORT MACQUARIE-HASTINGS FACILITIES LISTING

Table 10 | PMH facilities Listing

SITE NAME	STREET ADDRESS	SUBURB	PC	COMMUNITY/ COMMERCIAL	CURRENT USE	VENUE TYPE	CPTY	FACILITIES
Co-Lab	Corner of Sovereign Drive and Gillman Way	Port Macquarie	2444	Commercial	Co-Working space	Workspace		Community hub and workspace
The Hub Pop Up	143 Gordon Street	Port Macquarie	2444	Commercial	Co-Working space	Workspace		Co-share space and 2 meeting rooms
The Seed Creative Workshops	2/44 Gordon St	Port Macquarie	2445	Commercial	Making	Visual Arts		Workshop space
Theatre Oz Port Macquarie	15/10 Bellbowrie St	Port Macquarie	2444	Commercial	Making	Performing Arts		
East Port City Club (Port City Bowlo)	4 Owen Street	Port Macquarie	2444	Commercial	Meeting Room	Club		1 room
Glasshouse Meeting Rooms	30-42 Clarence Street	Port Macquarie	2444	Commercial	Meeting Room	Retail	162	4 rooms
Wauchope RSL Club	Corner of Young and Cameron Streets	Wauchope	2446	Commercial	Meeting Room	Club		Multiple rooms
Westport Club	25 Buller Street	Port Macquarie	2444	Commercial	Meeting Room	Club		Multiple rooms
Glasshouse Podium (including Hay Street Forecourt)	30-42 Clarence Street	Port Macquarie	2444	Commercial	Programming	Performing Arts		
Glasshouse Studio	30-42 Clarence Street	Port Macquarie	2444	Commercial	Programming	Performing Arts	116	
Glasshouse Theatre	30-42 Clarence Street	Port Macquarie	2444	Commercial	Programming	Performing Arts	588	Stalls & circle
Arthouse Industries	1/1 Murray Street	Port Macquarie	2444	Commercial	Sales	Visual Arts		
Glasshouse Shop	30-42 Clarence Street	Port Macquarie	2444	Commercial	Sales	Retail		
Ken Strong Art Gallery Kew	148 Nancy Bird Walton Drive	Kew	2439	Commercial	Sales	Gallery		
Rydges Port Macquarie	1 Hay Street	Port Macquarie	2444	Commercial	Sales	Tourism		Multiple rooms
Sunset Gallery and Framing	2/25 Central Road	Port Macquarie	2444	Commercial	Sales	Gallery		Shop front/gallery/making spaces
Ultragrafik Fine Art Gallery	27 Hay Street	Port Macquarie	2444	Commercial	Sales	Gallery		
Beaches at Bonny Hills	6 Beach Street	Bonny Hills	2443	Commercial	Venue	Food and Beverage	170	Large room
Cedar Creek Goldfield	2325 Oxley Highway	Wauchope	2446	Commercial	Venue	Museum/Heritage	100	Function centre, church, outdoor area,
Douglas Vale Historic Homestead & Vineyard	235 Oxley Hwy	Port Macquarie	2444	Commercial	Venue	Museum/Heritage		Homestead and grounds



SITE NAME	STREET ADDRESS	SUBURB	PC	COMMUNITY/ COMMERCIAL	CURRENT USE	VENUE TYPE	CPTY	FACILITIES
Laurieton United Services Club	2 Seymour Street	Laurieton	2443	Commercial	Venue	Club		Multiple rooms
Long Point Vineyard & Art Gallery	6 Cooida Place	Lake Cathie	2445	Commercial	Venue	Open air site		Art Gallery, Outdoor Stage
Port Panthers Club	1 Bay Street	Port Macquarie	2444	Commercial	Venue	Club	1500	Multiple rooms
Royal Hotel	2 Ocean Drive	Kew	2439	Commercial	Venue	Tourism		Multiple rooms
Tacking Point Tavern	Corner of Ocean and Emerald Drives	Port Macquarie	2444	Commercial	Venue	Food and Beverage	120	Outdoor music venue
Tapp Bar	1 Bay Street	Port Macquarie	2444	Commercial	Venue	Food and Beverage	300	
The Iona	3 Iona Avenue	Port Macquarie	2444	Commercial	Venue	Performing Arts		Performing Arts Centre located at St Columba Anglican School
Wauchope Country Club	24 King Street	Wauchope	2446	Commercial	Venue	Club		Multiple rooms
Camden Haven Historical Society Museum	58 Bold Street	Laurieton	2443	Community	Destination Infrastructure	Museum/Heritage		
Glasshouse Regional Gallery	30-42 Clarence Street	Port Macquarie	2444	Community	Destination Infrastructure	Gallery		3 levels
Mid North Coast Maritime Museum Pilot Boat Shed	79 Clarence St	Port Macquarie	2444	Community	Destination Infrastructure	Museum/Heritage		1 room
NPWS Sea Acres Rainforest Centre	159 Pacific Dr	Port Macquarie	2444	Community	Destination Infrastructure	Museum/Heritage		Visitor centre, Cafe
Conservatorium Mid North Coast	56 Hollingworth St	Port Macquarie	2444	Community	Making	Performing Arts	150	1 room
Craft Centre Bellangry	1316 Bellangry Road	Bellangry	2446	Community	Making	Visual Arts		
Hastings Valley Fine Art Gallery	2 William Street	Port Macquarie	2444	Community	Making	Gallery		Shop front/gallery/making spaces
Kendell Craft Cooperative	20 Railway Street	Kendell	2439	Community	Making	Retail		Room and railway carriages
MakerSpace	Albert Circuit	Port Macquarie	2444	Community	Making	Workspace		Co-share space and 2 meeting rooms
PMQ Imaginarium	Corner of Gordon and Grant Streets	Port Macquarie	2444	Community	Making	Library		1 room
PMQ Library The Portal	Corner of Gordon and Grant Streets	Port Macquarie	2444	Community	Making	Library		1 room
Port Macquarie Art Society	Manor House, 198 Hastings River Drive	Port Macquarie	2444	Community	Making	Visual Arts		Shop front/gallery/making spaces
Port Macquarie Arts and Craft Centre	75 Gordon Street	Port Macquarie	2444	Community	Making	Visual Arts		



SITE NAME	STREET ADDRESS	SUBURB	PC	COMMUNITY/ COMMERCIAL	CURRENT USE	VENUE TYPE	CPTY	FACILITIES
1st Port Macquarie Sea Scouts Hall	Buller Street	Port Macquarie	2444	Community	Meeting Room	Community Hall		Hall, kitchen
CWA Kendall	War Memorial Rooms, Graham Street	Kendall	2439	Community	Meeting Room	Tourism		
CWA Port Macquarie	Town Green	Port Macquarie	2444	Community	Meeting Room	Community Hall	100	1 room / kitchen
Laurieton Library Meeting Room	Laurie Street	Laurieton	2443	Community	Meeting Room	Library	16	1 room
PMQ Library Meeting Room	Corner of Gordon and Grant Streets	Port Macquarie	2444	Community	Meeting Room	Library	50	3 rooms
PMQ Library Study Rooms	Corner of Gordon and Grant Streets	Port Macquarie	2444	Community	Meeting Room	Library	8	8 rooms
Wauchope Library Meeting Rooms	51 High Street	Wauchope	2445	Community	Meeting Room	Library	20	2 rooms
Hastings Valley Community FM Radio	5 Cameron Street	Wauchope	2446	Community	Programming	Media and Technology		
Mid Nth Coast Christian Broadcasters	198 Hastings River Drive	Port Macquarie	2444	Community	Programming	Media and Technology		
Port Macquarie Museum	22 Clarence St	Port Macquarie	2444	Community	Programming	Museum/ Heritage		14 rooms and galleries
John's River Country Market	John Rivers Community hall & Recreation Reserve, John Rivers Road	Johns River	2443	Community	Sales	Open air site		Second Saturday
Kendall Bazaar and The Meeting Place	Kendall Community Centre	Kendall	2439	Community	Sales	Visual Arts		Every Thursday
Laurieton Riverwalk Market	Cnr Tunis & Short Street	Laurieton	2443	Community	Sales	Open air site		Third Sunday
Port Macquarie Art Society Market Bazaar	Hamilton House, 198 Hastings River Drive	Port Macquarie	2444	Community	Sales	Visual Arts		Every Sunday
Real Food Local Produce Markets	Hay Street Forecourt	Port Macquarie	2444	Community	Sales	Open air site		Every Tuesday
The Artists Markets	Maritime Museum, 6 William Street	Port Macquarie	2444	Community	Sales	Open air site		Pop up market on 4th Sunday of each month
The Foreshore Market	Westport Park, Corner Buller & Park Streets	Port Macquarie	2444	Community	Sales	Open air site		Second Saturday
Beechwood School of Arts Hall	725 Beechwood Road	Beechwood	2446	Community	Venue	Community Hall	200	Hall, kitchen, meeting room and stage



SITE NAME	STREET ADDRESS	SUBURB	PC	COMMUNITY/ COMMERCIAL	CURRENT USE	VENUE TYPE	CPTY	FACILITIES
Bonny Hills Community Hall	Graham Street (adjacent to Bonny Hills Skate Park)	Bonny Hills	2445	Community	Venue	Community Hall	165	Hall, kitchen
CC MacAdams Music Centre	33B Lord Street	Port Macquarie	2444	Community	Venue	Community Hall		Hall
Dunbogan Jubilee Hall	Eastern end of The Boulevard	Dunbogan	2443	Community	Venue	Community Hall	65	Hall
Emerald Downs Community Centre	Lower level, Emerald Downs Shopping Centre, 100 Ocean Drive	Port Macquarie	2444	Community	Venue	Community Hall	100	Hall
Lake Cathie Community Centre	34 Mullaway Road	Lake Cathie	2445	Community	Venue	Community Hall	240	Medium hall, large meeting room, kitchen and children's playground.
Laurieton School of Arts Hall	58 Bold Street	Laurieton	2443	Community	Venue	Community Hall	180	Large hall, stage and kitchen.
Long Flat Community Hall	31 Henry Street	Long Flat	2446	Community	Venue	Community Hall	85	Medium common space, kitchen and outdoor children's playground.
Lorne Recreation Centre	941 Stewarts River Road	Lorne	2320	Community	Venue	Community Hall	100	Medium hall, kitchen and outdoor area.
Macquarie Nature Reserve and Roto House	Roto Place	Port Macquarie	2444	Community	Venue	Museum/ Heritage		
North Haven Community Hall	Ocean Drive	North Haven	2443	Community	Venue	Community Hall	150	Medium hall and kitchen
Pappinbarra Recreation Reserve Hall	Pappinbarra Road	Upper Pappinbarra	2446	Community	Venue	Community Hall	20-30	Small kitchenette and undercover meeting area
Pembroke Community Hall	979 Pembroke Road	Pembroke	2446	Community	Venue	Community Hall	100	Small hall, meeting room and kitchen.
Port Macquarie Historic Courthouse	Corner Hay Street and Clarence Street	Port Macquarie	2444	Community	Venue	Museum/ Heritage	60	Two small rooms
Port Macquarie Seniors Facility	43 Munster Street	Port Macquarie	2444	Community	Venue	Community Hall		Small, medium and large meeting room plus kitchen
The Players Theatre Inc	33 Lord St	Port Macquarie	2444	Community	Venue	Performing Arts	225	Foyer, auditorium, Gould room, theatre and stage
Wauchope Community Arts Hall	2/10 Oxley Lane	Wauchope	2446	Community	Venue	Community Hall	115	Medium hall and kitchen
Wauchope CWA Hall	49 High Street	Wauchope	2446	Community	Venue	Community Hall	120	Hall
Wauchope Rotary Youth Hall	1/10 Oxley Lane	Wauchope	2446	Community	Venue	Community Hall		Medium hall and kitchen
Wauchope Senior Citizens Centre	49 High Street	Wauchope	2446	Community	Venue	Community Hall	200	Medium hall and kitchen



APPENDIX 6: LIST OF DOCUMENTS SOURCED

Table 11 | List of documents sourced

DOCUMENT	AUTHOR
Australia's Creative Economy: Definitions of the Segments and Sectors	ARC Centre of Excellence for Creative Industries & Innovation (CCI)
Domestic Arts Tourism: Connecting the Country	Australia Council for the Arts
International Arts Tourism: Connecting cultures	Australia Council for the Arts
NSW Creative Industries: An Economic Snapshot	BYP Group
Proposed Regional Innovation Centre Stage 2B	Charles Sturt University Port Macquarie
Greater Port Macquarie Visitor Profile and Satisfaction Survey	Destination Research
Business Plan 2018-2019: Key Performance Indicators	Glasshouse Port Macquarie
Economic Impact Assessment of the Glasshouse in Port Macquarie	Glasshouse Port Macquarie
Glasshouse 2017-2018 KPI Outcomes	Glasshouse Port Macquarie
Glasshouse 2018-2019 KPI Outcomes	Glasshouse Port Macquarie
Glasshouse Financial Statements for the period ending 30 June 2019	Glasshouse Port Macquarie
Glasshouse Plan 2020-2022	Glasshouse Port Macquarie
Organisational Chart	Glasshouse Port Macquarie
NSW Ageing Strategy 2016-2020	NSW Government
Cultural and Heritage Tourism to NSW	NSW Government. Destination NSW
Queensland Lake Nature Reserve and Queens Lake State Conservation Area: Draft Plan of Management	NSW National Parks & Wildlife Service
Lake Innes Nature Reserve Plan of Management	NSW National Parks and Wildlife Service
Art for Art's Sake? Overview	OECD Publishing
Annual Report 2018-2019: Community Report card	Port Macquarie-Hastings Council
Annual Report 2018-2019: Financial Statements	Port Macquarie-Hastings Council
Annual Report 2018-2019: Statutory Detail	Port Macquarie-Hastings Council
Artwalk 2019 Programme	Port Macquarie-Hastings Council
Beach to Beach Shared Pathway Alignment study and Environmental Approvals Pathway	Port Macquarie-Hastings Council
Business Events: About Port Macquarie	Port Macquarie-Hastings Council
Business Events: Accommodation	Port Macquarie-Hastings Council
Business Events: Venues	Port Macquarie-Hastings Council
Coastal Walk Master Plan	Port Macquarie-Hastings Council
Community Halls Listing	Port Macquarie-Hastings Council
Council Owned Community Halls Usage 2013	Port Macquarie-Hastings Council
Cultural Plan 2018-2021	Port Macquarie-Hastings Council
Cultural Plan Progress Report (2018-2019)	Port Macquarie-Hastings Council
Disability Inclusion Action Plan 2017-2021	Port Macquarie-Hastings Council
East See Do. Visitors Guide	Port Macquarie-Hastings Council
Economic Development Strategy 2017-2021	Port Macquarie-Hastings Council
Events Plan 2019-2024	Port Macquarie-Hastings Council
Fishermens Wharf Public Info Plan	Port Macquarie-Hastings Council
Four Year Delivery Program 2017-2021 (Revised 2019)	Port Macquarie-Hastings Council
One Year Operational Plan 2019-2020	Port Macquarie-Hastings Council



DOCUMENT	AUTHOR
Greater Port Macquarie Destination Audit	Port Macquarie-Hastings Council
Greater Port Macquarie Destination Management Plan	Port Macquarie-Hastings Council
Key Indoor Venues	Port Macquarie-Hastings Council
Lake Cathie Foreshore Reserve Master Plan	Port Macquarie-Hastings Council
Our Place - Developing our Arts, Culture, Heritage and Creative Future Survey Results	Port Macquarie-Hastings Council
Port Macquarie Fact Sheet	Port Macquarie-Hastings Council
Port Macquarie Town Centre Master Plan	Port Macquarie-Hastings Council
Port Macquarie-Hastings Public Art Policy	Port Macquarie-Hastings Council
Review of Community Halls 2013	Port Macquarie-Hastings Council
Stakeholder List: Visitor Profiling and Satisfaction Survey	Port Macquarie-Hastings Council
Statement of reconciliation and Commitment	Port Macquarie-Hastings Council
Towards 2030: Community Strategic Plan	Port Macquarie-Hastings Council
Urban Growth Management Strategy 2017-2036	Port Macquarie-Hastings Council
Regional Growth Prospects: Strategic Investment in Food Processing, Tourism, Advanced Manufacturing and Creative Industries	Regional Australia Institute
Measuring the economic value of cultural and creative industries	Strategic Working Group of the Meeting of Cultural Ministers
The Beach, Bush and Beyond: Understanding Regional Dispersal of Australian Tourists	Tourism Research Australia: Australian Government
Hastings Regional Crown Reserve – Precinct A Plan of Management	Trade & Investment Crown Lands, NSW Government



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Overview

Port Macquarie-Hastings Council recognises the importance of sport and recreation as an integral part of our social fabric, generating community cohesion and attracting visitors to the region. Our region has some fantastic recreational resources including the Port Macquarie Coastal Walk, Port Macquarie Skatepark, the Wauchope All-Abilities Playground, our sporting facilities, and iconic beaches. It is vital that Council works with the community to deliver and enhance these services and opportunities.

As a Council, we need to be well prepared to continue the delivery of an appropriate level of recreational facilities and services into the future. This includes maintaining a commitment to the provision of sports facilities, providing for participation in unstructured activities and a variety of passive and active recreational pursuits.

Due to the increase in facilities and services provided to and required by the community, provision of these opportunities has become more complex. Council must plan, develop and manage suitable allocation of funding, resources and priorities to ensure all members of the community are offered the opportunity to participate.

The Recreation Action Plan (the Plan) aims to provide Council with the necessary framework to provide for sport and recreation facilities in the short to medium term.



August 2020 Update

This is an updated Plan which reflects current priority projects required to meet community needs along with facilities needed to meet forecast growth in the Port Macquarie-Hastings.

The status of actions identified for delivery in the previous Plans (Recreation Action Plan 2015-2025, Recreation Action Plan 2017-2025 and Recreation Action Plan 2019-2025) is outlined in Appendix 1.

The Plan has been revised to reflect:

- Finalisation of the Port Macquarie-Hastings Open Space Contribution Plan
- Changing community, Council and State Government priorities
- Opportunities to reduce overall project cost and minimise impact on user groups by aligning project stages where appropriate
- Condition based asset information, providing clarity as to when assets need to be replaced
- Likely availability of funding sources
- Actions identified in recently developed Community Plans.
- A desire to optimise the use of existing open spaces.

The updated Plan, identifies three timelines for delivery of priority projects:

Immediate	2020-2021
Short term	2021-2022 to 2022-2023
Medium term	2023-2024 to 2024-2025



Immediate Priority Actions 2020/2021			
Guiding Principle	Area	Facility	Project Detail
Planning for growth	Lake Cathie/Bonny Hills	Rainbow Beach Sports Fields	Finalise detailed design and approvals and commence construction
	Port Macquarie	Red Ochre Park	Complete construction of a new park
	Thrumster	Thrumster Sports Fields	Finalise detailed design and approvals
	Wauchope	Hastings Regional Sports Fields	Finalise detailed design and approvals and commence construction
Improving existing facilities	Camden Haven	Beach to Beach shared path	Detailed design, environmental approvals and commencement of construction
		Camden Haven Surf Club Building	Design and approvals for replacement of facility
		Laurieton Sports Complex	Upgrade amenities
		Laurieton Swimming Pool	Complete upgrade pool heating system
		North Haven to Bonny Hills Coastal Walk	Continue Coastal Walk Upgrade
		Riverview Reserve	Commence Playground Upgrade
		School to School shared pathway	Detailed design and planning approvals for highest priority sections
	King Creek	Narran Park	Playground Replacement at end of useful life.
	Lake Cathie/Bonny Hills	Bonny Hills Community Hall Reserve	Playground Upgrade

Port Macquarie	Bonny Hills Reserves	Continue review of Bonny Hills Reserves Master Plan
	Foreshore Reserve, Lake Cathie	Construction of Skate Facility
	Rainbow Beach Reserve	Reserve Upgrade
	Blair Reserve, Lighthouse Beach	Provision of accessible public toilets
	John Dick Reserve	Playground Replacement at end of useful life.
	Port Macquarie Aquatic Facility	Continue pre-construction activities
	Port Macquarie Coastal Walk -	Continue Coastal Walk Upgrade (Kenny Walk, Doctors Walk and Charlie Uptin Walk) Upgrade Walkway Town Beach to Town Beach North
	Port Macquarie Bicentennial Walk	Continue detailed design & approvals
	Port Macquarie Regional Sports Stadium	Sports Facility Upgrade
	Ruins Way Park	Park Upgrade
	Tacking Point Lighthouse Reserve	Accessible Ramp Design and Approvals
	Town Beach Park	Continue Playground Upgrade
	Town Green West	Continue detailed design & approvals and commence construction

		Westport Park Boat Ramp	Pre-construction for upgrade of car park and boating related improvements
	Telegraph Point	Charlie Watt Reserve	Provision of sports field drainage
	Wauchope	Bain Park	Continue development of Master Plan
		Blackbutt Park	Continue Facility Upgrade
		Rocks Ferry Reserve	Continue Playground Upgrade
		Lank Bain Sports Complex	Sports Facility Upgrade
	Various	Crown Reserves	Develop Plans of Management for Council Crown Land Managed sites

Short Term Priority Actions 2021/2022 - 2022/23			
Guiding Principle	Area	Facility	Project Detail
Planning for growth	Lake Cathie/Bonny Hills	Rainbow Beach Sports Fields	Finalise construction
	Thrumster	Thrumster Sports Fields	Finalise pre-construction activities
	Wauchope	Hastings Regional Sports Fields	Continue construction of Stage 1
Improving existing facilities	North Shore	Ferry Reserve	Boat Ramp Renewal
	Port Macquarie	Flynns Beach	Reserve Upgrade
		McInherney Park	Contribution to new boat storage facility for inclusion of public amenities
		Town Green West	Continue construction
		Town Green Central	Reserve Upgrade
		Westport Park Boat Ramp	Construction of upgrade of car park and boating related improvements
	Wauchope	Bain Park	Reserve and Playground Upgrade
		Bindi Close Reserve	Playground Upgrade

Medium Term Priority Actions 2023/2024 - 2024/25			
Guiding Principle	Area	Facility	Project Detail
Planning for growth	Lake Cathie/Bonny Hills	Rainbow Beach	Construction of new Pedestrian Facility
	Thrumster	Thrumster Sports Fields	Commence construction
Improving existing facilities	Camden Haven	Apex Park	Amenities Upgrade and Provision of Playground
		Beach to Beach Walk	Pedestrian Facility
		Camden Haven Surf Club Building	Commence construction
		Laurieton War Memorial Reserve	Reserve Upgrade
		Pilot Beach Reserve	Reserve and Playground Upgrade
		Wallace Reserve	Playground Upgrade
	Comboyne	Pioneer Park Comboyne	Playground Upgrade
	Ellenborough	Ellenborough Reserve	Renewal of amenities
	Kew/Kendall	Norrie Reserve	Playground Upgrade
	Lake Cathie/Bonny Hills	Explorers Way Reserve	Playground Upgrade
		Jonathan Dixon Reserve	Amenities Upgrade

Port Macquarie	Absolom Reserve	Playground Upgrade
	Amethyst Way Reserve	Playground Upgrade
	Ashdown Reserve	Playground Upgrade
	Flagstaff Hill Reserve	Local Facilities
	Greenmeadows Reserve	Playground Upgrade
	Hudson Avenue Park	Playground Upgrade
	McInherney Park	Reserve Upgrade
	Mimosa Park	Playground Upgrade
	Port Macquarie Aquatic Facility	Construction of Stage 1
	Port Macquarie	Bicycle Facility
	Port Macquarie Rowing Club Reserve	Reserve Upgrade
	Rotary Park	Playground Upgrade
	Sandhurst Reserve	Playground Upgrade
	The Boom Reserve	Playground Upgrade
	Waterlilly Park	Playground Upgrade
	Westport Park	Amenities, Reserve and Playground Upgrade
Wauchope	Fairmont Gardens Sporting Fields	Reserve Upgrade

		Lank Bain Park Sports Ground	Lighting Upgrade
		Rocks Ferry Reserve	Reserve Upgrade
		Timbertown Estate Reserve	Playground Upgrade

Appendix 1

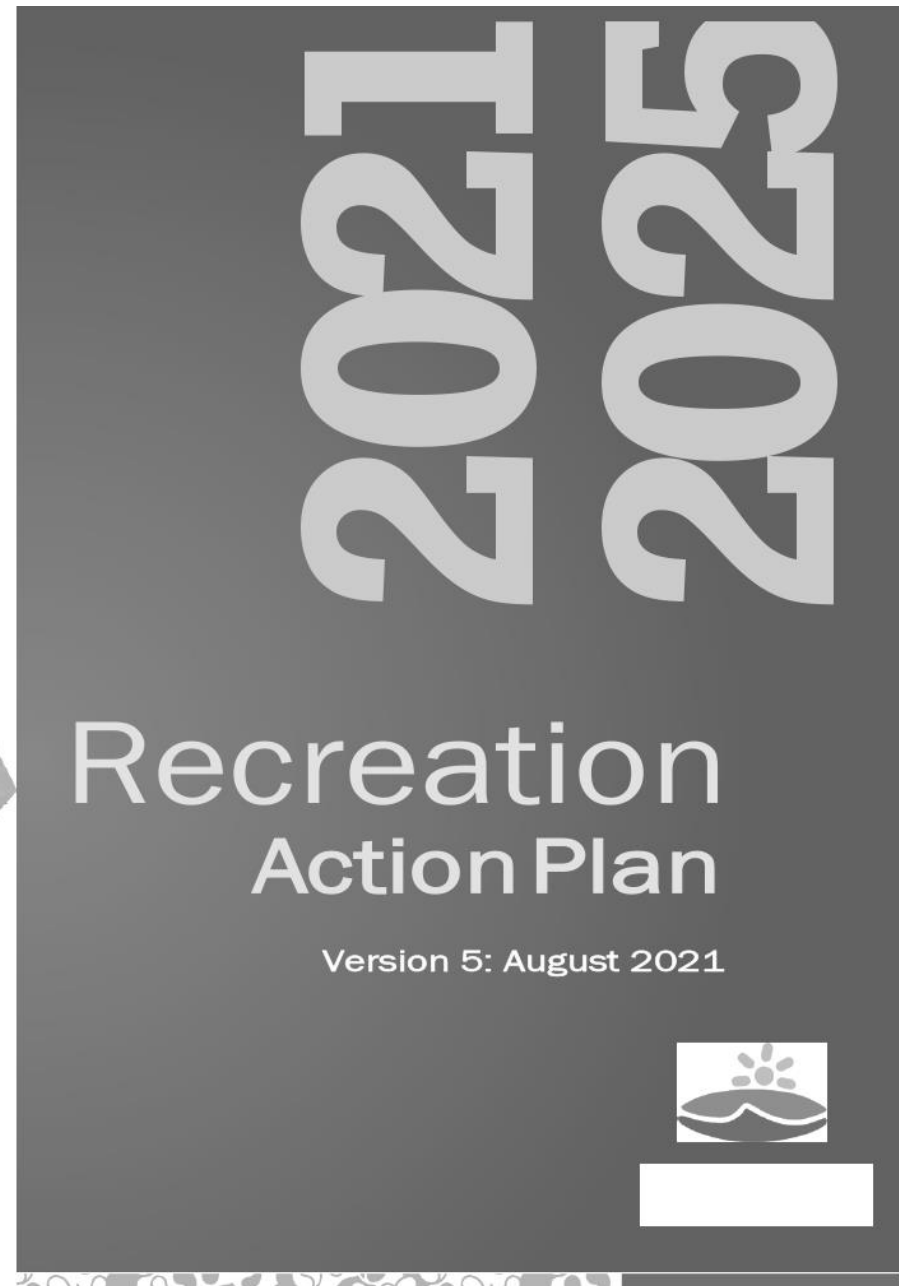
Completed Recreation Action Plan Priority Actions 2015-2020

- Construction of Googik Track (Stage 2)
- Establish process for community led sport and recreation improvement projects
- Develop web pages for sporting facilities
- Delivery of Tacking Point Lighthouse Reserve Master Plan (Stage 4)
- Permanent recruitment of Sport and Recreation Officer
- Develop an e-newsletter for sport and recreation groups
- Wauchope Pool Refurbishment (Stages 1 and 2)
- Develop & implement quarterly audit process for sport/recreational facilities
- Town Beach Kiosk/Marine Rescue Facility upgrade
- Develop a leash free dog exercise park at Henry Kendall Reserve
- Wayne Richards Park, Port Macquarie – Construct Multipurpose Field (Stage 5)
- Finalisation of the Camden Haven Recreational Boating Needs Study
- Hastings River, Port Macquarie – identify site and develop a Concept Plan for a new boating facility
- Expansion of Port Macquarie Indoor Stadium
- Upgrade Town Green East, Port Macquarie
- The site selection process for a new Port Macquarie Aquatic Facility has reconfirmed Macquarie Park as the preferred site
- Installation of a recreational boating pontoon at Rocks Ferry Reserve



- Construction of revetment wall to address river bank erosion at Rocks Ferry Reserve
- Development and adoption of the Port Macquarie Coastal Walk Master Plan
- Development and adoption of the Flynns Beach Master Plan
- Development and adoption of the Lake Cathie Foreshore Reserve Master Plan
- Provision of sports field flood lighting at Oxley Oval
- Provision of additional sports field flood lighting at Lank Bain Sports Complex
- Construction of Port Macquarie Dog Off-leash park at Stuart Park
- Construction of the Westport Park segment of the Foreshore Walkway
- Upgrade boat launching facility at Bruce Porter Reserve, Laurieton
- Upgrade boat launching facility at Dunbogan Reserve
- Construct new park in Crestwood Estate, Port Macquarie
- Upgrade netball court lighting at Laurieton Sports Complex
- Renewal of Scribbly Bark Reserve Playground, Lakewood
- Construct new community park in Kew
- Upgrade lighting and cricket net facilities at Kendall Sports Ground
- Flynns Beach Sea Wall - completion of Stage 1
- Upgrade lighting at Oxley Oval to 300 lux for night cricket use
- Construction of new training field at Regional Stadium, Port Macquarie
- Replacement of Settlement Point Playground in Port Macquarie
- Completion of the Stuart Park Regional Sporting Precinct upgrade
- Sports field lighting upgrade completed at Charlie Watt Reserve, Telegraph Point
- Install new sports field lighting at Andrews Park, Wauchope





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Overview

Port Macquarie Hastings Council recognises the importance of sport and recreation as an integral part of our social fabric, generating community cohesion and attracting visitors to the region. Our region has some fantastic recreational resources including the Port Macquarie Coastal Walk, Port Macquarie Skatepark, the Wauchope All-Abilities Playground, our sporting facilities, and iconic beaches. It is vital that Council works with the community to deliver and enhance these services and opportunities.

As a Council, we need to be well prepared to continue the delivery of an appropriate level of recreational facilities and services into the future. This includes maintaining a commitment to the provision of sports facilities, providing for participation in unstructured activities and a variety of passive and active recreational pursuits.

Due to the increase in facilities and services provided to and required by the community, provision of these opportunities has become more complex. Council must plan, develop and manage suitable allocation of funding, resources and priorities to ensure all members of the community are offered the opportunity to participate.

The Recreation Action Plan (the Plan) aims to provide Council with the necessary framework to provide for sport and recreation facilities in the short to medium term.



August 2021 Update

This is an updated Plan which reflects current priority projects required to meet community needs along with facilities needed to meet forecast growth in the Port Macquarie–Hastings.

The status of actions identified for delivery in the previous Plans (Recreation Action Plan 2015-2025, Recreation Plan 2017-2025, Recreation Action Plan 2019-2025 and Recreation Plan 2020-2025) is outlined in Appendix 1.

The Plan has been revised to reflect:

- Finalisation of the Port Macquarie-Hastings Open Space Contribution Plan.
- Changing community, Council and State/Federal Government priorities.
- Opportunities to reduce overall project costs and minimize impact on user groups by aligning project stages where appropriate.
- Condition based asset information, providing clarity as to when assets need to be replaced.
- Likely availability of funding sources.
- Actions identified in recently developed Community Plans.
- A desire to maximize the use of existing open spaces.

This updated Plan identifies three timelines for delivery of priority projects:

Immediate	2021/22
Short term	2022/23
Medium term	2023/24 - 2024/25



Action Plan – Immediate Priority Projects (2021/22)

Area	Facility	Project Detail	Guiding Principal
Camden Haven	Laurieton Sports Complex	Commence Master Plan Upgrades	Improve existing facilities
	Camden Haven Surf Club Building	Design and approvals for replacement of facility.	Improve existing facilities
	Kendall Tennis Club	Construct Tennis Court	Improve existing facilities
	Riverview Reserve, North Haven	Playground Upgrade	Improve existing facilities
King Creek	Narran Park	Playground Replacement	Improve existing facilities
Lake Cathie / Bonny Hills	Bonny Hills Community Hall Reserve	Playground Upgrade	Improve existing facilities
	Rainbow Beach Sports Fields	Commence Construction of Stage 1	Planning for growth
	Community Reserve, Lake Cathie	Construction of Basketball Court	Improve existing facilities
	Rainbow Beach Reserve	Reserve Upgrade	Improve existing facilities
Port Macquarie	Blair Reserve, Lighthouse Beach	Provision of Accessible Public Toilets	Improve existing facilities
	John Dick Reserve	Playground Replacement	Improve existing facilities
	Port Macquarie Aquatic Facility	Continue Pre-construction Activities	Planning for growth
	Town Beach Reserve	Construct Basketball Court	Improve existing facilities
	Port Macquarie Bicentennial Walk	Continue Pre-construction Activities	Improve existing facilities
	Port Macquarie Regional Stadium	Sports Facility Upgrade	Improve existing facilities
	Westport Park	Detailed Design for Playground Renewal	Improve existing facilities

Area	Facility	Project Detail	Guiding Principal
	Westport Park	Boat Ramp Facility Upgrade	Improve existing facilities
	Tacking Point Lighthouse Reserve	Accessible Ramp Design and Approvals	Improve existing facilities
	Town Beach Reserve	Detailed Design for Town Beach Amphitheatre	Improve existing facilities
	Town Green West	Construction of Playground	Improve existing facilities
	Wayne Richards Park	Construction of Bike pump Track	Improve existing facilities
Telegraph Point	Log Wharf Reserve	Reserve Upgrade	Improve existing facilities
Thrumster	Thrumster Sports Fields	Detailed Design and Approvals	Planning for growth
Wauchope & Hinterland	Bain Park	Detailed design of Bain Park revitalisation (Stage 1)	Improve existing facilities
	Pioneer Park, Comboyne	Reserve Upgrade	Improve existing facilities
	Long Flat Recreation Grounds	Reserve Upgrade	Improve existing facilities
	Hastings Regional Sports Fields	Finalise Detailed Design	Planning for growth

Action Plan - Short Term Priority Projects (2022/23)

Area	Facility	Project Detail	Guiding Principal
Camden Haven	Camden Have Surf Club	Finalise Design and Commence Pre-construction Activities	Improve existing facilities
	Kendall Skate Park	Commence Renewal	Improve existing facilities
	Norrie Reserve	Playground Upgrade	Improve existing facilities
Lake Cathie / Bonny Hills	Rainbow Beach Sports Fields	Finalise Construction of Stage 1	Planning for growth
Port Macquarie	Port Macquarie Aquatic Facility	Finalise Pre-construction Activities	Planning for growth
	North Shore Ferry Reserve	Boat Ramp Renewal	Improve existing facilities
	Flynns Beach	Reserve Upgrade	Improve existing facilities
	Town Green Central	Reserve Upgrade	Improve existing facilities
	Town Beach Reserve	Construction of Amphitheatre	Improve existing facilities
Thrumster	Thrumster Sports Fields	Pre-construction Activities	Planning for growth
Wauchope & Hinterland	Bain Park	Reserve and Playground Upgrade	Improve existing facilities
	Bindi Close	Playground Upgrade	Improve existing facilities
	Ellenborough Reserve	Renewal of Amenities	Improve existing facilities
	Hastings Regional Sporting Fields	Pre-construction activities	Planning for growth

Area	Facility	Project Detail	Guiding Principal
	Rocks Ferry Reserve	Commence Reserve Upgrade	Improve existing facilities

Action Plan - Medium Term Priority Projects (2023/24 - 2024/25)

Area	Facility	Project Detail	Guiding Principal
Camden Haven	Laurieton War Memorial Reserve	Reserve Upgrade	Improve existing facilities
	Camden Haven Surf Club	Commence Construction	Improve existing facilities
	Beach to Beach Walk	Pedestrian Facility	Improve existing facilities
	Pilot Beach Reserve	Reserve and Playground Upgrade	Improve existing facilities
	Wallace Reserve	Playground Upgrade	Improve existing facilities
	Apex Park	Amenities Upgrade and Provision of Playground	Improve existing facilities
Lake Cathie / Bonny Hills	Rainbow Beach	Construction of Pedestrian Facility	Planning for growth
	Explorers Way Reserve	Playground Upgrade	Improve existing facilities
	Johnathan Dixon Reserve	Amenities Upgrade	Improve existing facilities
Port Macquarie	Port Macquarie Aquatic Facility	Commence construction	Planning for growth
	Absalom Reserve	Playground Upgrade	Improve existing facilities
	Amethyst Way Reserve	Playground Upgrade	Improve existing facilities
	Ashdown Reserve	Playground Upgrade	Improve existing facilities
	Flagstaff Hill Reserve	Reserve Upgrade	Improve existing facilities

Area	Facility	Project Detail	Guiding Principal
	Hudson Avenue Park	Playground Upgrade	Improve existing facilities
	McInherney Park	Reserve Upgrade	Improve existing facilities
	Mimosa Park	Playground Upgrade	Improve existing facilities
	Port Macquarie Rowing Club Reserve	Reserve Upgrade	Improve existing facilities
	Sandhurst Reserve	Playground Upgrade	Improve existing facilities
	The Boom Reserve	Playground Upgrade	Improve existing facilities
	Waterlilly Park	Playground Upgrade	Improve existing facilities
	Westport Park	Amenities and Reserve upgrade	Improve existing facilities
	Rotary Park	Playground Upgrade	Improve existing facilities
	Greenmeadows Reserve	Playground Upgrade	Improve existing facilities
Thrumster	Thrumster Sports Fields	Commence Construction (Stage 1)	Planning for growth
Wauchope & Hinterland	Hastings Regional Sporting Fields	Commence Construction (Stage 1)	Planning for growth
	Fairmont Gardens Sporting Fields	Reserve Upgrade	Improve existing facilities
	Moroko Park, Pembroke	Playground Upgrade	Improve existing facilities
	James Street Reserve	Playground Upgrade	Improve existing facilities
	Lank Bain Sports Ground	Facility Upgrade	Improve existing facilities
	Timbertown Estate Reserve	Playground Upgrade	Improve existing facilities

Appendix 1 – Completed Recreation Action Plan Priority Actions 2015-2021

- Construction of Googik Track (Stage 2)
- Establish process for community led sport and recreation improvement projects
- Develop web pages for sporting facilities
- Delivery of Tacking Point Lighthouse Reserve Master Plan (Stage 4)
- Permanent recruitment of Sport and Recreation Officer
- Develop an e-newsletter for sport and recreation groups
- Wauchope Pool refurbishments (stages 1 and 2)
- Develop and implement quarterly audit process for sport/recreational facilities
- Town Beach Kiosk/Marine Rescue Facility upgrade
- Develop a leash free dog exercise park at Henry Kendall Reserve
- Wayne Richards Park, Port Macquarie - Construct Multipurpose Field (Stage 5)



- Finalisation of the Camden Haven Recreational Boating Needs Study
- Hastings River, Port Macquarie - identify site and develop a Concept Plan for a new boating facility
- Expansion of Port Macquarie Indoor Stadium
- Upgrade Town Green East, Port Macquarie
- The site selection process for a new Port Macquarie Aquatic Facility has reconfirmed Macquarie Park as the preferred site
- Installation of a recreational boating floating pontoon at Rocks Ferry Reserve
- Construction of revetment wall to address river bank erosion at Rocks Ferry Reserve
- Development and adoption of the Port Macquarie Coastal Walk Master Plan
- Development and adoption of the Flynns Beach Master Plan
- Development and adoption of the Lake Cathie Foreshore Master Plan
- Provision of sports field flood lighting at Oxley Oval
- Provision of additional sports field flood lighting at Lank Bain Sports Complex
- Construction of Port Macquarie Dog Off-leash Park at Stuart Park
- Construction of the Westport Park segment of the Foreshore walkway

- Upgrade boat launching facility at Bruce Porter Reserve, Laurieton
- Upgrade boat launching facility at Dunbogan Reserve
- Construct new park in Crestwood Estate, Port Macquarie
- Upgrade netball lighting at Laurieton Sports Complex
- Renewal of Scribbly Park Reserve Playground, Lakewood
- Construct new community park in Kew
- Upgrade lighting and cricket net facilities at Kendall Sports Ground
- Flynns Beach Sea Wall - completion of Stage 1
- Upgrade lighting at Oxley Oval to 300 lux for night cricket use
- Construction of new training field at Regional Stadium, Port Macquarie
- Replacement of Settlement Point Playground in Port Macquarie
- Completion of the Stuart Park Regional Sporting Precinct upgrade
- Sports field lighting upgrade completed at Charlie Watt Reserve, Telegraph Point
- Install new sports field lighting at Andrews Park, Wauchope
- Laurieton Sports Complex Amenities upgrade



- North Haven to Bonny Hills Coastal Walk upgrade
- Bonny Hills Reserves Master Plan development
- Construction of Lake Cathie Skate Facility
- Renewal of The Ruins Way Playground
- Town Beach Playground upgrade
- Town Green West Upgrade (excluding playground)
- Provision of drainage at Charlie Watt Reserve, Telegraph Point
- Blackbutt Park Facility Upgrade
- Development of Bain Park Master Plan
- Rocks Ferry Reserve Playground Upgrade (**note: this facility was severely impacted during the March 2021 flood event*)



3 Your Business and Industry

What we are trying to achieve

A region that is a successful place that has vibrant, diversified and resilient regional economy that provides opportunities for people to live, learn, work, play and invest.

What the result will be

We will have:

- A strong economy that fosters a culture supportive of business and ensures economic development of the region
- Townships, villages and business precincts that are vibrant commercial, cultural, tourism, recreational and/or community hubs
- A region that attracts investment to create jobs
- Partnerships that maximise economic return and create an efficient and effective business environment

How we will get there

- 3.1 Embrace business and a stronger economy
- 3.2 Create vibrant and desirable places
- 3.3 Embrace opportunity and attract investment to support the wealth and growth of the community
- 3.4 Partner for success with key stakeholders in business, industry, government, education and the community

Attachment 1: Council \$1.49m COVID Relief Reserve Funding

Number	Project	Funding	Update	Completion
1	Tourism product & trade market development Stage 2	\$ 80,000.00	Multi-year project with contracted delivery. Google Destination Management Organisation Workshops delivered late November 2020 and Tourism Marketing Academy online resources launched early December 2020. Trade development meetings held late November and early December 2020 with ongoing support, UberMedia dashboard went live late in late November 2020 and the Google Operator Audit of local tourism attractions and business is completed.	80%
2	Additional Investment in tourism PR and Marketing	\$ 140,000.00	Campaign activity successfully delivered and concluded at the end of November 2020. Campaign was regularly updated to respond to changing travel restrictions.	100%
3	Communication to community - use of funding / that projects have been added to OP	\$ 10,000.00	Bespoke website pages with video stories	100%
4	Tourism - Visiting Friends & Relatives Program development	\$ 25,000.00	Planning complete, implementation to occur with roll-out of new destination brand to June 2022.	50%
5	Website Food & Wine Trail Development	\$ 30,000.00	Project successfully delivered.	100%
6	PMH Cares	\$ 7,870.00	Program launched and volunteers trained	100%
7	Reboot, Refresh, Restart COVID Careers Pop ups	\$ 15,000.00	Delivered career information pop ups, webinars and small business start-up training course	100%
8	Grant writing workshops	\$ 15,000.00	Workshops delivered in February 2021 at Wauchope, Laurieton and Port Macquarie. Funded 2 years of Grant Finder web search engine pmhc.grantguru.com.au	100%
9	Arts, Culture & Creative Industries content development and marketing	\$ 80,000.00	Live & Local Music project ongoing, professional photography of and for creatives completed	90%
10	Cultural industries - Networking and mentoring	\$ 50,000.00	Cultural Street Sails project, Mural Workshop, Creative Business Sessions, Creative Industry Talks and Workshops	90%

Attachment 1: Council \$1.49m COVID Relief Reserve Funding

Number	Project	Funding	Update	Completion
11	Creative and Arts Trails development	\$ 45,000.00	Open Studio Weekend, Taste Trails developed and launched.	100%
12	Program to encourage use of vacant commercial spaces	\$ 80,000.00	Detailed project investigation completed and decision not to proceed due to COVID environment and various project barriers which would prevent quality outcome.	N/A - project removed
13	Contribution to Creek to Creek Trail Development	\$ 60,000.00	Planning completed. Site affected by the flooding which created damage to the boardwalk.	30%
14A	Artwalk delivery 2020	\$ 20,000.00	Program delivered October 2020 including Longest Footpath Gallery and satellite events	100%
14B	Artwalk delivery 2021	\$ 20,000.00	Planning commenced for delivery October 2021	25%
15	CBD Wifi (Wauchope, Laurieton, expand Port)	\$ 40,000.00	Quotes in-hand and discussion with vendors underway. Planning to engage vendor and undertake implementation.	25%
16	Tourism & Cultural Development Project Officer (temporary)	\$ 100,000.00	Onboarded Project Officer who is contracted to October 2021.	80%
17	Public Spaces Interpretation Strategy and Guidelines	\$ 60,000.00	Project initiated for delivery this financial year	20%
18	Renew the maps "Comboyne Plateau" outside Udder Cow Café and in Pioneer Park	\$ 10,000.00	Community workshops completed, tourism map completed for Pioneer Park. Artist appointed for mural on Petrol Station	75%
19	Develop a Laurieton Main Street Master Plan	\$ 100,000.00	Series of community workshops held. Master Plan in development	40%
20	Work with Pappinbarra residents and the RFS to develop and implement a community fire-safety plan.	\$ 25,000.00	Work and engagement has commenced with the community and the Wauchope RFS to develop this plan. With delays due to flooding and COVID, a draft plan is now expected to be completed by December 2021	25%
21	Install signage on Pappinbarra Road for speed reduction to help protect wildlife and to improve road safety	\$ 10,000.00	Project has commenced with a draft charter developed in this quarter. Works are expected to commence in 2021.	75%

Attachment 1: Council \$1.49m COVID Relief Reserve Funding

Number	Project	Funding	Update	Completion
22	Wauchope Rotary Youth Hall external repaint western side	\$ 40,000.00	External repaint completed.	100%
23	Stuarts Park Building beautification	\$ 20,000.00	External painting and signage installed at the Pirates Club House, Stuart Park.	100%
24	Kendall Bridge rehabilitation	\$ 40,000.00	Kendall Bridge Joint Rehabilitation delivery on track with detailed project planning, procurement activities and approvals in progress,	25%
25	Towns Gateway entrance strategy	\$ 50,000.00	Project planning to commence late 2021.	0%
26	CSU-Googik Connection Consultancies	\$ 150,000.00	Preliminary investigations and concept design review has been completed	20%
27	Port Macquarie Wakulda night time installation	\$ 55,000.00	Delivered April 2021 as feature of the Bicentenary	100%
28	Laurieton Sports Complex - installation of multi-purpose court (part funding)	\$ 115,000.00	Project Construction Complete. Close out report to come	95%
TOTAL		\$ 1,492,870.00		

Attachment 2: \$1.8m Australian Government: Roads and Community Infrastructure Program Phase 1

Number	Project	Funding	Status	Completion
1	Lake Cathie Foreshore Reserve Master Plan - Stage 2 works	\$ 280,000.00	New footpath and picnic huts installed. Awaiting arrival of playground shade sail for installation.	95%
2	Camden Haven Footpath -The Parade: Ocean St to Surf Club car park (NW side); 260m	\$ 100,000.00	Project Planning completed. Land tenure being discussed with Crown Land as a pre-requisite to construction.	40%
3	Laurieton Footpath -Lake Street: Tunis St to Seymour St (W side); missing links; 120m	\$ 60,000.00	New footpath installed at Laurieton	100%
4	Kendall Footpath -Comboyne St to Graham St connection at Kendall Services Club	\$ 80,000.00	Expected completion December 2021. This project completes the missing link of footpath between Comboyne St to Graham St through a landscaped verge.	0%
5	Comboyne Footpath -Hill Street: Pioneer Park to Main Street (W side); 180m	\$ 90,000.00	New footpath installed at Comboyne	100%
6	Wauchope Footpath -Parker Street: Wauchope High School to Bain Street (W side); 160m	\$ 70,000.00	New footpath installed at Wauchope	100%
7	Footpath -Rushcutter Way Port Macquarie: Moondara Tce to Bangalay Dr (SE side); 200m	\$ 100,000.00	New footpath installed at Rushcutter Way	100%
8	Footpath -Major Innes Road Port Macquarie: Braeroy Dr to The Ruins Way (E side); 320m	\$ 130,000.00	New footpath installed Major Innes Road	100%
9	Footpath -Watonga Street Port Macquarie: Connection to Matthew Flinders Dr; 35m	\$ 50,000.00	Expected completion December 2021	25%
10	Solar PV Port Macquarie Airport	\$ 140,000.00	Completed installation of solar photovoltaic system on roof of Port Macquarie Airport	100%
11	Wauchope Stadium Cladding Replacement	\$ 20,000.00	Completed installation of cladding interior of Wauchope Indoor Stadium	100%
12	Rural Road Safety Improvements - linemarking, signs.	\$ 100,000.00	Linemarking completed on Reids Road, Rosewood Road, Quarry Road, Redbank Road and Logans Crossing Road. Project completion expected November 2021.	50%

Attachment 2: \$1.8m Australian Government: Roads and Community Infrastructure Program Phase 1

Number	Project	Funding	Status	Completion
13	Install seating beside Comboyne Anzac Memorial	\$ 10,000.00	Completed and seating installed before ANZAC Day.	100%
14	Install a sheltered seating area, picnic table and rubbish bins at Kendall Park	\$ 25,000.00	Completed - seating/shade moved to sports field, new bin in main street area.	100%
15	Increased seating and shade at Charlie Watt Reserve Telegraph Point	\$ 26,618.00	Completed installation of shade and seating.	100%
16	Port Macquarie Wakulda Night time installation - infrastructure component	\$ 65,000.00	Launched April 2021 as feature of Bicentenary with ongoing screenings twice nightly	100%
17	Jubilee Hall Dunbogan - external repaint	\$ 20,000.00	Hall repainted	100%
18	North Shore Fish Cleaning table	\$ 30,000.00	Considering community engagement results before next steps of selecting location or nominating alternative project.	25%
19	New bus shelters (3 or 4) & landing pads	\$ 45,000.00	Completion expected December 2021 to install three new bus shelters at: - 69 Pacific Drive, Port Macquarie. - 180 Lake Road, Port Macquarie. - 1459 Ocean Drive, Lake Cathie	40%
20	Hay Street Resurfacing - Port Macquarie	\$ 280,000.00	Completed Hay Street resurfacing.	100%
21	Laurieton Sports Complex - installation of multi-purpose court (part funding)	\$ 105,000.00	Project Construction complete of new multi-purpose courts. Close out report to come	95%
	TOTAL	\$ 1,826,618.00		

Attachment 3: \$3.4m Australian Government: Local Roads and Community Infrastructure Program Phase 2

Number	Project	Funding	Status	Completion
1	Pioneer Park Comboyne upgrade	\$ 100,000.00	Not commenced - note that site & community severely impacted by floods with roads closed due to landslides. Extension requested to June 2022 due to flood impact on Council resources to deliver the project.	0%
2	Long Flat Recreation Grounds Facility Upgrade	\$ 100,000.00	Not commenced - note that site & community severely impacted by floods with roads closed due to landslides. Extension requested to June 2022 due to flood impact on Council resources to deliver project.	0%
3	Kendall Tennis Club contribution to new tennis court	\$ 150,000.00	Design complete, construction soon to commence	25%
4	Log Wharf Reserve, Telegraph Point, upgrade	\$ 50,000.00	Community Plan priority. Impact by floods. Master Plan in development. Extension requested to June 2022 due to flood impact on Council resources to deliver project.	20%
5	Community Hall Reserve, Lake Cathie install half-court Basketball Court	\$ 70,000.00	Out for quotation	50%
6	Town Beach Reserve Port Macquarie, install half-court basketball court	\$ 70,000.00	Out for quotation	50%
7	Wayne Richards Park, Port Macquarie, Upgrade (reshape and apply asphaltic seal) to bike pump track and dirt jump runs	\$ 350,000.00	Due for Council meeting 21.7.21 to discuss our preferred tenderer submission	75%
8	Cameron St Wauchope and Bridge St Port Macquarie, Resurface Council Carparks	\$ 150,000.00	Limited Design Review required. Extension requested to June 2022 due to flood impact on Council resources to deliver project	10%
9	Laurieton Sports Complex, Master Plan upgrades (Amenities Upgrades)	\$ 350,000.00	Project planning complete. In design phase with external architect. Civil works commencing end of 2021. Note that site & community severely impacted by floods. Extension requested to June 2022 due to flood impact on Council resources to deliver project.	10%
10	Beechwood, Pedestrian upgrades (paths and refuges)	\$ 480,000.00	Not commenced - extension requested to June 2022 due to flood impact on Council resources to deliver project.	0%
11	North Shore Footpath or Road rehabilitation	\$ 960,000.00	Due to flood impacts reviewing priority sections. Extension requested to June 2022 due to flood impact on Council resources to deliver project.	10%
12	Bonny Hills Reserves Master Plan	\$ 59,640.00	Community Plan priority. Master Plan developed and community consultation results are under review. Extension requested to June 2022 due to flood impact on Council resources to deliver project	50%
13	Wesley Avenue, Port Macquarie Petit, Hart and Anderson Streets, Port Macquarie, Kerb and Gutter Install	\$ 550,000.00	Limited Design Review Required. Not commenced. Delayed due to workload redirected to flood event recovery efforts	10%
TOTAL		\$ 3,439,640.00		

4 Your Natural and Built Environment

What we are trying to achieve

A connected, sustainable, accessible community and environment that is protected now and into the future.

What the result will be

We will have:

- Effective management and maintenance of essential water, waste and sewer infrastructure
- A community that is prepared for natural events and climate change
- Sustainable and environmentally sensitive development outcomes that consider the impact on the natural environment
- Accessible transport network for our communities
- Infrastructure provision and maintenance that meets community expectations and needs
- Well planned communities that are linked to encourage and manage growth
- Accessible and protected waterways, foreshores, beaches and bushlands
- An environment that is protected and conserved for future generations
- Renewable energy options that are understood and accessible by the community

How we will get there

- 4.1 Provide (appropriate) infrastructure and services including water cycle management, waste management, and sewer management
- 4.2 Aim to minimise the impact of natural events and climate change, for example, floods, bushfires and coastal erosion
- 4.3 Facilitate development that is compatible with the natural and built environment
- 4.4 Plan for integrated transport systems that help people get around and link our communities
- 4.5 Plan for integrated and connected communities across the Port Macquarie-Hastings area
- 4.6 Restore and protect natural areas
- 4.7 Provide leadership in the development of renewable energy opportunities
- 4.8 Increase awareness of issues affecting our environment, including the preservation of flora and fauna



The Hon. Brad Hazzard MP
Minister for Health and Medical Research

Ms Peta Pinson
Mayor
Port Macquarie-Hastings Council
PO Box 84
PORT MACQUARIE NSW 2444

Our Ref: B21/419

Dear Mayor Pinson

I write following correspondence received from the Member for Port Macquarie, The Hon. Leslie Williams in relation to concerns raised by constituents about the community poll on fluoridation.

NSW Health strongly encourages water utilities to add fluoride to water supplies, allowing communities to receive the proven benefits of fluoride.

Mr Stewart Dowrick, Chief Executive, Mid North Coast Local Health District, has confirmed that support of fluoridation is based on many years of reliable evidence and the ongoing support of the National Health and Medical Research Council.

I note that the water fluoridation poll question asks the community 'Would you prefer that Council stop adding fluoride (hydrofluorosilicic acid) to the public water supply?'

While the name 'hydrofluorosilicic acid' (or hydrofluosilicic acid), is the specific fluoridation chemical used by Council and is technically correct, it is inconsistent with questions used in other recent community polls. Commonly the question is 'Do you agree with adding fluoride to the water supply to try and prevent tooth decay?'

Therefore, I would ask that Council reconsider the community poll question so that it reflects a consistent approach with questions asked in other recent and similar polls.

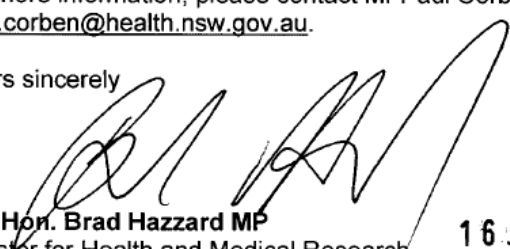
In relation to the status of fluoridation of the water supply in the Port Macquarie-Hastings Council LGA, I am advised that Council temporarily ceased fluoridation of the Hastings District and Wauchope water supplies in November 2019 due to a lack of flow in the Hastings River. Further, I am advised that following heavy rains in early 2020 Council was able to start taking water from the Hastings River and return the fluoridation systems to operation in March 2020. However, while Council resumed fluoridation of the Wauchope drinking water supply at the Wauchope Treatment Plant on 9th April 2021, it has not recommenced fluoridation of the Hastings District Water Supply despite a recommendation to do so by the Public Health Unit following advice received by NSW Health from the EPA.

I share Mrs Williams' concerns that the community of Port Macquarie have not been made aware that fluoride has in fact not been added to the public water supply for over 18 months despite the community poll question which infers that fluoride is currently being added.

In closing, I urge Council to continue to work with NSW Health and EPA to ensure the recommencement of fluoridation in the Hastings District system as soon as possible noting that Council is eligible to apply for a 100 per cent subsidy for the cost of a new or temporary dosing system.


For more information, please contact Mr Paul Corben, Director North Coast Public Health Unit on paul.corben@health.nsw.gov.au.

Yours sincerely


The Hon. Brad Hazzard MP
Minister for Health and Medical Research

16 JUL 2021

GPO Box 5341 Sydney NSW 2001 ■ P: (02) 8574 6000 ■ F: (02) 9339 5506 ■ W: nsw.gov.au/ministerhazzard

 PORT MACQUARIE HASTINGS	
TRIM No	CPM No
26 JUL 2021	
Key word	
Activity	
Subject	
Files: <u>SF 21275</u> Folder: <u>W: nsw.gov.au/ministerhazzard</u>	

PORT MACQUARIE-HASTINGS
COUNCILSettlement Shores Canals
Estate Maintenance Fee

COMMUNITY ENGAGEMENT

July 2021





Project name	Settlement Shores Estate - Canal Maintenance Fee		
Project manager	Cameron Hawkins		
Consultant			
Engagement Officer	Liz Brennan		
Operation Plan #		CM Reference	SF21/851

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1. INTRODUCTION

1.1. Background

As per Council's resolution of 23 September 2020, the Engagement Team and Infrastructure Planning Team have been consulting with the property owners in the Settlement Shores Canal Estate to determine an equitable fee/charge that could be added to the draft 2021/22 Fees & Charges to fund maintenance activities.

The proposed fee could be applied to all Settlement Shores Canal estate properties at a rate of \$.0006154 of current land value over a four-year period.

Without the income obtained from this fee, Council has insufficient funds to continue to implement the Canal Maintenance Program. This is inequitable for residents who did not receive any maintenance works in their canals, in this instance being the Newport and Ballina canals in 2020. Several privately owned revetment walls and boat ramps are at risk of collapse as sand obtained during dredging works of the Council-owned drainage reserve is placed on canal beaches which helps support privately owned canal revetment walls.

This fee was intended to be part of the 2021/22 Operational Plan. However due to the March 2021 flood event and the halt to all community engagement, this fee and the associated works was not considered for implementation until the community had an opportunity to ask questions, provide their feedback on canal maintenance and fee equity for Councillors to consider.

1.2. Engagement approach

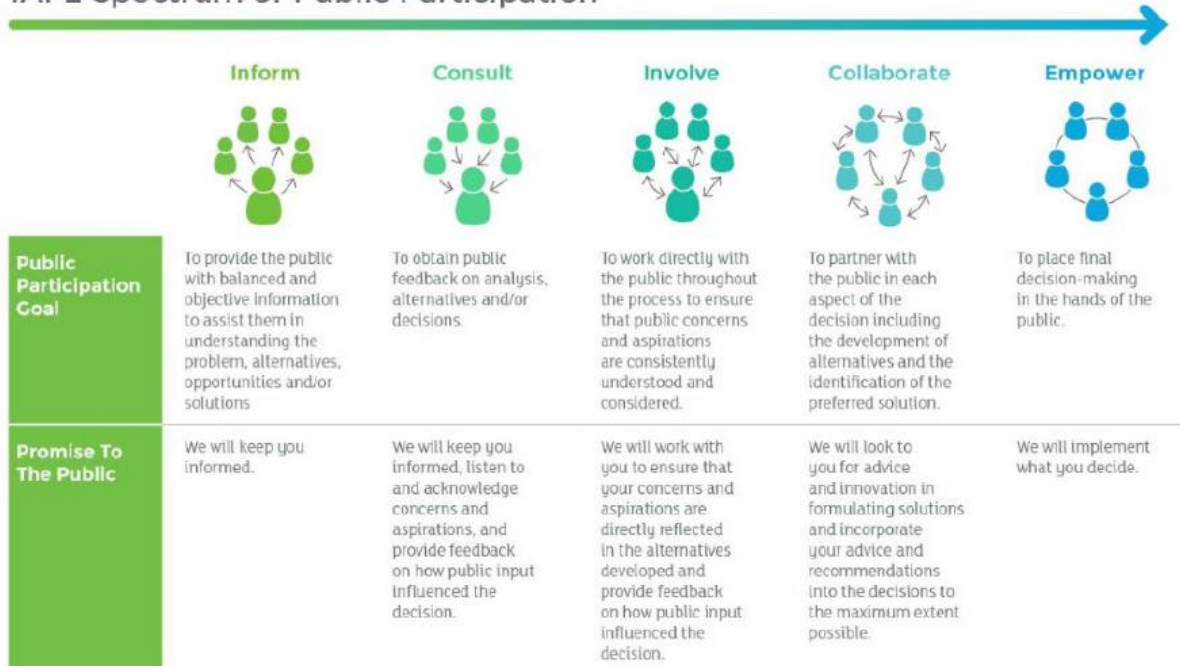
Council staff have engaged with the community at the "Involve" and "Consult" level.

During the initial development of the proposal and potential long-term maintenance program, Infrastructure Planning staff involved a small working group of residents "Friends of Settlement Shores" in the development of a canal maintenance proposal and fee structure.

Following the development of this work, Council's Engagement Team was brought in to consult with the land owners of the Settlement Shores Estate. This process was to enable all land owners and key stakeholders in the estate to access information, and to then contribute their feedback and thoughts on the proposed works and maintenance fee.



IAP2 Spectrum of Public Participation

**1.3. Consultation focus**

We engaged with the Settlement Shores Estate community to gain their feedback on:

- the equity of the proposed new fee to fund canal maintenance and;
- their expectations of canal maintenance within their estate.
- any other feedback regarding the canals.

2. ENGAGEMENT ACTIVITIES, TIMELINES & RESULTS**2.1. Direct Engagement with Land Owners**

Property owners of the Settlement Shores Canals Estate were contacted via direct mail and received a covering letter, fact sheet and survey.

551 letters were sent to the Canal Estate landowners in total.

Property owners were also invited to attend a community meeting on either Thursday 17 June or Monday 21 June for a presentation and opportunity to provide feedback and ask questions.

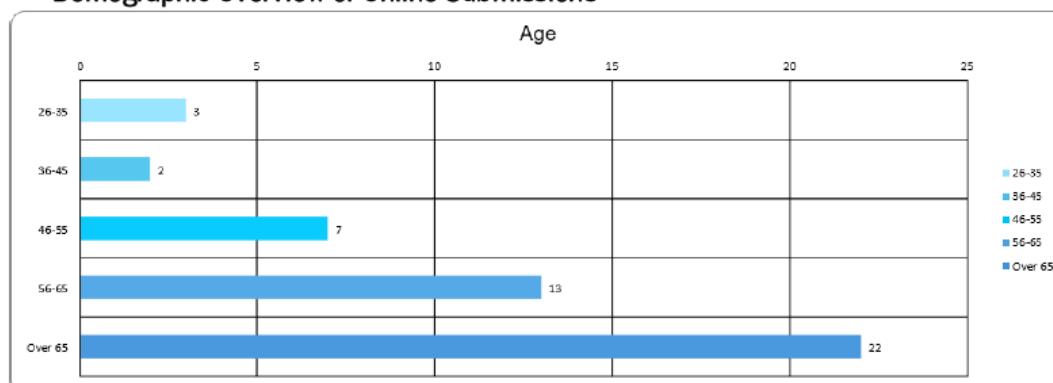
2.2. Have Your Say and Submissions

The Settlement Shores Maintenance Fee was placed on Council's Have Your Say portal on 7 June 2021 until 8 July 2021.

As at 8 July 2021, 117 submissions had been received. 49 online surveys, 68 hard copy surveys and written submissions via mail and email. A summary of survey data and insights into submissions are supplied below.

Many submissions provided additional comments, suggestions and feedback. A summary table of submissions has been appended for reference.

Demographic Overview of Online Submissions

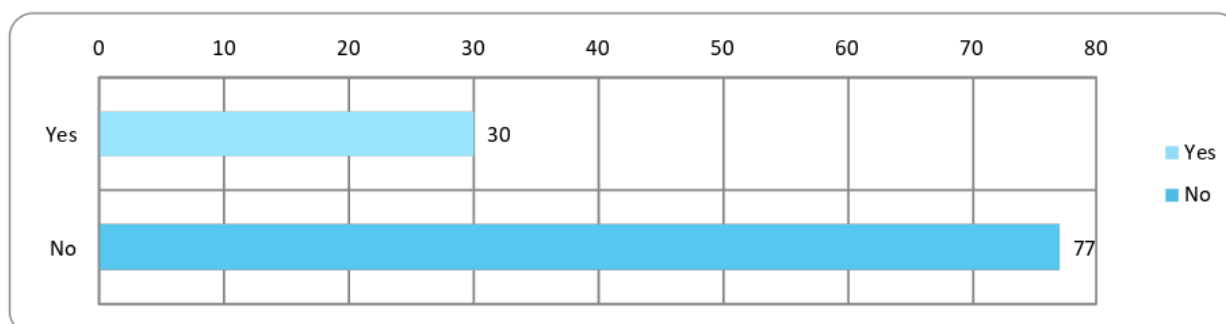


Of the 49 submissions received via the Have Your Say portal, 44% of registered respondents were aged 65+ - and in total over 70% were aged 56+.

95% of registered respondents were based in Port Macquarie.

2.3. Survey Responses

Question 1: Do you support the introduction of an annual Settlement Shores Estate Maintenance Fee (over a four-year period) to complete further canals maintenance works?



107 responses to this question were received: -

- 28% of respondents supported the introduction of a four-year annual maintenance fee.
- 72% did not support the introduction of the proposed fee.

10 submissions did not provide an answer to this survey question.

Question 2: What do you think are the key areas that need to be focused on for maintenance within the Settlement Shores Estate?

101 responses were received to this survey question, online and written submissions. The most mentioned maintenance concerns were:

- Beach Replenishment: 62
- Revetment Walls: 55
- Dredging: 52

Other issues mentioned by respondents included:

- Education on owner responsibilities: 81
- Concern for past maintenance activities: 47
- Ballina Canal: 47

- Newport Canal: 42
- Lack of maintenance: 35
- Jetties and boat ramps, concern for maintenance and stability: 22
- Erosion control: 28

Other issues mentioned included:

- Council responsibilities: 44
- Desire for a long-term maintenance solution: 30
- Self-maintenance: 18
- Environmental concerns: 13
- Rock shingle beaches: 13
- Flood damage and clean up: 12

Question 3: What would be an equitable way to fund canal maintenance to meet resident expectations?

There were 88 responses to this question.

Many survey respondents and meeting attendees mentioned the high rates paid by property owners in the Settlement Shore Canal Estate.

There was a strong sentiment that Council should be responsible for canal maintenance and furthermore that a portion of their rates should be used to maintain the canals. The community use of the canals for recreational purposes and Council's use of the canals as a stormwater drainage system and flood buffer were also mentioned, and these points were used to illustrate that the canal system is a community asset which Council and all ratepayers should be responsible for maintaining.

While the majority of respondents did not agree with the fee as proposed, there were many suggestions of ways to fund canal maintenance.

Mentions in survey responses are as follows:

- Flat fee – Estate: 27
- Inequity of properties with no Boating Structure License Fee: 15
- Flat Fee - Region: 10
- No Boating Structure License Fee: 9
- User pays: 8
- Council-owned dredger: 7
- Metres Frontage: 3

Following are verbatim extracts of suggestions received for canal maintenance funding:

Council-owned Dredge Purchase and run your own sand dredge...as opposed to paying exorbitant costs to a private entity.	Flat Fee Charge everyone regardless of whether they have a ramp or jetty i.e. everyone with a canal block.
General Fund Funding should be the same as road, footpaths, parks, sporting fields and the rest of Council's infrastructure.	BSLF & General Fund The canals are a public area for all boats, kayaks etc. It is not fair to ask canal residents to fund the total maintenance.

Special Rate Variation - Regional Place a small charge (for example \$0.50) on every Port Macquarie ratepayer based on recreational use, flood mitigation and drainage use.	As Proposed & ongoing Levy The levying of a maintenance fee as described to all waterfront properties. After proposed 4 year term, a smaller levy should be applied to allow for dredging every 5 years as well as boat ramp and pontoon levy
Use portion of Canal High Rates Allocate a portion of the high rates we pay to maintenance of the canals	Same as Broadwater Model All residents in Settlement Shores and Broadwater canal systems should be under a common fee structure.
Change works proposal Adjust the current proposal to provide sand only and then implement a long term option.	Capped Levy Contribution / special levy should be capped at current valuation for the 4 year period.
Toll Charges Toll charges for commercial operators / non-residents accessing the canal.	Other Sources Apply to Water Ways to pay contribution (Note: now known as Transport for NSW)
User pays Every canal property owner is responsible to maintain revetment walls and boat ramps.	Increase the Boating Structure License Fee Increase the boating structure Licence fee as a "user pays" system.
Levy based on Need Canals that require maintenance on a regular basis with walls and beaches should pay a higher levy.	Delete Boating Structure License Fee and proceed with a maintenance plan whereby every landowner contributes to the upkeep of the waterway.
Fee based on Metres Water Frontage	Council pay to complete the Ballina & Newport canals and then consider the implementation of a flat fee

There were also 81 mentions of the need for better education for owners regarding their ownership and responsibilities.

2.4. Meetings

Two public meetings were held at Port Macquarie Panthers on Thursday 17 June and Monday 21 June 2021.

These meetings were attended by over 100 people. 40 attendees on Thursday 17 June and over 60 people on Monday 21 June 2021.

An overview of the past works, proposed works and proposed maintenance fee was presented. The attendees then asked a broad range of questions.

Issues raised included:

- Concern over 2020 works and the omission of Ballina and Newport canals
- Full expenditure of the Boating Structure License Fee reserve and lack of transparency of expenditure
- Canal residents' higher rates in comparison to other Port Macquarie landowners and lack of additional services
- Environmental concerns over placement of rock on beaches instead of sand, impacts to marine biodiversity
- Community use of the canals, boats, tourism, jet skis, kayaks
- Boat speeds within the canals exacerbating beach erosion
- Use of the canals by Council as a drainage system and flood mitigation tool
- Confusion as to why residents should have to contribute to the dredging of the drainage reserve that is Council owned
- Funds should come from the Council general reserve
- Maintenance should be scheduled and regular
- Concern about private structure stability (boat ramp, jetty) due to lack of dredging and maintenance
- Concern about affordability for pensioners and self-retirees on fixed income.
- Council's culpability for the collapse of privately owned assets due to lack of maintenance within the drainage reserve
- Canals should be treated in the same way as a road for maintenance expenditure
- Maintenance history of the canals since its development in the late 1970s & 1980s.
- Concern about the longevity of the proposed solution
- Retain sand beaches and not be rock shingled
- Request for rock shingles or more robust beach treatment to prevent maintenance
- A resident committee to work with Council.

There was strong community demand for improved canal maintenance and concern regarding lack of past maintenance.

There was very little support for the maintenance fee as proposed.

The general consensus was a more detailed program of works was required for further consideration.

3. RESULTS SUMMARY/CONCLUSION

Support of the Proposed 4-year Annual Fee

Over 70% of respondents to the survey did not support the introduction of an annual 4-year canal maintenance fee.

28% did support the proposed fee, which is an increase on the engagement results for the 2017 Canal Maintenance Report where 19% of respondents supported a canal maintenance fee.

Maintenance Expectations

In regards to maintenance, the respondents indicated that their main priorities for maintenance were for revetment walls, beach replenishment and dredging. There is concern about the lack of regular maintenance in the canal system and also the need to better educate residents, particularly new residents, about their land ownership and responsibilities relating to beaches and revetments walls.

Fee Equity

Respondents felt that the higher rates paid by canal residents should be taken into account and the canals should be maintained as per other Council assets.

There were many mentions of broader community recreational use of the canals by tourism boats, kayaks and other leisure craft - as well as concern about boat speeds (wakes) within the canals contributing to beach erosion. Respondents also raised the use of the canals by Council and the general community as a drainage reserve for stormwater and flood mitigation. For these reasons, the respondents felt that the canal area was a community owned asset and should be funded by Council's general fund or with contributions from the tourism industry, other canal users etc. via a levy or toll.

Past Maintenance Concerns

There is concern about the 2020 maintenance works carried out by Birdon, the award of the contract, supervision of the work, transparency of the expenditure of funds and the inequity of the exclusion of the Ballina and Newport Canals in this program of works.

There was concern about the Ballina and Newport canals and how the current maintenance issues would be addressed in the short term to prevent revetment wall failure.

Conclusion

While the respondents strongly rejected the proposed fee, the engagement provided a renewed understanding of the Estate's maintenance priorities/expectations and a range of alternative funding ideas for further investigation and consideration. There may be an opportunity to further explore these priorities and funding suggestions in Council/community workshops with the entire Settlement Shores Estate invited to participate.

Education for existing and future property owners in regards to land ownership and responsibilities within the canal estates would be beneficial. It was also apparent the community understanding of the structure, administration and expenditure of Council rates, fees and charges was limited.

4. NEXT STEPS

A report will be provided to Council for consideration at the August 2021 Council Meeting.

5. APPENDIX

Property Owner Letter, Fact Sheet and Survey

Port Macquarie-Hastings Council
PO Box 84
Port Macquarie
NSW Australia 2444
DX 7415
council@pmhc.nsw.gov.au

ABN 11 236 901 601



8 June 2021

<<Postal Name>>
<<Postal Address>>
<<Suburb>>

Dear Property Owner

Have your Say: Settlement Shores Estate - canal maintenance & fee

As a property owner in the Settlement Shores Estate, we are writing to inform you that at the Council Meeting of 23 September 2020, Council resolved to consult with property owners to establish an equitable fee/charge to fund maintenance outlined in the 2017 Canal Maintenance Plan.

As a result of this resolution, we want to have a conversation with your community about a proposed Settlement Shores Maintenance Fee and we are seeking your feedback.

Please be assured this is a proposed fee and has not been implemented. Your feedback will be provided to Councillors for consideration regarding the implementation of a fee to fund works within the Settlement Shores Estate.

We know that 2021 has been a challenge with the recent flood, however this has also highlighted the need for ongoing proactive maintenance.

As you may be aware, canal maintenance works, including dredging and beach replenishment, was carried out in 2020 in the Settlement Shores Estate – with the exception of the Ballina and Newport canals. Dredging works for these canals was not completed as extensive dredging work was not required. Without dredging, which provides sand to the canal beaches, several privately owned revetment walls are slumping. A new project was not initiated for these canals due to the depletion of the Boating Structure License Fee reserve which funds canal maintenance. At the current fee level, the canal maintenance reserve takes many years to build up funds to undertake significant maintenance projects.

This situation resulted in the September 2020 Council resolution to seek a more equitable outcome for the residents of the canals. Our intention had been to consult with you about the proposed works program and fee during the exhibition of the draft 2021/22 Operational Plan. Due to the March flood and its impact on our community, we have waited until a more appropriate time to have this conversation.

The proposed Settlement Shores Maintenance Fee is on public exhibition until Tuesday 6 July 2021 and we are seeking your feedback. The annual fee is proposed to be implemented for a four year period and would forward fund immediate maintenance works within the canals to replenish the Newport and Ballina canal beaches which support privately-owned infrastructure.

pmhc.nsw.gov.au

Page 1

PORT MACQUARIE OFFICE
17 Burrawan Street, Port Macquarie NSW 2444
t 02 6581 8111 f 02 6581 8123

WAUCHOPE OFFICE
49 High Street, Wauchope NSW 2446
t 02 6589 6500

LAURIETON OFFICE
9 Laurie Street, Laurieton NSW 2443
t 02 6559 9958



This proposed annual fee would be calculated based on your land value. Our Fact Sheet explains how you can estimate that amount. Alternatively, call Council on 6581 8111 to find out how this may apply to your property.

We have included a Fact Sheet to help answer some of the questions you may have. We are sure there will be many questions and we are happy to answer those and receive your feedback. We are providing a number of opportunities for property owners to come and speak to Council staff directly.

Community Meeting:

We have provided an evening and daytime opportunity for you.

Thursday 17 June, 6pm - 7.30pm

Monday 21 June, 10am - 11.30am

Panthers Port Macquarie, Rushcutter Room

Have Your Say:

There are a number of ways to provide your feedback:-

- via the haveyoursay.pmhc.nsw.gov.au website;
- Send an email to council@pmhc.nsw.gov.au; or
- Post your response to: CEO, Port Macquarie-Hastings Council, PO Box 84, Port Macquarie NSW 2444.

Your feedback should be received no later than Tuesday 6 July 2021.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Lucilla Marshall'.

Lucilla Marshall
Group Manager, Community

Proposed Settlement Shores Maintenance Fee

FREQUENTLY ASKED QUESTIONS



What is the proposed Settlement Shores Canal Maintenance Fee?

The proposed Settlement Shores Canal Maintenance Fee will fund Settlement Shores Estate canals maintenance work which was unable to be completed in 2020 due to insufficient funds being available. This essential maintenance program will cost \$800,000. This work has been scheduled for 2021/22 and would replenish canal beachfronts and provide stability for private infrastructure (jetties, ramps, revetment walls) in the Ballina and Newport canals.

The annual fee being proposed would be for four years to cover the \$800,000 required.

How would I calculate the Settlement Shores Canal Maintenance Fee for my property?

The proposed fee that was in the draft Port Macquarie-Hastings Council 2021/22 Fees & Charges, was proposed to be charged at \$.0006154 of land value.

To calculate this for your property, multiply your land value by \$.0006154.

For example: \$500,000 x \$.0006154 = \$307.70

pmhc.nsw.gov.au

FactSheet



How do I find out my land value?

You can find your land value on your:

- Notice of Valuation from the Valuer General; or
- Land tax assessment from Revenue NSW.

You can also find your land value online at valuergeneral.nsw.gov.au/land_values

You can also call Council on 6581 8111 and we can assist you.

I pay a Boating Structure License Fee, why would I need to pay this maintenance fee?

Landowners are required to pay Council an annual Boating Structure Licence Fee (\$138 per annum) for boating structures, including boat ramps and jetties.

The majority of waterfront landowners have installed boat ramps and jetties – but not all.

In the past this fee has been used to pay for dredging and beach replenishment within the Settlement Shores Canal Estate – this funding stream is no longer sufficient to complete the 2020 canal maintenance work or to maintain the canals to the standard expected by the Settlement Shore residents.

Why wasn't this work done in 2020 when the rest of the canal dredging was done?

This work was not completed in the Ballina and Newport canals in 2020 as the two canal depth profiles (when surveyed prior to dredging activity commencing) indicated dredging was not required. However without the sand replenishment which results from dredging activities, revetment walls are unsupported and at risk of collapse.

Will I need to pay for anything else?

Property owners in the Ballina and Newport Canals may choose to refurbish or replace their boat ramps to coincide with this work – at their own cost. Property owners would be consulted with during the scheduling of works to determine interest in this.

The Boating Structure License Fee will still be applicable.

When would the proposed works take place?

Planning for these works are already underway with the intent to engage a suitable contractor by the end of this year for the works to be completed in the first half of 2022.

Preliminary works to stabilise the highest risk areas of revetment wall to prevent collapse are planned to occur in the coming months. These works already have funding approved.

pmhc.nsw.gov.au

FactSheet

PORT MACQUARIE-HASTINGS
COUNCIL

Does the Broadwater Canal Estate pay an annual canal maintenance fee?

Yes, the Broadwater Canal Estate pays a special rate variation levy for Canal Maintenance at a rate of \$.0006277 of land value (2021/22). This levy is in addition to any applicable Boating Structure License Fee/s.

What will happen if there are excess funds remaining following these works?

Council will place the monies received into a special reserve for future Settlement Shores canal maintenance.

If the Fee is not implemented, what happens then?

There will be insufficient funds available to complete the works. Councillors will need to determine if the works can proceed and how they might be funded in consideration of other competing community priorities.

What properties would the Proposed Settlement Shores Maintenance Fee apply to?



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FactSheet

PORT MACQUARIE-HASTINGS
COUNCIL

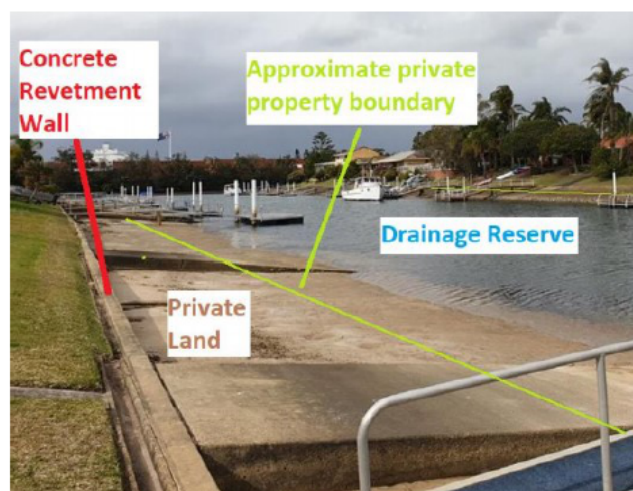
What is your long-term maintenance plan for our canals?

Council has developed a \$6 million Settlement Shore Estate canal works program which would bring the Settlement Shore estate to a similar standard as the Broadwater estate, reducing maintenance costs with rock-shingled beaches. This could be funded in a similar manner to the Broadwater Canals, via an annual fee. If the Settlement Shores community expresses an interest in considering this approach, we would work with the community to develop the works program and the funding options.

Who is responsible for the canals, beaches, boat ramps, jetties and the revetment walls within the canals?

The canals are made up of a combination of private land and Council land (drainage reserve) and include several key pieces of public and private infrastructure including revetment walls, flood mitigation weir, erosion protection rock coverings, stormwater outlets, private concrete boat ramps and other private boating structures.

- The waterway is defined as all the area located between the concrete revetment walls bordering the canals
- The private property boundary extends 2.1 metres into the waterway from the front face of the revetment wall
- Beyond that 2.1 metres, the waterway is Council owned/managed land, classified as a drainage reserve
- Council is generally responsible for the maintenance of the drainage reserve (land greater than 2.1 metres inwards of the revetment wall)
- The private landowner is responsible for the maintenance of that part of the waterway within 2.1 metres of the revetment wall, including the revetment wall itself and their private structures that extend into the drainage reserve



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FactSheet

PORT MACQUARIE-HASTINGS
COUNCIL

How can I find out more and who can I talk to?

We know there will be a lot of questions and we are seeking your feedback on this proposal.

You can visit haveyoursay.pmhc.nsw.gov.au to read more and leave your feedback.

We have organised two sessions with Council staff so we can talk about the proposed works and the fee – and answer questions and listen to your feedback.

Come and Talk to us

Council staff will provide an overview of the proposed work and associated fee. Please drop in to ask your questions and provide feedback.

Port Macquarie Panthers, Rushcutter Room

Thursday 17 June, 6pm - 7.30pm

Monday 21 June, 10am - 1pm

How do I Have My Say?

There are a number of ways that you can share your thoughts with us:-

- Provide us with your feedback via haveyoursay.pmhc.nsw.gov.au;
- Send an email to council@pmhc.nsw.gov.au; or
- Post your response to: Port Macquarie-Hastings Council, PO Box 84, Port Macquarie NSW 2444.

Your feedback should be received no later than Tuesday 6 July 2021.

For more information, visit

haveyoursay.pmhc.nsw.gov.au or contact Council on (02) 6581 8111.

pmhc.nsw.gov.au

your say

have

haveyoursay.pmhc.nsw.gov.au

Settlement Shores Estate - Canal Maintenance & Fee

At the Council Meeting of 23 September 2020, Council resolved to consult with property owners to establish an equitable fee/charge to fund maintenance outlined in the 2017 Canal Maintenance Plan.

As a result of this resolution, we are now engaging with the community about a proposed Settlement Shores Maintenance Fee.

This is a proposed fee and has not been implemented. The community's feedback will be provided to Councillors for consideration regarding the implementation of a fee to fund maintenance works within the Settlement Shores Estate.

For more information including fact sheet, project background and how to calculate the proposed annual fee for your property, please visit haveyoursay.pmhc.nsw.gov.au/settlement-shores-estate.

If you are unable to undertake the survey on our website, please complete this feedback form before **Tuesday 6 July 2021** and return to Council.

YOUR DETAILS

Name	
Address	
Email Address	

MAINTENANCE FEE

Do you support the introduction of an annual Settlement Shores Estate Maintenance Fee (over a four year period) to complete further canals maintenance works?

Yes

☐

No

☐

COMMENTS

What do you think are the key areas that need to be focused on for maintenance within the Settlement Shores Estate?



PORT MACQUARIE-HASTINGS
COUNCIL

PAGE 1

have your say

What would be an equitable way to fund canal maintenance to meet resident expectations?

Do you have any further comments?

Thank you for taking the time to complete this important survey.

Please complete this form no later than **Tuesday 6 July 2021**

Drop the completed form into any Council Office/Library, Email to council@pmhc.nsw.gov.au or Post to:

CEO
Port Macquarie-Hastings Council
PO Box 84, Port Macquarie NSW 2444

haveyoursay.pmhc.nsw.gov.au



PORT MACQUARIE-HASTINGS
COUNCIL

PAGE 2

Responses to the proposed Settlement Shores Canal Estate fee submissions

Theme	Response
Proposed fee	<p>The proposed fee will fund maintenance activities as outlined in the 2017 Canal Maintenance Plan (CMP) – but is specifically focussed on replenishing beaches and supporting private revetment walls in the Ballina and Newport Canals.</p> <p>If the proposed fee is not adopted, the CMP will remain unfunded and outstanding/future works will be prioritised against other projects to be funded from the General Reserve.</p> <p>Council is currently exploring alternative sources to fund the maintenance works outlined in the 2017 Canal Maintenance Plan.</p> <p>The introduction of the fee with the existing revenue received from the Boating Structure licence Fee will provide funding to deliver the required maintenance in the Ballina and Newport canals in line with the 2017 Canal Maintenance Plan.</p>
Boat Structure Licence fee	<p>Under the Local Government Act Council can charge a Boating Structure Licence Fee (BSLF) for all boat ramps, jetties, pontoons, gangways etc. on Council land, similar to the fee Crown Lands charges for structures along the riverfront. These fees are not legislatively designated to canal maintenance and can in fact be used for any purpose Council deems appropriate. Noting the extensive costs of the maintenance activities outlined in the Canal Maintenance Plan, that is otherwise unfunded, Council have decided to allocate these funds explicitly for canal maintenance.</p> <p>In 2005/06 the structure fee contributions equated to \$20,000 but as new structures have been identified, this figure has increased and in 2019/20 reached \$113,000. The funds collected in this Reserve are explicitly allocated for the maintenance and repair of revetment walls fronting public property, beach zones beyond 2.1m off the face of canal revetment walls, canal waterway depths, flood control weirs and stormwater outlets connected to the public drainage system. The \$1.1M budget for the recent dredging works was provided through an accumulation of the annual boating structure fees over a number of years.</p> <p>A significant increase in the BSLF would be required to cover the estimated costs for ongoing maintenance. Such a large increase in the BSLF would have a significant impact on landowners.</p> <p>A number of other Councils charge a significantly higher BSLF to contribute to the maintenance funds. An Example is Tweed Head Council fee is \$255 per year, Mid Coast Council \$181.50 per year.</p>
Rates and land tax	<p>Rates are levied to provide essential local government services across the region including the provision of libraries, sporting amenities and community facilities, drainage, environmental planning, pollution control, roads, waste, street lighting, etc.</p> <p>Canals are not considered an essential service and not readily accessible by all members of the community.</p>

	Land Tax is a fee from Revenue NSW and not a fee that is collected or used by Council.
Other funding sources	<p>Without a current Coastal Management Plan for the Port Macquarie area, we are ineligible for funding through the NSW Government Estuary Grants Program. We have also not received funding from the NSW Department of Lands – Minor Ports towards canal maintenance. Council contributes significant funds towards the maintenance of the Settlement Shores Canals.</p> <p>NSW Government does not cover the maintenance of Canals or local waterways, as they are not naturally formed or occurring waterways. NSW Government does cover the maintenance of navigational channels providing access to state owned marine infrastructure.</p> <p>Unfortunately, the canals are not a Transport and Maritime asset and do not providing funding assistance for these areas.</p>
Public use of canals	<p>Public spaces are an important asset to our area, they provide people many opportunities to come together and engage with the community. Port Macquarie and the surrounding area offers a number of assets that are available to use and access by locals and visitors to our area at no cost or fee free, these include parks, beaches, footpaths, and walking tracks.</p> <p>NSW Transport and Maritime does not impose a fee for anchoring in open waters, they do have a schedule of mooring rates that can be viewed on their website. <u>Fees - Maritime - Roads and Waterways – Transport for NSW</u>.</p> <p>Boating speed concerns should be reported to Police with as much detail as possible.</p>
Landowner responsibility	Landowners are responsible for maintenance and repair of canal assets within their property boundary, which extends 2.1 metres into the canals off the face of the canal revetment walls. This includes the revetment wall and beach zone. Privately owned structures that extend into the waterway such as boat ramps, jetties, gangways, pontoons and other mooring infrastructure are also the responsibility of the landowner.
Broadwater rate	The Broadwater Special Rate has been levied since the commencement of the subdivision during the 2002/2003 rating period. The amount of the rate is determined by multiplying the individual land value of each property by the rate in the dollar adopted by Council as part of the Revenue Policy contained with the annual Management Plan. The 2020/21 Fees and Charges listed the Broadwater Special Rate as 0.06154c per \$ valuation.
Previous maintenance	<p>Not all areas require dredging at regular intervals, it will depend on the depth of water and navigable access in and out of the canals. Surveys are usually conducted prior to dredging to identify areas that require dredging.</p> <p>There is a shortfall from funds collected to cover the proposed maintenance requirements outlined in the 2017 Canal Management Plan. The dredging requirements will change depending on the movement of sand and depth of the navigable areas, the dredging requirements may not always be the same.</p>

	<p>The engagement of contractors and tender submissions is in line with Council's Procurement Policy.</p> <p>Council use the dredging and sand replenishment process as standard practice working within Environmental guidelines.</p> <p>In 2020, works were completed within the budget allocated for canal maintenance, unfortunately there wasn't sufficient funding to complete all the maintenance works required.</p>
Revetment walls	<p>The motion from September is outlined below: Include works to replenish the beaches of the Ballina and Newport Canals that are greater than 150mm below the top of the revetment wall in the draft 2021/2022 Operational Plan.</p>
Removal of mud from floods	<p>Council has established a Flood Recovery Team who are collating data for all flood effected areas within the Local Government Area, we are currently awaiting funding from the Disaster Recovery support offered to flood effected areas before we can implement the next stage of Flood repair works.</p>
Maintenance of trees	<p>Please contact Council on 6581 8111 to request an inspection of the trees.</p>
Fuel leak	<p>We have been unable to locate the fuel leak being logged with Council.</p>

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1.	BALDI T. (1)	<p>Response to Online Survey. The respondent expresses concern:</p> <ul style="list-style-type: none"> in relation to the apparent failure by the developer to deliver on pre-purchase assurances to prospective landowners for high level open space facilities and a second access to Ocean Drive. <p>And,</p> <ul style="list-style-type: none"> strongly emphasises the need for additional parking and open space in the developing estate, the importance of open space for exercise and wellbeing, and the buffering role played by the site at the time of the 2019/2020 bushfires. 	<p><i>There are a number of issues that need to be addressed with this Crestwood Park Recreation Precinct draft.</i></p> <p><i>The developer had said in their Crestwood Heights documents that they would provide:</i></p> <ol style="list-style-type: none"> <i>1. Wrapped in National Parklands</i> <i>2. Walking trails, extensive picnic areas & playground</i> <p><i>So the area Lot 516 DP 1261705 next the playground was set aside for picnic areas, BBQ amenities and covered sitting.</i></p> <p><i>This still needs to be provide for the local community as part of the Developer levy, as there are no other facilities in the estate to cater for the young families moving/building in the estate. This council must provide the community with more open space, not less. Also,</i></p> <p><i>More parking needs to be provided as the current allocation is always full.</i></p> <p><i>With Covid-19 we need more open space for exercise and wellbeing</i></p> <p><i>Walking and bike ride pathways need to be part of this picnic area development</i></p> <p><i>This area provided an important buffer with the 2019/20 bush fires</i></p> <p><i>There is a great lack of open space in the estate for young families grow,</i></p> <p><i>With no other Parkland areas of this size in the estate and with little to none home backyards. This area needs to be set aside for future growth for our children</i></p>	<p>Developer pre-purchase assurances While unfortunate, potential misrepresentations in the marketing of land and/or housing by a developer are outside the scope of matters for consideration in the Planning Proposal.</p> <p>Traffic Generation, Access, Parking & Ocean Drive intersection.</p> <p>Vehicle access to the Crestwood area is via Ocean Drive. The design and construction requirements for the intersection as well as the internal road network were assessed for compliance under the <i>Roads Act 1993</i> at the time of approval.</p> <p>No additional traffic is attributable to the change of zone for the publicly owned Crestwood Park and stormwater infrastructure area. There are no plans to install additional infrastructure or buildings on public land at this time.</p> <p>A change of zone for the adjoining private land (Lot 516) to RE2 Private Recreation will not in itself generate additional traffic. However, future development on Lot 516 may generate additional traffic subject to the type of development proposed. Assumptions are that any proposed development of Lot 516 will require access and onsite parking consistent with the requirements of the <i>Roads Act 1993</i> and Council policy. Costs attributable to construction of access and parking on Lot 516 will be the responsibility of the developer.</p> <p>Section 7.11 developer contributions for any future development on Lot 516 will be applied consistent with the Port Macquarie-Hastings Major Roads Contributions Plan V2.2. Funds collected may be used for upgrade of the local road network.</p>

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				<p>Public Domain, Open Space and community Benefits Crestwood Park is a local neighbourhood park. Its size and location is commensurate with the developing residential estate. There will be no change to the public domain and open space as a result of the Planning Proposal which rationalises the land use zones in this locality. It is noted importantly, that the majority of submissions are indicative of the high value which the community places on the provision of accessible and well-designed streetscapes and public domain. This sense of place and appreciation for public infrastructure is noted.</p> <p>Bushfire The buffering effect provided by public domain areas during a natural hazard event is noted. Importantly, Council has sought to negate and or minimise risks to the community by recommending limited recreational uses only on Lot 516.</p>
2.	BURKE J. (1)	<p>Objection.</p> <p>Response to Online Survey. This objection raises a range of traffic related concerns including the impact of the proposal on the capacity of the local road network, loss of views and lack of safe pedestrian connections.</p> <p>Notes also the importance of local views over open space and the National Park as a significant incentive for purchasing in the area.</p>	<p><i>The proposed re zoning of the Crestwood park has only highlighted the greed of the developer without considering the residents, one of the main reasons that I purchased my property was the beautiful view over the playground & national park below. Upon purchasing my property I was not informed at any time that this parcel of land would be anything but clear open space, I think the land should be kept vacant</i></p> <p><i>Crestwood Drive is already at capacity in peak time periods & exiting onto ocean drive is difficult & unsafe. The lack of footpaths on Crestwood Dr between Ocean Drive & Horizons parkway forcing walkers & young children on pushbikes onto a busy Crestwood Drive is an accident waiting to happen, this development will only bring more traffic into our quiet estate.</i></p>	<p>Traffic Generation, Access, Parking & Ocean Drive intersection. Refer comments in item 2 above. Current traffic delays at peak times are considered short term and sufficiently low level to not warrant road upgrade or improvement at this time. Comments on the need for additional footpath connections is noted. This matter is a common theme in recent community engagements across a range of Council operations. Port Macquarie-Hastings Council is currently developing a long-term road corridor strategy for Hastings River Drive, Ocean Drive and Kendall Road (MR538 and MR600). This 54km road corridor links Port Macquarie to neighbouring local towns and villages along the coast, and then inland to Kew and Kendall. The strategy will focus on:</p> <ul style="list-style-type: none"> Preserving the corridor

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			<i>I object to any further development</i>	<ul style="list-style-type: none"> Setting out a broad design framework for future transport network upgrades for all users, including traffic, walking, cycling, and public transport Defining priorities for future road maintenance, operation, and the safety of all road users. <p>Loss of views Future development on Lot 516 is proposed to be limited to a maximum building height of 8.5m (2 storeys) consistent with the height limits in the adjoining residential estate. Council acknowledges that potentially there will be some view loss for residents living opposite Crestwood Park, whilst views of the precinct will be retained from elevated areas. View loss will be a matter for consideration in any future development application for Lot 516.</p>
3.	DRAKE J. (1)	Response to Online Survey . This objection includes concern around the impact of on street parking on residential property access; the need for additional parking to service any proposed development on Lot 516; and suggestions for improved management of public open space, and no fixed structures.	<p><i>As near residents the current parking and traffic issues in the area with less facilities creates issues on weekends - limited parking makes entry and exit to our residential property difficult, road width at park entry points creates traffic issues.</i></p> <p><i>While 516 may be an ideal location for a kiosk significant additional parking would be required.</i></p> <p><i>Having witnessed the recent rain and fire events there should be no fixed structures on the lots 417 or 319. Better care of the area with weed reduction and a possible lower access between the Googik track exit point and Crestwood park would be welcome.</i></p>	<p>Public Domain and Open Space There is no change or reduction in the public domain and or open space as a result of this proposal. There are no new fixed structures on Council owned and managed land - Lot 497 and Lot 319 proposed at this time.</p> <p>Parking and traffic The parking requirements for any development on Lot 516 will be appropriately applied at the time of future development application for the site, and separately funded by the developer.</p>
4.	DYKSTRA J. (1)	Objection. Key concerns are: <ul style="list-style-type: none"> Inappropriate location for commercial development. Increased littering and potential congregation of youths. 	<p><i>Thank you for the opportunity to comment on the subject proposal, I am an owner/occupier of a residence in [REDACTED]</i></p> <p><i>I attended Council offices to view the proposal and my initial impression and thus concern was the lack of sufficient detail about what is actually proposed for</i></p>	<p>Refer also to general commentary and responses elsewhere in this summary.</p> <p>Inappropriate Location for Commercial Development Agreed. The planning proposal is not intended to facilitate a wide range of commercial uses; only those that are allowable in a RE2 Private Recreation zone and consistent with the objectives of the zone. Examples</p>

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		<ul style="list-style-type: none"> That the proposal is not in keeping with the precinct. Loss of koala habit Increased traffic movements and congestion. Potential that this proposal is just the start of much larger development in Crestwood Park. 	<p><i>the site. This immediately started alarm bells ringing for me, mostly, concern that this proposal is just the beginning and may then be a precedent for future development proposals in this peaceful, lovely mix of residential and natural setting. In my opinion, any form of commercial development is totally inappropriate and unnecessary.</i></p> <p><i>When I purchased my property [REDACTED] I was totally unaware of this proposal, although I now understand it has been before Council previously. I would have vehemently objected to it then as well. I bought into the area primarily because of the beautiful ambience of the natural setting. It is not an area for commercial development or any further development to the south of Crestwood Drive in the precinct of the park.</i></p> <p><i>I object to the proposal and my main concerns are:</i></p> <p><i>1. Inappropriateness of a commercial structure, e.g., coffee shop/neighbourhood centre. The whole idea seems totally unviable, apart from many other issues. We have a community shopping centre within 5 minutes' drive which struggles to attract customers and now has several empty premises. We do not need development of this type in this area! It is just not required!</i></p> <p><i>2. Whilst the park is a great asset to the families of Crestwood, I have noticed that litter is a constant and serious problem. I believe that this would only be exacerbated by the addition of a commercial structure/s. Also that it will attract the youth in the area as a place to congregate, which often doesn't end well for numerous reasons.</i></p>	<p>include low scale kiosk, café or food and drink premises and recreation facilities.</p> <p>Waste Management Various waste management bins are placed in and around the public park area to manage waste. It is not envisaged that the inclusion of Lot 516 as a private recreation area will significantly add to littering. However, appropriate conditions of consent for any future development of Lot 516 will be addressed at that time. The National Parks and Wildlife Service have also recommended specific conditions of consent for any future approvals to limit potential transfer of waste into National Park estate.</p> <p>Loss of Koala Habitat No Koala habitat will be lost as a result of the proposal. Koala movement across the open grassland area may be restricted as a consequent of any future development of Lot 516. Access from adjoining and adjacent areas including the public reserve area and National Park is expected to continue unchanged.</p> <p>Increased Traffic Vehicle access to the Crestwood area is via Ocean Drive. The design and construction requirements for the intersection as well as the internal road network were assessed for compliance under the <i>Roads Act 1993</i> at the time of approval.</p> <p>No additional traffic is attributable to the change of zone for the publicly owned Crestwood Park and stormwater infrastructure area. There are no plans to install additional infrastructure or buildings on public land at this time.</p>

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			<p>3. That the proposal is not in keeping with the 'vibe' of the precinct. The existing park in a natural setting is fine. Let's promote the asset we have, but not by adding commercial structures. We don't need a coffee shop at every location we visit. I notice that the park attracts folk who bring their own picnic lunches etc. for a variety of gatherings. Let's keep it neighbourly, not commercial! The Googik track is also a great natural asset in the area. For once let's not feel the need to attach commercialism to every natural attraction.</p> <p>4. Detriment to the local koala population, which are evident in the smallish and larger trees along and adjacent to this part of Crestwood Drive. Again the lack of detail of what is actually proposed for any rezoned area is of great concern. Any further loss of trees should be avoided. Our koala population is struggling enough as it is.</p> <p>5. Increased traffic and noise levels. This proposed area is very close to housing. Any commercial type of operation will be hoping to attract more cars and people. Access to Crestwood Drive is already totally inadequate for the amount of traffic it carries, with no known proposal to improve the situation. And it is residential, we do not want more traffic in the area...again the peaceful ambience of the area would be affected considerably. Again the lack of detail in the proposal does not give confidence about how the immediate area would be impacted.</p> <p>6. That this proposal would just be the beginning of some grander development plan for the surrounding areas of the park. Again the lack of detail provided in the documentation leaves me with a feeling of maybe 'opening the floodgates' to more undesirable,</p>	<p>A change of zone for the adjoining private land (Lot 516) to RE2 Private Recreation will not in itself generate additional traffic. However, future development on Lot 516 may generate additional traffic subject to the type and scale of development proposed. Assumptions are that any proposed development of Lot 516 will require access and onsite parking consistent with the requirements of the <i>Roads Act 1993</i> and Council policy. Costs attributable to construction of access and parking on Lot 516 will be the responsibility of the developer.</p> <p>Potential for Much Larger Development The intent of the Planning Proposal is to ensure any future development is low-rise and in keeping with the area, and limited in use to that which is permitted only in zone RE2 Private Recreation.</p> <p>Lack of Detail Noted.</p>

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			<p><i>inappropriate and unnecessary developments in the future. I am very sceptical of the developer's long term intentions.</i></p> <p><i>In summary, this is a large submission which is lacking in detail where the detail is needed most, that is what is actually being proposed. It is very vague regarding effects on the area.</i></p> <p><i>I am also concerned as to what the long term outcomes may be for our area. I, therefore, object to this proposal.</i></p>	
5.	GUMM Z. (1)	<p>Response to Online Survey.</p> <p>The writer:</p> <ul style="list-style-type: none"> is not opposed to the proposal but is concerned about increased pressure on traffic movements at the intersection of Crestwood Drive with Ocean Drive. suggests installation of traffic lights to ease intersection wait times. 	<p><i>Generally I don't mind redevelopment but we need a second entry/exit for motor vehicles in Crestwood before you invite additional traffic. The Crestwood estate is dependent on the generosity of bus drivers who hold up traffic to let us out 10 at a time so that we can get to work. Alternatively converting the roundabout to a set of traffic lights would allow our exit but would alleviate the issue less than a second road entrance to Crestwood</i></p>	<p>Comments on not being opposed to the development are noted.</p> <p>Traffic Generation, Access, Parking & Ocean Drive intersection.</p> <p>Refer comments in item 2 above. Current traffic delays at peak times are considered short term and sufficiently low level to not warrant the installation of traffic lights.</p>
6.	IRVING D. (1)	<p>Objection.</p> <p>Response to Online Survey.</p>	<p><i>I object strenuously to this pro-proposal because, this developer in his original DA agreed to construct various residential amenities in this location, which he failed to provide. Council eventually built the recreational park at rate payer's expense. This same developer did not provide in his original DA for a second exit to the Crestwood Estate for traffic, nor did Council insist on same. The traffic egress via one entry exit to ocean drive sees large traffic delays at peak periods, we do not need additional traffic in this residential estate. The proposed development does not fit within the neighbourhood development, nor does it allow for adequate parking or egress from the estate given the expansion in traffic within the estate. Crestwood is the only major estate along</i></p>	<p>Developer pre-purchase assurances and real-estate marketing - see my comments at Item 16.</p> <p>While unfortunate, misrepresentations in the marketing of land and or housing by a developer are not uncommon, but also outside the scope of Council regulatory control, excepting signage.</p> <p>Traffic Generation, Access, Parking & Ocean Drive intersection.</p> <p>Vehicle access to the Crestwood area is via Ocean Drive. The design and construction requirements for the intersection as well as the internal road network were assessed for compliance under the <i>Roads Act 1993</i> at the time of approval.</p>

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			<i>Ocean Drive between Lake Cathie and Greenmeadows with a single entry/exit. This development is not acceptable.</i>	<p>No additional traffic is attributable to the change of zone for the publicly owned Crestwood Park and stormwater infrastructure area. There are no plans to install additional infrastructure or buildings on public land at this time.</p> <p>A change of zone for the adjoining private land (Lot 516) to RE2 Private Recreation will not in itself generate additional traffic. However, future development on Lot 516 may generate additional traffic subject to the type and scale of development proposed and this will be assessed at the time of the lodgement of a development application. Assumptions are that any proposed development of Lot 516 will require access and onsite parking consistent with the requirements of the <i>Roads Act 1993</i> and Council policy. Costs attributable to construction of access and parking on Lot 516 will be the responsibility of the developer.</p> <p>Section 7.11 developer contributions for any future development on Lot 516 will be applied consistent with the Port Macquarie-Hastings Major Roads Contributions Plan V2.2. Funds collected may be used for upgrade of the local road network.</p>
7.	LEWIS L&C. (1)	Email submission	<i>Concern in relation to traffic noise and the need for an improved intersection at the junction of Crestwood Drive with Ocean Drive.</i>	<p>Traffic Generation, Access, Parking & Ocean Drive intersection.</p> <p>Vehicle access to the Crestwood area is via Ocean Drive. The design and construction requirements for the intersection as well as the internal road network were assessed for compliance under the <i>Roads Act 1993</i> at the time of approvals for the Crestwood residential area. A change of zoning of the public park will not in itself generate additional parking or traffic measures. Future development of Lot 516, which is private land, will be determined at the time of lodgement of a development application and required to be onsite.</p>

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8.	LEWIS M. (1)	<p>Objection.</p> <p>Response to Online Survey. This objection raises concern around decreases in open space for residents and wildlife. Concern also in relation to non-delivery of pre-purchase developer assurances to prospective purchasers.</p> <p>Suggests a need for public toilets and additional open space if there is to be development.</p>	<p><i>We are a family [REDACTED] In this time we have seen a decrease in the availability of space for both public and wildlife. As such we believe that no more development should be allowed that would amount to a reduction of this. We note that this developer reneged on the propose park that they advertised for many years that entice us and many families to the estate. Any such development should reflect this. If anything is to be built it should be toilets and open free space such as sporting field with free and open access.</i></p>	<p>Public Domain and Open Space There is no change or reduction in the public domain and or open space as a result of this planning proposal.</p> <p>Separate application or request to Council for public amenities in Crestwood Park could be taken up as a separate matter with staff. If Lot 516 were to be developed for a kiosk or café, there would likely be a requirement for toilets to be included.</p> <p>The development of adjoining privately owned land (Lot 516) for private recreation purposes is intended to benefit the neighbourhood and broader community.</p>
9.	RAMM L. (1)	<p>Objection</p> <p>Response to Online Survey. The basis of this objection is concern for pedestrian and cyclist safety, citing 75% lack of connecting footpaths within the Crestwood area.</p> <p>Support for increased pedestrian and cycle ways, and additional parking.</p>	<p><i>The safety issue of pedestrian and bicycle movement around Crestwood estate is high-risk.</i></p> <p><i>Most people walk on the road, as we have no footpaths in 75% of the estate.</i></p> <p><i>The nature strips of the estates are on an angle and not suitable for prams or kids on bikes.</i></p> <p><i>Bicycle riders are becoming more common as Googik track gets more popular. However, beginner cyclists are not safe to continue around suburb, or even through to lighthouse beach area, as the roads become more narrow and footpaths disappear.</i></p> <p><i>A footpath/ bicycle network needs to be established, in order for consumers to even be able to access the proposed area. There is limited Parking, so if you want tourism from out of the estate, you have to create more ways for people to access the site.</i></p> <p><i>Thanks.</i></p>	<p>Public Domain infrastructure It is acknowledged that public domain usage in the area is high. The proposal will not result in any decrease in the amenity of the public domain or to the streetscape and accessibility to the area.</p> <p>Future access and parking requirements for development of Lot 516 will be assessed and conditioned at the time of a future development application.</p>
10.	SALDANHA R. (1)	<p>Objection.</p> <p>Response to Online Survey.</p>	<p><i>As residents living very close [REDACTED] to the proposed changes in private recreation use (e.g.: shop, cafe or restaurant) on the LHS of the park</i></p>	<p>Non-compliance with Planning Requirements The planning proposal has been assessed for compliance against relevant legislation, plans, ministerial</p>

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		<p>There are three (3) submissions from this respondent, including a survey response and several emails to staff and Councillors.</p> <p>The respondent strongly objects to the proposed rezoning for a wide range of reasons, including:</p> <ul style="list-style-type: none"> A perceived failure by the developer to deliver on pre-purchase assurances to prospective landowners for high level open space facilities. critical parking deficiencies now and if rezoned. the need for a second access to Ocean Drive. the overall compatibility of the proposal in this location. the welfare and comfort of residents. Potential development of a GP clinic or healthcare facility. non-compliance with planning requirements. lack of faith in the developer to deliver on appropriate future development; the type and scale of development allowed if rezoned, including café, GP clinic and healthcare facility; 	<p><i>and a health care facility (e.g.: GP clinic as noted in Part 4- Mapping SP2 in the planning document) on the RHS of the park I am extremely concerned about the welfare and comfort of the residents, and value of the estate by the council's decision to even consider such a non-compliant proposal notably around the s9.1 directions section which has so many non-compliances against the Ministerial directions.</i></p> <p><i>As just one example (1.1 Business and Industrial Zones section) of the numerous non-compliances, the planning document notes "The Planning Proposal is inconsistent with this Direction because it proposes to introduce a zone allowing limited commercial activity. The relationship to other commercial centres has been considered by Council at its meeting held on 20 May 2020. A minor inconsistency is justified on the basis that allowable uses, such as cafes, kiosks and takeaway food and drink premises, are limited in scale and nature by the capacity of Lot 516". The council has no discretion or power to treat this as 'limited in scale' or 'minor inconsistency' unless:</i></p> <p><i>(a) You know what the developer will or will not do. From experience including how late the Crestwood park was built (8 years after promise to local residents) due to council's inaction and issues with the developer, as well as other issues in the estate it is more than likely that something more substantial than 'limited in scale' will eventuate.</i></p> <p><i>(b) You live in the estate or monitor the people movement by placing some cameras over a period of time. As it is, the estate is crowded with visitors visiting the park to the extent that local residents have to leave the estate on weekends or school holidays (even some normal weekdays) to find another public recreation facility (as us and our neighbours do) because the park is full of hundreds of outsiders</i></p>	<p>directions, state policies and planning controls. Council's planning proposal for the application of recreational and infrastructure zones over all lots rationalises land use zones for existing and proposed future land uses, and is considered compliant. The Department of Planning, Industry and Environment has issued a Gateway determination for the Planning Proposal to proceed and has determined the inconsistencies with relevant Ministerial Directions to be of a minor nature. There is no proposed change to the existing E2 Environmental Conservation along the western boundary of Crestwood Park.</p> <p>Resident Amenities</p> <p>The intent of the planning proposal is to ensure that the proposed zoning compliments adjoining natural and recreational attributes, promotes active and passive recreational uses, and to deliver the landowner Lot 516 a complimentary development outcome that is in keeping with the site's unique physical location and characteristics. Council has worked with the proponent and relevant state agencies to achieve an appropriate outcome for the community, residents, visitors and the environment.</p> <p>Allowable development</p> <p>No new development is proposed for Council owned and managed land included in the Planning Proposal. Lot 516, as a private recreation zone will allow a range of uses under the Local Environmental Plan including: Aquaculture; Building identification signs; Business identification signs; Camping grounds; Caravan parks; Charter and tourism boating facilities; Centre-based child care facilities; Community facilities; Emergency services facilities; Environmental facilities; Environmental protection works; Flood mitigation works; Information and education facilities; Kiosks; Marinas; Mooring pens;</p>

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		<ul style="list-style-type: none"> increased park visitation from outside the area and as a result of COVID-19 pandemic. concerns that development will envelope the park; pedestrian and cycle safety; The importance of preserving this open space area for residents. Suggests that Council purchases the land. 	<p><i>coming to celebrate birthdays or do functions and parties. We have lived with this and accepted it as our fate in spite of paying a fortune to live in this high value estate.</i></p> <p><i>Now you want to drive a nail in the coffin by suggesting a cafe or restaurant plus a GP clinic on either side of the park. How do you believe people can safely walk, cycle or use any of the public amenities that we have close proximity to and paid a fortune to buy land and house to enjoy them if they will become unavailable to us for many days in the week and all weekends except perhaps some less busy weekdays? How will you ensure child and people safety with much higher volume of traffic flowing into the street very next to play areas and designed cycling and walking trials? This will become as busy as parts of town.</i></p> <p><i>As you are aware, not only have people paid a fortune to having similar lifestyles to other estates (although many other estates cost less) but with COVID-19 work flexibility majority of Crestwood residents work from home and use the public recreation facilities (park, walking trail etc.) more than before. Allowing the proposed developments will mean people from all parts of town including Sovereign Hills will now flock in their thousands as they are already currently flocking in their hundreds (just come here on a weekend to see for yourselves). Now majority of those people work from home as well due to COVID-19 flexibility and imagine the chaos you will create- this place will be busier than parts of town! From hundreds flocking now already because they like the park or the very nice estate you will see thousands.</i></p>	<p><i>Recreation areas; Recreation facilities (indoor); Recreation facilities (major); Recreation facilities (outdoor); Registered clubs; Respite day care centres; Restaurants or cafes; Roads; Take away food and drink premises; Water recreation structures.</i></p> <p>However, any development proposal will be subject to separate development assessment and consultation processes to determine its suitability in the location. Importantly, uses involving vulnerable occupants are unlikely to be approved due to restrictive requirements and substantive bushfire asset protection zones, which are not achievable on the site.</p> <p>Over development The types of uses quoted in the submission, such as a GP clinic, or a 'commercial hub' are not allowable under the proposed R2 Private Recreation Zone of Lot 516. There will be no change to the public domain, if rezoned. Any change and or redevelopment will be limited to within Lot 516.</p> <p>Resident safety Public safety is unlikely to be compromised in the area, if rezoned.</p> <p>Increased visitation Council has recognised the importance of sport and recreation as an integral component of our community social fabric, generating community cohesion and attracting visitors to the region (Recreational Needs Study 2015). As a destination park, Crestwood Park is an example of Council providing for an appropriate level of recreational opportunities in keeping with the demands of a developing neighbourhood as well as the broader community. Increased visitation could be viewed as a positive indicator for opportunities and participation.</p>

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			<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED] inability to use the very facilities [REDACTED] have limited use of as on weekends or holidays the crowds are out of control, and with your proposal we will lose them on weekdays also. Please don't make it a hell for us and force us to sell our homes and move elsewhere. This is all we can plead from you.</p>	<p>The comments regarding the importance of public open space are noted.</p> <p>Council purchase of Lot 516 Council does not propose to purchase Lot 516.</p> <p><u>There are also no plans to dispose of, or change the adjoining public land which is owned and managed by Council for open space and stormwater detention.</u></p>
11.	SALDANHA R. (2)	<p>Objection.</p> <p>One of three (3) submissions from this respondent, strongly objecting to the proposal for a range of reasons.</p>	<p>Dear Mayor and Councillors of Port Macquarie Hastings Council</p> <p>I am sorry to bother you, but in reviewing the document suite for the proposed rezoning of Crestwood drive, I have noted that you have had some previous discussions and involvement in this matter. Therefore to provide you a first-hand overview and real feel of things from the residents perspective, I thought I will forward you my two emails below that outline the real concerns of the residents noting that the Crestwood Facebook page has 722 residents and there are no overwhelmingly positive comments or show of support for the proposed rezoning except for a handful of residents.</p> <p>I do hope that the sway of influence and the power the developer holds due to his past ownership of the majority of blocks in Crestwood will be balanced when Council considers the real concern of residents, especially those in close proximity to the proposed developments. These residents are already in strife now with the amount of traffic entering and exiting into</p>	<p>Refer comments above - Item 10, and general commentary.</p>

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			<p><i>Crestwood, general issues around holidays and weekends with how busy things already are, some after hour's anti-social behaviour that already occurs regularly at the park as evidenced by a number of our neighbours who live across the park. These have included some occasional thefts and attempts to vandalise, steal or damage property. All of these things will only get worse if the commercial hub or even a local retail, take away, cafe or restaurant were to eventuate. This estate is the only estate on Ocean Drive with one exit, and probably the biggest estate on Ocean Drive north of Cathie so this proposal if it goes ahead will make life a nightmare for residents many of whom have spent close to a million dollars to live there and are duty abiding council taxpayers</i></p> <p><i>Finally, [REDACTED] the proposal seems to originate from the developer request which makes it out as though the local community pressured them into marking the rezoning request to allow for a commercial hub and that it will benefit 'overall health' of all the residents. The local community public sentiment is totally contrary to this and never has the developer engaged the community for a discussion or vote to make these unsubstantiated statements. The proposal reeks of references which seem to imply they are doing all the residents a favour by building a commercial hub when the reasons are all purely commercial.</i></p> <p><i>The PMHC Planning document notes a number of non-compliances against 9.1 Ministerial directions (majority in that table) and I do hope when the proposal goes to the Ministry, the Minister's Department will reject it. There is no doubt that such a rezoning approval legally allows a number of options other than those of 'limited nature' that the</i></p>	

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			<p>council has noted, many of whom are more substantial. The other practical aspect here is unless the shop owner can make a profit, who in their right mind will buy a shop there that has 'limited' commercial benefit. So firstly, the development needs to be substantial to generate confidence in the shop buyers that they will make a profit and secondly, the shops will need to be more 'intrusive' and 'larger' impact' than the council envisages to return a profit for the owners. No one will spend the time and money to build something like a community benefit charity here where the shop will be only open 9am to 5pm some busy days when public visits in larger numbers (to provide a service to the public only) as they cannot simply sustain their profitability and no such venture exists anywhere.</p> <p>I hope the real community sense prevails, and the council will abide by its very own planning principles that do not support development of a commercial hub in the middle of a residential estate.</p>	
12.	SALDANHA R. (3)	Objection. One of three (3) submissions from this respondent, strongly objecting to the proposal for a range of reasons.	<p>I have just reviewed the below as part of the supporting documents for the Crestwood rezoning planning proposal</p> <p><u>Appendix B - Proponent Request to Rezone Lot 516 DP1261705 at Crestwood Drive, Port Macquarie (8.82 MB) (pdf)</u></p> <p>It has a number of references like the one below within the developer's proposal:</p> <p>"There is local support and community pressure from the local Crestwood community group for commercial / retail uses adjacent to the park. Business use of this land would not only benefit the local residents of Crestwood but further afield to nearby estates such</p>	Refer comments above - Item 10, and general commentary.

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			<p>as Dahlsford, as well as the wider community who are users of the Googik Track. The proposed zoning will improve the liveability of the Crestwood estate and overall health of the residents"</p> <p>I regret to inform your office that this is distortion of the facts and not at all true. If it were, the proposal would generate overwhelmingly positive comments of support on the Crestwood Community Facebook page which has 722 members as of today. I cannot remember the developer ever putting this topic up on this Facebook page to gather a member 'vote' or support, nor do I remember them sending us letters or discussing it in any community meetings here. So, I am unsure how they could make a number of references to statements like the above in their submission.</p> <p>This further reaffirms my belief that their intent to manipulate the facts, and thereby manipulate the council into submission to agree to their requests. This has more sinister plans that what the council or I envisage in terms of the proposed developments. The place will become a nightmare to live if their plans were to eventuate and I hope they don't for the welfare, physical and mental wellbeing, and safety of the residents especially those in close proximity to these proposed developments. I cannot find a single community street like Crestwood in whole of Port Macquarie where such a development exists as what is being proposed here, so this will set a precedent. I have also written to Ms Leslie Williams office as aside from the issues I have noted in the below email, the one exit and entry into Crestwood makes life so hard in the mornings and evenings when takink(g) kids to school or going to work and this proposed business</p>	

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			<p>venture that overlaps 9am-5pm perfectly will make the issue fivefold worse.</p> <p>A more practical and better outcome for all parties were if council were to consider buying that parcel of land as it is only 5,000m2, and for all the time and money council is spending on annual Planning reviews of repeated developer requests to rezone or allow what they want, a one term investment will mean developer gets some money for that land and council in turn could do what they want with it in the future. If the council were to do whatever they want I don't mind as it will be ethical and safe from a resident point of view. The council will never put commercial interests and lie and manipulate facts out in the open and would consider the welfare of the local community.</p>	
13.	SCIBERRAS W. (1)	Objection. Response to Online Survey .	<p>Thank you for the opportunity to comment on PP2017-4.1. We are home owners [REDACTED] [REDACTED]</p> <p>We have several concerns including:</p> <ul style="list-style-type: none"> - the impact on koalas - the impact on traffic to an already congested estate with limited egress - the lack of detail in a very large report and the concern what approval might mean for future, adverse impacts for residents. <p>Overall concern (that) if the options for the cafe etc. were known in 2017, the purpose of the submission and rezoning of the land is unclear. Why is an amendment required if approvals had already been made by the council? We had no reason to think that approval had not submitted and approved by the council.</p>	<p>Koalas No Koala habitat will be lost as a result of the proposal. Koala movement across the open grassland area is anticipated to be limited and/or restricted as a consequence of any future development of Lot 516. Access from adjoining and adjacent areas including the National Park is expected to continue.</p> <p>Traffic congestion & Ocean Drive intersection Refer comments above in relation to Traffic Access and parking.</p> <p>Private recreation vs Public recreation In the context of the proposal, these terms relate to the zoning of the land. Zone RE1 Public recreation is generally intended for a wide range of public recreation areas and activities, including local and regional open space. Typical uses include a range of land uses compatible with the use of the land for public recreation. Crestwood Park (Lot 497) is classified under the <i>Local Government Act 1993</i> as 'Community' Land. Lot 319 is</p>

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			<p><i>However, if approval had been provided, the current submission is unclear on what the amended submission includes above that originally approved for the recreational district.</i></p> <p><i>Having read the submission online, it was difficult to find details to clearly outline what additional approvals/rezoning was required to meet an already agreed recreational area. As such, we went into the Council to get a better understanding including seeing a model or, at least, artist impression of what would the submission would be seeking to build. That is, what the amendments under this submission would allow the developer to build (and the stages of this development).</i></p> <p><i>This was not available and, instead, we were provided with the hardcopy of the submission.</i></p> <p><i>We do not support this submission and expand on the above in support of our concerns.</i></p> <p><i>The impact on koalas.</i> <i>The rezoning includes a very small area at the T junction of Crestwood and Richwood Ridge. This includes two trees which currently have koalas on a regular basis. Added to this is that these two trees also offer a safe haven, or halfway point, to these koalas who then move onto the trees on the large median strip at the entrance to Richwood Ridge.</i></p> <p><i>However, the larger rezoning also includes a large stretch of grassland which koala's use, with safety, to move from the trees in the nature reserve to other areas such as described above.</i></p>	<p>'Operational' land consistent with its function as a stormwater facility.</p> <p>Zone RE2 Private recreation is generally intended to cover a wide range of recreational uses and facilities on land that is privately owned or managed, as is the case for Lot 516. There is no intention to acquire the land for public recreation. However, the range of permissible uses is considered compatible with the use of adjoining public land. A café or kiosk is a type of use that is allowable in this zone and could be considered to be compatible with the broader neighbourhood and surrounding area. Other allowable uses may not be appropriate or able to be approved due to environmental and or planning restrictions.</p> <p>Adverse impacts for residents It is acknowledged that the exhibition material contained a large number of studies and other documentation which may have made it difficult to fully comprehend the nature, extent and intent of the proposal.-For clarity, Council has supported a private recreation zone for Lot 516 to limit the nature and scale of uses that might be developed on the site to that which is considered compatible with the adjoining residential housing estate. A GP clinic is not allowable in zone RE2 Private recreation. However, a café is allowable subject to development consent provided it complies with relevant regulatory and planning controls, including for bushfire protection and parking.</p> <p>Koala and loss of koala food trees No loss of trees is envisaged.</p> <p>Lot 516 is grassland, While Koalas may currently use this area for movement, the site does not contain Koala habitat. There will be no loss of habitat or food trees.</p>

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			<p><i>The lack of detail as to what will happen to the rezoned areas raises concerns. If these trees are removed or are blocked from behind, our koalas will not likely roam to these areas with safety.</i></p> <p><i>We have raised previous concerns with the limited egress to Crestwood having only one, single lane road in and out of the estate. While we are both retirees, we do not face the daily concerns of traffic congestion at the start and end of each work day. While we appreciate this is difficult for many of our neighbours, our primary concern remains the impact when a crisis occurs.</i></p> <p><i>This was clearly demonstrated in the 2019 fires where we fortunate the fires occurred where people could escape if needed and emergency vehicles could access. However, as previously raised, if a fire or other emergency prevents egress from our single point then, not only does it hamper emergency response, it put lives at risk.</i></p> <p><i>During the fires, we had an exceptional number of onlooker vehicles blocking emergency responders and, as such, SES were used to block any non-resident from the area. This just highlighted the potential issue with additional traffic during crises.</i></p> <p><i>With the lack of detail in the proposal and the use of terms such as "future" and "private" use in the areas to be rezoned, it is unclear whether this would mean more than one cafe and/or other businesses, houses etc. that would create additional, regular traffic. As one of the requests is to accept buildings of up to 8.5m, it is hard to accept this submission is being limited to a cafe in a small recreational district.</i></p>	<p>The two trees identified in the submission as located within the small wedge of land at the east end of Lot 516, and opposite the junction of Crestwood Drive and Richmond Ridge, are located within the Council road reserve and outside the land subject to the Planning Proposal. They appear to be part of the streetscape planting or regeneration associated with the initial subdivision. Refer image below.</p>  <p>Building Height The proposed building height for future development on Lot 516 is 8.5m or 2 storeys. The decision to apply a Height of Building planning control to the site will allow low rise development potential consistent with the adjoining residential housing estate, streetscape, and surrounding natural context. The same height limit applies to the Crestwood residential estate. Future development on the site may or may not achieve two storeys.</p> <p>Why the need for rezoning if approvals have been given, and future development</p>

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			<p><i>This is a large submission but is scant on details. With vague language across a large impacted area, it would seem a model would have been appropriate to clearly demonstrate to the council and to residents the intention of the developer.</i></p> <p><i>For example, with a request to extend building height to 8.5m, there must be a reason for this request. Instead, we have not been given the opportunity for a clearly outlined list of items/buildings/changes that this submission includes. If the developer's intention is to inform, then a simple model or artist impression would be very well received and quell the seeds of doubt and, as such, opposition.</i></p> <p><i>That is, the lack of detail (both in content and visual representation) to the intent of the developer is concerning. If council were to approve without this clarity, we are very concerned it will open the door to a sizeable build that will threaten our wildlife and our peaceful neighbourhood while substantially increasing traffic in a residential area.</i></p> <p><i>We are not asking for much. The developer has submitted a voluminous proposal. Adding clarification through clearly outlining their intent (including stages of development), what constitutes private areas within the recreational space and providing a model or artist impression for visual representation will provide both residents and the council with the information needed to make an informed decision.</i></p>	<p>There are no existing approvals for Lot 516 (private land).</p> <p>As a rezoning application, there are no conclusive building plans, concepts or designs at this time. Building design will be assessed at the time of any future development application submitted to Council for development of the land, if rezoned. The use of the term 'future' for development or 'use', is intended to identify that the type of development is not yet known, and not yet allowable. That is, development that may be allowable if the land is rezoned.</p> <p>Council intends that any allowable future development will be compatible with the surrounding context in terms of its scale, height, density etc. Any development in the future will require separate approval under the Development Assessment process.</p>
14.	SHEPHERD D. (1)	Support. Response to Online Survey . The submission notes potential add-on value of the proposal to	<p><i>The proposal fits perfectly into the family culture Crestwood is known for and will add significant value and benefit to the residents. I am totally supportive of the proposal as it is exactly what the estate was missing. Especially with COVID causing so much</i></p>	<p>Support The support expressed in the submission is noted.</p>

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		local residents and overall community benefit. Suggests that local concern around a lack of pedestrian connections within the estate is unrelated to the proposal, and that there is majority support for the proposal.	<i>uncertainty and disruption, this gives residents something to look forward to and makes the walking tracks and parks even more appealing and usable to the community which we need to be encouraging.</i> <i>Some residents complain about the lack of footpaths or second exit but these are completely unrelated to the development being proposed and represent the minority of people in the estate who are simply resistant to progress even when it clearly benefits all.</i>	
15.	SHEPHERD K. (1)	Support Response to Online Survey .	<i>I am supportive of this proposal. Crestwood is of desperate need to have something like this that will bring life into the estate and is one of the key reasons for buying into the area as it was locally known this would eventually happen. This will provide all in the community with great value with minimal disruption.</i>	Support The support expressed in the submission is noted.
16.	WALKER K.L. (1)	Objection. Response to Online Survey . A strong submission expressing concern at: <ul style="list-style-type: none"> • Potential building height of 8.5m. • Impacts on property views. • Potential adverse impacts on koala including from increased traffic and congestion. • Child safety and potential detrimental impact on free play within the neighbourhood • Pre-purchase assumptions about the type of neighbourhood being bought into. 	<i>This proposal could lead to development of retail services at a height of 2 storeys high. This could impact on the view from my property and the resale value of my property. I also am not supportive on any commercial spaces being located in this space as we have a lovely peaceful location and additional traffic on our roads will be detrimental to the Koala's and the way the children play freely around Crestwood. I also believe that there are sufficient stores and cafe's within short distance of Crestwood and would not like to have this in our suburb. I believe recreation and natural is what we have all been sold on as we purchased our land and this is what the surrounding area of Crestwood needs to stay as.</i>	Building Height, Loss of views, Koala, child safety and pre-purchase assumptions Refer comments above and below include sub no. reference. Commercial development The planning proposal is not intended to facilitate a wide range of commercial uses; only those that are allowable in a RE2 Private Recreation zone and are consistent with the zone objectives: <i>To enable land to be used for private open space or recreational purposes.</i> <i>To provide a range of recreational settings and activities and compatible land uses.</i> <i>To protect and enhance the natural environment for recreational purposes.</i> Examples include kiosks, cafés or takeaway food and drink premises and recreation facilities.

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		<ul style="list-style-type: none"> non-support for any type of commercial activities on the site. 		
17.	WARING D&J (1)	<p>Objection.</p> <p>Email submission. The second of two objections from the respondents:</p> <p>Questioning why the need for the Planning Proposal if the developer knew or had approval to undertake development some years ago, and expressing concern in relation to three (3) key matters: including:</p> <ul style="list-style-type: none"> impact on koalas impact on traffic to an already congested estate with limited egress the lack of detail in a very large report and the concern what approval might mean for future, adverse impacts for residents. 	<p><i>Thank you for the opportunity to comment on PP2017-4.1.</i></p> <p><i>We are [REDACTED] from the same developer within this submission and, after building our home, a resident for [REDACTED]. We live [REDACTED] the submission aims to extend/rezone the current approvals.</i></p> <p><i>Background:</i></p> <p><i>When we purchased our block from the developer [REDACTED], we were advised a park and cafe was planned. The park was opened approx [REDACTED] after we moved in. Other related facilities such as a toilet block and BBQ have not been installed and the cafe has not been built. We bought the land knowing these options for a recreational area were likely. Most of the residents were very positive about these further developments to the park.</i></p> <p><i>Overall concern:</i> <i>If the options for the cafe etc. were known in 2017, the purpose of the submission and rezoning of the land is unclear. Why is an amendment required if approvals had already been made by the council? We had no reason to think that approval had not submitted and approved by the council. However, if approval had been provided, the current submission is unclear on what the amended submission includes</i></p>	<p>Known, and or Previous Development Lot 516 is the residue parcel, or the remainder of the developers land not developed for residential housing. Lot 516 was excluded from the original rezoning and subdivision of the broader area due to its then low-lying, and flood prone nature. It continues to retain the original rural zoning, which is now inappropriate in the context of surrounding development.</p> <p>There are no existing approvals for this land, including for filling. There is also no intention to change the zoning of National Park estate surrounding Lot 516, or the Council Park area.</p> <p>Impact on Koala No koala habitat will be lost as a result of the proposed rezoning. Koala movement across the open grassland area is anticipated to be limited and/or restricted as a consequent of any future development of Lot 516. However, access from adjoining and adjacent areas including the National Park is expected to continue.</p> <p>Traffic Generation, Access, Parking & Ocean Drive intersection. Vehicle access to the Crestwood area is via Ocean Drive. The design and construction requirements for the intersection as well as the internal road network were assessed for compliance under the Roads Act 1993 at the time of approval.</p> <p>No additional traffic is attributable to the change of zone for the publicly owned Crestwood Park and stormwater infrastructure area. There are no plans to install</p>

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			<p><i>above that originally approved for the recreational district.</i></p> <p><i>Having read the submission online, it was difficult to find details to clearly outline what additional approvals/rezoning was required to meet an already agreed recreational area.</i></p> <p><i>As such, we went into the council to get a better understanding including seeing a model or, at least, artist impression of what would the submission would be seeking to build. That is, what the amendments under this submission would allow the developer to build (and the stages of this development).</i></p> <p><i>This was not available and, instead, we were provided with the hardcopy of the submission.</i></p> <p><i>We do not support this submission and expand on the above in support of our concerns.</i></p> <p>Impact on koalas. <i>The rezoning includes a very small area at the T junction of Crestwood and Richwood Ridge. This includes two trees which currently have koalas on a regular basis. Added to this is that these two trees also offer a safe haven, or halfway point, to these koalas who then move onto the trees on the large median strip at the entrance to Richwood Ridge. However, the larger rezoning also includes a large stretch of grassland which koalas use, with safety, to move from the trees in the nature reserve to other areas such as described above.</i> <i>The lack of detail as to what will happen to the rezoned areas raises concerns. If these trees are</i></p>	<p>additional infrastructure or buildings on public land at this time.</p> <p>A change of zone for the adjoining private land (Lot 516) to RE2 Private recreation will not in itself generate additional traffic. However, future development on Lot 516 may generate additional traffic subject to the type and scale of development proposed. Assumptions are that any proposed development of Lot 516 will require access and onsite parking consistent with the requirements of the Roads Act 1993 and Council policy. Costs attributable to construction of access and parking on Lot 516 will be the responsibility of the developer.</p> <p>Section 7.11 developer contributions for any future development on Lot 516 will be applied consistent with the Port Macquarie-Hastings Major Roads Contributions Plan V2.2. Funds collected may be used for upgrade of the local road network.</p> <p>Lack of Detail Noted.</p>

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			<p>removed or are blocked from behind, our koalas will not likely roam to these areas with safety.</p> <p>Impact on already congestion estate with limited egress</p> <p>We have raised previous concerns with the limited egress to Crestwood having only one, single laned road in and out of the estate. While we are both retirees, we do not face the daily concerns of traffic congestion at the start and end of each work day. While we appreciate this is difficult for many of our neighbours, our primary concern remains the impact when a crisis occurs.</p> <p>This was clearly demonstrated in the 2019 fires where we fortunate the fires occurred where people could escape if needed and emergency vehicles could access. However, as previously raised, if a fire or other emergency prevents egress from our single point then, not only does it hamper emergency response, it put lives at risk.</p> <p>During the fires, we had an exceptional number of onlooker vehicles blocking emergency responders and, as such, SES were used to block any non-resident from the area. This just highlighted the potential issue with additional traffic during crises.</p> <p>With the lack of detail in the proposal and the use of terms such as "future" and "private" use in the areas to be rezoned, it is unclear whether this would mean more than one cafe and/or other businesses, houses etc. that would create additional, regular traffic. As one of the requests is to accept buildings of up to 8.5m, it is hard to accept this submission is being limited to a cafe in a small recreational district.</p> <p>Lack of detail</p> <p>This is a large submission but is scant on details. With vague language across a large impacted area, it would seem a model would have been appropriate to</p>	

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No.	Contributor	Support/Object	Submission	Comment
			<p>clearly demonstrate to the council and to residents the intention of the developer.</p> <p>For example, with a request to extend building height to 8.5m, there must be a reason for this request. Instead, we have not been given the opportunity for a clearly outlined list of items/buildings/changes that this submission includes. If the developer's intention is to inform, then a simple model or artist impression would be very well received and quell the seeds of doubt and, as such, opposition.</p> <p>That is, the lack of detail (both in content and visual representation) to the intent of the developer is concerning. If council were to approve without this clarity, we are very concerned it will open the door to a sizeable build that will threaten our wildlife and our peaceful neighbourhood while substantially increasing traffic in a residential area.</p> <p>We are not asking for much. The developer has submitted a voluminous proposal. Adding clarification through clearly outlining their intent (including stages of development), what constitutes private areas within the recreational space and providing a model or artist impression for visual representation will provide both residents and the council with the information needed to make an informed decision.</p>	
18.	WARING D&J (2)	<p>Objection.</p> <p>One of two submissions from the respondents objecting to the Planning Proposal on the basis that it seeks approval for a commercial or business precinct at the specified location in response to a growing population.</p>	<p>As council would know this submission has caused considerable conversation across the Crestwood estate. As such, we are learning more from each other's further investigation. We submit this addition to our concerns below based on an understanding that:</p> <ul style="list-style-type: none"> ➤ the submission is seeking approval for a business/commercial precinct at the specified location 	<p>Developer claims, storage facilities, medical centres, emergency evacuation of large vehicles, local aesthetics, heightened crime risk.</p> <p>The submission is based on the developer's initial propositions for a change of zone to allow firstly residential, and then commercial development on Lot 516, neither of which have been supported by Council.</p> <p>Instead, Council has endorsed preparation of a Planning Proposal based on a change of zone for Lot 516 to allow recreational land uses on land which is privately owned,</p>

Planning Proposal PP2017 - 4.1 - Crestwood Park Recreation Precinct
Submissions Summary - July 2021

No.	Contributor	Support/Objection	Submission	Comment
			<p>➤ <i>this business precinct claims to be in response to the growing population in Port Macquarie.</i></p> <p><i>In response:</i></p> <ul style="list-style-type: none"> <i>the specified location is a recreational precinct and, as with us, blocks and homes were purchased on this premise. The intention of a business precinct was not made clear and it would be hard to accept this as a recent decision by the developer given blocks are still for sale and our purchase, and that of those also mostly affected, has occurred within the last 4 years.</i> <p><i>Of most concern is a commercial enterprise to build storage facilities for large vehicles, caravans etc. While this has been raised by the developer to address a number of residents having large vehicles, as a commercial enterprise, these would be available for anyone to hire including people residing outside of the council area.</i></p> <p><i>It also appears that other options include a medical centre and other businesses to be built including facilities to enable this (i.e. roads, driveways etc.).</i></p> <p><i>While traffic issues have been raised previously, the added large traffic is of particular concern including for the increase of potential non-residents within the estate. This is exacerbated with potential increase in caravans, Winnebago's etc. affecting the flow of normal traffic. However, if in crisis, as with 2019, the potential for owners removing large vehicles further puts lives at risk and hampering of emergency response. The residents of Verde Close would appear to be at</i></p>	<p>as distinct from council or government owned public recreation land. The types of uses allowed in a private recreation zone are limited, and in the case of the land in question sufficiently restricted to small scale commercial opportunities that do not put vulnerable land uses or people at risk from bushfire.</p> <p>Retrospective planning of Crestwood to allow a commercial facility. The developer's residue land (Lot 516) is the result of subdivision of the broader Crestwood area. It has not previously been included in any other approvals relating to the area as a consequence of its rural zoning, and flood prone status prior to filling. The Planning Proposal is a new application and it will not retrospectively allow wide ranging business and or a commercial facilities on the site.</p> <p>However, in supporting a change of zone to allow private recreational land uses, Council acknowledges that there will be scope for limited small scale commercial activities such as a kiosk, café or take-away food and drink premise as defined in <i>Port Macquarie-Hastings Local Environmental Plan 2011</i>.</p> <p>Land promised to residents for parkland. Council is not responsible for developer pre-purchase promises or sales marketing of land or housing packages in the area.</p> <p>In relation to the parkland, it is true that the developer dedicated land for the provision of open space under condition B2 (Open Space s7.11 Contribution Plan) of Development Application 2002/830 for Crestwood.</p>

Planning Proposal PP2017 - 4.1 - Crestwood Park Recreation Precinct
Submissions Summary - July 2021

No.	Contributor	Support/Objection	Submission	Comment
			<p><i>most disadvantage with increased in traffic. That is, even if an additional exit point was provided by council, <u>Verde Close residents would still be blocked.</u></i></p> <p><i>The recreational area is very well utilised with families and unsupervised children using it daily. Use also includes estate Christmas parties, fund raising by children selling lemonade for fire fighters etc. Children use their bikes, scooters and walk to and from the park. Currently it is a safe place with access to the park enabling children and families to walk to and from the park with safety as the path is unobstructed by driveways, roads etc. However, with added traffic, especially large vehicles, the risk to children walking to and from the park is significantly heightened. New driveways, roads or lanes will need to be built. Larger vehicles makes this even more dangerous who currently are moving freely in the park area.</i></p> <p><i>The terms such as "private use" is further concerning as, if a business area is established, this would mean a significant area is devoted to car parking and other requirements further diminishing the recreational precinct.</i></p> <p><i>The aesthetics of the area would be lost. Regardless of a business hub, having large storage units (up to 8.5ms) would block views of the reserve, creating an eyesore. With storage facilities, it would also likely have fencing that would cut off a lovely area to walk safely particularly through to the reserve.</i></p> <p><i>And finally, as with recent police reporting, there</i></p>	

Planning Proposal PP2017 - 4.1 - Crestwood Park Recreation Precinct
Submissions Summary - July 2021

No.	Contributor	Support/Objection	Submission	Comment
			<p>would be a heightened risk of crime providing options for vandals, thieves etc. - all of which we have recently seen an increase in the estate. We can help to keep an eye on our neighbours but this is not the case with large, obstructed views of 8.5m buildings.</p> <ul style="list-style-type: none"> The developer has cited the Council's Urban Growth Management Strategy (CUGMS) to justify the need for a business centre. Once again, when we purchased our block, the same developer, in promoting Crestwood was eager to point out the proximity to the Lighthouse Plaza including, with a path, could be accessed with ease through the reserve and or a quick drive by road. The estate also has exceptional additional medical facilities to the south at Greenmeadows. Claiming that Crestwood is not adequately serviced is in contrast to the language used in the sale of land/houses. <p>Also, Crestwood was first established in the 1990s with residents, past and present, fully aware of the benefits of Crestwood as a residential and recreational estate - not a business centre. We have a FB page which heightens the sense of community and where, at no time, has any resident commented on the lack of a business centre to address medical needs etc. Instead, the recreational precinct is used to build the Crestwood community. As stated in our original email, a cafe was understood to be developed and has support in the community.</p> <p>In response to the developer's citing of the CUGMS to justify development, the vast majority of population growth is in new estates of Sovereign Hills etc. where the shops, medical</p>	

Planning Proposal PP2017 - 4.1 - Crestwood Park Recreation Precinct
Submissions Summary - July 2021

No.	Contributor	Support/Objection	Submission	Comment
			<i>centres, schools etc. form part of the development plan and with the full knowledge of residents and future residents. Retrospectively applying the intention of the CUGMS to Crestwood is a flimsy excuse to overdevelop the last remaining land in the estate - land promised to residents, by this same developer, that would not be built out and, instead, enhance the community with a completed recreational precinct.</i>	



Planning,
Industry &
Environment

Gateway Determination

Planning proposal (Department Ref: PP_2020_PORTM_001_00): to rezone Lot 516 DP 1261705, Lot 497 DP 123790 and Lot 319 DP 1214443, Crestwood Drive, Port Macquarie, for recreational and special purposes, and amend associated development standards

I, the Director at the Department of Planning, Industry and Environment, as delegate of the Minister for Planning and Public Spaces, have determined under section 3.34(2) of the *Environmental Planning and Assessment Act 1979* (the Act) that an amendment to the Port Macquarie-Hastings Local Environmental Plan (LEP) 2011 to rezone Lot 516 DP 1261705, Lot 497 DP 123790 and Lot 319 DP 1214443, Crestwood Drive, Port Macquarie, for recreational and special purposes, and amend associated development standards should proceed subject to the following conditions:

1. Prior to community and agency consultation, Council is to:
 - (a) prepare a preliminary contamination investigation report;
 - (b) amend the maps to show the whole of Lot 516 to be rezoned to RE2 Private Recreation; and
 - (c) amend the planning proposal as follows:
 - (i) Part 2 to nominate that an amendment will be undertaken to the Lot Size Map in relation to Lot 497 DP 1237901 to introduce a minimum lot size of 3000m²;
 - (ii) Part 3 Section B to address the Local Strategic Planning Statement; and
 - (iii) Part 3 Section B to address section 9.1 Directions 4.1 Acid Sulfate Soils and 4.3 Flood Prone Land.
2. Public exhibition is required under section 3.34(2)(c) and schedule 1 clause 4 of the Act as follows:
 - (a) the planning proposal must be made publicly available for a minimum of **28 days**; and
 - (b) the planning proposal authority must comply with the notice requirements for public exhibition of planning proposals and the specifications for material that must be made publicly available along with planning proposals as identified in section 6.5.2 of *A guide to preparing local environmental plans* (Department of Planning and Environment, 2018).

3. Consultation is required with the following public authorities/organisations under section 3.34(2)(d) of the Act and/or to comply with the requirements of relevant section 9.1 Directions:
- Birpai Local Aboriginal Land Council
 - Division of Biodiversity and Conservation
 - National Parks and Wildlife Service
 - NSW Rural Fire Service
- Each public authority/organisation is to be provided with a copy of the planning proposal and any relevant supporting material and given at least 21 days to comment on the proposal.
4. A public hearing is not required to be held into the matter by any person or body under section 3.34(2)(e) of the Act. This does not discharge Council from any obligation it may otherwise have to conduct a public hearing (for example, in response to a submission or if reclassifying land).
5. The planning proposal authority is authorised as the local plan-making authority to exercise the functions under section 3.36(2) of the Act subject to the following:
- (a) the planning proposal authority has satisfied all the conditions of the Gateway determination;
 - (b) the planning proposal is consistent with section 9.1 Directions or the Secretary has agreed that any inconsistencies are justified; and
 - (c) there are no outstanding written objections from public authorities.
6. The time frame for completing the LEP is to be **9 months** following the date of the Gateway determination.

Dated 9 day of October 2020.



Jeremy Gray
Director, Northern Region
Local and Regional Planning
Department of Planning, Industry and
Environment

Delegate of the Minister for Planning
and Public Spaces

PP_2020_PORTM_001_00 (IRF20/4549)



Planning,
Industry &
Environment

Our Ref: DOC21/286231
Your Ref: PP2017 - 4.1

Chief Executive Officer
Port Macquarie Hastings Council
PO Box 84
Port Macquarie NSW 2444

Attention: Ms Carina Gregory

Dear Dr Allen

RE: Proposed Rezoning, Crestwood Drive Port Macquarie (PP2017 - 4.1)

Thank you for your letter dated 6 April 2021 about the proposed rezoning at Crestwood Drive Port Macquarie (PP2017 – 4.1) seeking comments from the Biodiversity and Conservation Division (BCD) of the Biodiversity, Conservation and Science Directorate in the Environment, Energy and Science Group of the Department of Planning, Industry and Environment. I appreciate the opportunity to provide input.

The BCD was formerly part of the Office of Environment and Heritage, but now forms part of a Group that has responsibilities relating to biodiversity (including threatened species and ecological communities, or their habitats), National Parks and Wildlife Service estate, climate change, sustainability, flooding, coastal and estuary matters.

We have reviewed the planning proposal and have no issues to raise in relation to biodiversity, climate change, sustainability, flooding, coastal or estuary matters, however we provide the following comments in relation to National Parks and Wildlife Service (NPWS) estate.

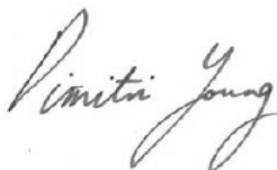
The Port Macquarie Hastings Council should consider the following matters relating to the adjoining National Parks Estate when reviewing any future development proposal on Lot 516 DP 1261705:

1. The NPWS will not be responsible for providing or maintaining any of its land for bushfire asset protection purposes for private development on the adjoining private land.
2. Any future bushfire Asset Protection Zones (APZs) must be contained wholly within the private land and no part of the APZ is to be located within the adjoining Lake Innes Nature Reserve.
3. Stormwater management and discharge from the private land into the Lake Innes Nature Reserve both during and after construction will need to be adequately addressed with any future development application.
4. Consideration should be given to the potential for increased interactions with wildlife and vegetation within the Lake Innes Nature Reserve from any proposed kiosk or similar type of development.

5. We note the current lack of weed control on Lot 516 and future development of the lot would need to demonstrate that development of the site does not increase weed encroachment into the Lake Innes Nature Reserve.
6. Kiosks and café developments may potentially increase waste into the Lake Innes Nature Reserve from takeaway food products and measures to mitigate such impacts must be implemented as part of the development.
7. Developments adjoining NPWS estate should not result in any net increase in pollutant levels discharged to NPWS land.
8. Any future development of the land must address matters within the *Developments Adjacent to National Parks and Wildlife Service Lands Guidelines*.

If you have any questions about this advice, please do not hesitate to contact Mr Bill Larkin, Senior Conservation Planning Officer, at bill.larkin@environment.nsw.gov.au or 6659 8216.

Yours sincerely



30 April 2021

DIMITRI YOUNG
Senior Team Leader Planning, North East Branch
Biodiversity and Conservation

**NSW RURAL FIRE SERVICE**

Port Macquarie-Hastings Council
PO Box 84
PORT MACQUARIE NSW 2444

Your reference: PP2017 - 4.1
Our reference: SPI20210429000055

ATTENTION: Leanne Fuller

Date: Wednesday 19 May 2021

Dear Sir/Madam,

**Strategic Planning Instrument
Rezoning**

Port Macquarie-Hastings Local Environmental Plan 2011 - Rezoning - 41 Crestwood Drive PORT MACQUARIE

I refer to your correspondence dated 09/04/2021 inviting the NSW Rural Fire Service (NSW RFS) to comment on the above Strategic Planning document.

The NSW RFS has considered the information submitted and subsequently raise no concerns or issues in relation to bush fire.

For any queries regarding this correspondence, please contact Alan Bawden on 1300 NSW RFS.

Yours sincerely,

Timothy Carroll
Manager Planning & Environment Serv (N)
Built & Natural Environment

1

Postal address

NSW Rural Fire Service
Locked Bag 17
GRANVILLE NSW 2142

Street address

NSW Rural Fire Service
4 Murray Rose Ave
SYDNEY OLYMPIC PARK NSW 2127

T (02) 8741 5555
F (02) 8741 5550
www.rfs.nsw.gov.au

Public Exhibition

2 June 2021 - 30 June 2021

Planning Proposal under section 3.33 of the EP&A Act

Port Macquarie-Hastings LEP 2011 (Amendment No 57)

Crestwood Park Recreation Precinct, Port Macquarie.



PORT MACQUARIE
HASTINGS
COUNCIL

Planning Proposal under sec 3.33 of the EP&A Act, Crestwood Drive, Port Macquarie

Planning Proposal status (for this copy)

Stage	Version Date
Draft	July 2020
Reported to Council (section 3.33)	20 May 2020
Adopted by Council & referred to DP&E (sec 3.34 (1))	26 August 2020
Gateway Panel determination (sec 3.34 (2))	9 October 2020
Revisions required: Yes / No . Completed	14 May 2021
Public Exhibition (where applicable) (Sch 1 cl 4)	2 June - 30 June 2021
For Council review (sec 3.35 (1))	TBA - Post Exhibition
Adopted by Council for submission to Minister's delegate (sec 3.36 (2))	TBA

Council reference: DD032.2017.00000004.001: PP2017 - 4.1
(Amendment No will initially be blank) (Amendment No 57)

Department of Planning, Industry & Environment reference: **Department Ref: PP_2020_PORTM_001_00**

Council Address	Contact Officer
Port Macquarie-Hastings Council	Leanne Fuller
PO Box 84	Land Use Planner
PORT MACQUARIE NSW 2444	Email Leanne.Fuller@pmhc.nsw.gov.au
	Phone 02 6581 8674

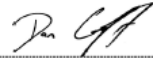
Planning Proposal under sec 3.33 of the EP&A Act, Crestwood Drive, Port Macquarie

Adoption of the Planning Proposal

1. For initial Gateway determination

This Planning Proposal was endorsed on 4 September 2020 by *Port Macquarie-Hastings Council*,
or the undersigned Council delegate (delete one):

Signed



Name

Dan Croft

Position

Group Manager Development Assessment

2. For section 3.35 finalisation

This Planning Proposal was endorsed on by *Port Macquarie-Hastings Council*, or the undersigned Council delegate (delete one):

Signed

Name

Position

Planning Proposal under sec 3.33 of the EP&A Act, Crestwood Drive, Port Macquarie

EXECUTIVE SUMMARY

Planning Proposal

This is a Planning Proposal to facilitate a change of zone and other planning controls at Crestwood Park, Crestwood Drive, Port Macquarie. The Planning Proposal applies to land being Lot 516 DP 1261705 Crestwood Drive, Port Macquarie (5,025 m²), Lot 497 DP 1237901 Crestwood Drive, Port Macquarie (3,875 m²), and Lot 319 DP 1214443 Crestwood Drive, Port Macquarie (2,623 m²).

What is a planning proposal?

A Planning Proposal is a document that is prepared by a Council when it is intended to make changes to a local environmental plan (LEP) and it sets out the intended effect and justification for the proposed changes to the zoning of the land referenced in the Planning Proposal document. Under the *Environmental Planning and Assessment Act 1979*, Council must prepare and submit a Planning Proposal to the Department of Planning, Industry and Environment for consideration of an amendment to the *Port Macquarie-Hastings LEP 2011*.

This Planning Proposal is set out in the manner required by the State Government and it contains information required by the State Government when Council's prepare changes to their local environmental plans.

What is the intent of this planning proposal?

The intent of this Planning Proposal is to update the *Port Macquarie-Hastings Local Environmental Plan (LEP) 2011* to facilitate public and private recreational uses on land at Crestwood Park, Port Macquarie. Changes are proposed zone, lot size, height of buildings, and floor space ratio planning controls.

Port Macquarie-Hastings Local Environmental Plan (LEP) 2011 is the principle plan for our Local Government Area (LGA).

The normal mechanism for making changes to our LEP is to prepare a 'Planning Proposal' and an "amending LEP" that will replace the relevant sections of text and or maps in the principle LEP for an area.

This Planning Proposal is for map only amendments. This means that the only change to our LEP will be in relation to the map sheets covering the Crestwood area.

The Map series proposed to be amended are Land Zoning (LZN), Minimum Lot size (LSZ), Height of Buildings (HOB), and Floor Space Ratio (FSR).

The affected Map sheet ID Numbers are:

6380_COM_LZN_013G_020_20181114

6380_COM_LSZ_013G_020_20181129

6380_COM_HOB_013G_020_20190924

6380_COM_FSR_013G_020_20181107

These sheets will be updated to reflect the proposed changes at Crestwood Park if the Planning Proposal is finalised as proposed. Note that the date component of the ID Numbers (last 8 digits) will reflect the date of publication of the updated map sheets on the NSW Legislation website, when amended.

For any enquiries relating to the planning proposal, please contact Leanne Fuller on 6581 8111 or via email: leanne.fuller@pmhc.nsw.gov.au

Planning Proposal under sec 3.33 of the EP&A Act, Crestwood Drive, Port Macquarie

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Planning Proposal under sec 3.33 of the EP&A Act
Background

Background

At the Ordinary Council Meeting held on 20 May 2020, Council considered an Assessment Report considering a private landowner request to rezone Lot 516 DP 1261705 Crestwood Drive, Port Macquarie from RU1 Primary Production to B1 Neighbourhood Centre. The subject land is shown in Figure 1 below.

The rezoning initiative by the land owner / developer proposed to rezone un-subdivided rural zoned residue land at the southern end of the Crestwood residential estate to allow subdivision for neighbourhood business and urban housing. The proponents request and Council's Assessment Report and Ordinary Meeting Minute is included as Attachment 1 and Attachment 2.



Figure 1: Lot 516 (Yellow) and surrounding land at Crestwood Drive, Port Macquarie.

The Assessment Report, considered the Proponent's request in relation to Lot 516 and supporting information. After considering the report, Council resolved to:

- not support the Proponent's request for a rezoning of the land to B1 Neighbourhood Centre;
- endorse a variation to the Proponent's proposal to rezone the site to RE2 Private Recreation;
- include and apply appropriate zoning to adjoining Council owned land containing stormwater and recreation infrastructure;
- forward a Planning Proposal document prepared by Council and based on Council's endorsed variation, to the Department of Planning, Industry and Environment seeking a Gateway Determination.

Planning Proposal

This is a Planning Proposal document prepared in accordance with the Environmental Planning and Assessment Act 1979, the NSW Department of Planning Industry and Environment Guidelines for preparing planning proposals (2018) and local environmental plans (2018), and Port Macquarie-Hastings Council Planning Proposal Policy (effective February 2020).

Planning Proposal under sec 3.33 of the EP&A Act
The Site

It explains the intended effects of a proposed amendment to the *Port Macquarie-Hastings Local Environmental Plan 2011 (PMHLEP 2011)* to:

- rezone existing RU1 Primary Production land to the east of the Crestwood Park and Playground to RE2 Private Recreation
- rezone the Crestwood Park and Playground and adjoining stormwater infrastructure to RE1 Public Recreation and SP2 Infrastructure (Stormwater)
- apply appropriate building height, floor space ratio and minimum lot size standards to the site.

The proposal will result in an expanded recreation precinct at Crestwood Drive, Port Macquarie, involving existing public recreation and service infrastructure, and future private recreation.

The Site

The land proposed for rezoning is shown in Figure 2 and includes:

- Lot 516 DP 1261705 Crestwood Drive, (5,025 m²)
- Part Lot 497 DP 1237901 Crestwood Drive, Port Macquarie (3,875 m²)
- Lot 319 DP 1214443 Crestwood Drive, Port Macquarie (2,623 m²).



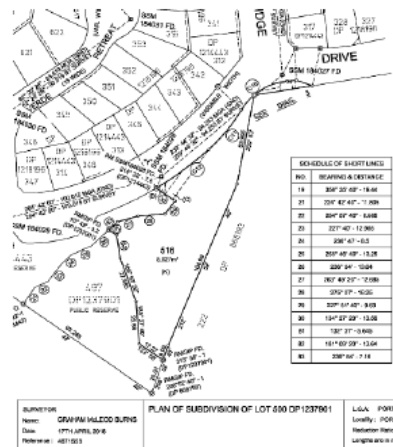
Figure 2: Context. Nearmap 2019 image showing the land in question, including private, vacant residue land (right of centre), Council playground, service infrastructure and drainage reserve (left and centre), and surrounding Lake Innes Nature Reserve.

This land lies at the southern extent of the Crestwood residential estate and it is adjoined by National Park estate to the east, and residential zoned land to the northeast and north west. Primary access is via Crestwood Drive from Ocean Drive, Port Macquarie.

Council roles & responsibilities

For transparency, **Richmond Horizons Pty Ltd** and **Pear Pty Ltd** are the landowner seeking a rezoning in relation to:

Lot 516 DP 1261705 Crestwood Drive Port Macquarie (5.027sqm)



Lot 497 DP 1237901 Crestwood Drive, Port Macquarie (3,875 m²)

(A) EASEMENT FOR UNDERGROUND POWERLINES 2 WIDE

(J) EASEMENT FOR SERVICES 2 WIDE

(K) LAND EXCLUDES MINERALS AND SUBJECT TO RESERVATIONS AND CONDITIONS IN FAVOUR OF THE CROWN - SEE MEMORANDUM S7000A

(L) LAND EXCLUDES MINERALS & IS SUBJECT TO RESERVATIONS AND CONDITIONS IN THE CROWN GRANT

(M) LAND EXCLUDES MINERALS - S 171 CROWN LANDS ACT, 1988

(N) EASEMENT TO DRAIN WATER 1.4 WIDE

Planning Proposal under sec 3.33 of the EP&A Act
The Site



Figure 3 Crestwood Park

Planning Proposal under sec 3.33 of the EP&A Act
Part 1 - Objectives or Intended Outcomes

Planning Proposal

Part 1 - Objectives or Intended Outcomes

The intended outcomes of this Planning Proposal are to:

- resolve the current historic rural zoning for the residue land at Crestwood, comprising Lot 516 DP 1261705 (privately owned),
- resolve the current residential zoning for Lot 319 DP1214443 (Public stormwater infrastructure),
- resolve the current part rural and part residential zoning for Lot 497 DP1237901 (Publicly owned recreation);
- deliver a development outcome for the landholder that is complementary to the site's unique physical location and characteristics;
- complement adjoining natural and recreational attributes;
- promote active and passive tourism and community open spaces outside urban growth areas, consistent with the North Coast Regional Plan *Direction 1 Deliver Environmentally sustainable growth; and Direction 8 Promote the growth of tourism.*
- resolve current zone anomalies on Council owned and managed land at Crestwood Drive consistent, with its function as playground, and service and drainage infrastructure.



Figure 4 Crestwood Residential Estate, and Crestwood Park Open Space Precinct (southern triangle).

Planning Proposal under sec 3.33 of the EP&A Act
Part 2 - Explanation of Provisions

Part 2 - Explanation of Provisions

The following **Land Zone** Changes to Port Macquarie-Hastings LEP 2011 are proposed to achieve the intended outcomes:

1. Amend the **Land Zoning Map** to rezone:
 - a. Lot 516 from RU1 Primary Production to RE2 Private Recreation to facilitate recreation and tourism uses;
 - b. Lot 497 from part R1 General Residential, part RU1 Primary Production and Part E2 Environmental Conservation to part E2 Environmental Conservation (*no change*), and part RE1 Public Recreation to reflect the community and recreational use of the land;
 - c. Lot 319 from part R1 General Residential to SP2 Infrastructure (Stormwater) to reflect Council's operational use of the land;

In addition, the following **LEP Map** changes are proposed:

2. Amend the **Height of Building Map** in relation to Lot 516 to impose a maximum Height of Building of 8.5m;
3. Amend the **Floor Space Ratio Map** in relation to Lot 516 to impose a maximum Floor Space Ratio of 0.65:1.
4. Amend the **Lot Size Map** in relation to Lot 516 to impose a minimum subdivision Lot Size of 5000sqm.
5. Amend the **Lot Size Map** in relation to Lot 497 to impose a minimum subdivision Lot Size of 3000sqm.



Figure 5 Developing residential housing at Crestwood.

Planning Proposal under sec 3.33 of the EP&A Act
Part 3 – Justification

Part 3 – Justification

In accordance with the Department of Planning, Industry and Environment's *A guide to preparing planning proposals*, this Part provides a response to the following matters:

- Section A: Need for the Planning Proposal
- Section B: Relationship to strategic planning framework
- Section C: Environmental, social and economic impact
- Section D: State and Commonwealth interests

Section A - Need for the planning proposal.

1. Is the planning proposal a result of any strategic study or report?

The Planning Proposal is not the result of a specific strategic study or report.

The Planning Proposal is the result of a site specific rezoning request initiated by the landowner of Lot 516 DP1261705. Adjoining Council owned land has been included in the planning proposal to correct anomalies that exist with regard to its zoning and the purpose for which this land is currently being used, and finalise planning controls in the area.

2. Is the planning proposal the best means of achieving the objectives or intended outcomes, or is there a better way?

A Planning Proposal is the only mechanism by which the existing zone and related height of building, minimum lot size and floor space ratio controls may be changed.

Section B - Relationship to strategic planning framework.

3. Is the planning proposal consistent with the objectives and actions of the North Coast Regional Plan 2036?

The *North Coast Regional Plan (North Coast Regional Plan) 2036* identifies the boundaries of urban development for Port Macquarie-Hastings (Urban Growth Area) and three (3) Principles for guiding growth on the North Coast. This part addresses the Principles for Growth and supports a Variation to the Urban Growth Area Boundary.

Lot 516 is not located within the Urban Growth Area for Port Macquarie-Hastings. However Council has supported a variation to the UGA in this location based on the site's access to the natural environment of the Lake Innes Nature Reserve, and opportunities for limited commercial outcome on the site, satisfying the landholder's expectations for small scale food and drink premises and access to high quality walking and cycling trails.

Working with the Proponent and landholder, Council has supported a RE2 Private Recreation zone as an appropriate zone for the site having regard for the constraints to residential development associated with bushfire risk and the low density amenity of the adjoining residential area.

NCRP Principle 1: Direct Growth to identified Urban Growth Areas (UGA).

To achieve a balance between urban expansion and conservation of natural and environmental assets, the regional plan identifies the limits to urban growth for each local government area. The UGAs help to maintain the distinctive character of our local communities; direct growth away from significant farmland and sensitive ecosystems, and enable efficient planning for infrastructure and services.

Comment:

Council has identified zone RE2 Private Recreation as an appropriate zone for the site having regard for the constraints to residential development associated with bushfire risk and the low

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density amenity of the adjoining residential area. A private recreation zone offers opportunities for limited commercial outcomes on the site, satisfying the landholder's expectations for small scale food and drink premises and access to high quality walking and cycling trails and the natural environment of the Lake Innes Nature Reserve.

Importantly, the un-subdivided residue was excluded from the original conversion of the Crestwood area from rural to urban due to its low lying nature, and irregular configuration extending into the Lake Innes Nature Reserve. At the time of the initial subdivision approval for Crestwood residential estate it was nominated for stormwater detention. However, only part of the residue area was needed and ultimately dedicated for stormwater detention. The remainder of the un-subdivided residue was filled and dedicated to Council for open space and playground in lieu of staged relief from payment of developer contributions for open space. The extent of stormwater and open space dedication is shown in Figure 6.



Figure 6: Nearmap 2019 image of the vacant residue site (right of centre), and Council playground and drainage reserve (left and centre)).

NCRP Principle 2: Manage the Sensitive Coastal Strip.

The coastal strip (or Zone) comprises land east of the Pacific Highway. The area is ecologically diverse, with wetlands, estuaries, significant farmland and areas of local, state and National significance. The area is also exposed to natural hazards and risks such as flooding, coastal inundation, erosion and recession. To safeguard the strip, the regional plan limits development in this area, and only minor and contiguous variations to the boundary will be considered by the State government.

Comment:

Lot 516 and the adjoining Council owned lots 497 and 319 are located within the Coastal Strip as defined in the Regional Plan. The area is also outside the UGA. Council is supportive of a minor variation to the growth area boundary in this location on the basis that updating planning controls as recommended in the report is consistent with the vision and guiding principles in the Regional Plan, particularly in relation to Directions 8, 14, and 15.

NCRP Principle 3: Provide Great Places to Live and Work in a Unique Environment.

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The regional plan emphasises the need for cities and centres to be the focus for housing diversity, jobs and activities to reduce pressure on the environment and maximise the advantages of the North Coast's unique environment.

Comment:

Council's adopted UGMS Centres Hierarchy does not support a commercial centre in this location consistent with Council's local Urban Growth Management Strategy and Direction 6 of the Regional Plan.

However, a potential rezoning of the site to RE2 Private Recreation will provide the Proponent with small scale retail and nature-based development opportunities in keeping with the low density residential nature of the area, its proximity to the national park, and access to passive recreational opportunities.

4. Is the planning proposal consistent with Council's Community Strategic Plan, Local Strategic Planning Statement and Urban Growth Management Strategy 2010 – 2031?

A draft Local Strategic Planning Statement (LSPS) for the Port Macquarie-Hastings is currently on exhibition for community feedback.

Towards 2030 Community Strategic Plan

Towards 2030 Community Strategic Plan is an overarching 10 year plan prepared by Council and the community, and based on community priorities. The plan outlines the communities objectives for each of the themes identified in the plan:

- > Leadership and Governance
- > Your Community Life
- > Your Business and Industry
- > Your Natural and Built Environment

The Planning Proposal satisfies the key strategies of this Plan for Business and Industry and Natural and Built Environment in that it will:

- Create vibrant and desirable places
- Minimise the impact of natural events and climate change, for example, bushfires.
- Facilitate development that is compatible with the natural and built environment
- Result in sustainable and environmentally sensitive development outcomes that consider the impact on the natural environment
- Meet the community expectations and needs for a healthy and active community that is supported by recreational infrastructure

Proceeding to rezone Lot 516 to RE2 Private Recreation as recommended in Council's report (Attachment 1) builds on, and implements the objectives and community aspirations expressed in the plan, particularly:

- A collaborative community that works together and uses opportunities for community participation in decision making that is defined as ethically, socially and environmentally responsible.
- A healthy, inclusive and vibrant community. Actively participating in inclusive community activities
- The Port Macquarie-Hastings region is a successful place that has a vibrant, diversified and resilient regional economy for people to live, learn, work, play and invest.
- A connected, sustainable, accessible community and environment that is protected now and into the future.

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Economic Development Strategy 2017 – 2021

Planning for an expanded recreation zone at Crestwood builds on the vision for Port Macquarie-Hastings to be a successful tourism destination, and region with a vibrant, diversified and resilient regional economy for people to live, learn, work, play and invest.

Port Macquarie-Hastings Urban Growth Management Strategy 2017-2036

Planning for the public and private recreational development, allowing limited commercial activity is consistent with the aim of the UGMS to guide and manage urban growth to protect the unique qualities of our centres, and key public places.

The Planning Proposal seeks to reinforce the unique location and characteristics of the location, while ensuring that potential impact on the centres hierarchy are mitigated through:

- A minimum 5,000sqm lot size to limit fragmentation of Lot 516
- 0.65:1 Floor space ratio to provide for small scale compatible recreational development in keeping with the capacity of the site.

5. Is the planning proposal consistent with applicable State Environmental Planning Policies?

An assessment of State Environmental Planning Policies relevant to the Planning Proposal request is provided below:

SEPP	Consistent	Reason/s for inconsistency or comment
State Environmental Planning Policy No. 36 Manufactured Housing Estate	Minor inconsistency.	<p>The SEPP aims to facilitate manufactured housing on certain land on which caravan parks are permitted as a contemporary form of medium density housing.</p> <p>A change of zone will affect permissibility of MHE development under the SEPP. If zoned to RE2 Private Recreation as proposed in the report, MHE development will be permitted with consent.</p> <p>However, MHE development is unattainable on the site based on designated 'Special purpose development' requirements under NSW Rural Fire Service Guidelines. The designation imposes additional APZ and mitigation requirements for vulnerable forms of development, which cannot be achieved on the site.</p>
State Environmental Planning Policy (Coastal Management) 2018	Yes	<p>The aim of this Policy is to manage development in the coastal zone and protect the environmental assets of the coast. The subject land is identified as being located within the 'Coastal Zone', as the land is identified by the 'Coastal Wetlands and Littoral Rainforests Area Map' - 'Proximity Area for Coastal Wetlands'. The following controls, are relevant:</p> <p>Division 1 – Coastal wetlands and littoral rainforests area</p> <p><i>Clause 10 – Development on certain land within coastal wetlands and littoral rainforests area. The proposed development is not within a coastal wetland or littoral rainforest area and consequently the provisions of this clause are not applicable.</i></p>

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SEPP	Consistent	Reason/s for inconsistency or comment
		<p><i>Clause 11 – Development on land in proximity to coastal wetlands or littoral rainforest.</i> The site is located within proximity to land mapped as 'Coastal Wetlands'. An assessment of the impact in regard to the provisions of this Policy will be required at the time of future development of the land on the impact on: the biophysical, hydrological or ecological integrity of the adjacent wetland.</p> <p>Further, assessment of stormwater management will be necessary at the time of development of Lot 516 to assess the impact on the quantity and quality of surface and ground water flows to and from the adjacent coastal wetland.</p>
State Environmental Planning Policy 55 Remediation of Land	No.	<p>This policy introduces state-wide planning controls for the remediation of contaminated land. The policy specifies that the consent authority must not consent to the carrying out of any development unless it has considered whether the land on which the development is proposed is contaminated and/or is required to be remediated for its intended use.</p> <p>Lot 516 has been filled and raised to a level consistent with the design level of Crestwood Drive.</p> <p>Lot 497 and Lot 319 have also been filled and reshaped consistent with the levels required for stormwater disposal, retention and playground. All filling has been in association with subdivision works for the adjoining residential estate.</p> <p>The land included in the Planning Proposal is not identified in Council's Contaminated Land Register.</p> <p>Preliminary contaminated land investigation reports have been prepared for all lots (Council and private land) involved in the Planning Proposal. These are contained in Appendices F of the PP, and in Appendix B - Proponent's Planning Proposal Request. A suitably qualified and practising contaminated land practitioner has certified the report findings, and verified that the land is suitable for the intended land uses.</p>
Primary Production and Rural Development 2019.		<p>The aim of the policy is to facilitate the orderly and economic use of development of lands for primary production.</p> <p>Existing RU1 Primary Production zoned land is proposed to be zoned for private and recreational use, and SP2 Infrastructure, consistent with the intent of the planning proposal and the current use of the land.</p>

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6. Is the planning proposal consistent with applicable Ministerial Directions (s9.1 Directions)

A detailed assessment of the consistency of this Planning Proposal with Ministerial Directions of relevance applying within the Port Macquarie-Hastings local government area is below.

There are some minor inconsistencies, which require the agreement of an authorised officer of the Department of Planning, Industry & Environment. The minor inconsistencies are:

S9.1 Direction	Consistent	Reason for inconsistency or comment
1.1 Business and Industrial Zones.	No	<p>The objective of the direction is to encourage employment growth in suitable locations, protect employment land, and support the viability of existing centres. The direction states that a planning proposal must:</p> <ul style="list-style-type: none"> a) give effect to the objectives of this direction, b) retain the areas and locations of existing business and industrial zones, c) not reduce the total potential floor space area for employment uses and related public services in business zones, d) not reduce the total potential floor space area for industrial uses in industrial zones, and e) ensure that proposed new employment areas are in accordance with a strategy that is approved by the Secretary of the Department of Planning and Environment. <p>Comment: The Planning Proposal is inconsistent with this Direction because it proposes to introduce a zone allowing limited commercial activity. The relationship to other commercial centres has been considered by Council at its meeting held on 20 May 2020. A minor inconsistency is justified on the basis that allowable uses, such as cafes, kiosks and takeaway food and drink premises, are limited in scale and nature by the capacity of Lot 516.</p>
1.2 Rural Zones	No, minor.	<p>The objective of this direction is to protect the agricultural production value of rural land. The direction states that a planning proposal must:</p> <ul style="list-style-type: none"> a) not rezone land from a rural zone to a residential, business, industrial, village or tourist zone. b) not contain provisions that will increase the permissible density of land within a rural zone (other than land within an existing town or village). <p>A Planning Proposal may be inconsistent with this direction only if the relevant planning authority can satisfy the Secretary of the Department of Planning (or his delegate) that the provisions of the planning proposal that are inconsistent are in accordance with the relevant Regional Strategy or Sub-Regional Strategy prepared by the Department of Planning which gives consideration to the objective of this direction, or, in this case, of a minor nature.</p>

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S9.1 Direction	Consistent	Reason for inconsistency or comment
		Comment: In the case of the land in question, an inconsistency is justified because the land is isolated from larger areas of rural zoned land, is not used for rural purposes, and is inappropriate in the location as a rural residue.
1.5 Rural Lands	No, Minor	<p>The objectives of the direction are to protect and assist in the management of rural lands and the agricultural potential of rural land; facilitate its orderly and economic use and development; and minimise land use conflict and fragmentation; and encourage sustainable land use practices. The direction applies to preparation of a planning proposal that will in this case affect rural land.</p> <p>A Planning Proposal must be consistent with relevant strategic plans; consider the agricultural significance of the land affected by the planning proposal; consider the natural and physical constraints of the rural land in question; and promote and prioritise rural investment opportunities to support farmers; and prevent fragmentation of rural land. It must also demonstrate that it minimises rural land fragmentation and land use conflict.</p> <p>Comment: The Planning Proposal is considered consistent having regard for the unsuitability of the current rural zoning of the site, its isolated location, and surrounding land use pattern.</p>
2.2 Coastal Management	No	<p>The objective of the direction is to protect and manage coastal areas of NSW. The proposal applies to planning proposal in relation to land that is within the coastal zone.</p> <p>A planning proposal must not rezone land which would enable increased development or more intensive land-use on land:</p> <ul style="list-style-type: none"> a) within a coastal vulnerability area identified by the State Environmental Planning Policy (Coastal Management) 2018; or b) that has been identified as land affected by a current or future coastal hazard in a local environmental plan or development control plan, or a study or assessment undertaken: <ul style="list-style-type: none"> i. by or on behalf of the relevant planning authority and the planning proposal authority, or ii. by or on behalf of a public authority and provided to the relevant planning authority and the planning proposal authority. <p><i>Subclause 6 - A planning proposal must not rezone land which would enable increased development or more intensive land-use on land within a coastal wetlands and littoral rainforests area identified by the State Environmental Planning Policy (Coastal Management) 2018.</i></p>

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S9.1 Direction	Consistent	Reason for inconsistency or comment
		<p>A Planning Proposal may be inconsistent with this direction only if the relevant authority for the planning proposal can satisfy the Secretary of the Department of Planning and Environment that the provisions of the planning proposal that are inconsistent are justified by a strategy which gives consideration to the direction, or in accordance with an endorsed regional plan; or of minor significance.</p> <p>Comment: The inconsistency with the direction is minor having regard for the intended recreational use of the land.</p>
2.6 Remediation of Contaminated Land	No	<p>The objective of this direction is to reduce the risk of harm to human health and the environment by ensuring that contamination and remediation are considered by planning proposal authorities.</p> <p>The direction applies in this case to:</p> <p>Clause 2 [c] - the extent to which it is proposed to carry out development on it for residential, educational, recreational or childcare purposes, or for the purposes of a hospital – land:</p> <ul style="list-style-type: none"> i) in relation to which there is no knowledge (or incomplete knowledge) as to whether development for a purpose referred to in Table 1 to the contaminated land planning guidelines has been carried out, and ii) on which it would have been lawful to carry out such development during any period in respect of which there is no knowledge (or incomplete knowledge). <p>Clause 4 - A planning proposal authority must not include in a particular zone (within the meaning of the local environmental plan) any land specified in paragraph (2) if the inclusion of the land in that zone would permit a change of use of the land, unless:</p> <ul style="list-style-type: none"> a) the planning proposal authority has considered whether the land is contaminated, and b) if the land is contaminated, the planning proposal authority is satisfied that the land is suitable in its contaminated state (or will be suitable, after remediation) for all the purposes for which land in the zone concerned is permitted to be used, and c) if the land requires remediation to be made suitable for any purpose for which land in that zone is permitted to be used, the planning proposal authority is satisfied that the land will be so remediated before the land is used for that purpose. <p>In order to satisfy itself as to subclause 4(c), the planning proposal authority may need to include certain provisions in the local environmental plan.</p>

Planning Proposal under sec 3.33 of the EP&A Act
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S9.1 Direction	Consistent	Reason for inconsistency or comment
		<p>Clause 5 - Before including any land specified in paragraph (2) in a particular zone, the planning proposal authority is to obtain and have regard to a report specifying the findings of a preliminary investigation of the land carried out in accordance with the contaminated land planning guidelines.</p> <p>Comment: An inconsistency exists. The land is not known to be contaminated and is not identified in Council's Contaminated Land Register. However the land has been filled as a result of adjoining subdivision works, and in order to satisfy itself as to the direction, Council has a responsibility to consider a report consistent with Clause 5 of this Direction.</p> <p>Stage 1 Site Contamination Reports (under Clause 5) for the filled and modified sites support the Planning Proposal. See above comments and refer to Appendix F where these reports can be viewed. The reports are appropriately certified, concluding that the sites are suitable for the intended uses.</p>
4.4 Planning for Bushfire Protection		<p>The objectives of this direction are:</p> <ul style="list-style-type: none"> a) to protect life, property and the environment from bush fire hazards, by discouraging the establishment of incompatible land uses in bush fire prone areas, and b) to encourage sound management of bush fire prone areas. <p>This direction applies when a relevant planning authority prepares a planning proposal that will affect, or is in proximity to land mapped as bushfire prone land. As referenced in the report, the site is designated bushfire prone land 'buffer'.</p> <p>There are three technical inconsistencies with the requirements of this Direction, relating to subclauses (4) to (6) of the Direction:</p> <p>Comment: Subclause (4) requires consultation with the Commissioner of the NSW Rural Fire Service following receipt of a gateway determination and prior to undertaking community consultation. Consultation with NSW Rural Fire Service, consistent with the Gateway Determination for the Planning Proposal, confirms no issue in relation to the Planning Proposal.</p> <p>Subclause (5) requires that the Planning Proposal introduce controls that avoid planning inappropriate developments in hazardous areas. The proposal relies on the current controls and assessment process, and technically is inconsistent by not introducing further controls.</p> <p>Depending on the interpretation of subclause (6), it is required that the planning proposal contain development application details. If this is the case, then this is a further inconsistency. Council will seek the Minister's agreement to a minor inconsistency post Public Exhibition, and prior to finalisation of the Planning Proposal.</p>

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Part 3 – Justification

S9.1 Direction	Consistent	Reason for inconsistency or comment
5.10 Implementation of Regional Plans	No, minor	<p>The objective of this direction is to give legal effect to the vision, land use strategy, goals, directions and actions contained in Regional Plans.</p> <p>Comment: A Planning Proposal must be consistent with a regional plan. In this case, proceeding with a Planning Proposal as recommended in the report is considered to achieve the overall intent of the regional plan, its vision, goals, directions, and actions.</p>

Section C - Environmental, social and economic impact.

7. Is there any likelihood that critical habitat or threatened species, populations or ecological communities, or their habitats, will be adversely affected as a result of the proposal?

The *Biodiversity Conservation Act 2016* contains measures to identify and protect critical habitat or threatened species, populations or ecological communities, or their habitats, and to identify and mitigate key threatening processes.

Council consulted with the NSW Biodiversity Conservation Division (BCD) of the Biodiversity, Conservation and Science Directorate in the Environment, Energy and Science Group of the Department of Planning Industry and Environment prior to public exhibition. The BCD was formerly part of the Office of Environment and Heritage, but now forms part of a Group that has responsibilities relating to biodiversity, National Parks and Wildlife Service Estate, climate change, sustainability, flooding, coastal and estuary matters.

The Division raise no issue in relation to biodiversity, climate change, sustainability, flooding, coastal or estuary matters. However, BCD recommend the following considerations to Council relation to the adjoining National Parks and Wildlife Service (NPWS) estate:

1. The NPWS will not be responsible for providing or maintaining any of its land for bushfire asset protection purposes for private development on the adjoining private land.
2. Any future bushfire **Asset Protection Zones** (APZs) must be contained wholly within the private land and no part of the APZ is to be located within the adjoining Lake Innes Nature Reserve.
3. **Stormwater management and discharge from the private land into Lake Innes Nature Reserve** both during and after construction will need to be adequately addressed with any future development application.
4. Consideration should be given to the potential for increased interactions with wildlife and vegetation within the **Lake Innes Nature Reserve** from any proposed kiosk or similar type of development.
5. We note the current lack of **weed control on Lot 516** and future development of the lot would need to demonstrate that development of the site does not increase weed encroachment into the Lake Innes Nature Reserve.
6. **Kiosks and café developments** may potentially increase waste into the Lake Innes Nature Reserve from takeaway food products and measures to mitigate such impacts must be implemented as part of the development.
7. Developments adjoining NPWS estate should not result in any net increase in **pollutant levels discharged to NPWS land**.
8. Any future development of the land must address matters within the **Development Adjacent to National Parks and Wildlife Service Lands Guidelines**.

Council acknowledges the BCD recommendations for any future development on Lot 516, which are now noted in Council's property records for Lot 516. Council has written to the property owner, formally advising of the recommendations for future development of the land. A copy of

Planning Proposal under sec 3.33 of the EP&A Act
Part 3 – Justification

the BCD Consultation Response and Council letter to the property owner is included at Appendix D.

8. Are there any other likely environmental effects as a result of the planning proposal and how are they proposed to be managed?

A significant bushfire risk exists on the site. NSW Rural Fire Service Guidelines “*Planning for Bushfire Protection 2019*”, effective from March 2020, will apply to any future development of the site, and for Lot 516 specifically which is currently vacant. Council staff discussed the bushfire risk in length with the Proponent prior to endorsing the proponents request to rezone Lot 516, noting that any form of private recreational development on Lot 516 will need to satisfy the requirements for containment of APZs on-site, consistent with current best practice and the requirements of NSW BCD.

Consultation with the NSW Rural Fire Service in relation to the Planning Proposal raises no concerns or issues in relation to bush fire. As noted above, further requirements in relation to bushfire protection will apply to future development on Lot 516. A copy of the RFS comments are attached as Appendix D.

9. How has the planning proposal adequately addressed any social and economic effects?

The potential economic effects of the Proponent’s proposal have been addressed in the preceding Strategic Merit Assessment of the report. Social impacts associated with the Council recommended Planning Proposal for an RE2 Private Recreation and RE1 Public recreation zoning of the land are considered to be positive.

Visual and local amenity

Council notes the developing nature of the broader Crestwood area. Housing is predominantly new, low rise, and low density (predominantly single dwellings) in character.

The precinct is a popular destination for active and passive recreational users, local residents and visitors alike. Park infrastructure and the connecting pedestrian network is actively used, while new complementary opportunities such as a kiosk, restaurant or café on Lot 516, will add value to local vibrancy and amenity.

The proposed changes to the Land Zone and associated development standards for height of building, floor space ratio and minimum lots size will deliver low scale, small impact development outcomes for the landholder, in harmony with the natural and residential setting. No significant adverse social and economic impact is envisaged.

D - State and Commonwealth interests.

10. Is there adequate public infrastructure for the planning proposal?

Road infrastructure

Access is via Crestwood Drive. No further road works are envisaged in relation to the Council owned land. Funding for and construction of a separate standalone access way to Lot 516 and associated onsite parking needed for future development outcomes on the lot are to be at the cost of the developer.

Service Infrastructure

Access to water and sewer infrastructure is available to Lot 516. Extension of water and sewer, as well as other infrastructure necessary to facilitate future development on Lot 516 will be at full cost to the developer. All easements for drainage, and service supply will need to be contained within appropriately registered easements.

Council owned lots are serviced to the extent necessary for current use.

Planning Proposal under sec 3.33 of the EP&A Act
Part 3 – Justification

11. What are the views of State and Commonwealth public authorities consulted in accordance with the gateway determination?

The Department of Planning, Industry and Environment's Gateway Determination specifies requirements for consultation on the Planning Proposal with State and Commonwealth Government agencies.

Consultation with Birpai Local Aboriginal Land Council, NSW Division of Biodiversity and Conservation, NSW National Parks and Wildlife Service as adjoining land owners, and NSW Rural Fire Service is required under the Gateway Determination issued 9 October 2020 by the Director Northern Region, Local Planning and Regional Planning, Department of Planning, Industry and Environment.

The Agency responses received prior to public exhibition are:

- **NSW Biodiversity Conservation Division, NSW National Parks and Wildlife Service**

The BCD raise no issue in relation to biodiversity, climate change, sustainability, flooding, coastal or estuary matters. In relation to National Parks and Wildlife Service (NPWS) estate, Council is advised by BCD to consider matters relating to future development of Lot 516 and the impact on adjoining National Parks and Wildlife Service Estate. The following matters will need to be considered and addressed in assessment of future development applications for Lot 516 DP1261705:

1. The NPWS will not be responsible for providing or maintaining any of its land for bushfire asset protection purpose for private development on the adjoining private land.
2. Any future bushfire Asset Protection Zones (APZs) must be contained wholly within the private land and no part of the APZ is to be located within the adjoining Lake Innes Nature Reserve.
3. Stormwater management and discharge from the private land into Lake Innes nature Reserve both during and after construction will need to be adequately addressed with any future development application.
4. Consideration should be given to the potential for increased interactions with wildlife and vegetation within the Lake Innes Nature Reserve from any proposed kiosk or similar type of development.
5. We note the current lack of weed control on Lot 516 and future development of the lot would need to demonstrate that of the site does not increase weed encroachment into the Lake Innes nature Reserve.
6. Kiosks and café developments may potentially increase waste into the Lake Innes Nature Reserve from takeaway food products and measures to mitigate such impacts must be implemented as part of the development.
7. Developments adjoining National Parks Estate should not result in any net increase in pollutant levels discharge to NPWS land.
8. Any future development of the land must address matters within the *Developments Adjacent to National Parks and Wildlife Service Lands Guidelines*.

- **NSW Rural Fire Service**

The Service advise no issues or concerns in relation to bushfire for the Planning Proposal. However, future building development on Lot 516 will require separate reassessment at the time of any development application.

There was no response from Birpai Local Aboriginal Land Council prior to public exhibition.

This and other Agency comments will be considered as a submission in response to the public exhibition. All submissions will be detailed in a report to Ordinary Council post exhibition.

Planning Proposal under sec 3.33 of the EP&A Act
Part 3 – Justification

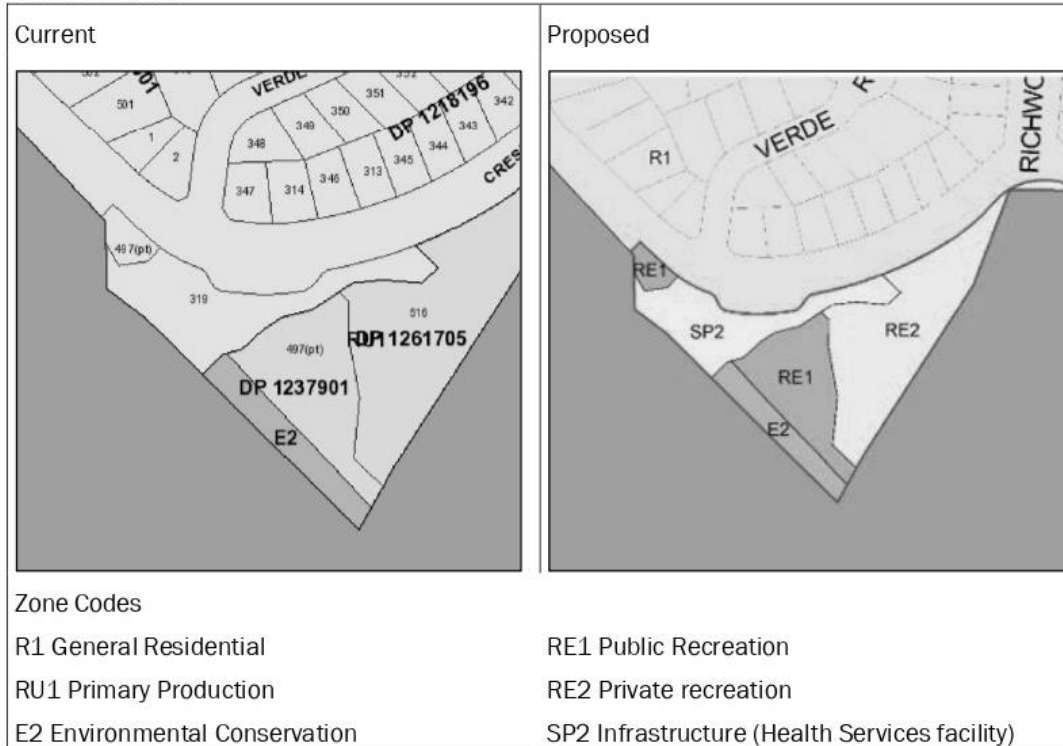
Figure 6: Locality image, Lot 516 upper left.

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Part 4 – Mapping

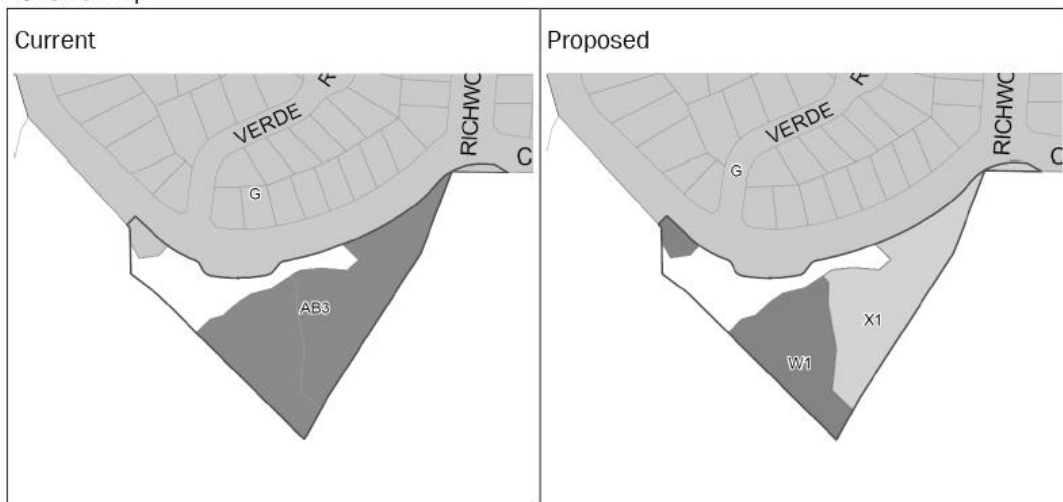
Part 4 – Mapping

Proposed Map amendments, as described in Part 2 of this Planning Proposal are shown below.

Land Zoning Map



Lot Size Map



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Part 4 – Mapping

Minimum Lot Size

G 450 sqm

AB3 40 ha

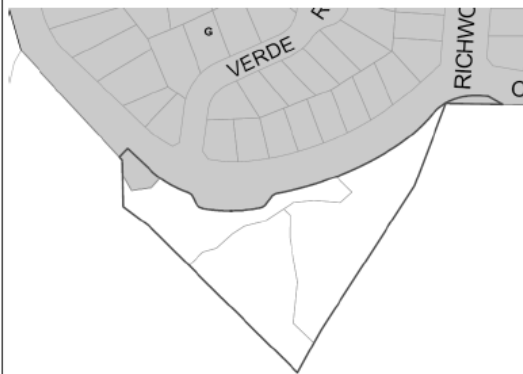
W1 3,000 sqm

X1 5,000 sqm

Blank no minimum

Floor Space Ratio Map

Current

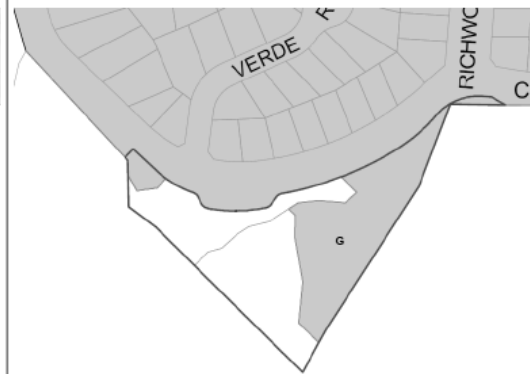


Maximum Floor Space Ratio

G 0.65:1

Blank, no maximum

Proposed



G 0.65:1

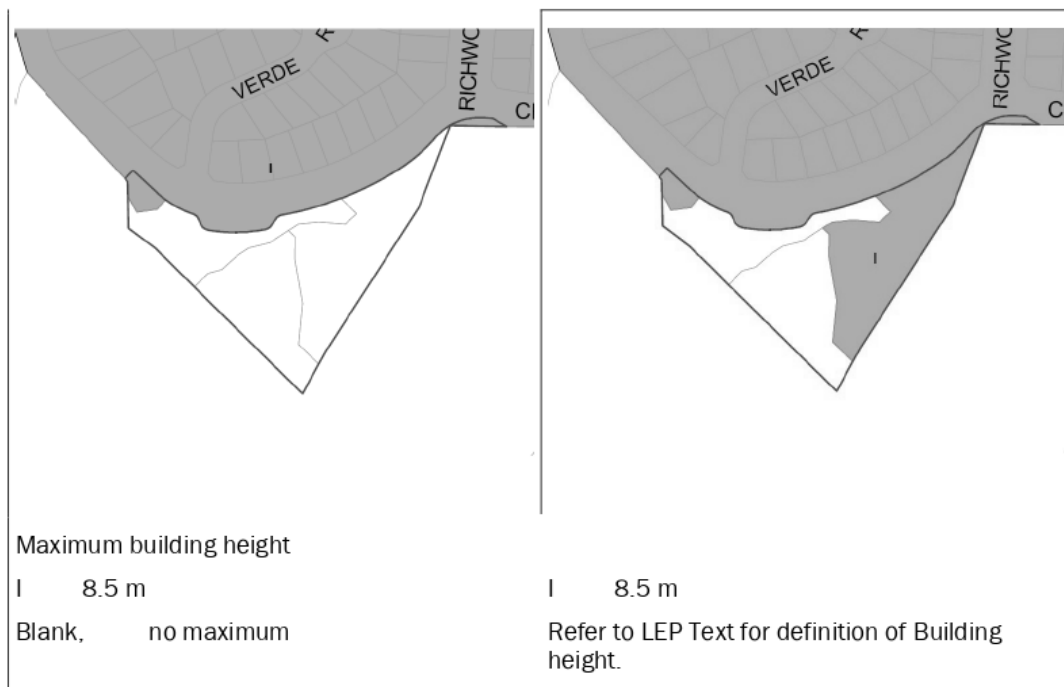
Refer to LEP Text for definition of Floor Space Ratio.

Height of Buildings Map

Current

Proposed

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Part 5 – Community Consultation

Part 5 – Community Consultation

The proposal is not considered to be a low impact proposal, and a 28 day public exhibition period is required.

Community engagement and agency consultation will be undertaken in accordance with the Gateway Determination, the requirements of the *Environmental Planning and Assessment Act 1979* and Council's Community Participation Plan (2019).

Consultation and public exhibition in relation to the Planning Proposal includes notification on Council's website and written notification to all affected and adjoining landowners. This includes writing to the owners of the Lake Innes Nature Reserve, advising of the Planning Proposal and inviting submissions as part of the public exhibition process.

For the purposes of the public exhibition, a *Statement of Council Interest* is included in the Public Exhibition material, consistent with the Department of Planning Industry and Environment's *Best Practice Guideline - LEPs and Council Land 1997*.

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Part 6 – Project Timeline

Part 6 – Project Timeline

The project timeline is based on anticipated dates and timeframes. There have been unexpected delays in the period December 2020 to May 2021 to obtain Phase 1 Site Contamination Assessments for the site, including in relation to Council assets.

The Delegate for the Minister for Planning and Public Spaces has determined that the Planning Proposal may proceed subject to the Conditions of the **Gateway Determination dated 9 October 2020 (Appendix C)**. The timeframe for completion of the Planning Proposal is 9 months from the date of the Gateway Determination - **9 July 2021**.

Planning Proposal process outline	Anticipated Timeframe
Commencement (date of Gateway determination)	Sept 2020
Timeframe for completion of required additional information (as required by Gateway Determination)	Oct 2020/March 2021
Timeframe for government agency consultation (as required by Gateway Determination)	March/May 2021
Public exhibition period	28 days from 2 June 2021 - 30 June 2021
Timeframe for consideration of submissions	July 2021
Timeframe for the consideration of a proposal post exhibition	July/August 2021
Date of submission to the Department to finalise the LEP	August 2021
Date the Department will make the plan	August / September 2021

Planning Proposal under sec 3.33 of the EP&A Act
Appendix A - Council Reports - Report to Council & Meeting Minutes 20 May 2020.

Appendix A - Council Reports - Report to Council & Meeting Minutes 20 May 2020.

Planning Proposal under sec 3.33 of the EP&A Act
Appendix B – Proponent's Planning Proposal Request

Appendix B – Proponent's Planning Proposal Request

Planning Proposal under sec 3.33 of the EP&A Act
Appendix C – Gateway Determination

Appendix C – Gateway Determination

A copy of the Gateway Determination for this Planning Proposal will be included in this Appendix after it is issued.

The Section 3.34 Gateway Determination addresses processing requirements:

- (a) whether the matter should proceed (with or without variation),
- (b) whether the matter should be resubmitted for any reason (including for further studies or other information, or for the revision of the planning proposal),
- (c) the minimum period of public exhibition of the planning proposal (or a determination that no such public exhibition is required because of the minor nature of the proposal),

Note. Under Schedule 1, the mandatory period of public exhibition is 28 days if a determination is not made under paragraph (c).

- (d) any consultation required with State or Commonwealth public authorities that will or may be adversely affected by the proposed instrument,
- (e) whether a public hearing is to be held into the matter by the Independent Planning Commission or other specified person or body,
- (f) the times within which the various stages of the procedure for the making of the proposed instrument are to be completed,
- (g) if the planning proposal authority is a council – whether the council is authorised to make the proposed instrument and any conditions the council is required to comply with before the instrument is made.

At the time of preparation of this version of the planning proposal there has been no Gateway Determination.

Planning Proposal under sec 3.33 of the EP&A Act
Appendix D - The views of Commonwealth and State Agencies

Appendix D - The views of Commonwealth and State Agencies

Planning Proposal under sec 3.33 of the EP&A Act
Appendix E – List of proposed amendments

Appendix E – List of proposed amendments

A. Changes to text

There are no proposed changes to *Port Macquarie-Hastings LEP 2011* text.

B. Changes to Map Sheets

The following map sheets are proposed to be revoked:

Map sheets	Map sheet identifier	Appendix B - details reference
Land Zoning Map LZN_013G	6380_COM_LZN_013G_020_20181114	TBA
Lot Size Map LSZ_013G	6380_COM_LSZ_013G_020_20181129	TBA
Floor Space Ratio FSR_013G	6380_COM_FSR_013G_020_20181107	TBA
Height of Building HOB_013G	6380_COM_HOB_013G_020_20190924	TBA

Note: This list of current maps may need to be updated for the other amendments finalised prior to this amendment.

The following map sheets are adopted:

Map sheets	Map sheet identifier	Appendix B - details reference
Land Zoning Map LZN_0	6380_COM_LZN_0#_020_201*	
Lot Size Map LSZ_0	6380_COM_LSZ_0#_020_201*	
Height of Building	6380_COM_HOB_0#_020_201*	
Floor Space Ratio	6380_COM_FSR_0#_020_201*	

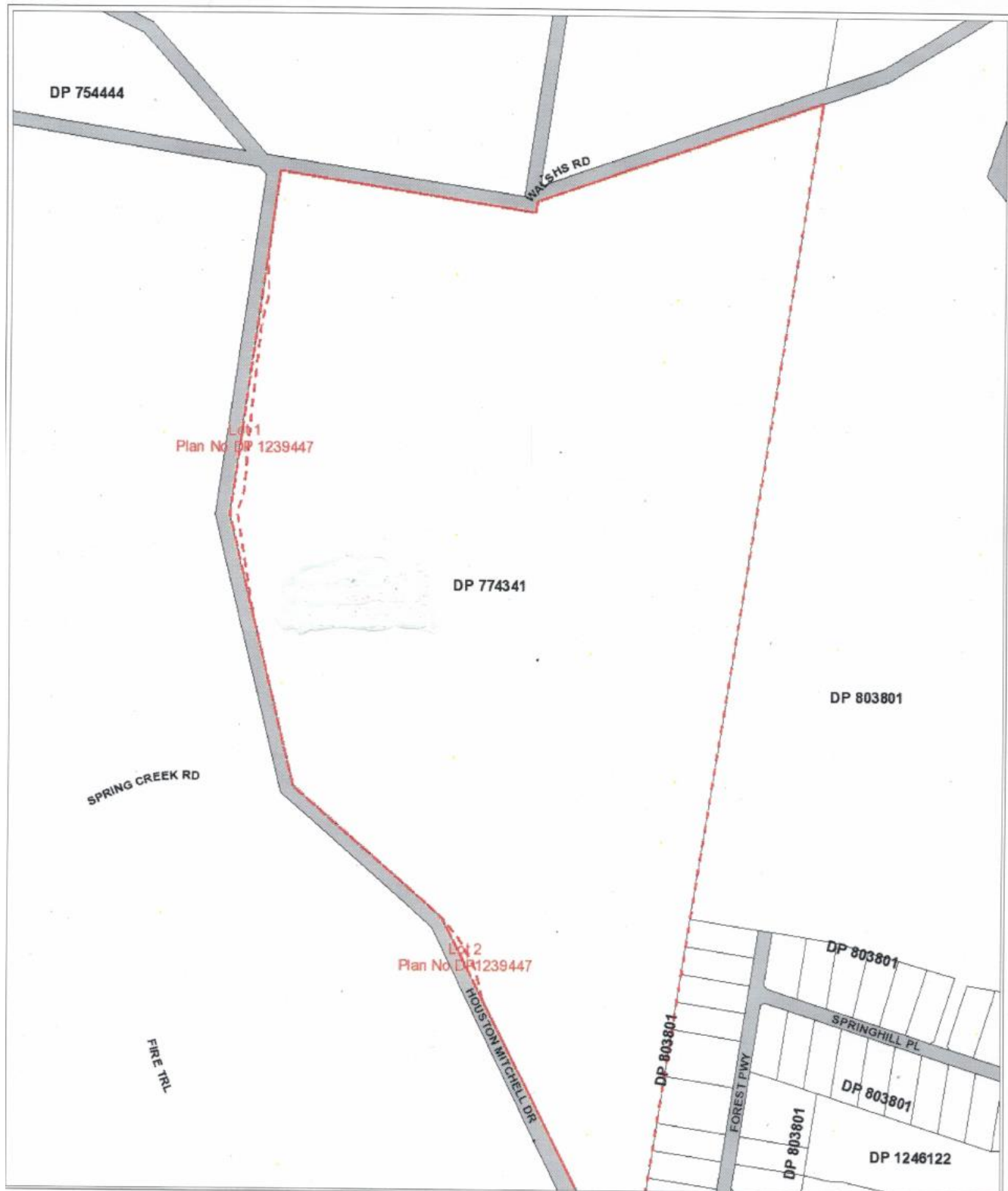
Note: The Map Sheet Identifiers will be updated with dates when the sheets are prepared post exhibition.

These map sheets may need to be updated prior to finalisation, to incorporate separate amendments that may have commenced since the map sheets were prepared. Such changes have no significance to this Planning Proposal.

Planning Proposal under sec 3.33 of the EP&A Act
Appendix F – Phase 1 Site Contamination Assessments

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- RGS - Stage 1 Site Contamination Assessment Lot 516 DP1261705, Crestwood Drive Port Macquarie (Refer to Appendix D Proponent Planning Proposal Request)
- RGS - Stage 1 Site Contamination Assessment Lot 497 DP1237901, Lot 319 DP1214443



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Land Acquisition

Houston Mitchell Drive

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