

ORDINARY COUNCIL

Wednesday 16 February 2022

Ordinary Council Meeting

Wednesday, 16 February 2022

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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

POLICY REGISTER COUNCIL ADOPTED (PUBLIC)															
No. of Policies		80													
Title	Responsible Division	Responsible Position	Last Council Adoption Date	Last Review Date	Review Outcome	Last Modification Date	Review Period	Review Due Date	Status	Comments	Review Stage	Revised Review Date Reported to Oct-21 OC	Review Period	Date Diff (not to report to Oct-21 OC)	Reason to change date (if after review date)
A Frame Sign	Community, Planning & Environment	Group Manager Community	Feb-13	Feb-13	New Policy (Council adopted)	Feb-13	2 years	Feb-15	Overdue	Requires further risk review for impact under Councils Insurance policy.	Deferred	Feb-22	Overdue	Apr-22	Under review a proposed consolidation with other public space policies
Activities in Public Places	Community, Planning & Environment	Group Manager Community	Feb-13	Feb-13	Minor amendments (Council adopted)	Feb-13	As needed	Feb-15	Overdue	Currently with the Coordinator (Compliance). Only minor amendments required and the policy will be submitted to the Executive Group for endorsement.	Review Initiated	Feb-22	Overdue	Apr-22	Under review a proposed consolidation with other public space policies
Airport Leasing of Land and Buildings	Business & Performance	Group Manager Commercial Business Units	Aug-17	Sep-20	Minor amendments (OW/Exec approved)	Sep-20	4 years	Jun-23	Current		N/A - Current	Jun-23	Greater than 12 months		
Alcohol Use on Public Reserves and Beach	Community, Planning & Environment	Group Manager Community	Nov-18	Nov-18	New Policy (Council adopted)	Nov-18	2 years	Oct-22	Current		N/A - Current	Oct-22	Within 12 months	Apr-22	Under review a proposed consolidation with other public space policies
Asset Disposal	Business & Performance	Group Manager Financial Services	Feb-13	Feb-13	New Policy (Council adopted)	Feb-13	2 years	Feb-15	Overdue	The Property Investment Policy replaces this policy. The Property Investment Policy is currently under review.	Not commenced	Mar-22	Within 30 days	Mar-22	
Asset Management	Business & Performance	Group Manager Financial Services	Apr-17	Apr-17	Minor amendments (Council adopted)	Apr-17	4 years	Apr-21	Overdue	The Property Investment Policy replaces this policy. The Property Investment Policy is currently under review.	Not commenced	Feb-22	Overdue	Mar-22	Internal consultation is underway
Beach Driving	Community, Planning & Environment	Group Manager Community	Jul-21	Jul-21	Minor amendments (Council adopted)	Jul-21	3 years	Jun-24	Current		N/A - Current	Jun-24	Greater than 12 months		
Bushfire Risk Mitigation on Public Land	Community, Planning & Environment	Group Manager Community	Jun-11	Jun-11	New Policy (Council adopted)	Jun-11	2 years	Jun-13	Overdue	Major review underway to determine need for policy given changes to overarching bushfire legislation. Review being coordinated with Parks and Reserves Use Policy.	Review Initiated	Feb-22	Overdue	May-22	Review delayed due to COVID impacts.
Cattle Onks on Roads in Rural Areas	Community Infrastructure	Group Manager Infrastructure Operations	Oct-10	Oct-10	Minor amendments (OW/Exec approved)	Oct-10	2 years	Oct-12	Overdue	Review commenced, amendments considered minor in nature.	Review Initiated	Feb-22	Overdue	Apr-22	Under review a proposed consolidation with other public space policies
Cemeteries	CEO's Office	Group Manager Customer Experience and Communications	Oct-10	Oct-10	Minor amendments (OW/Exec approved)	Oct-10	2 years	Oct-12	Overdue	Deferred pending sale of Times Gardens Memorial Park. Cemeteries function transferred to Heritage & Growth.	Deferred	Mar-22	Within 30 days	Mar-22	
Climate Change Response	Community, Planning & Environment	Group Manager Regulatory and Enforcement Services	Oct-21	Oct-21	New Policy (Council adopted)	Oct-21	2 years	Oct-23	Current		N/A - Current	Oct-23	Greater than 12 months		
Commercial Activities on Council Managed Land	Community, Planning & Environment	Group Manager Community	Apr-17	Jul-19	No changes required	Apr-17	2 years	Jun-21	Overdue		Not commenced	Feb-22	Overdue	Apr-22	Under review a proposed consolidation with other public space policies
Community Engagement	Community, Planning & Environment	Group Manager Community	Jul-14	Jul-14	Minor amendments (Council adopted)	Jul-14	2 years	Jul-16	Overdue	We have been working through a process with the Communications Portfolio and the Council's to develop an approach to engagement - "Working Together". The policy will be written when this is finalised. It is required. This is also linked to the work currently being undertaken through the Customer Experience Project.	Review Initiated	Feb-22	Overdue	Mar-22	Under review a proposed consolidation with other public space policies
Compliance	CEO's Office	Group Manager Governance	Oct-10	May-17	Minor amendments (OW/Exec approved)	May-17	2 years	May-19	Overdue		Deferred	Mar-22	Within 30 days		
Contaminated Land	Community, Planning & Environment	Group Manager Regulatory and Enforcement Services	May-17	May-17	Minor amendments (OW/Exec approved)	Oct-10	As needed	May-19	Overdue	Minor amendments required and the policy will be submitted to the Executive Group for endorsement.	Deferred	Feb-22	Overdue	Mar-22	Review has been delayed due to COVID impacting staff levels
Construction of Infrastructure/Works on Public Property by Contractors	Community Infrastructure	Group Manager Infrastructure Operations	Oct-10	Oct-10	Minor amendments (OW/Exec approved)	Oct-10	2 years	Oct-12	Overdue	Review not commenced.	Not commenced	Apr-22	Within 60 days		
Contributions for Footpath and Kerb and Outer Construction	Community Infrastructure	Group Manager Infrastructure Planning	Dec-11	Dec-11	Minor amendments (Council adopted)	Dec-11	2 years	Dec-13	Overdue	Review commenced, amendments considered minor in nature.	Review Initiated	Feb-22	Overdue	Apr-22	Under review a proposed consolidation with other public space policies
Control of Burning	Community, Planning & Environment	Group Manager Regulatory and Enforcement Services	Jun-18	Jun-18	Minor amendments (OW/Exec approved)	Jun-18	2 years	Jun-20	Overdue	Minor amendments required and the policy will be submitted to the Executive Group for endorsement.	Deferred	Feb-22	Overdue		
Councillor Induction and Professional Development	CEO's Office	Group Manager Governance	Nov-21	Nov-21	Minor amendments (Council adopted)	Nov-21	Prior to any scheduled Ordinary Local Government Election and as a minimum, once every four (4) years.	Oct-24	Current		N/A - Current	Oct-24	Greater than 12 months		
Councillor Portfolio Protocol	CEO's Office	Group Manager Governance	Dec-18	Dec-18	Minor amendments (Council adopted)	Dec-18	Within 12 months after any scheduled Ordinary Local Government Election and as a minimum, once every four (4) years.	Mar-22	Within 3 months of review date		N/A - Current	Apr-22	Within 60 days		
Customer Complaints	CEO's Office	Group Manager Customer Experience and Communications	Dec-20	Dec-20	New Policy (Council adopted)	Dec-20	2 years	Dec-22	Current		N/A - Current	Dec-22	Within 12 months		
Customer Experience	CEO's Office	Group Manager Customer Experience and Communications	Dec-20	Dec-20	New Policy (Council adopted)	Dec-20	2 years	Dec-22	Current		N/A - Current	Dec-22	Within 12 months		
Debt Recovery	Business & Performance	Group Manager Financial Services	Jul-21	Jul-21	Minor amendments (Council adopted)	Jul-21	2 years	Jul-23	Current		Complete	Jul-23	Greater than 12 months		
Development/Applications Conflict of Interest	Community, Planning & Environment	Group Manager Development Services	Jul-18	Jul-18	Minor amendments (OW/Exec approved)	Jul-18	As needed	Jun-20	Overdue		Deferred	Mar-22	Within 30 days		
Development/Contributions Assessment	Community, Planning & Environment	Executive Manager Strategy	Oct-16	Oct-16	Minor amendments (Council adopted)	Oct-16	As needed	Oct-19	Overdue		Deferred	Jun-22	Within 6 months		
Developments, Public Place & Events - Waste Utilization and Management	Community Utilities	Group Manager Utilities Planning and Design	Jun-20	Jun-20	New Policy (Council adopted)	Jun-20	2 years	Jun-22	Within 6 months of review date		N/A - Current	Jun-22	Within 6 months		
Dogs in Public Spaces	Community, Planning & Environment	Group Manager Community	Oct-21	Oct-21	Minor amendments (Council adopted)	Oct-21	2 years	Oct-23	Current		N/A - Current	Oct-23	Greater than 12 months		
Footpathing of Roads in Retail and Commercial Areas	Community Infrastructure	Group Manager Infrastructure Operations	Oct-10	Oct-10	Minor amendments (OW/Exec approved)	Oct-10	2 years	Oct-12	Overdue	Review commenced, amendments considered minor in nature.	Review Initiated	Feb-22	Overdue	Mar-22	Review has been delayed due to COVID impacting staff levels
Fraud and Corruption Prevention	CEO's Office	Group Manager Governance	Apr-21	Apr-21	Minor amendments (Council adopted)	Apr-21	1 year	Apr-22	Within 3 months of review date		N/A - Current	Apr-22	Within 60 days		
Gifts and Benefits	CEO's Office	Group Manager Governance	Aug-17	Aug-17	Minor amendments (Council adopted)	Aug-17	2 years	Aug-19	Overdue		Not commenced	Feb-22	Overdue	Mar-22	Currently on public exhibition
Investment	Business & Performance	Group Manager Financial Services	Oct-21	Oct-21	Minor amendments (Council adopted)	Oct-21	Annually	Oct-22	Current		N/A - Current	Oct-22	Within 12 months		
Unlawful Trade/Waste Regulation	Community Utilities	Group Manager Utilities Operations	Aug-18	Aug-18	Minor amendments (OW/Exec approved)	Aug-18	2 years	Jul-20	Overdue		Deferred	Feb-22	Overdue		
Local Government Elections Candidate Petrol	CEO's Office	Group Manager Governance	May-21	May-21	New Policy (Council adopted)	May-21	3 years	Apr-24	Current		N/A - Current	Apr-24	Greater than 12 months		
Local Orders Policy: Restrict Keeping of Dogs in Roads/Residential Areas - Thruway	Community, Planning & Environment	Group Manager Regulatory and Enforcement Services	Dec-17	Dec-17	Minor amendments (Council adopted)	Dec-17	Within 12 months after any scheduled Ordinary Local Government Election and as a minimum, once every four (4) years.	Sep-21	Overdue		N/A - Current	Sep-21	Overdue	Nov-22	Report within 12 months LG election
Making of Council Policy	CEO's Office	Group Manager Governance	Sep-15	Sep-15	New Policy (Council adopted)	Sep-15	Within 12 months after any scheduled Ordinary Local Government Election and as a minimum, once every four (4) years.	Sep-17	Overdue	Policy reviewed, will be going to the Executive with a recommendation to submit to Council to publicly exhibit. Prepared for November 2021 Council meeting.	Review Initiated	Mar-22	Within 30 days	Mar-22	
Markets Policy	Community, Planning & Environment	Group Manager Economic and Cultural Development	Feb-21	Feb-21	Minor amendments (Council adopted)	Feb-21	2 years	Feb-23	Current		N/A - Current	Feb-23	Within 12 months		

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Title	Responsible Division	Responsible Position	Last Council Adoption Date	Last Review Date	Review Outcome	Last Modification Date	Review Period	Review Due Date	Status	Comments	Review Stage	Review Date Reported to Oct-21 OC	Review Period	Date Offered to Report to Oct-21 OC	Reason to change date (if after review date)
Mayoral Discretionary Fund	CEO's Office	Group Manager Governance	Jul-12	Jul-12	Major amendments (Council adopted)	Jul-12	Prior to any scheduled Ordinary Local Government Election and as a minimum, once every four (4) years.	Dec-21	Overdue	To be reviewed following Council Elections in December 2021	Deferred	Feb-22	Overdue		
Media Relations	CEO's Office	Group Manager Customer Experience and Communications	Sep-18	Sep-18	Major amendments (Council adopted)	Sep-18	4 years	Aug-22	Current		N/A - Current	Aug-22	Within 12 months		
Mobile Food Vending Vehicles and Temporary Food Stalls in a Public Place	Community, Planning & Environment	Group Manager Community	Sep-18	Sep-18	Minor amendments (O/M/Exec approved)	Sep-18	As needed	Aug-20	Overdue		Not commenced	Dec-21	Overdue	Apr-22	Under review or proposed consolidation with other public space policies
Mooring Agreement for Lady Hudson Wharf	Community, Planning & Environment	Group Manager Community	Oct-10	Oct-10	Minor amendments (O/M/Exec approved)	Oct-10	2 years	Oct-12	Overdue	To be addressed in wider Plan of Management (POM) review for Crown Reserves. Draft POM submitted to Crown Lands. Awaiting their advice and Council adoption of POM.	Review initiated	May-22	Within 90 days		
Naming and Renaming of Reserves	Community, Planning & Environment	Group Manager Community	Dec-17	Dec-17	Major amendments (Council adopted)	Dec-17	4 years	Dec-21	Overdue		N/A - Current	Dec-21	Overdue	Mar-22	Review has been delayed due to COVID impacting staff levels
Naming and Renaming of Roads	Community, Planning & Environment	Group Manager Community	Dec-17	Dec-17	Major amendments (Council adopted)	Dec-17	4 years	Dec-21	Overdue		N/A - Current	Dec-21	Overdue	Mar-22	Review has been delayed due to COVID impacting staff levels
Outdoor Dining	Community, Planning & Environment	Group Manager Community	Jul-18	Jul-18	Minor amendments (O/M/Exec approved)	Jul-18	2 years	Jul-20	Overdue		Review initiated	May-22	Within 90 days	Apr-22	Under review or proposed consolidation with other public space policies
Parking	Community Infrastructure	Group Manager Infrastructure Planning	Jul-11	Jul-11	Review Policy (Council adopted)	Jul-11	2 years	Jul-13	Overdue	Being undertaken as larger parking review project	Deferred	Sep-22	Within 12 months	Aug-22	
Parks and Reserves Use	Community, Planning & Environment	Group Manager Community	Oct-10	Oct-10	Minor amendments (O/M/Exec approved)	Oct-10	2 years	Oct-12	Overdue	Major review required. Policy to be reported to December Council meeting with public consultation period to follow.	Review initiated	May-22	Within 90 days	Apr-22	Under review or proposed consolidation with other public space policies
Payment of Expenses and Provision of Facilities to Candidates	CEO's Office	Group Manager Governance	Oct-17	Oct-17	Minor amendments (O/M/Exec approved)	Jul-18	Within 12 months after any scheduled Ordinary Local Government Election and as a minimum, once every four (4) years.	Mar-22	Within 3 months of review date	To be reviewed following Council Elections in December 2021	N/A - Current	May-22	Within 90 days	Mar-22	
Payment of Late Rate Instalment Due Death of Ratepayer's Spouse	Business & Performance	Group Manager Financial Services	Oct-10	May-21	Minor amendments (O/M/Exec approved)	May-21	2 years	May-23	Current		N/A - Current	May-23	Overdue		
Reservoir Concession Rebates	Business & Performance	Group Manager Financial Services	Jul-18	May-21	Minor amendments (O/M/Exec approved)	May-21	2 years	May-23	Current		N/A - Current	May-23	Overdue		
Petfoss	CEO's Office	Group Manager Governance	Nov-20	Nov-20	Review Policy (Council adopted)	Nov-20	2 years	Nov-22	Current		N/A - Current	Nov-22	Within 12 months		
Placement of Recycled Clothing Collection Bins on Council Owned Land	Community Infrastructure	Group Manager Infrastructure Planning	Dec-11	Dec-11	Major amendments (Council adopted)	Dec-11	2 years	Dec-13	Overdue	Review not commenced.	Not commenced	Nov-21	Overdue	Apr-22	To be included in new policy "Road Reserve Management"
Planning Agreements	Community, Planning & Environment	Executive Manager Strategy	Oct-10	Oct-10	Minor amendments (O/M/Exec approved)	Oct-10	As needed	Oct-12	Overdue	Review scope extended to include matters raised in Voluntary Planning Agreement audit. To be reviewed as part of the Development Contributions Strategy.	Deferred	Jun-22	Within 6 months		
Planning Appeal	Community, Planning & Environment	Group Manager Development Services	Dec-19	Dec-19	Review Policy (Council adopted)	Dec-19	As needed	Dec-22	Current		N/A - Current	Dec-22	Within 12 months		
Port Macquarie Entertainment Precinct Event Use	Community, Planning & Environment	Group Manager Community	Aug-18	Aug-18	Minor amendments (O/M/Exec approved)	Aug-18	2 years	Aug-20	Overdue		Deferred	May-22	Within 90 days	Apr-22	Under review or proposed consolidation with other public space policies
Port Macquarie-Hastings Council Road	Community, Planning & Environment	Group Manager Regulatory and Environment Services	Dec-18	Dec-18	Major amendments (Council adopted)	Dec-18	2 years	Nov-20	Overdue		Not commenced	Mar-22	Within 30 days	Jun-22	Significant work required in this area. Resources now in place.
Pricing Management Plan	CEO's Office	Group Manager Governance	Aug-17	Aug-17	Major amendments (Council adopted)	Aug-17	2 years	Aug-19	Overdue		Not commenced	Feb-22	Overdue		
Procurement	Business & Performance	Group Manager Procurement	Oct-19	Oct-19	Major amendments (Council adopted)	Oct-19	Annually	Sep-20	Overdue	Review and submission to Executive pending.	Review initiated	Mar-22	Within 30 days		
Project Management	CEO's Office	Group Manager Governance	Feb-17	Feb-17	Review Policy (Council adopted)	Feb-17	4 years	Feb-21	Overdue		Review initiated	Mar-22	Within 30 days		
Property Investment	Business & Performance	Group Manager Commercial Business Units	Dec-17	Dec-17	Review Policy (Council adopted)	Dec-17	2 years	Dec-19	Overdue	Thereview of this policy will take place in the context of a broader discussions about Council as Developer and resolution of the positioning as a principles position.	Deferred	Feb-22	Overdue	Jun-22	Further strategy (planning work to be done)
Providing Funding and Support to the Community	Community, Planning & Environment	Group Manager Community	Jul-13	Jul-13	Review Policy (Council adopted)	Jul-13	2 years	Jul-15	Overdue		Review initiated	Mar-22	Within 30 days		
Provision of Information and Interaction Between Candidates and Staff	CEO's Office	Group Manager Governance	Oct-17	Oct-17	Major amendments (Council adopted)	Oct-17	2 years	Oct-19	Overdue	To be reviewed following Council Elections in December 2021	Deferred	Nov-21	Overdue	Mar-22	Draft prepared. Currently aligning with draft Councilor Communications Protocol
Public Art	Community, Planning & Environment	Group Manager Economic and Cultural Development	Mar-20	Mar-20	Minor amendments (O/M/Exec approved)	Sep-20	4 years	Feb-24	Current		N/A - Current	Feb-24	Overdue		
Public Interest Disclosure - Internal Reporting	CEO's Office	Group Manager Governance	Sep-21	Sep-21	Major amendments (Council adopted)	Sep-21	2 years	Sep-23	Current		N/A - Current	Sep-23	Overdue		
Rates and Charges Hardship Assistance	Business & Performance	Group Manager Financial Services	Apr-20	Apr-20	Major amendments (Council adopted)	Apr-20	2 years	Apr-22	Within 3 months of review date		N/A - Current	Apr-22	Within 60 days		
Regulatory Enforcement	Community, Planning & Environment	Group Manager Regulatory and Environment Services	Aug-17	Aug-17	Review Policy (Council adopted)	Aug-17	2 years	Aug-19	Overdue		Review initiated	Feb-22	Overdue	Mar-22	Extension required due to limited staff in Regulatory Services (COVID related)
Risk Management	CEO's Office	Group Manager Governance	Feb-19	Feb-19	Major amendments (Council adopted)	Feb-19	2 years	Feb-21	Overdue		Deferred	Mar-22	Within 30 days		
Roadside Vegetation Management	Community Infrastructure	Group Manager Infrastructure Planning	Mar-21	Mar-21	Review Policy (Council adopted)	Mar-21	2 years	Mar-23	Current		N/A - Current	Mar-23	Overdue	Apr-22	To be included in new policy "Road Reserve Management"
Smoke Free Outdoor Areas	Community, Planning & Environment	Group Manager Community	Nov-18	Nov-18	Review Policy (Council adopted)	Nov-18	Annually	Nov-22	Current	This is not supposed to be an annual review but a 4yr review and will not be done again until 2022. Currently reviewing the need for this policy as it is legislated through the DM process and we need to develop a mechanism through the P.M.F.	N/A - Current	Nov-22	Within 12 months		
Social Impact Assessment	Community, Planning & Environment	Group Manager Community	Oct-10	Oct-10	Minor amendments (O/M/Exec approved)	Oct-10	Annually	Oct-11	Overdue		Review initiated	Mar-22	Within 30 days		
Sponsorship	Business & Performance	Group Manager Commercial Business Units	Nov-21	Nov-21	Major amendments (Council adopted)	Nov-21	2 years	Nov-23	Current		Complete	Nov-23	Overdue		
Staff and Consultant Access to Private Property	Community, Planning & Environment	Group Manager Development Services	Oct-10	May-17	Minor amendments (O/M/Exec approved)	May-17	As needed	May-19	Overdue	On exhibition	Not commenced	Mar-22	Within 30 days		
Statement of Business Ethics	Business & Performance	Group Manager Procurement	May-13	May-21	Minor amendments (O/M/Exec approved)	May-21	2 years	May-23	Current		N/A - Current	May-23	Overdue		
Streetlighting on Public Roads	Community Infrastructure	Group Manager Infrastructure Planning	Oct-10	Oct-10	Minor amendments (O/M/Exec approved)	Oct-10	2 years	Oct-12	Overdue	Review not commenced.	Not commenced	Mar-22	Within 30 days	Apr-22	To be included in new policy "Road Reserve Management"
Sustainability	Community, Planning & Environment	Group Manager Regulatory and Environment Services	Oct-21	Oct-21	Review Policy (Council adopted)	Oct-21	2 years	Oct-23	Current		N/A - Current	Oct-23			
Telexelting Local Preference	Business & Performance	Group Manager Procurement	Sep-20	Sep-20	Major amendments (Council adopted)	Sep-20	As needed	Sep-21	Overdue	Deferred until 2022 following December 2021 Local Government elections	Deferred	Mar-22	Within 30 days	Apr-22	Under development as part of Procurement Management Framework review
Tourism Community and Service Signage	Community Infrastructure	Group Manager Infrastructure Planning	Feb-12	Feb-12	Major amendments (Council adopted)	Feb-12	2 years	Feb-14	Overdue	Review commenced, amendments considered minor in nature.	Review initiated	Feb-22	Overdue	Apr-22	To be included in new policy "Road Reserve Management"
Unsealed Roads	Community Infrastructure	Group Manager Infrastructure Operations	Nov-18	Nov-18	Review Policy (Council adopted)	Nov-18	2 years	Oct-20	Overdue	Being undertaken as part of broader review of unsealed roads	Deferred	Aug-22	Within 6 months	Sep-22	
Unreasonable Customer Conduct	CEO's Office	Group Manager Governance	Dec-20	Dec-20	Review Policy (Council adopted)	Dec-20	2 years	Dec-22	Current		N/A - Current	Dec-22	Within 12 months		
Volunteer	Community, Planning & Environment	Group Manager Community	Oct-15	Oct-15	Major amendments (Council adopted)	Oct-15	2 years	Oct-17	Overdue	Still underway and the current target hasn't changed at this stage.	Review initiated	May-22	Within 90 days	Apr-22	Draft prepared requiring further consultation before presenting to Council
Water Supply	Community Utilities	Group Manager Infrastructure Operations	May-21	May-21	Major amendments (Council adopted)	May-21	As needed	May-23	Current		N/A - Current	May-23	Overdue		

Title	Responsible Division	Responsible Position	Last Council Adoption Date	Last Review Date	Review Outcome	Last Modification Date	Review Period	Review Due Date	Status	Comments	Review Stage	Revised Review Date Reported to Oct-21 OC	Review Period	Date Deferred to Report to Oct-21 OC	Reason to change date (if after review date)
Wicks In Kind	Community, Planning & Environment	Executive Manager Strategy	Oct-10	Oct-10	Minor amendments (OAU/Exec approved)	Oct-10	As needed	Oct-12	Overdue	Review scope expanded to include matters raised in voluntary planning agreement audit.	Deferred	Mar-22	Within 30 days	Jun-22	To be reviewed as part of the Development Contributions Strategy framework.



Fact sheet

Disclosing political donations

(Half-yearly period 1 July to 31 December 2021)

The following information applies to political parties, elected members, candidates, groups, third-party campaigners, associated entities, party agents and official agents. Information in this fact sheet is based on the provisions of the *Electoral Funding Act 2018*. Refer to the legislation for the full requirements and/or be guided by independent legal advice.

What is a half-yearly political donations disclosure?

Political parties and other electoral participants in New South Wales must disclose political donations every six months. A half-yearly political donation disclosure form includes political donations made and received.

When must a half-yearly political donations disclosure be lodged?

The due date for submitting a disclosure of political donations made and received in the half-yearly period 1 July 2021 to 31 December 2021 is **Friday, 25 February 2022**.

Who must lodge a half-yearly political donations disclosure?

All political parties and electoral participants are required to lodge a half-yearly political donations disclosure form:

- All candidates, as well as the lead candidates of groups, must disclose all political donations made and received in the half-yearly period, or lodge a "nil" disclosure form if no political donations were made or received.
- All elected members, political parties and associated entities must disclose all political donations made and received in the half-yearly period, or lodge a "nil" disclosure form if no political donations were made or received.
- Third-party campaigners must disclose all reportable political donations received during the half-yearly period that were or are intended to be used to incur electoral expenditure in the capped expenditure period for an election, or lodge a "nil" disclosure form if no reportable political donations were received.

What are political donations?

Political donations are defined on the NSW Electoral Commission's [website](#).

Political donations include:

- monetary and non-monetary gifts
- free or discounted goods or services
- an amount paid by a person to attend or participate in a fundraising venture or function
- an annual or other subscription paid to a party by a party member or affiliate
- a disposition of property from the federal branch (or a State or Territory branch) of a party to the NSW branch of the party or a disposition of property from one NSW party to another NSW party

- uncharged or insufficient interest charged on a loan
- a contribution made by a candidate to the group of which they are a member.

What must be disclosed?

Political donations must be disclosed as follows:

- small political donations made and received (does not apply to third-party campaigners)
- reportable political donations made* and received
- details of fundraising ventures and functions including the net or gross proceeds
- reportable loans received
- the total amount of annual or other subscriptions paid to a party, each subscription rate and the number of party members that paid at each rate (applies to parties only)
- political donations made to a Legislative Assembly election candidate before the candidate was selected or endorsed by a party (applies to parties only)
- payments other than political donations paid into the campaign account (applies to campaign accounts of candidates, groups and elected members only).

* If a third-party campaigner has made reportable political donations in the half-yearly period the political donations can be disclosed in a half-yearly disclosure form, otherwise they must be disclosed in an annual major political donor disclosure form following 30 June 2022.

Who is responsible for making the disclosure?

Half-yearly political donation disclosure forms must be completed, signed and submitted by the person responsible for the disclosure as set out in the table below, unless otherwise notified in writing by the NSW Electoral Commission:

Disclosure form type	Person responsible
Political Party	the party agent
Councillor or mayor	the councillor or mayor
Local government election candidate	the candidate (includes a candidate who is a member of a group)
Local government election group of candidates	the lead candidate of the local government group
Third-party campaigner or associated entity	the official agent of the third-party campaigner or associated entity
Member of Parliament (MP)	the party agent, if the MP is a member of a party that is registered for State elections or the MP, in all other cases
State election candidate	the party agent, if the candidate is a member of a party that is registered for State elections or the candidate, in all other cases
State election group of candidates	the party agent of the group's lead candidate, if group members are members of one or more parties registered for State elections or the lead candidate, in all other cases

How to submit a political donation disclosure form

Disclosure forms can be submitted online using [Funding and Disclosure Online](#):

1. [Log in](#) to Funding and Disclosure Online using your username and password, or [Request access](#) (if you don't already have access)
2. Your dashboard shows the disclosure(s) you need to submit for the half-yearly period
3. Follow these [instructions](#) to create and submit the disclosure, or these [instructions](#) to submit a 'Nil' disclosure.

When submitting a disclosure using Funding and Disclosure Online, supporting documents (e.g. copies of receipts issued to donors) can be uploaded before the disclosure is submitted electronically.

For those unable to use Funding and Disclosure Online, disclosure forms are available for download on the NSW Electoral Commission's [website](#). A disclosure form or "nil" disclosure form (if no donations were made or received) must be validly lodged with the NSW Electoral Commission by **Friday, 25 February 2022**.

A disclosure form is validly lodged if it is lodged by the due date and:

- the correct form has been used (there are separate forms for political parties and each type of electoral participant),
- it contains all pages (even if some or all pages contain no disclosures), and
- it is completed, signed and dated by the person who is responsible for making the disclosure. Note that digital signatures are no longer accepted on disclosure forms downloaded from the website. If you would like to sign with a digital signature, please use Funding and Disclosure Online to submit your disclosure.
- The disclosure form must be lodged with copies of the receipts issued to donors who made a reportable political donation.

If you are submitting a disclosure form downloaded from the website, the form and supporting documents can be lodged in paper or electronic form by email or fax but not through your own file hosting service (e.g. Dropbox). If submitting files that are too large to send by email (over 20MB), contact us at fdc@elections.nsw.gov.au to request a unique link for large file upload. These requests need to be made before 18 February 2022 and will only be attended to in business hours.

Were you a member of a group of candidates in the half-yearly period?

Disclosure forms to submit if you were a member of a group

- The person responsible for the group, usually the lead candidate, must submit **two** disclosures: the group disclosure form **and** their own individual candidate disclosure form.
- Each group member **must** submit their own individual candidate disclosure form.

Candidate disclosure forms: must include any political donations made to or for the benefit of the candidate and any political donations made by the candidate including political donations made by a candidate to the group of which they are a member, membership fees, levies, or other payments made to the political party of which the candidate is a member.

Group disclosure forms: must include any political donations made to or for the benefit of the group and any political donations made by the group. Political donations received by the group include donations made by the group's members to the group.

If a group member donates to their group, the candidate who donated to their group must disclose making the donation to the group. The lead candidate of the group must disclose, in the group's disclosure form, receiving the donation from the candidate.

Were you a councillor or mayor in the half-yearly period?

Any person who was a councillor or mayor between 1 July 2021 and 31 December 2021 must submit an elected member disclosure form. This includes:

- those who were declared “elected” at the 2021 local government elections,
- elected members who contested the 2021 local government election but were not re-elected, and
- elected members who did not recontest the 2021 local government elections.

Disclosure forms to submit if you were a councillor or mayor

- If you were elected at the 2021 local government elections, you **must** submit:
 - an elected member disclosure form,
 - a candidate disclosure form, and
 - a group disclosure form (if you were the lead candidate of a group)
- If you were an elected member prior to the 2021 local government elections and you were a candidate but were not re-elected, you **must** submit:
 - an elected member disclosure form,
 - a candidate disclosure form, and
 - a group disclosure form (if you were the lead candidate of a group)
- If you were an elected member prior to the 2021 local government elections and you were not a candidate, you **must** submit:
 - an elected member disclosure form

An elected member disclosure form is to include political donations made to or for the benefit of the person as an elected member and political donations made by the elected member during the half yearly period. Political donations made by an elected member include membership fees, levies and other payments made by the elected member to the political party of which they are a member.

Political donations disclosed by a person in their elected member disclosure form do not also need to be disclosed in the person’s candidate disclosure form, and vice versa.

Were you a candidate for a councillor election and a mayoral election?

If you were a candidate for both a councillor election and a mayoral election in the same local government area the person responsible for the candidate can submit a single candidate disclosure form.

Can a disclosure form be amended?

Yes, a disclosure form previously submitted to the NSW Electoral Commission can be amended by the person responsible for the original disclosure or their successor. “Amended disclosure” forms can be submitted using [Funding and Disclosure Online](#), or are available on request.

What happens after a disclosure is made?

Disclosure forms are kept by the NSW Electoral Commission for at least six years and are published on the NSW Electoral Commission’s [website](#).

Disclosure forms may be subject to a compliance audit by the NSW Electoral Commission. You are required to retain complete and accurate records in relation to a disclosure for at least three years.

What happens if a disclosure form is not lodged, is lodged late or is incorrect or incomplete?

Breaching the legislative requirements for disclosures may constitute a criminal offence. The NSW Electoral Commission may issue warnings, penalties or prosecute offences including:

- failure to validly lodge a disclosure form by the due date
- lodging an incomplete disclosure without a reasonable excuse
- providing or withholding information knowing it will result in a false or misleading declaration by the person responsible for the disclosure
- making a false statement in a declaration on a disclosure form.

A disclosure form is taken to be invalidly lodged if:

- the incorrect form is used or pages are missing from the form
- the form has not been signed by the person who is responsible for signing the form
- the declaration section of the form has not been properly completed including the date the declaration was signed.

More information

The *Electoral Funding Act 2018* is available in full at legislation.nsw.gov.au.

For further information, contact us on 1300 022 011 or at fdc@elections.nsw.gov.au.



Authorised by: Council
Authorised date:
Effective date:
Next review date:
File Number: D2021/360887

Council Policy MAYORAL DISCRETIONAL FUND POLICY

1. INTRODUCTION

The establishment of a Mayoral Discretionary Fund enables the Mayor, on behalf of Council, to respond to requests for financial assistance from community groups or individuals from time to time.

The Port Macquarie-Hastings local government area receives visits from persons of importance for which it is a common and often cultural practice to exchange gifts, the Mayoral Discretionary Fund will allow for such an exchange.

The Council may wish to honour a local citizen(s) who have excelled in their chosen field of endeavour by holding a mayoral or civic reception. The Mayoral Discretionary Fund will allow for mayoral receptions to take place while civic receptions will need to be funded elsewhere. Civic receptions are those events that occur rarely such as royal visits.

The cost of attendance at functions or ancillary costs associated with attending a function representing Council at that event should not be funded from the Mayoral Discretionary Fund. These costs should be funded from other areas of Council's budget. For example, floral wreathes required at Anzac Day services are not a discretionary cost.

2. POLICY STATEMENT AND SCOPE

This Policy will ensure the process of utilisation of the Mayoral Discretionary Fund is appropriate, consistent, open and transparent.

The Policy aims to ensure responsibilities and required approval and authorisation processes are in place for the Mayoral Discretionary Fund.

This Policy applies to the Mayor on decisions to utilise the funds available through the Mayoral Discretionary Fund.

The Mayoral Discretionary Fund is to be expended at the discretion of the Mayor.

An appropriate annual budget allocation shall be made for the Fund.

The process of allocation will be via the adoption of Council's annual budget each year.

The Fund is to be used for non-personal matters associated with the Mayoral office. Some examples of appropriate items include donations, gifts and mayoral reception expenses.

Donations to an individual, where the individual is the sole beneficiary, will be strictly limited to the receipt of one (1) donation per financial year.

Where a request is received and funding can be gained by way of application to another funding source of Council, such as the Port Macquarie Hastings Sporting Fund or a Council Community Grant program, the request is to be denied and advice given on the alternative avenue to seek funding.

The Executive Assistant to the Mayor will be responsible for referring all requests to the Mayor for consideration and authorising requests once approved by the Mayor and is to ensure that expenditure is:

1. Within the allocated budget of the Fund; and
2. In accordance with this Policy.

The Mayor is responsible for approving requests for expenditure up to \$1,000.00 from the Fund.

Approval is to be obtained from Council, via resolution, to authorise a request in excess of \$1,000.00 from the Fund.

A monthly, accumulative, report will be presented to Council outlining any expenditure from the Fund.

An annual summary of the expenses from the Fund will be included in Council's statutory Annual Report.

This policy will be reviewed within six months following each ordinary election or change in Mayor.

3. RESPONSIBILITIES AND AUTHORITIES

7.1 Roles and Responsibilities

The following Council officers are responsible for the implementation of and adherence to this Policy:

- Chief Executive Officer
- Group Manager Governance
- Executive Assistant to the Mayor

The following Council officers may provide support and advice on this Policy:

- Chief Executive Officer
- Group Manager Governance
- Executive Assistant to the Mayor

4. REFERENCES

Local Government Act 1993
Local Government (General) Regulation 2021

5. DEFINITIONS

Councillors:	Elected Council representatives, including the Mayor.
Executive Group:	Chief Executive Officer and 1 st tier management positions.
Group Managers:	All 2 nd tier management positions.
the Fund:	Mayoral Discretionary Fund

6. PROCESS OWNER

Group Manager Governance

7. AMENDMENTS

- Distinction between a Mayoral Reception and Civic Reception
- Change in review period
- Revised use of the fund to exclude costs when representing Council at functions, events



Port Macquarie-Hastings Council

Privacy Management Plan

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Background

Port Macquarie-Hastings Council is committed to protecting the privacy of our customers, business contacts, Councillors, employees, contractors and volunteers.

This Plan has been developed in order to outline that Council collects and holds personal and health information for the purpose of facilitating its business. It is important that the use of this information is confined to the purpose for which it was acquired. In order to properly manage the personal information it holds, it is essential for the provisions of this Plan to be observed by Councillors, employees, contractors and volunteers.

The [Privacy and Personal Information Protection Act 1998](#) (PPIPA) requires Council to prepare and implement a Privacy Management Plan. The Information and Privacy Commission guidelines for Privacy Management Plans recommend review at least every two years. This Plan outlines how Port Macquarie-Hastings Council complies with the legislative requirements of the PPIPA, the [Health Records and Information Privacy Act 2002](#) (HRIPA) and the [Privacy Code of Practice for Local Government](#) (Code).

Objective

The main objectives of this Plan are to inform the community and educate staff on access to personal information and to maximise compliance with the PPIPA and HRIPA.

This Plan aims to ensure Port Macquarie-Hastings Council manages the personal and health information it collects, stores, accesses, uses and discloses in the course of its business activities.

Contact Information

The Group Manager Governance is Port Macquarie-Hastings Council's Public Officer and is assigned the role of Privacy Contact Officer.

The Privacy Contact Officer can provide advice as to:

- Whether the personal or health information is collected for a lawful purpose;
- If that lawful purpose is directly related to a function of Council;
- If Council's documents, contracts, forms and notices comply with the PPIPA and HRIPA; and
- Whether the collection of personal or health information is reasonably necessary for the specified purpose.

This Plan should only be used as a guide in the application of the PPIPA and HRIPA. Where more specific information is required please refer to the relevant Act or seek information from Council's Privacy Contact Officer.

To contact Council relating to any Privacy matters, information in this Plan or to send privacy related forms please email: council@pmhc.nsw.gov.au or phone: 02 6581 8111.

For assistance in understanding the processes under the PPIPA and HRIPA, please contact the Information & Privacy Commission NSW.

Information & Privacy Commission NSW

GPO Box 7011
SYDNEY NSW 2001

Phone: 1800 472 679

Email: ipcinfo@ipc.nsw.gov.au

Web: www.ipc.nsw.gov.au

NSW Civil & Administrative Tribunal

Level 10, John Maddison Tower
86-90 Goulburn Street
SYDNEY NSW 2000

Phone: 1300 006 228

Part 1 – Introduction

1.1 What Is Personal Information?

Personal information is defined in the PPIPA as:

"information or an opinion about an individual whose identity is apparent or can reasonably be ascertained from the information or opinion. This information can be on a database and does not necessarily have to be recorded in a material form."

1.2 What Is Not Personal Information?

Personal information does not include information about an individual that is contained in a publicly available publication. Once contained in a publicly available publication, information ceases to be covered by the PPIPA.

Where Council is requested to provide access or make a disclosure about information that has already been published, Council will rely on the provisions of the relevant Act that authorises Council to hold the information and not the PPIPA, for example, a request under the *Government Information (Public Access) Act 2009* (GIPAA).

In accordance with GIPAA, when inviting public submissions, Council will advise people that their submission, including any personal information in the submission, may be made publicly available.

1.3 What Is Health Information?

Health information is defined in the HRIPA as:

"personal information that is information or an opinion about the physical or mental health or a disability (at any time) of an individual or an individual's express wishes about the future provision of health services to him or her or a health service provided or to be provided to an individual."

1.4 Application Of This Plan

The PPIPA, HRIPA and this Plan apply, wherever practicable, to:

- Councillors;
- Council employees;
- Consultants and contractors of Council;
- Volunteers;
- Council owned businesses; and
- Council committees (including community members of those committees which may be established under Section 355 of the *Local Government Act 1993* (LGA)).

For the purposes of this Plan any reference to *Council or Council staff*, is inclusive of the parties listed above.

1.5 Personal and Health Information Held By Council

Council holds personal information concerning Councillors, including:

- Personal contact information;
- Complaints and disciplinary matters;
- Disclosure of interest returns; and
- Entitlements to fees, expenses and facilities.

Council holds personal and health information concerning its customers, ratepayers and residents, including:

- Rates records;
- Customer requests;
- Library lending records;
- Fitness testing records;
- Financial information (eg debt recover or financial hardship applications);
- Burial and cremation records;
- Community service utilisation e.g. Community Transport;

- Closed Circuit Television (CCTV) footage;
- Donation, grant and sponsorship applications;
- Submissions and information collected through Council's community engagement and consultation activities includes entries to competitions from children;
- Public access forum applications; and
- Development applications and related submissions.

Council holds personal and health information concerning its current and former employees and contractors including:

- Recruitment material;
- Pre-employment medical information;
- Workers compensation investigations;
- Public interest disclosure investigations;
- Leave and payroll data (including supporting medical certificates);
- COVID-19 vaccination status;
- Insurances;
- Personal contact information;
- Performance management plans;
- Disciplinary matters;
- Disclosure of interest returns; and
- Wage and salary entitlements.

1.6 Unsolicited Information

Unsolicited information is personal or health information received by Council in circumstances where Council has not asked for or required the information to be provided. Such information is not deemed to have been collected by Council, but the retention, use and disclosure principles of the information will apply to any such information in Council's possession. Personal information contained in petitions received in response to a call for submissions or unsolicited petitions tabled at Council meetings will be treated the same as any other submission and be made available for release to the public.

Part 2 - Public Registers

2.1 Definition

A public register is defined as *"a register of personal information that is required by law to be, or is made, publicly available or open to public inspection (whether or not on payment of a fee)."*

Council holds public registers under the LGA, including:

- Land Register;
- Records of Approvals; and
- Register of Disclosures of Interests.

*Note - this is purely indicative. Council may, by virtue of its own practice, hold other public registers, to which PPIPA applies.

Council holds public registers under the *Environmental Planning and Assessment Act 1979* (EPA), including:

- Register of consents and certificates; and
- Register of building certificates.

Council holds a public register under the *Protection of the Environment Operations Act 1997* (POEO):

- Public register of notices and orders

Council holds a public register under the *Impounding Act 1993* (IA):

- Record of impounding

Council holds a public register under the *Cemeteries and Crematoria Act 2013*:

- Register of interment rights, memorials, cremations and interments up until 1 July 2020 when the Innes

Gardens Memorial Crematorium and Lawn Cemetery was sold to a new owner.

Council holds public registers under the *Government Information (Public Access) Act 2009 (GIPAA)*:

- Disclosure Log; and
- Register of Government Contracts.

The purpose of each of these public registers is set out in this Plan.

2.2 Disclosure Of Personal Information Contained In Public Registers

Personal information contained in a public register, other than where required by legislation, will only be disclosed where Council is satisfied that it is to be used for a purpose relating to the purpose of the register.

Disclosure in relation to personal information not contained in a public register must comply with the Information Protection Principles as outlined in this Plan.

A person seeking a disclosure concerning someone else's personal information from a public register must make application to Council and outline their reasons and purpose.

2.3 Purposes Of Public Registers

The "primary" purpose for each identified register is listed below. In some cases, a "secondary" purpose has also been identified. This section is for guidance only and is not an exhaustive list.

Disclosure Log - The primary purpose is to identify information released under formal access applications that may be of interest to other members of the public, which is a requirement of the GIPAA.

Government Contracts Register - The primary purpose is to keep a register of government contracts worth more than \$150,000 between agencies and private sector bodies, which is a requirement of the GIPAA.

Land Register - The primary purpose is to identify all land vested in Council or under its control. The secondary purpose includes a consideration of public accountability as to the land held by Council. Third party access is therefore a secondary purpose.

Records of Approvals - The primary purpose is to identify all approvals granted under the LGA.

Register of Pecuniary Interests - The primary purpose is to determine whether or not a member of Council staff has a pecuniary interest in any matter with which Council is likely to be concerned. There is a corresponding public accountability purpose and third party access is a secondary purpose.

Register of Consents and Approvals - The primary purpose is to identify applications for development consent and other approvals, confirm determination on appeal and identify applications for complying development certificate.

Record of Building Certificates - The primary purpose is to identify all building certificates.

Public Register of Notices, Prosecutions and Audits - The primary purpose is to record regulatory actions taken (notices issued, legal proceedings, penalties etc.) under the POEO.

Record of Impounding - The primary purpose is to identify any impounding action by Council.

Register of interment rights, memorials, cremations and interments - The primary purpose is to record all details relating to interment rights, cremations and interments of Council managed cemeteries and crematoriums. *Note: As of 1 July 2020, the Innes Gardens Memorial Park Crematorium and Lawn Cemetery is no longer managed by Council.*

2.4 Secondary Purpose Of All Public Registers

Council aims to be open and accountable and it is considered that a secondary purpose for which all public registers are held by Council includes the provision of access to members of the public. Disclosure of specific records from public registers would normally be permitted.

Requests for access, copying or the sale of the whole or a substantial part of a public register will not necessarily fit

within this purpose. Council will make an assessment as to the minimum amount of personal information that is required to be disclosed with regard to any request.

Council requires a statutory declaration to verify the intended use of the information requested. Statutory Declarations can be found at www.jp.nsw.gov.au.

2.5 Other Registers

Council may keep other registers that are not public registers. The Information Protection Principles, this Plan, the Code and PPIPA apply to the use and disclosure of information in those registers.

The Rates Record is not a public register and Council's position on this record is as follows:

Rates Record - The primary purpose is to record the value of a parcel of land and rate liability in respect of that land. The secondary purpose includes recording the owner or lessee of each parcel of land. For example, a disclosure on a rating certificate that a previous owner was a pensioner is considered to be allowed as it relates to the secondary purpose of the register.

Public access to the Rates Record will only be granted where the purpose of the access is to obtain information necessary for a statutory purpose such as the service of a notice under the *Dividing Fences Act 1991* the *Environmental Planning and Assessment (Regulation) Act 2000* or the *Rural Fires Act 1997*. The Rates Record will also be used by Council to notify relevant land owners of development applications and other matters where Council is required or wishes to consult the local community.

2.6 Applications For Access To Own Records On A Public Register

A person wishing to access a public register to confirm their own details needs to prove their identity to Council before being granted access to their personal information.

2.7 Applications For Suppression Of Personal Information In A Public Register

A person about whom personal information is contained (or is proposed to be contained) in a public register, may request Council to have the information removed from or not placed on the register by submitting an application in the form of a Statutory Declaration. Statutory Declarations can be found at www.jp.nsw.gov.au.

Council will err in the favour of suppressing the information, unless public interest in maintaining access to the information outweighs any individual interest in suppressing the information.

The information may still be used in the exercise of Council functions, but it cannot be disclosed to other parties.

Part 3 - Policies and Legislation

Policies and legislation affecting the processing of information and related to this Plan include but is not limited to:

- Council's Information Guide - Facilitates public access to information and documents held by Council. The Publication Guide refers to the *Government Information (Public Access) Act 2009* (GIPAA), *Government Information (Public Access) Regulation 2009* and the *Local Government Act 1993* (LGA) and should be read in conjunction with the *Privacy Code of Practice for Local Government*.
- *Environmental Planning and Assessment Act 1979* (EPAA) - Contains provisions that require Council to make development applications and accompanying information publicly available and provides a right for people to inspect and make copies of elevation plans during the submission period. Available at www.legislation.nsw.gov.au
- *Health Records and Information Privacy Act 2002* (HRIPA) - Governs both the public and private sector in NSW, contains a set of 15 Health Privacy Principles and sets up a complaints mechanism to ensure agencies abide by these Principles. Available at www.ipc.nsw.gov.au

- *Privacy and Personal Information Protection Act 1998 (PPIPA)* - Prohibits disclosure of personal information by public sector officers not in accordance with the performance of their official duties and is generally directed at corrupt or irregular disclosure of information rather than inadvertent failure to follow procedures or guidelines. Available at www.ipc.nsw.gov.au
- *Public Interest Disclosures Act 1994 (PIDA)* - Encourages and facilitates the disclosure, in the public interest of corrupt conduct, maladministration, serious and substantial waste, government information contravention and Local Government pecuniary interest contravention in the public sector. Available at www.legislation.nsw.gov.au
- Privacy Code of Practice for Local Government 2000 - Modifies Part 2, Information Protection Principles and Part 6, Public Registers of the PPIPA as they relate to Local Government. Available at www.ipc.nsw.gov.au

Part 4 - Information Protection Principles

4.1 Information Protection Principles And Health Privacy Principles

Council complies with the Information Protection Principles (IPPs) prescribed under PPIPA and the Health Privacy Principles (HPPs) prescribed under HRIPA as follows:

IPP 1 & HPP 1 **LAWFUL COLLECTION**

Council will collect personal and/or health information that is reasonable necessary and for a lawful purpose that is directly related to its functions and/or activities. Such personal and health information may include names, residential addresses, phone numbers, email addresses, signatures, medical certificates, photographs and video footage (CCTV).

IPP 2 & HPP 2 **DIRECT COLLECTION**

Personal information will be collected directly from the individual, unless that person consents otherwise. Parents or guardians may give consent for minors.

Health information will be collected directly from the person concerned, unless unreasonable or impracticable to do so.

Collection may occur via phone, written correspondence to Council, email, facsimile, Council forms or in person.

IPP 3 & HPP 3 **REQUIREMENTS WHEN COLLECTING INFORMATION**

Council will inform individuals that their personal information is being collected, why it is being collected and who will be storing and using it, either before or as soon as practicable after collection. Council will also inform the person how they can view and correct their information. A Privacy Statement is published on Council's website, intranet and included on forms where personal or health information is collected.

Council will inform individuals why health information is being collected about them, what will be done with it and who might see it, either before or as soon as practicable after collection. Council will also inform the person how they can view and correct their health information and any consequences if they do not provide their information. If health information is collected about a person from someone else, reasonable steps will be taken to ensure that the person has been notified as above.

IPP 4 & HPP 4 **RELEVANCE OF COLLECTION**

Personal and health information collected will be relevant to Council's functions and services, accurate, up-to-date, complete and not excessive. The collection will not unreasonably intrude into the individual's personal affairs.

Council will, in normal circumstances, rely on the individual to supply accurate, complete information, although in special circumstances, some verification processes may be necessary.

IPP 5 & HPP 5 **SECURE STORAGE**

Council will store personal information securely, for no longer than as required by the *General retention and disposal authority: local government records* (GA39) issued by State Records Authority of NSW, and will be disposed of appropriately. It will be protected from unauthorised access, use or disclosure by application of appropriate access levels to Council's electronic data management system and staff training.

If it is necessary for the information to be given to a person in connection with the provision of a service to Council (e.g. consultants and contractors), everything, reasonably within the power of the Council will be done to prevent unauthorised use or disclosure of the information.

Council has an internal Cybercrime and Incidents policy. In accordance with that policy, if there is a legal or statutory requirement to disclose security incidents affecting Council's computer systems or networks, Council will follow an established Data Breach Procedure.

If Council experiences a significant cyber crime incident an investigation must be carried out to determine the cause and effect of the event. The Chief Information Officer may lead the investigation but may call in additional expertise if required.

Management is responsible for ensuring that a thorough investigation is carried out by the Chief Information Officer. The incident investigation must be fully documented in such a manner that it meets the requirements of court evidence. The investigation will highlight areas where security needs improving to prevent a similar incident occurring again and systems reinstated to a previously trusted state.

IPP 6 & HPP 6 TRANSPARENT ACCESS

Council will provide reasonable detail about what personal and/or health information is stored on an individual. Council stores information for the purpose of carrying out its services and functions and in order to comply with relevant record keeping legislation.

Individuals have a right to request access to their own information to determine what, if any information is stored, how long it will be stored for and how it is stored (e.g. electronically with open or restricted access to staff, in hard copy in a locked cabinet etc.).

IPP 7 & HPP 7 ACCESS TO OWN INFORMATION

Council will ordinarily provide a response to applications for access to personal and/or health information without excessive delay or expense, generally within 28 days of the application being made.

IPP 8 & HPP 8 RIGHT TO REQUEST TO ALTER OWN INFORMATION

Council will, at the request of an individual, allow them to make appropriate amendments (i.e. corrections, deletions or additions) to their own personal and health information.

Changes of name, address and other minor amendments may require appropriate supporting documentation. Where substantive amendments are involved, an application form may be required and appropriate evidence must be provided as to why the amendment is needed.

IPP 9 & HPP 9 ACCURATE USE OF INFORMATION COLLECTED

Taking into account the purpose for which the information is proposed to be used, Council will take all reasonable steps to ensure that personal and health information is accurate before using it. Council will take all reasonable steps to ensure the information it proposes to use is the most recent information kept on file, is not unreasonably out of date or where it is reasonable and necessary to do so, write to the individual to whom the information relates.

IPP 10 & HPP 10 LIMITS TO USE OF INFORMATION COLLECTED

Council will only use personal and health information for the purpose for which it was collected, for a directly related purpose or for a purpose for which a person has given consent. It may also be used without consent in order to deal with a serious and imminent threat to any person's life, health or safety, for the management of a health service, for training, research or to find a missing person. Additionally, a secondary purpose includes investigation of suspected unlawful activity, to exercise complaint handling functions or investigative functions.

IPP 11 & HPP 11 RESTRICTED AND LIMITED DISCLOSURE OF INFORMATION

Council will only disclose personal and health information with the individual's consent or if the individual was told at the time of collection that it would do so. Council may also disclose information if it is for a related purpose and it considers that the individual would not object. Personal and health information may also be used without the individual's consent in order to deal with a serious and imminent threat to any person's life, health or safety, for the management of a health service, for training, research or to find a missing person. Additionally, a secondary purpose

includes investigation of suspected unlawful activity, to exercise complaint handling functions or investigative functions.

IPP 12 SPECIAL LIMITS ON DISCLOSURE

Council will not disclose sensitive personal information relating to an individual's:

- Ethnic or racial origin;
- Political opinions;
- Religious or philosophical beliefs;
- Trade union membership; or
- Health or sexual activities

unless the disclosure is necessary to prevent a serious or imminent threat to the life or health of the individual concerned or another person.

Council will not disclose this information to any person or body in a jurisdiction outside NSW unless:

- A relevant privacy law that applies to the personal information concerned is in force in that jurisdiction; or
- The disclosure is permitted under a *Privacy Code of Practice*.

Specific Health Information Privacy Principles

Health information is given a higher level of protection regarding use and disclosure than is other personal information. In addition to the privacy principles above that apply to both personal and health information, the following four principles apply specifically to health information.

HPP 12 UNIQUE IDENTIFIERS

Council will only assign identifiers to individuals if the assignment of identifiers is reasonably necessary to enable Council to carry out any of its functions efficiently.

HPP 13 ANONYMITY

Wherever it is lawful and practicable, individuals must be given the opportunity to not identify themselves when entering into transactions with or receiving any health service(s) from Council.

HPP 14 TRANSFER OF DATA OUTSIDE NEW SOUTH WALES

Health information must only be transferred outside NSW if Council reasonably believes that the recipient is subject to laws or obligations substantially similar to those imposed by the HRIPA or consent has been given or transfer is under a contract between Council and the individual or transfer will benefit the individual or to lessen a serious threat to an individual's health and welfare, or steps have been taken to ensure that the information will not be handled inconsistently with the HRIPA or transfer is permitted or required under any other law.

HPP 15 CROSS-ORGANISATIONAL LINKAGES

Council will seek the express consent of individuals before participating in any system that links health records across more than one organisation. Health information or the disclosure of their identifier for the purpose of the health records linkage system will only be included if the person has given express consent.

4.2 How The Privacy Code Of Practice For Local Government Affects The Ipps

The Code makes provisions under IPP's 2, 3, 10 and 11 for Council to depart from these Principles where the collection of personal information is reasonable necessary when an award, prize, benefit or similar form of personal recognition is intended to be conferred upon the person to whom the information relates.

The Code makes provision under IPP 10, in addition to the above, for Council to use personal information for a purpose other than the purpose for which it was collected where the use is in pursuance of Council's lawful and proper functions and Council is satisfied that the personal information is reasonable necessary for the exercise of such functions.

The Code makes provision under IPP 11, in addition to the above, for Council to depart from this Principle in the circumstances described below:

1. Council may disclose personal information to public sector agencies or public utilities on condition that:
 - a. The agency has approached Council in writing;
 - b. Council is satisfied that the information is to be used by that agency for the proper and lawful functions of that agency; and
 - c. Council is satisfied that the personal information is reasonably necessary for the exercise of that agency's functions.
2. Where Council is requested by a potential employer, it may verify that a current or former employee works or has worked for Council, the duration of that work and the position occupied during that time. This exception shall not permit Council to give an opinion as to that person's suitability for a particular position with any potential employer unless Council is satisfied that the person has provided their consent for Council to provide a reference, which may include an opinion as to that person's suitability for the position for which they have applied.

Part 5 - Dissemination of the Privacy Management Plan

5.1 Compliance Strategy

During induction and on a regular basis all employees will be made aware of this Plan and it will be made available on Council's intranet and website.

Councillors, employees, contractors and volunteers will be regularly acquainted with the general provisions of the PPIPA and HRIPA and, in particular, this Plan, the Information Protection and Health Privacy Principles, the Public Register provisions, the Privacy Code of Practice for Local Government and any other applicable Code of Practice.

5.2 Communications Strategy

Council informs its employees, Councillors and the community of their rights under PPIPA, HRIPA and this Plan by:

- Publishing the Privacy Management Plan and associated documents on Council's website together with a link to the Information and Privacy Commission website;
- Including privacy statements on application forms and invitations for community engagement; and
- Council will direct the public to the Information Privacy Commission website for more information on individual rights and access.

Part 6 - Complaints and Procedures for Internal Review

6.1 Internal Review

If an individual is not satisfied with Council's conduct in relation to their privacy request, disclosure of personal information on a public register or believe Council is contravening a privacy principle or code of practice, they can make an application for internal review of Council's conduct or decision by completing the *Privacy Complaint: Internal Review Application Form* available on Council's website.

The completed form must include a return address in Australia and be received by Council within 6 months of the individual becoming aware of the conduct or decision that is the subject of the application.

6.2 How Does The Process Operate?

The Group Manager Governance will appoint a Reviewing Officer to conduct the internal review. The Reviewing Officer must not be substantially involved in any matter relating to the application and must be an employee who is suitably qualified to deal with the matters raised.

The review is to be completed within 60 days of receipt of the application. The applicant will be notified of the outcome within 14 days of determination.

The Privacy Commissioner will be notified of an application for review as soon as practicable after it is received. Council will brief the Privacy Commissioner on the progress of an internal review and notify them of the outcome.

The Privacy Commissioner may make submissions to Council in relation to the subject matter of the application.

6.3 What Happens After An Internal Review?

If the applicant is dissatisfied with the outcome of a review, an application may be made to the NSW Civil and Administrative Tribunal (NCAT) for a review of Council's conduct.

If the applicant is dissatisfied with an order or decision made by the Tribunal, an appeal may be made to an Appeal Panel of the Tribunal.

6.4 Alternative To Lodging An Application For Internal Review

If a person does not want to lodge an application for internal review with Council, they may contact the Privacy Commissioner directly.

Part 7 - Specific exemptions in PPIPA and HRIPA relevant to Council

There are a number of exemptions from compliance with the PPIPA and HRIPA that apply directly to Council. These relate to situations where:

- Information is collected in connection with proceedings (whether commenced or not) before any Court or Tribunal;
- Information is collected for law enforcement purposes;
- Information is used for a purpose reasonably necessary for law enforcement purposes or to protect the public revenue;
- Council is authorised or required by a subpoena or search warrant or other statutory instrument;
- Council is investigating a complaint that may be referred or made to an investigative agency;
- Council is permitted by a law or Act not to comply;
- Compliance would prejudice the interests of the individual to whom the information relates;
- The individual to whom the information relates has given express consent to Council not to comply; or
- Disclosure is permitted under the Privacy Code of Practice for Local Government.

BUDGET VARIATIONS - January 2022											
Section	Project	Project Description	Capital/ Operating	Division	Full Year Original Budget	Full Year Current Budget	Actuals to January 2022	New Yearly Proposed Budget - January 2022	Movement	Funding Source	EFFECT ON FUNDING POSITION
Adjustments which impact Council's Budget Position											
To bring on unbudgetted income items.											
Community Planning & Environment	10785	Apprentices Rebate Income	Operating	Community Planning & Environment	0	0	-12,916	-12,916	12,916	Revenue	12,916
Street Lighting	11221	Sundry Income - Street Lighting	Operating		0	0	-10,429	-10,429	10,429	Revenue	10,429
To recognise budget changes for Mayoral and Councillors Fees.											
Governance	284	Governance	Operating	Office of the CEO	364,013	364,013	66,183	311,988	52,025	Revenue	52,025
Governance	286	Mayoral Office	Operating		112,833	112,833	58,389	137,643	-24,810	Revenue	-24,810
Governance	42243	Purchase of Additional Cameras for Council Chambers	Capital		0	0	0	15,000	-15,000	Revenue	-15,000
To recognise budget savings in Biosecurity for Landcare Support.											
Biosecurity	480	Noxious Weeds	Operating		326,834	326,834	176,948	296,834	30,000	Revenue	30,000
Total adjustments which impact Council's Budget Position									65,560		65,560
Grants & Other Funding											
To bring to account grant funding received for Rollands Plains Road Guardrail project.											
Transport and Traffic	42235	Rollands Plains Road Guardrail	Capital	Community Infrastructure	0	0	13,284	235,000	-235,000	Grant	0
Transport and Traffic	19342	Grant Funding - Capital	Capital		-14,851,963	-24,568,295	-21,828,425	-24,803,295	235,000	Grant	0
To recognise additional Grant Funding received from the Library Per Capita Subsidy											
Library	218	Relief Salaries	Operating	Community Planning & Environment	1,802,605	1,802,605	889,712	1,814,839	-12,234	Grant	0
Library	10590	Grant Funding - Operating	Operating		-215,538	-215,538	-227,772	-227,772	12,234	Grant	0
To recognise additional funding received for the Local Priority Grant.											
Library	40935	Library Local Priority Grant	Capital	Community Planning & Environment	22,832	22,832	15,412	82,300	-59,468	Grant	0
Library	19172	Grant Funding - Capital	Capital		-128,000	-150,832	-59,468	-210,300	59,468	Grant	

BUDGET VARIATIONS - January 2022											
Section	Project	Project Description	Capital/ Operating	Division	Full Year Original Budget	Full Year Current Budget	Actuals to January 2022	New Yearly Proposed Budget - January 2022	Movement	Funding Source	EFFECT ON FUNDING POSITION
Reduce budgets for the Aboriginal Heritage Study Grant as this funding is not going ahead.											
Community Inclusion	41946	Aboriginal Heritage Study	Operating	Community Planning & Environment	0	30,000	0	0	30,000	Grant	0
Community Inclusion	19151	Grant Funding - Operating	Operating		0	-30,000	-77,285	0	-30,000	Grant	0
To recognise 3 new Road Safety Program Grants awarded from Transport for NSW.											
Infrastructure Planning	42246	Caravan Safety	Operating	Community Infrastructure	0	0	0	2,000	-2,000	Grant	0
Infrastructure Planning	42247	Drive to Conditions	Operating		0	0	0	4,000	-4,000	Grant	0
Infrastructure Planning	42248	Shared Path Safety	Operating		0	0	0	4,000	-4,000	Grant	0
Infrastructure Planning	19331	Grant Funding - Operating	Operating		0	0	0	-10,000	10,000	Grant	0
To recognise grant funding received from Transport for NSW for Ocean Drive.											
Transport and Traffic	41262	Ocean Drive	Capital	Community Infrastructure	250,000	250,000	913,497	1,600,000	-1,350,000	Grant	0
Transport and Traffic	19342	Grant Funding - Capital	Capital		-14,851,963	-24,803,295	-21,828,425	-26,153,295	1,350,000	Grant	0
To recognise grant funding received from Transport for NSW.											
Transport and Traffic	42236	Pembroke Rd Rehabilitation	Capital	Community Infrastructure	0	0	1,401,476	1,840,000	-1,840,000	Grant/Revenue	0
Transport and Traffic	41465	Road Reseals - Capital	Capital		2,099,395	2,099,395	841,096	1,823,395	276,000	Revenue	0
Transport and Traffic	19342	Grant Funding - Capital	Capital		-14,851,963	-26,153,295	-21,828,425	-27,717,295	1,564,000	Grant	0
To bring to account grant funding received for roof restoration at iKew Driver Reviver site.											
Building Services	42232	Driver Reviver Grant	Capital	Community Planning & Environment	0	0	25,000	25,000	-25,000	Grant	0
Building Services	19242	Grant Funding - Capital	Capital		0	0	0	-25,000	25,000	Grant	0

BUDGET VARIATIONS - January 2022											
Section	Project	Project Description	Capital/ Operating	Division	Full Year Original Budget	Full Year Current Budget	Actuals to January 2022	New Yearly Proposed Budget - January 2022	Movement	Funding Source	EFFECT ON FUNDING POSITION
Reduce budgets for Community Passenger Transport Infrastructure Grant to match funding amount due to be received in 21/22.											
Transport and Traffic	42141	CPTIGS Bus Shelters	Capital	Community Infrastructure	176,000	321,703	138,701	171,703	150,000	Grant	0
Transport and Traffic	19342	Grant Funding - Capital	Capital		-14,851,963	-27,717,295	-21,828,425	-27,712,998	-4,297	Grant	0
Infrastructure Planning	19332	Grant Funding - Capital	Capital		0	-145,703	0	0	-145,703	Grant	0
To bring on remainder of grant funding for Airport Security Equipment Project.											
Airport	42004	Port Macquarie Airport - Security Equipment Upgrade	Capital	Business & Performance	0	0	3,766	3,123	-3,123	Grant	0
Airport	19012	Grant Funding - Capital	Capital		0	0	0	-3,123	3,123	Grant	0
To recognise grant funding received for Log Wharf Reserve, Telegraph Point.											
Parks & Recreation	42168	Log Wharf Reserve Upgrade	Capital	Community Planning & Environment	0	0	3,545	49,908	-49,908	Grant	0
Parks & Recreation	19282	Grant Funding - Capital	Capital		-5,786,640	-6,349,925	-1,551,686	-6,399,833	49,908	Grant	0
To bring to account a grant funded project: Laurieton Night Markets.											
Business & Industry	42245	Festival of Place - Laurieton Night Markets	Operating	Community Planning & Environment	0	0	15,000	15,000	-15,000	Grant	0
Business & Industry	19161	Grant Funding - Operating	Operating		0	0	-15,000	-15,000	15,000	Grant	0
To recognise contribution income received towards the Sewer Lines portion of the Rainbow Beach project.											
Parks & Recreation	41950	Rainbow Beach Sporting Fields	Capital	Community Planning & Environment	3,336,428	3,295,109	207,199	3,359,080	-63,971	Contribution	0
Parks & Recreation	19285	Contribution Income - Capital	Capital		0	-200,000	-251,878	-263,971	63,971	Contribution	0
To bring to account grant funding received for the March 2021 Flood Response expenditure.											
Transport and Traffic	42174	Flood Response March 2021	Capital	Community Infrastructure	0	6,202,674	7,812,583	7,812,583	-1,609,909	Grant	0
Transport and Traffic	19342	Grant Funding - Capital	Capital		-14,851,963	-27,712,998	-21,828,425	-29,322,907	1,609,909	Grant	0
Total Grants & Other Funding									4,817,613		

BUDGET VARIATIONS - January 2022											
Section	Project	Project Description	Capital/ Operating	Division	Full Year Original Budget	Full Year Current Budget	Actuals to January 2022	New Yearly Proposed Budget - January 2022	Movement	Funding Source	EFFECT ON FUNDING POSITION
Reserve Movements											
Transfer of funds from Reserves for the Flynns Beach Seawall project.											
Natural Resources	42237	Flynns Beach Seawall - Vegetation Management	Operating	Community Planning & Environment	0	0	2,603	10,000	-10,000	Reserve	0
Natural Resources	19239	Transfer From Reserve	Operating		-888,662	-980,014	0	-990,014	10,000	Reserve	0
Reassessment of Waste Levy for 21/22 year. Funds to be transferred back to Reserve.											
Waste Disposal	734	Section 880 Levy	Operating	Community Utilities	5,988,500	5,988,500	2,986,721	5,500,000	488,500	Reserve	0
Waste Disposal	9400	Transfer to Reserve	Operating		3,493,453	3,493,453	0	3,981,953	-488,500	Reserve	0
Income from Beach Permits above budget. Transfer additional funds to Reserve.											
Lifeguard & Beach Services	11550	Beach Income	Operating	Community Planning & Environment	-90,000	-90,000	-117,375	-120,000	30,000	Reserve	0
Lifeguard & Beach Services	9019	Transfer to Reserve	Operating		120,000	120,000	0	150,000	-30,000	Reserve	0
Total Reserve Movements									528,500		0
Movement between Projects											
To transfer additional Fuel Tax Credits revenue to Plant Wages.											
Fleet Management	11300	Fuel Tax Credits Income	Operating	Community Infrastructure	0	0	-117,651	-167,651	167,651	Revenue	167,651
Fleet Management	382	Plant - Salaries and Wages	Operating		23,065	23,065	112,025	190,716	-167,651	Revenue	-167,651
To separate \$450k Public Legacy Grant into the 3 projects funded under this grant.											
Parks & Recreation	42239	Upgrade Westport Park Playspace	Capital	Community Planning & Environment	0	0	13,750	150,000	-150,000	Grant	0
Parks & Recreation	42240	Outdoor Amphitheatre Town Beach	Capital		0	0	16,663	150,000	-150,000	Grant	0
Parks & Recreation	42181	Bain Park, Wauchope CBD	Capital		450,000	450,000	18,922	150,000	300,000	Grant	0

BUDGET VARIATIONS - January 2022											
Section	Project	Project Description	Capital/ Operating	Division	Full Year Original Budget	Full Year Current Budget	Actuals to January 2022	New Yearly Proposed Budget - January 2022	Movement	Funding Source	EFFECT ON FUNDING POSITION
To transfer Council contribution into the TfNSW funded project: Drive to Conditions.											
Infrastructure Planning	42247	Drive to Conditions	Operating	Community Infrastructure	0	4,000	0	5,000	-1,000	Revenue	-1,000
Education	354	Road Safety Officer	Operating		113,728	113,728	52,009	112,728	1,000	Revenue	1,000
Movement of funds between linked sewer projects.											
Sewerage Services	39626	Airport Terminal Sewer Rising Main	Capital	Community Utilities	0	0	9,659	90,000	-90,000	Reserve	0
Sewerage Services	39368	Sewer Rehabilitation	Capital		350,000	350,000	431,334	260,000	90,000	Reserve	0
To split out 21/22 budgets for 3 grant funded projects.											
Parks and Recreation	42161	Long Flat Recreation Grounds Upgrade	Capital	Community Planning & Environment	0	0	63,716	100,000	-100,000	Grant	0
Parks and Recreation	42168	Log Wharf Reserve Upgrade	Capital		0	0	3,545	50,000	-50,000	Grant	0
Parks and Recreation	42160	Pioneer Park Upgrade	Capital		250,000	248,346	90,454	98,346	150,000	Grant	0
Transfer grant funds between linked projects.											
Transport and Traffic	41925	Kew Main Street Upgrade Stage 3	Capital	Community Infrastructure	1,211,316	1,486,851	9,462	1,686,851	-200,000	Grant/Reserve	0
Transport and Traffic	42067	Install Roundabout Nancy Bird/Kendall/Ocean Dr	Capital		0	200,000	0	0	200,000	Grant	0
To transfer grant funds between linked projects.											
Infrastructure Planning	42120	Footpath - Watonga Street	Capital	Community Infrastructure	0	40,152	12,054	87,890	-47,738	Grant	0
Infrastructure Planning	42113	Footpath - The Parade	Capital		0	14,587	4,278	4,278	10,309	Grant	0
Infrastructure Planning	42114	Footpath - Lake Street	Capital		0	27,213	2,301	2,301	24,912	Grant	0
Infrastructure Planning	42115	Footpath - Comboyne St to Graham St	Capital		0	67,545	84,257	84,257	-16,712	Grant	0
Infrastructure Planning	42116	Footpath - Hill Street	Capital		0	20,737	370	370	20,367	Grant	0
Infrastructure Planning	42117	Footpath - Parker Street	Capital		0	10,310	148	148	10,162	Grant	0

BUDGET VARIATIONS - January 2022											
Section	Project	Project Description	Capital/ Operating	Division	Full Year Original Budget	Full Year Current Budget	Actuals to January 2022	New Yearly Proposed Budget - January 2022	Movement	Funding Source	EFFECT ON FUNDING POSITION
Infrastructure Planning	42119	Footpath - Major Innes Road	Capital		0	0	1,300	1,300	-1,300	Grant	0
To move funds between Natural Resources budgets.											
Natural Resources	371	Contract Payments	Operating	Community Planning & Environment	0	0	0	60,000	-60,000	Revenue	-60,000
Natural Resources	370	Salaries & Wages	Operating		1,267,827	1,205,444	653,990	1,145,444	60,000	Revenue	60,000
To bring on additional section 603 income received, offset by increased bank fees expenditure.											
Financial Services	10880	Section 603 Certificate Income	Operating	Business & Performance	-205,000	-205,000	-134,215	-235,000	30,000	Revenue	30,000
Financial Services	264	Bank Charges	Operating		250,000	250,000	159,958	280,000	-30,000	Revenue	-30,000
To bring to account budget adjustments for salaries.											
Utilities Operations Management	544	Utilities Operations Management	Operating	Community Utilities	0	0	35,673	134,944	-134,944	Reserve	0
Utilities Operations Management	10540	Overhead Income	Operating		0	0	0	-134,944	134,944	Reserve	0
Utilities Planning & Design Management	545	Utilities Planning & Design Management	Operating		0	0	19,581	125,598	-125,598	Reserve	0
Utilities Planning & Design Management	10542	Overhead Income	Operating		0	0	0	-125,598	125,598	Reserve	0
Corporate Reporting & IP&R	247	Integrated Planning & Reporting	Operating	Business & Performance	343,686	343,683	162,952	318,683	25,000	Revenue	25,000
Corporate Reporting & IP&R	10555	Overhead Income	Operating		-752,894	-752,894	-439,188	-738,314	-14,580	Revenue	-14,580
Business & Performance Management	181	Business & Performance Management	Operating		892,704	852,704	346,285	657,824	194,880	Revenue	194,880
Procurement & Stores	328	Procurement	Operating		493,395	493,395	236,702	688,275	-194,880	Revenue	-194,880
Office of the CEO	398	Allowance for Vacancies	Operating	Office of the CEO	-300,000	-210,000	0	-185,000	-25,000	Revenue	-25,000
Office of the CEO	10950	Overhead Income	Operating		-309,877	-309,877		-324,457	14,580	Revenue	14,580
Total Movements between Projects									1,046,389		0

BUDGET VARIATIONS - January 2022											
Section	Project	Project Description	Capital/ Operating	Division	Full Year Original Budget	Full Year Current Budget	Actuals to January 2022	New Yearly Proposed Budget - January 2022	Movement	Funding Source	EFFECT ON FUNDING POSITION
Budget Variation Requests - Approved by Executive											
Budget Variation Request approved for Camden Haven Sewage Treatment Plant Microfiltration Membrane Replacement.											
Sewerage Services	39312	Camden Haven Wastewater Treatment Plant Membrane Replacements	Capital	Community Utilities	400,000	400,000	270,624	1,000,000	-600,000	Reserve	0
Sewerage Services	19219	Transfer From Reserve	Capital		-4,666,154	-5,706,096	0	-6,306,096	600,000	Reserve	0
Budget Variation Request approved for Thrumster Recycled Water Main Stages 3 - 8.											
Water Supply	20215	Thrumster RW Interim Supply Rising Water Main to Reservoir	Capital	Community Utilities	3,100,000	4,870,528	4,023,237	5,679,757	-809,229	S64 Funding	0
Water Supply	19227	Section 64 Funding	Capital		-3,200,000	-3,200,000	0	-4,009,229	809,229	S64 Funding	0
Budget Variation Request approved for Kerb and Gutter installation at Wesley Avenue, Hart Street, Pettit St and Anderson Street, Port Macquarie.											
Transport and Traffic	42172	New Kerb & Gutter	Capital	Community Utilities		540,303	14,595	690,303	-150,000	Reserve	0
Drainage	41319	Panorama Drive - Stormwater Remediation	Capital		420,000	460,733	3,593	310,733	150,000	Reserve	0
Total Budget Variations approved by Executive									1,559,229		0
ORGANISATIONAL TOTAL - THIS REVIEW									8,017,291		65,560
FORECAST FOR FINANCIAL YEAR ENDED 30 JUNE 2022											
Original Budget as at 1 July 2021					Balanced	0					
Plus: Adjustments											
July Review					Balanced	0					
August Review					Shortfall	-427,403					
September Review					Surplus	5,841					
October Review					Surplus	18,636					
January Review					Surplus	65,560					
FORECAST FOR 30 JUNE 2022					Shortfall	-337,366					

BUDGET VARIATIONS - January 2022											
Section	Project	Project Description	Capital/ Operating	Division	Full Year Original Budget	Full Year Current Budget	Actuals to January 2022	New Yearly Proposed Budget - January 2022	Movement	Funding Source	EFFECT ON FUNDING POSITION
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.									

Port Macquarie-Hastings Council
Budget Review for the quarter ended 31 December 2021
Income & Expenses

	ANNUAL						YEAR TO DATE			CURRENT QUARTER		
	Original Budget 2021/22 (000's)	Original Budget including Carry-over 2021/22 (000's)	Approved Changes Jul-Aug 21 Reviews (000's)	Approved Changes Sep-Oct 21 Reviews (000's)	Revised Budget	Projected year end result 2021/22 (000's)	YTD Actuals (000's)	YTD Budget (000's)	Actuals as a % of Budget	Oct 21 - Dec 21 Actuals	Oct 21 - Dec 21 Budget	Oct 21 - Dec 21 Actuals as a % of Budget
Income												
Rates and annual charges	108,390	108,390			108,390	108,390	103,786	103,221	100.5%	1,747	13,689	12.8%
User charges and fees	39,588	39,588			39,588	39,588	16,356	17,433	93.8%	7,094	10,150	69.9%
Interest and investment revenue	5,455	5,455			5,455	5,455	2,838	2,728	104.1%	1,428	1,947	73.4%
Other revenues	5,458	5,458	127	(286)	5,299	5,299	2,446	2,450	99.8%	1,324	1,166	113.6%
Grants and contributions - operating	14,246	14,457	1,598	347	16,402	16,402	6,443	6,525	98.7%	4,047	3,768	107.4%
Grants and contributions - capital	46,599	49,173		7,852	57,025	57,025	24,652	12,300	200.4%	17,280	7,698	224.5%
Total income from continuing operations	219,736	222,521	1,725	7,913	232,159	232,159	156,521	144,657	108.2%	32,920	38,418	85.7%
Expenses												
Employee costs	55,268	55,268	482		55,750	55,750	27,374	28,079	97.5%	14,252	14,063	101.3%
Borrowing costs	2,158	2,158			2,158	2,158	875	1,128	77.6%	600	729	82.3%
Materials and contracts	45,201	47,305	93	343	47,741	47,741	22,728	27,384	83.0%	10,162	16,724	60.8%
Depreciation	50,236	50,236			50,236	50,236	24,984	25,118	99.5%	12,492	12,559	99.5%
Other expenses	15,352	15,352	2	(310)	15,044	15,044	7,075	7,606	93.0%	3,609	3,875	93.1%
Net Loss/(Profit) from disposal of assets	3,000	3,000			3,000	3,000	0	0	0.0%	0	0	0.0%
Total expenses from continuing operations	171,215	173,319	577	33	173,929	173,929	83,036	89,315	93.0%	41,115	47,950	85.7%
Net operating result from continuing operations - Surplus/(Deficit)	48,521	49,202	1,148	7,880	58,230	58,230	73,485	55,342	132.8%	(8,195)	(9,533)	86.0%
Net operating result before capital items - Surplus/(Deficit)	1,922	29	1,148	28	1,205	1,205	48,833	43,042	113.5%	(25,475)	(17,231)	147.8%

Port Macquarie-Hastings Council
Budget Review for the quarter ended 31 December 2021
Capital Budget (excluding Commitments)

	Original Budget 2021/22 (000's)	Carry- over (000's)	Approved Changes Jul-Aug 21 Reviews (000's)	Approved Changes Sep-Oct 21 Reviews (000's)	Revised Budget	Projected year end result 2021/22 (000's)	YTD Actuals (000's)	YTD Budget (000's)	Actuals as a % of Budget	Oct 21 - Dec 21 Actuals	Oct 21 - Dec 21 Budget	Oct 21 - Dec 21 Actuals as a % of Budget
Capital Funding												
General fund rates and environmental levy	17,912	644	835	80	19,471	19,471	10,942	8,699	125.8%	8,190	5,299	154.6%
Capital grants and contributions	31,360	2,151	586	1,749	35,846	35,846	19,537	19,448	100.5%	10,307	14,153	72.8%
Internal Restrictions	12,549	(829)	313	29	12,062	12,062	4,509	2,466	182.8%	3,511	1,491	235.5%
External Restrictions	15,430	4,567	(11)	850	20,836	20,836	12,172	11,491	105.9%	6,726	6,655	101.1%
S94/64 funds	7,837	123	(43)		7,917	7,917	3,282	2,882	113.9%	1,497	2,124	70.5%
Loans	0	171			171	171	0	0	0.0%	0	0	0.0%
Total Capital Funding	85,088	6,827	1,680	2,708	96,303	96,303	50,442	44,986	112.1%	30,231	29,722	101.7%
Capital Expenditure												
General fund asset purchases/construction	53,364	2,385	1,666	2,058	59,473	59,473	29,616	25,577	115.8%	18,413	17,946	102.6%
Waste management asset purchases/construction	4,310	1,481		650	6,441	6,441	5,074	4,890	103.8%	2,822	2,066	136.6%
Water supply asset purchases/construction	10,259	2,070	15		12,344	12,344	6,301	5,831	108.1%	2,864	3,840	74.6%
Sewerage services asset purchases/construction	6,141	891	(1)		7,031	7,031	3,997	3,264	122.5%	2,404	2,665	90.2%
Capital Expenditure excluding Loans	74,074	6,827	1,680	2,708	85,289	85,289	44,988	39,562	113.7%	26,503	26,517	99.9%
Loan Repayments (principal)	11,014	0	0	0	11,014	11,014	5,454	5,424	100.6%	3,728	3,205	116.3%
Total Capital Expenditure	85,088	6,827	1,680	2,708	96,303	96,303	50,442	44,986	112.1%	30,231	29,722	101.7%

Port Macquarie-Hastings Council
Budget Review for the quarter ended 31 December 2021
Cash & Investments

	Original Budget 2021/22 (000's)	Carry- over (000's)	Approved Changes Jul- Aug 21 Reviews (000's)	Approved Changes Sep-Oct 21 Reviews (000's)	Revised Budget	Recommended changes for Council Resolution	Projected year end result 2021/22 (000's)	YTD Actuals (000's)
Unrestricted	0		(427)	24	(403)	0	(403)	
Externally restricted								
Developer Contributions (Incl Water & Sewer)	132,885	(123)	12		132,574		132,574	
Unexpended contributions	156				156		156	
Unexpended grants	24,942				24,942		24,942	
Unexpended loans	(1,334)	(615)	34		(1,915)		(1,915)	
Water Supply	81,848	(1,628)	85	40	80,345		80,345	
Sewerage Services	37,343	(891)	1	(150)	36,303		36,303	
Employee Leave Entitlements (Restricted)	0				0		0	
Special Rates	1,544				1,544		1,544	
Domestic Waste Management	17,763	(1,498)		(650)	15,615		15,615	
Stormwater Management	356	(330)			26		26	
Deposits & Bonds	6,446				6,446		6,446	
Total externally restricted	301,749	(5,085)	132	(760)	296,036	0	296,036	
Internally restricted								
Operational Reserves								
Committed Works	4,853	(478)	(72)		4,303		4,303	
Employee Leave Entitlements	4,708				4,708		4,708	
Office Building & Equipment	1,441				1,441		1,441	
Plant Replacement	6,079	(265)	59		5,873		5,873	
Working Capital	4,983	1,466	(82)	(100)	6,247		6,247	
	22,044	723	(95)	(100)	22,572	0	22,572	0
Quarantined Funds								
Crown Reserves	653	(10)			643		643	
Environment Levy	408	(448)	(46)		(86)		(86)	
Onsite Effluent	1,051				1,051		1,051	
Surf Clubs	744	(60)			684		684	
Tourism & Industry Promotion	94	342	(250)		186		186	
Wauchope Heated Indoor Pool	0				0		0	
	2,950	(176)	(296)	0	2,478	0	2,478	0
Roads & Infrastructure								
Asset Revaluation	161	(45)			116		116	
Depot Works	2,900				2,900		2,900	
The Glasshouse	457				457		457	
Ferries Maintenance	1,744				1,744		1,744	
Infrastructure Priorities	287	(87)			200		200	
Lake Road Upgrade	0				0		0	
Major Buildings Renewals	194	(86)			108		108	
Ocean Drive Duplication	10,250				10,250		10,250	
Playing Fields	300				300		300	
PM Town Centre Masterplan	1,444	(247)	378	(29)	1,546		1,546	
Road Environmental Works	78				78		78	
Regional Road Infrastructure	613				613		613	
Strategic Priorities Reserve	141	(140)			1		1	
Transport Infrastructure Renewal	2,998				2,998		2,998	
William Street Carparking	3,391				3,391		3,391	
Works Associated with Developments	170	(50)			120		120	
	25,128	(655)	378	(29)	24,822	0	24,822	0
Council Business Units								
Airport	341				341		341	
Crematorium & Lawn Cemetery	0				0		0	
Property Investment	2,630	14			2,644		2,644	
	2,971	14	0	0	2,985	0	2,985	0
Coastal & Estuary Management								
Canal Maintenance	77				77		77	
Lake Cathie Dredging	55				55		55	
Lake Cathie Remediation - Enforceable Undertaking	0				0		0	
Town Beach Sand Nourishment/4WD Access Points	751	(44)			707		707	
	883	(44)	0	0	839	0	839	0
Other								
Business Improvement Initiatives	2,781		(74)	(137)	2,570		2,570	
Council Election	130				130		130	
Covid-19 Relief Measures	575	(351)	(80)		144		144	
Cultural Activities	106	(97)			9		9	
HACC Greenmeadows	0				0		0	
Planning Studies	152	(255)			(103)		(103)	
Street Lighting	0				0		0	
Town Bands	0				0		0	
Work Health & Safety Initiatives	162		(55)		107		107	
	3,906	(703)	(209)	(137)	2,857	0	2,857	0
Total internally restricted	57,882	(841)	(222)	(266)	56,553	0	56,553	
Total restricted	359,631	(5,926)	(90)	(1,026)	352,589	0	352,589	
Total cash and investments	359,631	(5,926)	(517)	(1,002)	352,186	0	352,186	
Available cash	0	0	(427)	24	(403)	0	(403)	

Total Cash & Investments per the Trial Balance 358,710
less Cash at Bank & on Hand (5,059)

Total funds invested per the Investment Report 353,651

Responsible Accounting Officer Statement

All restricted funds are invested in accordance with Council's Investment Policy.
Council's cash has been reconciled to the bank statement to the 31 December 2021
The YTD Total Cash and Investments have been reconciled with funds invested and Cash at Bank.

Port Macquarie-Hastings Council
Budget Review for the quarter ended 31 December 2021
TCORP Ratios
 T-Corp Ratios

Ratio	Purpose	Definition	Benchmark	June 2021 Actual Result	Projected June 2022 Position		Internal Target - Short Term (1-2 yrs)	CALCULATION METHOD
					Original 2021/22 Budget	Revised 2021/22 Budget		
Operating Performance	This ratio measures Council's achievement of containing operating expenditure within operating revenue.	(Operating Revenue excluding capital grants and contributions - operating expenses) / (Operating Revenue excluding capital grants and contributions)	Greater than 0	✔ 3.99%	✔ 2.84%	✔ 2.40%	>0%	Budget
Own Source Revenue	This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. A Council's financial flexibility improves the higher the level of its own source revenue.	Operating Revenue excluding all grants and contributions/ Total Revenue including all grants and contributions	Greater than 60%	✔ 74.54%	✔ 78.79%	✔ 75.44%	60.00%	Budget
Unrestricted Current Ratio	This ratio is designed to represent Council's ability to meet short term obligations as they fall due.	Current assets less all external restrictions/ current liabilities less specific purpose liabilities	Greater than 1.5	⚠ 1.30	✔ 2.50	✔ 2.08	>1.5	Estimate
Debt Service Cover	This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.	(Op results before capital excluding interest & depn, impairment, amortisation) / (Principal repayments + borrowing costs)	Greater than 2	✔ 4.69	✔ 4.35	✔ 4.30	>2	Estimate
Rates and Annual Charges Outstanding Percentage	To assess the impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts.	Rates and annual charges outstanding/ Rates and annual charges collectible	<5% metro and <10% rural	✔ 6.02	✔ 4.56	✔ 6.00	< 5.5%	Estimate
Cash Expenses Cover	This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash flow.	(Current year's cash equivalents + term deposits) / (Payments from cash flow of operating and financing activities) x 12	Greater than 3 months	✔ 30.35	✔ 29.47	✔ 31.04	> 3 months	Estimate
Building and Infrastructure Renewals Ratio	This ratio compares the proportion spent on infrastructure asset renewals and the asset's deterioration measured by its accounting depreciation.	Asset renewals (building, infrastructure and other structures/Depreciation, amortisation and impairment (building, infrastructure and other structures)	100%	✘ 31.59%	⚠ 84.63%	⚠ 93.11%	>45%	Estimate
Infrastructure Backlog Ratio	This ratio shows what proportion the backlog is against the total value of Council's infrastructure.	Estimated cost to bring assets to a satisfactory condition/ Total value of infrastructure, building, other structures and depreciable land improvement assets.	Less than 2%	⚠ 3.65%	⚠ 3.61%	⚠ 3.59%	<6%	Estimate
Asset Maintenance	This ratio compares actual versus required annual maintenance, as detailed in Special Schedule 7 (of the annual financial statements).	Actual asset maintenance/Required asset maintenance	Greater than 1	⚠ 93.77%	⚠ 93.40%	⚠ 93.40%	> .9	Estimate

✔
⚠
✘

Meets ratio benchmark
 Close to meeting ratio benchmark
 Does not meet benchmark

Port Macquarie-Hastings Council
Budget Review for the quarter ended 31 December 2021
Consultancy and Legal Expenses

	Expenditure YTD excluding GST	Budgeted Y/N
Expense		
Legal Fees	310,353	Yes
IT Consulting	224,761	Yes
Business Consultant	262,578	Yes
Engineering Consulting	2,192,146	Yes
Environmental Consulting	173,216	Yes
Property Development	103,572	Yes
Total Expense	3,266,626	

Port Macquarie-Hastings Council
Budget Review for the quarter ended 31 December 2021
Contracts entered into during the December quarter.

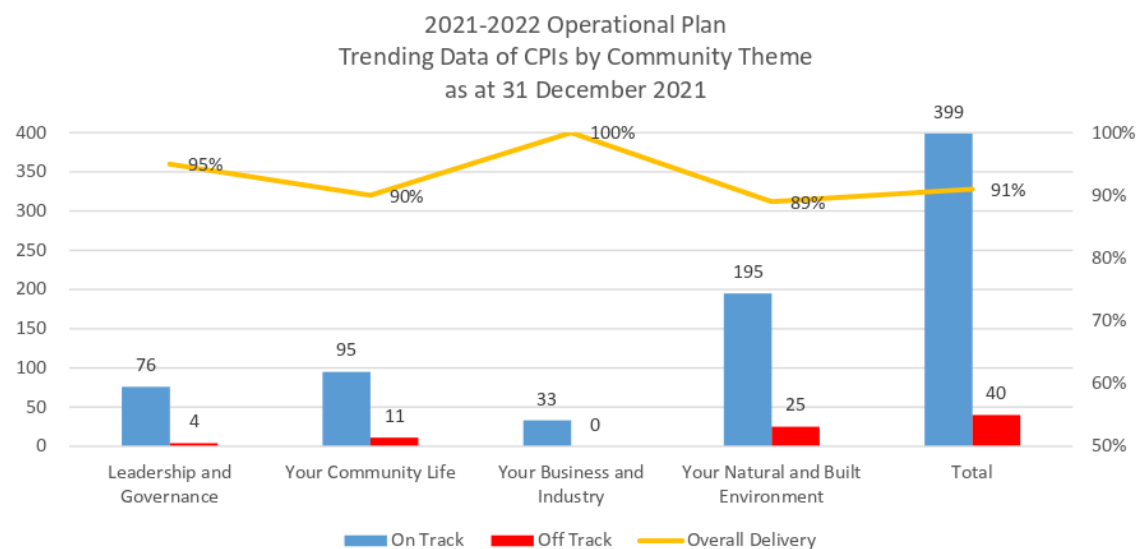
Division	Contractor	Contract detail & purpose	Contract value	Commencement Date	Duration of Contract	Budgeted Y/N	Explanation as to why not budgeted.
Business and Performance	Checkpoint Software Technologies (Australia) Pty Limited	Cyber-security architecture solution	\$392,354	3-Nov-21	Three (3) years	Yes	Not Applicable
Business and Performance	S5 Technology Group Pty Ltd	T-21-24 Technology Infrastructure Management Agreement	\$461,098	10-Nov-21	Three (3) years	Yes	Not Applicable
Community Infrastructure	Liebherr Australia Pty Ltd	T-21-38 Supply and Delivery of One (1) Landfill Compactor	\$769,364	3-Nov-21	Complete on finalisation of transaction	Yes	Not Applicable
Community Infrastructure	Garwood International Pty Ltd	T-21-41 Supply and Delivery of Three (3) 10m3 Garbage Compactor Bodies	\$327,939	3-Nov-21	Complete on finalisation of transaction	Yes	Not Applicable
Community, Planning and Environment	Building Heights Pty Ltd	T-21-36 Bicentennial Walkway Stage 1 - Major Civil Package	\$3,416,593	3-Nov-21	Complete on finalisation of project	Yes	Not Applicable
Community Infrastructure	R B Ausling & Associates Pty Ltd	T-21-34 Professional Services Contract for Ocean Drive Duplication Contract Manager	\$1,634,000	3-Nov-21	Complete on finalisation of project	Yes	Not Applicable
Community Infrastructure	MU Group Consulting Pty Ltd	T-21-43 Fixing Country Bridges - Detailed Design of Multi Span Bridges	\$549,490	3-Nov-21	Complete on finalisation of project	Yes	Not Applicable



ATTACHMENT A

Statistical Overview by Community Theme

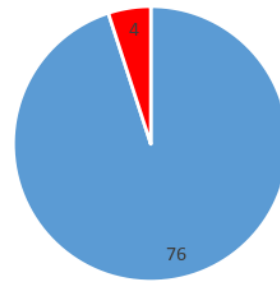
2021-2022 Operational Plan Summary of Corporate Performance Indicators (CPIs)				
Community Theme	Total	On Track	Off Track	Overall Delivery
Leadership and Governance	80	76	4	95%
Your Community Life	106	95	11	90%
Your Business and Industry	33	33	0	100%
Your Natural and Built Environment	220	195	25	89%
Total	439	399	40	91%





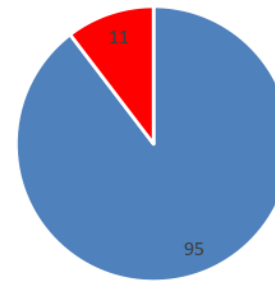
ATTACHMENT A

Leadership and Governance



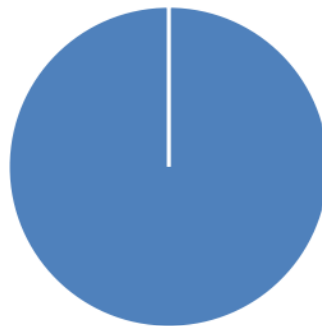
■ On Track ■ Off Track

Your Community Life



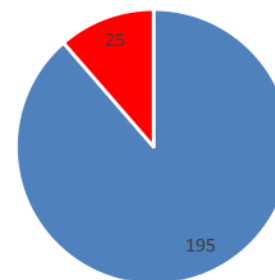
■ On Track ■ Off Track

Your Business and Industry



■ On Track ■ Off Track

Your Natural and Built Environment



■ On Track ■ Off Track

ATTACHMENT B

Operational Plan

2021-2022

Six Monthly Exception Report as at 31 December 2021



PORT MACQUARIE
HASTINGS COUNCIL


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.

1.4: Use innovative, efficient and sustainable practices


1.4.1: Provide efficient technology and inclusive digital systems that are easy to use and access.

Action Code	Action Name	Service	Status
1.4.1.5	Develop asset design and as-constructed templates as part of the Asset Data Standards Review	Asset Management	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Actual	Comments	Status
1.4.1.5.1	Infrastructure Planning	Develop an Auto CAD file template for asset design and as-constructed plans that meets Asset Design As Constructed (ADAC) standards by 30 June 2022	0%	Planning to develop ADAC templates has not commenced due to other higher priority projects including response to Rawdon Island Bridge.	Off Track




1.4.3: Deliver a customer focused service that provides the community with a consistent experience of Council.

Action Code	Action Name	Service	Status
1.4.3.4	Introduce online payments for customers to purchase all products and services.	Customer Interactions	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Actual	Comments	Status
1.4.3.4.1	Customer Experience & Communications	Online payments solution identified.	10%	Project transitioned to Digital Technology team. Solution to be defined.	Off Track


1.5: Ensure strong corporate and financial management that is transparent and accountable**1.5.1: Manage Council's financial assets and provide accurate, timely and reliable information.**

Action Code	Action Name	Service	Status
1.5.1.10	Implement Asset Designed As Constructed (ADAC) computerised automated process system	Asset Management	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Actual	Comments	Status
1.5.1.10.1	Infrastructure Planning	Complete implementation of ADAC within Council operations by 30 June 2022	0%	This action relies on completing the required ADAC templates which is currently behind schedule. A detailed review of project resourcing is required in order to plan to bring this project back on track.	Off Track



1.5.3: Develop, manage and maintain Council business units through effective commercial management.

Action Code	Action Name	Service	Status
1.5.3.1	Increase operating revenue of the corporate business units	Multiple Services	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Actual	Comments	Status
1.5.3.1.1	Commercial Business Units	Increase operating revenue by 3% per annum at the Airport	-19%	Operating revenue down 19% on 2020-21 noting ongoing COVID-19 travel restrictions.	Off Track




2: Your Community Life

What we are trying to achieve:

A healthy, inclusive and vibrant community

2.1: Create a community that feels safe**2.1.3: Conduct regulatory and educational activities that safeguard public and environmental health, and ensures compliance with planning and building standards**

Action Code	Action Name	Service	Status
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	Compliance	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Actual	Comments	Status
2.1.3.1.2	Environment & Regulatory Services	On-site sewage system inspections completed in accordance with approved program	11%	Inspections have been limited due to staff shortages and public health restrictions associated with COVID-19. Health and Building function has effectively been without 3 full time staff over this period.	Off Track
2.1.3.1.3	Environment & Regulatory Services	Food Premises inspection program completed by 30 June	19%	Inspections have been limited due to staff shortages and public health restrictions associated with COVID-19. Health and Building function has effectively been without 3 full time staff over this period. Additionally we have received 69 new premises registrations (mobile food vehicles and temporary food stalls) and the industry food bulletin has been developed.	Off Track



Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Actual	Comments	Status
2.1.3.1.5	Environment & Regulatory Services	Public Health inspections completed for all public pools and spas in accordance with approved program	9%	Inspections have been limited due to staff shortages and public health restrictions associated with COVID-19. Health and Building function has effectively been without 3 full time staff over this period.	Off Track
2.1.3.1.6	Environment & Regulatory Services	Inspections of personal appearance premises undertaken in accordance with approved program	80%	Inspections have been limited due to staff shortages and public health restrictions associated with COVID-19. Health and Building function has effectively been without 3 full time staff over this period.	Off Track
2.1.3.1.7	Environment & Regulatory Services	Underground Petroleum Storage Systems (UPSS) inspected in accordance with approved program	0%	Awaiting responses from some facilities on Fuel System Operating Plans - extensions granted.	Off Track

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


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

Action Code	Action Name	Service	Status
2.3.1.2	Through the Community Inclusion plan continue to manage Community Halls	Community	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Actual	Comments	Status
2.3.1.2.1	Community	Review current Community Halls management structure. Complete EOI to convert Hall Management to community.	25%	Property Team are in the process of reviewing the leasing/management structure of the Community Halls, however due to other priorities this review has been delayed.	Off Track



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


Action Code	Action Name	Service	Status
2.3.4.27	Detailed design - Bain Park revitalisation, Westport Park, Town Beach Amphitheatre	Sports & Recreation	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Actual	Comments	Status
2.3.4.27.1	Recreation, Property & Buildings	Deliver project according to approved project plan	80%	Project inceptions delayed while additional project management resourcing has been progressed	Off Track

Action Code	Action Name	Service	Status
2.3.4.37	Camden Haven Surf Life Saving Clubhouse - connect to sewer	Building Maintenance	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Actual	Comments	Status
2.3.4.37.1	Recreation, Property & Buildings	To be completed as per completion of Development Application	80%	Preliminary works and approvals under way however installation will not start until the final location for the new surf club is decided (which has been delayed due to land tenure considerations) as this will determine the pump stations position.	Off Track

2.3.5: Plan and deliver innovative library services that cater for new technology and growing population


Action Code	Action Name	Service	Status
2.3.5.8	Creation of anytime library to provide resources to our other communities in Sovereign Hills and Lake Cathie	Library	



Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Actual	Comments	Status
2.3.5.8.1	Community	That the creative library solutions are implemented at the defined location in Lake Cathie and Sovereign Hills in accordance with grant timelines	25%	Delays to the equipment delivery due to COVID at Lake Cathie. Delays to building works at Sovereign Hills	Off Track

2.4: empower the community through encouraging active involvement in projects, volunteering and events


2.4.1: Work with the community to identify and address community needs in order to inform Council processes, services and projects

Action Code	Action Name	Service	Status
2.4.1.1	Support and connect with our community through delivering the actions outlined in the Community Inclusion Plan	Community	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Actual	Comments	Status
2.4.1.1.2	Community	Increase volunteers by 10%	50%	Due to COVID our volunteering programs have been on hold, and we have not had the opportunity to engage new volunteers. Work is being done to reinstate our Graffiti Blasters program and grow the number of volunteers.	Off Track



2.5: Promote a creative and culturally rich community**2.5.1: Support cultural activities within the community**

Action Code	Action Name	Service	Status
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 Glasshouse Plan and Cultural Plan	Glasshouse	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Actual	Comments	Status
2.5.1.3.2	Commercial Business Units	Deliver the performing arts program as per the annual season launch (15 events)	20%	Due to COVID-19 public health order restrictions, the Glasshouse Performing Arts Program could only present the following events as per the annual theatre season: The Manhattan Short Film Festival Due to COVID-19 restrictions the following events were cancelled: Sydney Comedy Festival Pete the Sheep (3 performances)	Off Track



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.

Nil Off Track




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.

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

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.


Action Code	Action Name	Service	Status
4.1.1.1	Construction planning for the Sancrox Reservoir to Area 13 (Thrumster) trunk main (DN750)	Infrastructure Delivery	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Actual	Comments	Status
4.1.1.1.1	Infrastructure Planning, (Project Delivery)	Resolution of land matters and approval of detailed project plan	80%	Land matters being progressed in consultation with TfNSW and adjoining land owners. Detailed Project Plan amendment to follow resolution of land matters.	Off Track


Action Code	Action Name	Service	Status
4.1.1.27	Commencement of design for the Water treatment/Filtration Plant at Cowarra Dam	Infrastructure Delivery	



Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Actual	Comments	Status
4.1.1.27.1	Infrastructure Planning	Approval of detailed project plan and completion of concept designs	80%	Project inception/initiation has been delayed while additional project management resourcing has been progressed and realignment of utilities project sponsorship arrangements have been finalised.	Off Track


Action Code	Action Name	Service	Status
4.1.1.31	Water Supervisory Control and Data Acquisition (SCADA) System - Replacement	Water Supply	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Actual	Comments	Status
4.1.1.31.1	Water Supply	Completion of system replacement CW"	40%	Project was on hold while determining procurement path to follow. New procurement process confirmed and project can recommence. Anticipate being back on track by next quarter/reporting period.	Off Track

Action Code	Action Name	Service	Status
4.1.1.46	Bonny Hills Recycled Water System Upgrade	Infrastructure Delivery	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Actual	Comments	Status
4.1.1.46.1	Water Supply	Deliver project according to approved project plan CW	90%	Some delays in commissioning this project experienced during this reporting period. Construction completion milestone expected to be exceeded by the contractor.	Off Track




Action Code	Action Name	Service	Status
4.1.1.48	Commence preconstruction for an elevated reservoir at Bonny Hills	Infrastructure Delivery	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Actual	Comments	Status
4.1.1.48.1	Water Supply	Approval of detailed project plan and commencement of concept designs CW	80%	Project inceptions delayed while additional project management resourcing has been progressed	Off Track

Action Code	Action Name	Service	Status
4.1.1.49	Commence preconstruction works for the Kew (Area 15) Reservoir	Infrastructure Delivery	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Actual	Comments	Status
4.1.1.49.1	Water Supply	Approval of detailed project plan and commencement of concept designs CW	80%	Project inception delayed while additional project management resourcing has been progressed.	Off Track

Action Code	Action Name	Service	Status
4.1.1.53	Pre Construction of Cowarra to Wauchope Backfeed PS	Water Supply	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Actual	Comments	Status
4.1.1.53.1	Water Supply	Completion of detailed designs CW	0%	Project inception delayed while additional project management resourcing has been progressed.	Off Track



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

Action Code	Action Name	Service	Status
4.1.3.18	Continuation of preconstruction of Thrumster Sewerage treatment Plant (Area 13) - Phase 1	Infrastructure Delivery	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Actual	Comments	Status
4.1.3.18.1	Infrastructure Planning, (Project Delivery)	Approval of detailed project plan and commencement of treatment process scoping	80%	Project inceptions delayed while additional project management resourcing has been progressed and while utilities realignment of project sponsorship has been confirmed.	Off Track


Action Code	Action Name	Service	Status
4.1.3.29	Preconstruction of Wauchope Waste Water Treatment Plant Inlet Rationalisation	Sewerage	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Actual	Comments	Status
4.1.3.29.1	Infrastructure Planning, (Infrastructure Operations)	Approval of detailed project plan and commencement of concept design	0%	Planning and resourcing allocation yet to commence. Project is expected to commence in Quarter 4.	Off Track



Action Code	Action Name	Service	Status
4.1.3.39	Sewer Critical Infrastructure Site Security Upgrades	Sewerage	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Actual	Comments	Status
4.1.3.39.1	Sewerage	Council adoption of the Integrated Water Cycle Management Strategy		Budget removed from OP.	Off Track

Action Code	Action Name	Service	Status
4.1.3.47	Integrated Water Cycle Management Strategy Delivery (Multi-Year Project)	Sewerage	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Actual	Comments	Status
4.1.3.47.1	Sewerage	Council adoption of the Integrated Water Cycle Management Strategy	25%	Difficulties getting required information and reporting. Awaiting confirmation on path forward for strategy works.	Off Track

Action Code	Action Name	Service	Status
4.1.3.52	Thrumster STP Area 13 Augmentation Pre-Construction	Sewerage	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Actual	Comments	Status
4.1.3.52.1	Infrastructure Planning	Deliver project to approved project plan	0%	Pre-construction not yet commenced.	Off Track




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

Action Code	Action Name	Service	Status
4.4.1.34	Kew Main Street Upgrade	Infrastructure Delivery	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Actual	Comments	Status
4.4.1.34.1	Infrastructure Planning, (Project Delivery)	Completion of the Kew Main Street Upgrade CW"	80%	Revisions to designs and extent of works being progressed to deliver maximised outcomes within available grant funding. Negotiation with contractors also progressing.	Off Track


Action Code	Action Name	Service	Status
4.4.1.52	AUS-SPEC Review - Undertake a comprehensive review of Councils full suite of design and construction specifications - multi-year project	Roads, Bridges & Transport	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Actual	Comments	Status
4.4.1.52.1	Infrastructure Planning	Council adoption of the updated AUS_SPEC specifications	0%	Review of standard drawings is currently behind schedule due to other higher priority works. Planning for the review has commenced.	Off Track


Action Code	Action Name	Service	Status
4.4.1.63	Pembroke Road - Stoney Creek Bridge Upgrade - Detailed Design	Infrastructure Delivery	



Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Actual	Comments	Status
4.4.1.63.1	Infrastructure Planning	Completion of detailed design	80%	Design consultancy request for quotation process yielded higher than expected preconstruction costs. A revised procurement approach is being progressed with a formal request for tender expected to be released in early 2022.	Off Track

Action Code	Action Name	Service	Status
4.4.1.66	Kindee Bridge Upgrade Detailed Design	Roads, Bridges & Transport	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Actual	Comments	Status
4.4.1.66.1	Infrastructure Planning	Detailed project plan approval and commencement of the detailed design	90%	Project has been delayed as the Bridges and Structures Engineers has devoted their full time to the Rawdon Island Bridge Structural Repair project due to the pressing need. Planning for the Kindee Bridge Renewal is expected to resume in 2022, as the Rawdon Island Bridge Repair project commences into construction.	Off Track

Action Code	Action Name	Service	Status
4.4.1.67	Transport Network Improvement Planning Project - Options Assessment and Strategic Business Case (Including Review of Orbital Road Options) - (multi-year project)	Roads, Bridges & Transport	




Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Actual	Comments	Status
4.4.1.67.1	Infrastructure Planning	Completion of a Transport Network Plan and Strategic Business Case for the highest priority improvements	90%	<p>The project has progressed throughout the second quarter though the project was delayed to ensure that the project aligns with the Oxley Highway Corridor Study and Strategy being undertaken by Transport for NSW. Modelling of the current network has occurred, with preliminary modelling of the likely future network being undertaken based on these changes.</p> <p>Further modelling on options, as well as workshops with key stakeholders on potential future links are being planned for the third quarter of 2021-22. Following completion of these workshops, it is expected the program will be revised with completion of the first stage of the Strategic Business Case to be completed in late 2022. Public consultation on the progress is expected in early to mid 2022.</p> <p>Note: At the Extraordinary Council Meeting held on 13 January 2022, Council resolved in part to discontinue investigations for new roads within the Orbital Road Corridor and to remove the term 'Orbital Road', 'Orbital Road Corridor' or similar from Council infrastructure related planning documentation.</p>	Off Track


Action Code	Action Name	Service	Status
4.4.1.82	Schools to Schools Shared Pathway - Plan & Design	Infrastructure Delivery	



Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Actual	Comments	Status
4.4.1.82.1	Infrastructure Planning	Deliver project according to approved project plan	80%	Other emergency priority projects late in reporting period have impacted the progress of the initiation and planning of this pathway design project.	Off Track

Action Code	Action Name	Service	Status
4.4.1.89	Undertake a detailed traffic analysis of the Sancrox/Thrumster/Fernbank growth area to identify high priority works	Roads, Bridges & Transport	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Actual	Comments	Status
4.4.1.89.1	Infrastructure Planning	Approval of the detailed project plan and commencement of the investigations	90%	Planning for this project has commenced, however ongoing discussions with subdivision developers within this precinct have been ongoing about how the timing of the study will occur with the proposed Le Clos Sancrox planning proposal. It is expected that a project plan will be developed in early 2022.	Off Track


Action Code	Action Name	Service	Status
4.4.1.119	Commence Construction of the Lake Road / Jindalee Road / Fernhill Road Intersection upgrade (Multi Year)	Infrastructure Delivery	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Actual	Comments	Status
4.4.1.119.1	Infrastructure Planning, (Project Delivery)	Approval of detailed project plan and completion of construction tender documents	80%	Finalisation of TfNSW approvals and land matters ongoing, construction commencement not expected this FY.	Off Track




Action Code	Action Name	Service	Status
4.4.1.123	Maria River Road	Infrastructure Delivery	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Actual	Comments	Status
4.4.1.123.1	Infrastructure Planning, (Project Delivery)	Construction contract award	80%	Design and property matters associated with National Park adjoining will delay design finalisation into 22/23FY.	Off Track

Action Code	Action Name	Service	Status
4.4.1.124	Ocean Drive (South of Port Macquarie) Soil Remediation	Infrastructure Delivery	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Actual	Comments	Status
4.4.1.124.1	Infrastructure Planning	Completion of works	80%	Project inception delayed while additional project management resourcing has been progressed with critical path next step being National Parks liaison as to extent of required works.	Off Track

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

Action Code	Action Name	Service	Status
4.4.2.12	Kindee Bridge - Immediate Structural Repairs	Roads, Bridges & Transport	




Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Actual	Comments	Status
4.4.2.12.1	Infrastructure Planning	Completion of structural repairs	20%	Planning phase continuing. Awaiting resource allocation. Construction work currently planned for August 2022.	Off Track

4.5: Plan for integrated transport systems that helps people get around and link our communities

4.5.1: Carry out strategic planning to manage population growth and provide for coordinated urban development

Corporate Performance Indicators

Action Code	Action Name	Service	Status
4.5.1.10	Plan for integrated and connected communities across the Port Macquarie-Hastings area	Land Use Planning	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Actual	Comments	Status
4.5.1.10.1	Land Use Planning	Complete Local Housing Strategy	95%	Council received numerous submissions to the public exhibition of the draft Local Housing Strategy which are currently being reviewed. Anticipated that a report will be presented to Council in the first half of 2022.	Off Track
4.5.1.10.2	Land Use Planning	Report to Council by December 2021 on local housing priorities and timeframes for delivery of action	95%	Council received numerous submissions to the public exhibition of the draft Local Housing Strategy which are under review. Anticipated that a report will be presented to Council on the submissions received and the housing priorities and actions in the first half of 2022.	Off Track





Capital Works by Location

Location	Code	Action	Progress	Status
Across the LGA	1.5.3.8	Land and Easement Acquisitions for Council Purposes - Survey, Valuation and Land Transactions	100%	Progressing on Schedule
Across the LGA	2.1.2.2	Council supports Emergency Management Operations and Agencies. Bushfire Tank/Vehicle purchases	50%	Progressing on Schedule
Across the LGA	2.3.2.2	Deliver sporting facility renewal and upgrades program across the LGA - Vince Imon Sporting Fields – Sports Facility Upgrade - Sporting Infrastructure Renewals Allocated	50%	Progressing on Schedule
Across the LGA	2.3.3.17	Carry out improvement and expansion works at Wauchope and Laurieton and other outlying cemeteries	50%	Progressing on Schedule
Across the LGA	2.3.3.1	Undertake the maintenance program for parks including parks signage, reserves and sporting fields	50%	Progressing on Schedule
Across the LGA	2.3.3.2	Undertake scheduled and reactive maintenance programs of all Council-owned buildings including office furniture replacement	50%	Progressing on Schedule
Across the LGA	2.3.3.3	Undertake building rectification works in line with Council Asset Management - multi-year project	75%	Progressing on Schedule
Across the LGA	2.3.3.5	Deliver park furniture renewals across the local government area, including donated seats program	50%	Progressing on Schedule
Across the LGA	2.3.3.6	Parks and Open Space Upgrades	60%	Progressing on Schedule
Across the LGA	2.3.4.22	Parks and Gardens Future Designs - Preparation of engineering designs in advance of construction programs for Parks and Gardens	40%	Progressing on Schedule
Across the LGA	2.3.4.28	Town and Village Signage - Finalise the Installation of Signage in the Local Government area	50%	Progressing on Schedule
Across the LGA	2.3.4.35	Aquatic facilities - renewal of assets at end of useful life	50%	Progressing on Schedule
Across the LGA	2.3.5.1	Provide a range of library programs and lending services across the local government area. Includes: maintenance of the collection; management of the facility; delivery of services, programs and events; furniture and fixings.	50%	Progressing on Schedule
Across the LGA	2.3.5.2	Provide a range of library programs and lending services across the local government area. That include the maintenance of the collection, management of the facility and delivery of services, programs and events. Purchase of Library Books (multi-year project) To provide book stock at NSW State average per capita as a minimum level. Furniture and Fixings	50%	Progressing on Schedule
Across the LGA	2.3.5.7	Deliver Special Library Projects to enhance library delivery program	50%	Progressing on Schedule
Across the LGA	2.3.5.8	Creation of anytime library to provide resources to our other communities in Sovereign Hills and Lake Cathie	25%	Off Track
Across the LGA	3.1.1.14	Christmas Tree Decoration Renewal	100%	Completed
Across the LGA	3.4.3.4	CBD Wifi - Wauchope, Laurieton, expand Port	25%	Progressing on Schedule
Across the LGA	4.1.1.31	Water Supervisory Control and Data Acquisition (SCADA) System - Replacement	40%	Off Track
Across the LGA	4.1.1.36	Water critical infrastructure - Site Security Upgrades	30%	Progressing on Schedule
Across the LGA	4.1.1.4	Installation of new water supply services to residential and business premises to cater for new development	50%	Progressing on Schedule
Across the LGA	4.1.1.42	Installation of Baffles within Reservoirs to ensure chlorination contact time for disinfection	10%	Progressing on Schedule
Across the LGA	4.1.1.43	Annual Energy Efficiency Initiatives Allocation - Variable Speed Drive Pumps - Water sites	40%	Progressing on Schedule
Across the LGA	4.1.1.47	Bulk water system chlorination upgrade	10%	Progressing on Schedule
Across the LGA	4.1.2.1	Conduct water asset replacement and renewal programs for live water mains, water meters, renewals and minor works, pumps and switchboards	45%	Progressing on Schedule
Across the LGA	4.1.2.2	Carry out programmed replacement of Water Treatment Plant (WTP) electrical and mechanical assets	60%	Progressing on Schedule
Across the LGA	4.1.2.3	Marbuk Motorised Valve Relocation	25%	Progressing on Schedule
Across the LGA	4.1.3.23	Annual Energy Efficiency Initiatives Allocation - Variable Speed Drive Pumps – Sewer Sites	80%	Progressing on Schedule
Across the LGA	4.1.3.26	Preconstruction works for:	20%	Progressing on Schedule



Capital Works by Location

Location	Code	Action	Progress	Status
Across the LGA	4.1.3.3	Small Towns Sewerage Scheme Construction - Long Flat, Comboyne, Telegraph Point (multi-year project)	100%	Completed
Across the LGA	4.1.3.39	Sewer Critical Infrastructure Site Security Upgrades	0%	Not Due To Start
Across the LGA	4.1.3.50	Replacement of 2nd Effluent Pump at Port WwTP	100%	Completed
Across the LGA	4.1.4.1	Programmed replacement of Sewer Pumps and Electrical switchboards at Sewage Pump Stations	40%	Progressing on Schedule
Across the LGA	4.1.4.4	Carry out programmed replacement of Sewer Treatment Plant (STP) electrical and mechanical assets	40%	Progressing on Schedule
Across the LGA	4.1.4.5	Conduct annual sewer assets replacement and maintenance programs for Sewer Rehabilitation and Relining Works	30%	Progressing on Schedule
Across the LGA	4.1.4.9	Develop Urban Sewer Management Plans	20%	Progressing on Schedule
Across the LGA	4.1.6.7	Carry out the Stormwater Renewal Program	50%	Progressing on Schedule
Across the LGA	4.1.7.9	Deliver efficient waste and recycling services at all Waste Transfer Stations - New transfer bins x 4	0%	Not Due To Start
Across the LGA	4.4.1.111	New Bus Shelters (3 or 4) and Landing Pads	50%	Progressing on Schedule
Across the LGA	4.4.1.3	Footpath, Cycleway and Pedestrian works	50%	Progressing on Schedule
Across the LGA	4.4.1.37	Local Roads Proactive Renewal Program	50%	Progressing on Schedule
Across the LGA	4.4.1.51	Installation of new bus shelters as per the Community Passenger Transport Infrastructure Grant Scheme (CPTIGS) Program	90%	Progressing on Schedule
Across the LGA	4.4.2.1	Undertake road resurfacing and rehabilitation works throughout the local government area in accordance with the rolling priority program and Pavement Management System Continuation of High Traffic Road Resurfacing	50%	Progressing on Schedule
Across the LGA	4.4.2.31	Resurface Council Carparks - Cameron St, Wauchope & Bridge St, Port Macquarie	100%	Completed
Across the LGA	4.4.3.4	Rural Road Safety Improvements - Line marking, signs	100%	Completed
Across the LGA	4.7.1.11	Install solar energy PV systems at Port Macquarie (Kingfisher Road), Wauchope and Kew waste transfer stations	25%	Progressing on Schedule
Laurieton, Camden Haven and Surrounds	2.3.4.18	Rainbow Beach Sports Fields - Commence construction of District Facilities	15%	Progressing on Schedule
Laurieton, Camden Haven and Surrounds	2.3.4.29	Lake Cathie Community Reserve Basketball Court	85%	Progressing on Schedule
Laurieton, Camden Haven and Surrounds	2.3.4.32	Bonny Hills Reserve Master Plan - Landscaping Improvements	35%	Progressing on Schedule
Laurieton, Camden Haven and Surrounds	2.3.4.37	Camden Haven Surf Life Saving Clubhouse - connect to sewer	25%	Off Track
Laurieton, Camden Haven and Surrounds	2.3.4.38	Kendall Tennis Club Upgrade	95%	Progressing on Schedule
Laurieton, Camden Haven and Surrounds	4.1.1.26	Continue construction of the Southern Arm Trunk Main (DN750) - Pacific Hwy to Bonny Hills	40%	Progressing on Schedule
Laurieton, Camden Haven and Surrounds	4.1.1.28	Preconstruction Works - Trunk Main from Bonny Hills to Kew (Area 12) Reservoir - Stage 1	30%	Progressing on Schedule
Laurieton, Camden Haven and Surrounds	4.1.1.46	Bonny Hills Recycled Water System Upgrade	90%	Off Track
Laurieton, Camden Haven and Surrounds	4.1.1.48	Commence preconstruction for an elevated reservoir at Bonny Hills	5%	Off Track
Laurieton, Camden Haven and Surrounds	4.1.1.49	Commence preconstruction works for the Kew (Area 15) Reservoir	5%	Progressing on Schedule
Laurieton, Camden Haven and Surrounds	4.1.3.28	Camden Haven Waste Water Treatment Membrane Replacements	50%	Progressing on Schedule
Laurieton, Camden Haven and Surrounds	4.1.3.30	Bonny Hills WWTP Aerator Replacements	60%	Progressing on Schedule
Laurieton, Camden Haven and Surrounds	4.1.3.44	Installation of new Microwave Telemetry Links - Jolly Nose to BH WwTP	10%	Progressing on Schedule
Laurieton, Camden Haven and Surrounds	4.1.3.45	Installation of new Microwave Telemetry Links - Jolly Nose to CH WwTP	10%	Progressing on Schedule
Laurieton, Camden Haven and Surrounds	4.1.3.48	Kew Sewerage Treatment Plant (STP) Upgrade, Complete project planning and commence construction (Multi- Year project)	40%	Progressing on Schedule
Laurieton, Camden Haven and Surrounds	4.1.4.7	Installation of Dedicated Generators for backup power supply to Sewerage Pumping Stations CH SPS #9	20%	Progressing on Schedule



Capital Works by Location

Location	Code	Action	Progress	Status
Laurieton, Camden Haven and Surrounds	4.1.5.14	Undertaken Panorama Drive/Binilla Drive stormwater remediation works	50%	Progressing on Schedule
Laurieton, Camden Haven and Surrounds	4.1.5.6	Continue design and construction for Black Swan Terrace - Stormwater detention facility (multi-year project)	15%	Progressing on Schedule
Laurieton, Camden Haven and Surrounds	4.1.6.22	North Haven Flood Mitigation Works - investigation and concept design of remedial works	0%	Not Due To Start
Laurieton, Camden Haven and Surrounds	4.2.1.11	Commence construction of new stormwater system at Illaroo Road	50%	Progressing on Schedule
Laurieton, Camden Haven and Surrounds	4.4.1.104	Footpath - Lake Street: Tunis St to Seymour St	100%	Completed
Laurieton, Camden Haven and Surrounds	4.4.1.114	Captain Cook Bicentennial Drive Rehabilitation	100%	Completed
Laurieton, Camden Haven and Surrounds	4.4.1.34	Kew Main Street Upgrade	10%	Progressing on Schedule
Laurieton, Camden Haven and Surrounds	4.4.1.55	Beach to Beach - shared path project at Camden Haven – Detailed design, environmental approvals and commencement of construction	50%	Progressing on Schedule
Laurieton, Camden Haven and Surrounds	4.4.1.88	Lorne Road Sealing - Commence detailed design and approvals	50%	Progressing on Schedule
Laurieton, Camden Haven and Surrounds	4.4.2.10	Timber Bridges – Renewals & Repairs for Logans Crossing Bridge	10%	Progressing on Schedule
Laurieton, Camden Haven and Surrounds	4.4.2.15	Old School Road Bridge, Herons Creek - Upgrade	5%	Progressing on Schedule
Laurieton, Camden Haven and Surrounds	4.4.2.21	Cutty Creek Bridge, Herons Creek Upgrade	5%	Progressing on Schedule
Port Macquarie	1.1.4.4	Implement new Corporate Reporting Tool	100%	Completed
Port Macquarie	1.3.4.4	Port Macquarie Depot - Rationalisation of Port Macquarie and Wauchope Council Depot operations	40%	Progressing on Schedule
Port Macquarie	1.3.5.3	Implement Phase 2 of Human Resource Information System (HRIS) - Including Learning Management System (LMS)	50%	Progressing on Schedule
Port Macquarie	1.4.1.1	Undertake delivery of Implement phase 2 internal projects (DT - Roadmap Program - multi-year projects) Information and Communications – Projects	25%	Progressing on Schedule
Port Macquarie	1.4.1.3	Undertake delivery of Digital Technology projects (servers, storage, switches etc)	25%	Progressing on Schedule
Port Macquarie	1.5.2.2	Ensure plant purchases are in line with the plant replacement program (Plant Purchases and Disposals - multi-year project)	50%	Progressing on Schedule
Port Macquarie	2.1.2.3	Upgrade to Port Macquarie Emergency Operations Centre	90%	Progressing on Schedule
Port Macquarie	2.3.2.12	McInherney Park - Contribution to public amenities in new boat storage facility	25%	Progressing on Schedule
Port Macquarie	2.3.2.13	Westport Park - boat ramp parking upgrade	80%	Progressing on Schedule
Port Macquarie	2.3.2.14	Port Macquarie Regional Sports Stadium Upgrade	40%	Progressing on Schedule
Port Macquarie	2.3.3.12	Thrumster Sports Fields - Detailed design and approvals - multi-year project	45%	Progressing on Schedule
Port Macquarie	2.3.4.12	Port Macquarie Town Centre Master Plan (TCMP) improvements - Foreshore Walk	40%	Progressing on Schedule
Port Macquarie	2.3.4.14	Port Macquarie Pool - Continuation of Strategic Concept and Business Case development	20%	Off Track
Port Macquarie	2.3.4.25	Town Green Central & West/Playground	70%	Progressing on Schedule
Port Macquarie	2.3.4.27	Detailed design - Bain Park revitalisation, Westport Park, Town Beach Amphitheatre	5%	Off Track
Port Macquarie	2.3.4.30	Town Beach Reserve Basketball Courts	90%	Progressing on Schedule
Port Macquarie	2.3.4.31	Wayne Richards Park Bike Track Upgrade	50%	Progressing on Schedule
Port Macquarie	2.3.4.33	CSU-Googik Connection Consultancies COVID RELIEF RESERVE FUNDING	60%	Progressing on Schedule
Port Macquarie	2.3.4.39	North Shore Fish Cleaning Table	40%	Progressing on Schedule
Port Macquarie	2.3.4.40	Accessible Ramp - Tacking Point Lighthouse	50%	Progressing on Schedule
Port Macquarie	2.3.4.8	Hastings Regional Sporting Complex	100%	Completed
Port Macquarie	2.5.1.2	Undertake Glasshouse back of house maintenance; Plant and Equipment Purchases; Technical Equipment Purchases	50%	Progressing on Schedule



Capital Works by Location

Location	Code	Action	Progress	Status
Port Macquarie	3.2.1.4	Port Macquarie Lumiere Night Time Installation (Multi-year	100%	Completed
Port Macquarie	3.3.1.4	Port Macquarie Airport Parallel Taxiway Stage 1 and General Aviation (GA) - pavement renewal – finalise pre-construction - (multiyear project)	50%	Progressing on Schedule
Port Macquarie	3.3.1.7	Finalise development planning for the Port Macquarie Airport Business and Technology Park - (multi-year project)	0%	Not Due To Start
Port Macquarie	4.1.1.16	Thrumster Reclaimed Water Interim Supply - Rising Main to Thrumster Reservoir - Booster Pumping Station and Interim Reservoir - undertake construction	85%	Progressing on Schedule
Port Macquarie	4.1.1.35	Preconstruction of Widderson St Reservoir Roof Replacement	15%	Progressing on Schedule
Port Macquarie	4.1.3.18	Continuation of preconstruction of Thrumster Sewerage treatment Plant (Area 13) - Phase 1	5%	Off Track
Port Macquarie	4.1.3.25	Port Macquarie Waste Water Treatment Plant Odour control mitigation works	50%	Progressing on Schedule
Port Macquarie	4.1.3.42	Centrifuge upgrade and Process Optimisation at PM WwTP	10%	Progressing on Schedule
Port Macquarie	4.1.3.49	Preconstruction works for upgrade of Port Macquarie Sewerage Pumping Station #64	0%	Not Due To Start
Port Macquarie	4.1.3.52	Thrumster STP Area 13 Augmentation Pre-Construction	0%	Off Track
Port Macquarie	4.1.4.8	Installation of Dedicated Generators for backup power supply to Sewerage Pumping Stations PM SPS#64	20%	Progressing on Schedule
Port Macquarie	4.1.5.12	Stormwater Remediation - 35 Hart Street	20%	Progressing on Schedule
Port Macquarie	4.1.7.34	Kingfisher Waste Transfer Station Upgrade - Kingfisher Road Rehabilitation	5%	Not Due To Start
Port Macquarie	4.4.1.103	Footpath - The Parade: Ocean St to Surf Carpark	100%	Completed
Port Macquarie	4.4.1.110	Footpath - Watonga St. Connect to Matthew Flinders	90%	Progressing on Schedule
Port Macquarie	4.4.1.119	Commence Construction of the Lake Road / Jindalee Road / Fernhill Road Intersection upgrade (Multi Year)	5%	Off Track
Port Macquarie	4.4.1.120	Commence detailed design and approvals for Lake Road Duplication (Ocean Drive to Chestnut Road) (Multi- year)	5%	Progressing on Schedule
Port Macquarie	4.4.1.123	Maria River Road	20%	Off Track
Port Macquarie	4.4.1.80	Boundary Street Upgrade - Detailed Design and Environmental Approvals	60%	Progressing on Schedule
Port Macquarie	4.4.1.83	Gordon Street Upgrade - Road Resurfacing, Stormwater flood mitigation and water main renewal works (multi-year project)	100%	Completed
Port Macquarie	4.4.1.93	Lord & Herschell St PMQ - Install Roundabout	5%	Progressing on Schedule
Port Macquarie	4.4.2.11	Ocean Drive Preliminaries	95%	Progressing on Schedule
Port Macquarie	4.4.2.28	New footpath on the North Shore	5%	Progressing on Schedule
Port Macquarie	4.4.2.29	Kerb and Gutter Installation - Wesley Avenue, Petit St, Hart St and Anderson St	40%	Progressing on Schedule
Wauchope, Rural and Surrounds	2.3.4.26	Park and Reserve Upgrades - Pioneer Park, Log Wharf & Long Flat Recreation Grounds	75%	Progressing on Schedule
Wauchope, Rural and Surrounds	2.3.4.36	Undertake building rectification for 1 Commerce St Building	50%	Progressing on Schedule
Wauchope, Rural and Surrounds	3.2.1.7	Renew the Maps at 'Comboyne Plateau'	50%	Progressing on Schedule
Wauchope, Rural and Surrounds	4.1.1.1	Construction planning for the Sancroix Reservoir to Area 13 (Thrumster) trunk main (DN750)	5%	Off Track
Wauchope, Rural and Surrounds	4.1.1.27	Commencement of design for the Water treatment/Filtration Plant at Cowarra Dam	5%	Off Track
Wauchope, Rural and Surrounds	4.1.1.50	Construction of Rock Ramp to secure water level at Koree Island Pumping Stations Intake Pool	50%	Progressing on Schedule
Wauchope, Rural and Surrounds	4.1.1.52	Microwave link Cowarra to Rosewood	10%	Progressing on Schedule
Wauchope, Rural and Surrounds	4.1.1.53	Pre Construction of Cowarra to Wauchope Backfeed PS	0%	Off Track
Wauchope, Rural and Surrounds	4.1.2.4	Property Acquisition associated with the Sancroix Reservoir to Wauchope Trunk Main Augmentation and mechanical assets	5%	Progressing on Schedule
Wauchope, Rural and Surrounds	4.1.3.29	Preconstruction of Wauchope Waste Water Treatment Plant Inlet Rationalisation	0%	Off Track



Capital Works by Location

Location	Code	Action	Progress	Status
Wauchope, Rural and Surrounds	4.1.3.46	Installation of new Microwave Telemetry Links - Rosewood/Bago to Wauchope WwTP	10%	Progressing on Schedule
Wauchope, Rural and Surrounds	4.1.7.26	Cairncross Waste Management Facility (WMF) Expansion / Improvements - (multiyear project)	95%	Progressing on Schedule
Wauchope, Rural and Surrounds	4.2.1.19	Installation of in-line monitoring instruments at Koree Island River intake	10%	Progressing on Schedule
Wauchope, Rural and Surrounds	4.4.1.105	Footpath - Comboyne St to Graham St Connect at KSC	100%	Completed
Wauchope, Rural and Surrounds	4.4.1.106	Footpath - Hill Street: Pioneer Park to Main St	100%	Completed
Wauchope, Rural and Surrounds	4.4.1.107	Footpath - Parker Street: Wauchope High to Bain St	100%	Completed
Wauchope, Rural and Surrounds	4.4.1.125	Pembroke Road Beechwood Rd & Stoney Creek Rd	90%	Progressing on Schedule
Wauchope, Rural and Surrounds	4.4.1.63	Pembroke Road - Stoney Creek Bridge Upgrade - Detailed Design	10%	Off Track
Wauchope, Rural and Surrounds	4.4.1.66	Kindee Bridge Upgrade Detailed Design	45%	Off Track
Wauchope, Rural and Surrounds	4.4.1.84	Bago Road Rehab Stage 3 - Bluewater to Cameron Streets	85%	Progressing on Schedule
Wauchope, Rural and Surrounds	4.4.1.96	Design and Construction of the Pappinbarra Bridge Replacement	35%	Progressing on Schedule
Wauchope, Rural and Surrounds	4.4.1.98	The Hatch Rd - Reseal Sections - Investigation and design for sealing 3kms of Rd	100%	Completed
Wauchope, Rural and Surrounds	4.4.2.12	Kindee Bridge - Immediate Structural Repairs	20%	Off Track
Wauchope, Rural and Surrounds	4.4.2.13	Bridge 181, Mundays Lane - Upgrade	5%	Progressing on Schedule
Wauchope, Rural and Surrounds	4.4.2.14	Donkins Flat Bridge, Comboyne - Upgrade	5%	Progressing on Schedule
Wauchope, Rural and Surrounds	4.4.2.16	Cowal Creek Bridge, Bellangry - Upgrade	5%	Progressing on Schedule
Wauchope, Rural and Surrounds	4.4.2.17	Culvert - Thone River Rd, Byabarra	5%	Progressing on Schedule
Wauchope, Rural and Surrounds	4.4.2.18	Culvert - Farrawells Road, Telegraph Point	5%	Progressing on Schedule
Wauchope, Rural and Surrounds	4.4.2.19	Tower Rd Bridge, Pembroke - Upgrade	5%	Progressing on Schedule
Wauchope, Rural and Surrounds	4.4.2.20	Bottlebrush No 1 Bridge Upgrade	5%	Progressing on Schedule
Wauchope, Rural and Surrounds	4.4.2.22	Joes Bridge Upgrade	5%	Progressing on Schedule
Wauchope, Rural and Surrounds	4.4.2.23	Langdons Bridge (Bottlebrush No 2) Upgrade	5%	Progressing on Schedule
Wauchope, Rural and Surrounds	4.4.2.24	Bril Bril Bridge Upgrade	50%	Progressing on Schedule
Wauchope, Rural and Surrounds	4.4.2.25	Little Mortons Creek Bridge Upgrade	5%	Progressing on Schedule
Wauchope, Rural and Surrounds	4.4.2.26	King Creek Bridge Upgrade	25%	Progressing on Schedule
Wauchope, Rural and Surrounds	4.4.2.27	Beechwood Pedestrian Upgrades	10%	Progressing on Schedule
Wauchope, Rural and Surrounds	4.4.2.30	Bago Rd final seal	0%	Not Due To Start
Wauchope, Rural and Surrounds	4.4.2.7	Crowe Roods Bridge, Bellangry - Upgrade	5%	Progressing on Schedule
Wauchope, Rural and Surrounds	4.4.2.8	Bridge 178, Mundays Lane - Upgrade	5%	Progressing on Schedule
Wauchope, Rural and Surrounds	4.4.2.9	Bridge 179, Mundays Lane - Upgrade	5%	Progressing on Schedule

ATTACHMENT D

Operational Plan

2021-2022

Six Monthly Progress Report as at 31 December 2021




PORT MACQUARIE
HASTINGS COUNCIL

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.

1.1: Inform and engage with the community about what Council does using varied communication channels**1.1.1: Use a variety of tools to engage with the community in a manner that is transparent, effective, relevant and inclusive**

Code	Operational Plan Action 2021-2022	Progress	Status
1.1.1.1	Engage with the community using a range of methods to facilitate community involvement in decision making	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.1.1.1.1	Community	Capture the number of engagement activities undertaken and number of participant including online	= 100%	100%	Zoom/Teams Meetings x 8: 139 participants Face-to-face meetings x 12: 12 participants CCAT Meetings x 2: 18 participants Pop-ups x 3: 65 participants ONLINE - HAVE YOUR SAY 6,199 visitors 14,757 page views 159 new registrations 239 engaged visitors 2,462 informed visitors 4,724 aware visitors	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.1.1.1.2	Community	Increased community participation on Council's Have your Say online portal	= 100%	100%	Have Your Say engagement portal had 6119 visitors over the Oct-Dec quarter in comparison to 6,600 in the preceding reporting period. An excellent visitation rate in a traditionally quieter engagement time and also during the 'caretaker period' in the lead-up to Council elections (5 November - 5 December). In addition, 159 registrations were received and the site was re-branded with the new corporate look and re-launched in this quarter.	On Track
1.1.1.1.3	Community	Improve overall engagement approach and levels of engagement and report through annual survey	= 100%	100%	Survey to be undertaken in conjunction with the development of the Engagement Strategy and follow up survey for engagement projects.	On Track


Code	Operational Plan Action 2021-2022	Progress	Status
1.1.1.5	Implement the Education Framework to educate and inform the community about Council's services and priorities	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.1.1.5.1	Community	Education Framework for Council finalised and implementation commenced	= 100%	100%	Education across divisions is running to schedule with minor alterations due to COVID restrictions.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track


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Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.1.1.5.2	Community	Deliver regular and engaging education through a variety of channels.	= 100%	100%	Maintaining a variety of digital channels due to COVID restriction. Will resume with face-to-face alternatives when permitted.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
1.1.1.8	Use targeted communication channels to ensure the community are informed of our activities and understand our priorities.	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.1.1.8.1	CEO's Office	Increased engagement across the digital channels we use to communicate with, year on year.	= 100%	100%	Engagement progressing	On Track

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

Code	Operational Plan Action 2021-2022	Progress	Status
1.1.2.1	Engage the community on developing the 2021 Community Strategic plan to drive council projects and programs into the future	50%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.1.2.1.1	Community	Engagement continues for the Community Strategic Plan until June 2022	= 100%	100%	A report will be provided to the March 2022 Council meeting. As part of the Councillor induction program Councillors will be briefed on engagement and development to date.	On Track
1.1.2.1.2	Community	Community Strategic plan developed and adopted by June 2021	= 100%	100%	Progressing with a report to be presented to the March 2022 Ordinary Council Meeting with a review of community submissions and the final Community Strategic Plan with a recommendation for its adoption.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
1.1.2.3	Undertake the Community Planning Program	50%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.1.2.3.1	Community	Community plans developed by 1 December 2021	= 100%	100%	All Community Plans complete with the exception of North Shore which has been delayed due to the flood and COVID events of 2021.	On Track
1.1.2.3.2	Community	Implement Council actions identified in Community Plans and embed in future operational plans	= 100%	100%	Action list has been developed from all endorsed Community Plans comprising 400+ actions and circulated internally for future planning purposes.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
1.1.2.4	Local Strategic Planning Statement	70%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.1.2.4.1	Strategy	Embed the LSPS in the Delivery Program, Operational Plans and actions across Council, ensuring alignment with the CSP	= 100%	100%	The Delivery Program and Operational Plan is being developed presently. The development of the documents will ensure alignment with Council's strategies and strategic direction. This will include embedding the CSP, LSPS, Sustainability Framework, Infrastructure Strategy, Regional Integrated Transport Strategy and other lead strategies of Council.	On Track

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


Code	Operational Plan Action 2021-2022	Progress	Status
1.1.3.2	Develop an annual Community Engagement program to enable community involvement in decision making in line with the Working Together Framework	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.1.3.2.1	Community	The Community Engagement program is developed and implementation of actions commenced and completed to approved plan by 30 June 2022	= 100%	100%	Work is continuing on the development of the Engagement Policy and Strategy and continued engagement planning in line with the implementation of the Operational Plan.	On Track


 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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1.1.4: Provide easy to understand and accessible community reporting.

Code	Operational Plan Action 2021-2022	Progress	Status
1.1.4.1	Produce and submit the annual report in accordance with Local Government Act requirements	100%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.1.4.1.1	People, Safety & Performance	Annual report adopted by Council and submitted to the Office of Local Government (OLG) by 30 November 2021	= 100%	100%	Annual report adopted and submission submitted to OLG.	On Track
1.1.4.1.2	People, Safety & Performance	The Community Report Card (Part A); statutory report (Part B); and financial statements (Part C) is published for community viewing	= 100%	100%	Completed. Annual Report, Parts A,B & C published by due date.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
1.1.4.2	Provide progress reports on implementation of the Delivery Program in accordance with Local Government Act requirements	75%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.1.4.2.1	People, Safety & Performance	Report Delivery Program progress to Council on a six monthly basis	= 100%	100%	Six Monthly Progress Report to be presented to Council in February 2022.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track


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Code	Operational Plan Action 2021-2022	Progress	Status
1.1.4.3	Develop the one year Operational Plan in accordance with Local Government Act requirements	0%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.1.4.3.1	People, Safety & Performance	Operational Plan adopted by 30 June 2022	= 100%	100%	Awaiting development of the Delivery Program due early 2022.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
1.1.4.4	Implement new Corporate Reporting Tool	100%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.1.4.4.1	People, Safety & Performance	Implementation of the new corporate reporting tool completed by June 2022	= 100%	100%	Completed. Pulse has been implemented.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
1.1.4.5	Review the Resourcing Strategy in accordance with Local Government Act requirements	25%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.1.4.5.1	People, Safety & Performance	Resourcing Strategy review completed by 30 June 2022	= 100%	100%	Asset Management Planning has commenced. Preparation of the Long Term Financial Plan is underway, in conjunction with the 2022/2023 budget preparation, and is on track to meet the required timeframes.	On Track

1.1.5: Develop an effective and coordinated community focused Communications Strategy.

Code	Operational Plan Action 2021-2022	Progress	Status
1.1.5.6	Develop human centred brand and communications strategy.	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.1.5.6.1	CEO's Office	Develop human centered brand and communications strategy.	= 100%	100%	Brand book completed and approved December 2021.	On Track

1.1.6: Continue to promote access by the community to Councillors.

Code	Operational Plan Action 2021-2022	Progress	Status
1.1.6.1	Manage Councillor development program	50%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.1.6.1.1	Governance	Build training program for Councillors	= 100%	100%	Thorough induction program planned for Councillors. Specific development program determined for each Councillor once induction is complete	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
1.1.6.2	Deliver the Take the Council to the Community program	0%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.1.6.2.1	Governance	Hold two off-site Council meetings during the year (Wauchope and Laurieton)	= 100%	100%	Plans to meet off-site before end of year	On Track


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

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


Code	Operational Plan Action 2021-2022	Progress	Status
1.2.1.1	Convene meetings with local business chambers for the Mayor and Senior Staff	25%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.2.1.1.1	CEO's Office	Convene meetings throughout the year	= 100%	100%	Meetings have scheduled throughout the year	On Track

Code	Operational Plan Action 2021-2022				Progress	Status
1.2.1.2	Convene meetings with State and Federal Members for the Mayor and Senior Staff				25%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.2.1.2.1	CEO's Office	Convene meetings throughout the year	= 100%	100%	Meetings have been convened	On Track

Code	Operational Plan Action 2021-2022				Progress	Status
1.2.1.3	Work proactively to secure grant funding from other levels of government to support Council project and service delivery priorities				50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.2.1.3.1	Economic & Cultural Development	Identify and apply for grants in a timely and effective manner	= 100%	100%	40 grants were submitted during this quarter to the value of \$75,799,917. Applications were primarily focused on bridge replacement (32 applications for \$74m). The Library applied for \$497k for internal refurbishment of the Port Macquarie Library. Successful grants announced include \$181k for	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
					Rocks Ferry Reserve Boat Ramp and Pontoon repairs, \$15k for Laurieton Night Markets to boost the evening economy, and four Coastal & Estuary projects including \$70k for hydrographic dilution study at Kooloonbung Creek with the Oyster industry.	
1.2.1.3.2	Economic & Cultural Development	Report to Council on grant applications made and success biannually, February and August	= 100%	100%	In accordance with the adopted reporting periods a report will be submitted to the February 2022 Council meeting.	On Track

1.3: Demonstrate leadership**1.3.1: Provide effective leadership and equity.**

Code	Operational Plan Action 2021-2022	Progress	Status
1.3.1.1	Participate in the Mid North Coast Joint Organisation (MNCJO)	25%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.3.1.1.1	CEO's Office	90% participation in the Regional Joint Organisation meetings by the Mayor and Chief Executive Officer	= 100%	100%	Full attendance at all meetings	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
1.3.1.2	Participate in the Regional Cities NSW quarterly meetings	25%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.3.1.2.1	CEO's Office	Attendance at the meetings by the Mayor and Chief Executive Officer	= 100%	100%	Full attendance	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
1.3.1.3	Ongoing community disaster preparedness and support	0%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.3.1.3.1	CEO's Office	Preparation of Business Continuity Plans	= 100%	100%	These need to be fast-tracked	On Track

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

Code	Operational Plan Action 2021-2022	Progress	Status
1.3.2.1	Manage the Legislative Compliance Register	100%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.3.2.1.1	Governance	Undertake annual review of the Legislative Compliance Register and report on it and consider improvements to the Legislative Compliance process	= 100%	100%	Completed	On Track


Code	Operational Plan Action 2021-2022	Progress	Status
1.3.2.7	Submit annual performance reporting for the water and sewer business to NSW Office of Water for benchmarking comparisons	100%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.3.2.7.1	Infrastructure Planning	Collate and forward performance reporting data to NSW Office of Water annually	= 100%	100%	Completed	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
1.3.2.8	Meet statutory reporting obligations	50%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.3.2.8.1	Governance	Satisfactory reporting of Code of Conduct Complaints Report presented to Council no later than 31 December each year	= 100%	100%	Reported to Council November 2021	On Track
1.3.2.8.2	Governance	Government Information Public Access (GIPA) Report to Information and Privacy Commission no later than 31 October each year	= 100%	100%	Complete	On Track
1.3.2.8.3	Governance	Report on Public Interest Disclosure (PID) biannually in July and February	= 100%	50%	July reporting complete. January 2022 reporting due by February 2022	On Track
1.3.2.8.4	Governance	Submit PID annual report to NSW Ombudsman by 31 October each year	= 100%	100%	Complete	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
1.3.2.9	Coordinate lodgement of annual Disclosures of Interest Returns	100%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.3.2.9.1	Governance	Annually update Disclosure Register by 30 September	= 100%	100%	Adopted by Council October 2021	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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

Code	Operational Plan Action 2021-2022	Progress	Status
1.3.3.2	Manage the Risk Management Action Plan, as part of the state wide continuous improvement program	75%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.3.3.2.1	Governance	Review and implement the Risk Management Action Plan on a quarterly basis and report to Executive	= 100%	100%	CIP report received from Statewide Mutual. Good results for Council. Proposed actions to be reviewed	On Track


Code	Operational Plan Action 2021-2022	Progress	Status
1.3.3.5	Improve the Risk Management Framework	40%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.3.3.5.1	Governance	Improve the Risk Management Framework in line with project milestones	= 100%	100%	KPMG engaged to review risk management framework	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
1.3.3.7	Manage the Delegation Framework	70%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.3.3.7.1	Governance	Review and approve before October end of year	= 100%	100%	Implementation of new delegations management system continuing	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
1.3.3.8	Respond to formal information requests within required timeframes	50%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.3.3.8.1	Governance	Respond to formal GIPA requests within the 20 days varying for applied exception	= 100%	100%	Majority of GIPA requests responded to within defined timeframes	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
1.3.3.9	Coordination of the Local Government Election with the inclusion of the Fluoridisation Poll	100%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.3.3.9.1	Governance	Coordinate all requirements for the 2021 Local Government Election and Implement the Councillor Induction Program	= 100%	100%	Elections conducted in December 2021	On Track


 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Operational Plan Action 2021-2022	Progress	Status
1.3.3.10	Implement all requirements as specified in the Office of Local Government Risk Management and Internal Audit Framework	50%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.3.3.10.1	Governance	Implement all requirements as specified in the new Office of Local Government Risk Management and Internal Audit Framework	= 100%	100%	Review of Risk Management framework underway. Undertaking committee membership review in accordance with guidelines	On Track

1.3.4: Manage our workforce to deliver community outcomes.


Code	Operational Plan Action 2021-2022	Progress	Status
1.3.4.1	Implement workplace strategies and processes to continue to improve Human Resources	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.3.4.1.1	People, Safety & Performance	Actions implemented by 30 June 2022 as per the Workforce Management Strategy.	= 100%	100%	Completed P&C actions relating to the Realignment of Directorates and Procurement Restructure. KPMG engaged to progress the People, Safety & Performance Restructure in Q3.	On Track


 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
1.3.4.2	Implement workplace strategies and processes to continue to improve Work, Health and Safety.	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.3.4.2.1	People, Safety & Performance	Actions implemented by 30 June 2022 as per the Work, Health Safety Strategy.	= 100%	100%	Continue to provide updated advice on COVID response and proposed COVID Policy. Significant focus on wellbeing actions to support employees.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
1.3.4.3	Implement workplace strategies and processes to continue to improve Learning and Development	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.3.4.3.1	People, Safety & Performance	To develop a Learning and Development Strategy by June 2022	= 100%	100%	Successful pilot of Induction on-line program. All other training and verification of competency is on-track including renewal of First Aid certification.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
1.3.4.4	Port Macquarie Depot - Rationalisation of Port Macquarie and Wauchope Council Depot operations	40%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track


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Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.3.4.4.1	Infrastructure Operations	Holistic review of depot holdings and plans by 30 June 2022	= 100%	100%	Project Charter yet to be initiated following Organisational Realignment, with action added to Community Infrastructure Functional Business Plan.	On Track

1.3.5: Build an engaged workforce.

Code	Operational Plan Action 2021-2022	Progress	Status
1.3.5.1	Implement Organisational Development initiatives and strategies to develop a highly engaged workforce who are solutions focused	10%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.3.5.1.1	People, Safety & Performance	Actions implemented by 30 June 2022 as per the Organisational Development Strategy	= 100%	100%	The Transformation Team continue to lead the HR function service review. In Q2 an interim Executive Manager People, Safety & Performance commenced who is working with the Transformation Team to progress the review. Culture Amp has been implemented and Staff Survey Action Plans have been completed by teams continue to be monitored by work areas. Staff Development requirements have been identified in Divisional Plans.	On Track


Code	Operational Plan Action 2021-2022	Progress	Status
1.3.5.3	Implement Phase 2 of Human Resource Information System (HRIS) - Including Learning Management System (LMS).	50%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.3.5.3.1	People, Safety & Performance	HRIS system implemented. Online leave and timesheet implemented.	= 100%	100%	Expression of Interest process completed for LMS in Dec 2021.	On Track

1.4: Use innovative, efficient and sustainable practices

1.4.1: Provide efficient technology and inclusive digital systems that are easy to use and access.

Code	Operational Plan Action 2021-2022	Progress	Status
1.4.1.1	Undertake delivery of Implement phase 2 internal projects (DT - Roadmap Program - multi-year projects) Information and Communications - Projects	25%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.4.1.1.1	Digital Technology	Delivery of projects according to approved project roadmap, including: <ul style="list-style-type: none"> Human Resources Information System - complete - June 2022 Commencement of the multi-year Core System Improvement Program Office 365 Rollout - June 2022 	= 100%	100%	Workplace by Facebook rolled out November 2021. Security Review and to be Architecture review in progress and on schedule	On Track

 Not Due to Start
 Progressing on Schedule
 Completed
 Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
1.4.1.3	Undertake delivery of Digital Technology projects (servers, storage, switches etc)	25%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.4.1.3.1	Digital Technology	Delivery of projects according to approved project roadmap, including: • Partial Infrastructure Hardware Replacement complete by June 2022 • Digital Initiatives to support the Corporate transformation program	= 100%	100%	Program delivery on track.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
1.4.1.5	Develop asset design and as-constructed templates as part of the Asset Data Standards Review	0%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.4.1.5.1	Infrastructure Planning	Develop an Auto CAD file template for asset design and as-constructed plans that meets Asset Design As Constructed (ADAC) standards by 30 June 2022	= 100%	0%	Planning to develop ADAC templates has not commenced due to other higher priority projects including response to Rawdon Island Bridge.	Off Track


 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

1.4.2: Deliver agreed services at the agreed service level at best value.

Code	Operational Plan Action 2021-2022	Progress	Status
1.4.2.1	Work across the organisation to facilitate the implementation of the Transformation Strategy	50%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.4.2.1.1	CEO's Office	Develop Transformation Strategy, Roadmap and Program of Works for CEO approval	= 100%	100%	Transformation Strategy Complete, Program of Works Complete. Functional Business Plans that align to the Strategy are complete for all Directors and have been signed off by CEO 23/12/21.	On Track
1.4.2.1.2	CEO's Office	Transformation program implemented Nov/Dec 2021	= 100%	100%	Transformation Program implemented August 2021 with commencement of HR Review. Tactical initiatives commenced with HR Review completed and implementation of HR Review commencing Dec 2021. This involved designing future of HR including the finalisation of guiding principles, service delivery review, conceptual models (team structure) and services - what we need to do to develop out - service detail etc.	On Track

1.4.3: Deliver a customer focused service that provides the community with a consistent experience of Council.

Code	Operational Plan Action 2021-2022	Progress	Status
1.4.3.3	Develop a human centred customer experience strategy that delivers a roadmap for improving customer journey.	50%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.4.3.3.1	Customer Experience & Communications	Customer experience strategy adopted. Customer journey mapped and improved.	= 100%	100%	Progressing according to approved plan.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
1.4.3.4	Introduce online payments for customers to purchase all products and services.	10%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.4.3.4.1	Customer Experience & Communications	Online payments solution identified.	= 100%	10%	Project transitioned to Digital Technology team. Solution to be defined.	Off Track


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

1.5.1: Manage Council's financial assets and provide accurate, timely and reliable information.


Code	Operational Plan Action 2021-2022	Progress	Status
1.5.1.1	Monitor and accurately report on Council's financial position in accordance with Local Government Act requirements	70%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.5.1.1.1	Financial Services	Submit three quarterly budget review statements and an annual report to Council	= 100%	100%	The Quarterly Budget Review Statement for the quarter ended 30 September 2021 was presented to the November 2021 Council meeting. The next report will be presented to the February 2022 Council meeting in accordance with reporting requirements.	On Track
1.5.1.1.2	Financial Services	Lodge audited financial statements with Office of Local Government by 31 October	= 100%	100%	Council's audited annual financial statements for the year ended 30 June 2021 were lodged with the Office of Local Government by the required deadline.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
1.5.1.2	Manage Council's investment portfolio to optimise investment returns within the constraints of the policy, the Local Government Act and Regulations	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.5.1.2.1	Financial Services	Exceed benchmark for investment return	= 100%	100%	Investment return has exceeded the benchmark for each month in isolation and the financial year to date.	On Track
1.5.1.2.2	Financial Services	Table report to Council monthly	= 100%	100%	Reports have been presented to Council within the required timeframes.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
1.5.1.3	Develop annual Operational Plan budget and review the Long Term Financial Plan	50%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.5.1.3.1	Financial Services	Develop the draft annual budget in line with Integrated Planning and Reporting time frames	= 100%	100%	Preparation of the annual budget is underway and is on track to be finalised by the required timeframes	On Track
1.5.1.3.2	Financial Services	Final budget adopted by Council by 30 June	= 100%	100%	The 2022/2023 budget preparation is underway and on track for the budget to be adopted by June 2022	On Track
1.5.1.3.3	Financial Services	Review the Long Term Financial Plan in line with the budget cycle	= 100%	100%	Preparation of the Long Term Financial Plan is underway, in conjunction with the 2022/2023 budget preparation, and is on track to meet the required timeframes	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
1.5.1.4	Prepare monthly financial reports for Council	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.5.1.4.1	Financial Services	Submit financial reports to Council monthly	= 100%	100%	Monthly financial reports have been presented to Council as required.	On Track


Code	Operational Plan Action 2021-2022	Progress	Status
1.5.1.6	Progress Partridge Creek residential development planning	40%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.5.1.6.1	Strategy	Provide a report to Council by June 2022 outlining Partridge Creek residential development options upon receipt of updated land valuation	= 100%	100%	Strategic property development options analysis to be undertaken and reported to Council by June 2022	On Track


Code	Operational Plan Action 2021-2022	Progress	Status
1.5.1.9	Progress Emily Avenue residential development planning	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.5.1.9.1	Strategy	Receive Development Consent and commence design by 30 June 2022	= 100%	100%	Site contamination remediation strategy to be determined.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
1.5.1.10	Implement Asset Designed As Constructed (ADAC) computerised automated process system	0%	


 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.5.1.10.1	Infrastructure Planning	Complete implementation of ADAC within Council operations by 30 June 2022	= 100%	0%	This action relies on completing the required ADAC templates which is currently behind schedule. A detailed review of project resourcing is required in order to plan to bring this project back on track.	Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
1.5.1.14	Property Portfolio Investigations. Contamination reports/EOI	40%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.5.1.14.1	Strategy	Evolve the Operational, Financial, Physical and Environmental profile of existing and potential land and property assets through contemporary reports and studies.	= 100%	100%	Strategic Property Portfolio Review to be undertaken in 2022.	On Track

1.5.2: Use procurement, tendering, purchasing and contract management approaches that are transparent and equitable.


Code	Operational Plan Action 2021-2022	Progress	Status
1.5.2.1	Implement the recommendations of the external review of Council's Procurement function	35%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.5.2.1.1	Financial Services	Action plan for delivery of the recommendations devised with agreed timeframes and responsibilities. Complete implementation of actions with a 2022 timeframe.	= 100%	100%	Draft Procurement Management Framework circulated for comments with key stakeholders. Draft KPMG validation report prepared.	On Track


Code	Operational Plan Action 2021-2022	Progress	Status
1.5.2.2	Ensure plant purchases are in line with the plant replacement program (Plant Purchases and Disposals - multi-year project)	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.5.2.2.1	Infrastructure Operations	Plant replacement program delivered according to approved schedule. Purchase up to 150 items of plant completed by June 2022	= 100%	100%	Expecting delays in the new year as new procurement staff are employed to continue the momentum around procurement plan approvals. There are also expected to be supply delays that may result in goods not received until 22-23.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
1.5.2.3	Manage and maintain Council's Plant and Fleet to support the operational activities of Council	50%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.5.2.3.1	Infrastructure Operations	Plant and Fleet managed and maintained in accordance with adopted program and budget	= 100%	100%	On target and in accordance with plant servicing programs.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
1.5.2.5	Undertake procurement activities in accordance with legislative requirements and that are transparent	50%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.5.2.5.1	Financial Services	Capture contracts awarded with a value of \$150,000 (including GST) or more	= 100%	100%	GIPA Contracts Register reviewed and updated in Dec 2021 and published on PMHC website. Two class 3 contracts being reviewed and redacted, so that it can be published on website.	On Track

1.5.3: Develop, manage and maintain Council business units through effective commercial management.

Code	Operational Plan Action 2021-2022	Progress	Status
1.5.3.1	Increase operating revenue of the corporate business units	35%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.5.3.1.1	Commercial Business Units	Increase operating revenue by 3% per annum at the Airport	= 3%	-19%	Operating revenue down 19% on 2020-21 noting ongoing COVID-19 travel restrictions.	Off Track
1.5.3.1.2	Commercial Business Units	Increase operating revenue by 3% per annum at the Glasshouse	= 3%	116.4%	Operating income increased by 116.4% versus the same time last year, noting that both periods were impacted by COVID-19 Public Health Order restrictions. Income to December 2021 is down 63.5% on the corresponding period to December 2019 (pre-COVID). This has been offset by a 35% reduction in operating costs on the corresponding pre-COVID period.	On Track
1.5.3.1.3	Commercial Business Units	Increase operating revenue by 3% per annum at the Environmental Laboratory	= 3%	9.5%	Operating revenue up by 9.5% year-to-date to end December 2021 compared to the corresponding period July - December 2020.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
1.5.3.2	Implement the Glasshouse Strategic Plan 2020-2022 in consideration of Council's Cultural Plan	50%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.5.3.2.1	Commercial Business Units	Present biannual reports to Council	= 100%	100%	The next Glasshouse report is due to be presented at the February 2022 Council meeting.	On Track
1.5.3.2.2	Commercial Business Units	Deliver actions according to adopted Plan	= 100%	100%	The Glasshouse Plan 2020-2022 was adopted by Council in July 2020 and actions continue to be delivered, noting the impact of COVID-19.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Operational Plan Action 2021-2022	Progress	Status
1.5.3.6	Manage Council's property management, leasing and licensing, and statutory property functions for the most appropriate return to Council and the community	100%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.5.3.6.1	Recreation, Property & Buildings	Deliver statutory property projects according to approved project plan	= 100%	100%	Progressing projects as per approved project plans	On Track
1.5.3.6.2	Recreation, Property & Buildings	Manage Council's lease and license portfolio to ensure the most appropriate return to Council, maximisation of the use Council properties and equity amongst community groups	= 100%	100%	Progressing projects as per approved project plans	On Track
1.5.3.6.3	Recreation, Property & Buildings	Undertake statutory property transactions and projects as required	= 100%	100%	Statutory property transactions and projects progressed as required	On Track


Code	Operational Plan Action 2021-2022	Progress	Status
1.5.3.8	Land and Easement Acquisitions for Council Purposes - Survey, Valuation and Land Transactions	100%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.5.3.8.1	Recreation, Property & Buildings	Undertake statutory property transactions as required	= 100%	100%	Statutory property transactions on track	On Track

1.5.4: Identify new commercially viable revenue sources.

Code	Operational Plan Action 2021-2022	Progress	Status
1.5.4.1	Review current revenue sources and investigate the commercial viability of identified new revenue sources	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
1.5.4.1.1	Commercial Business Units	Identify new revenue sources	= 100%	100%	Review of revenue sources continuing in conjunction with the development of the 2022-2023 Schedule of Fees and Charges.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

2: Your Community Life

What we are trying to achieve:

A healthy, inclusive and vibrant community

2.1: Create a community that feels safe**2.1.1: Support Community Safety initiatives**

Code	Operational Plan Action 2021-2022	Progress	Status
2.1.1.1	Manage the contract for approved lifeguard services	25%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.1.1.1.1	Recreation, Property & Buildings	Deliver approved lifeguard services	= 100%	100%	Lifeguard services continue to be undertaken across our beaches with an increase of service commencing in December 2021 to coincide with the start of the school holiday as per the service delivery contract.	On Track
2.1.1.1.2	Recreation, Property & Buildings	Deliver lifeguard education programs to schools and community groups (target 2,500 students)	= 100%	100%	Lifeguard education programs have been delivered to schools across the LGA that have chosen to participate in the program. Due to Covid restrictions several schools have opted for online content delivery rather than the traditional face-to-face delivery model.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Operational Plan Action 2021-2022	Progress	Status
2.1.1.2	Work with communities to ensure safe access to Council facilities, events, programs and in time of emergency	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.1.1.2.1	Community	Working with communities to develop preparedness emergency recovery plans to ensure their safety in times of emergency	= 100%	100%	Registrations for the community meetings are currently being taken and planning for the role out of meetings is underway.	On Track
2.1.1.2.2	Community	Develop a community checklist to improve the community's perception of safety at our facilities and events.	= 100%	100%	As part of the Community Emergency Response planning, we will work with community members to identify areas of improvement for safety in our facilities.	On Track


Code	Operational Plan Action 2021-2022	Progress	Status
2.1.1.3	Working with our communities and CCATs to finalise Emergency Preparedness Plans for our communities	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.1.1.3.1	Community	Communities engaged and plans developed.	= 100%	100%	Engagement Plan developed. Over 80 residents registered their interest in attending community meetings. Meetings to commence in February.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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2.1.2: Advocate for, support and coordinate emergency services

Code	Operational Plan Action 2021-2022	Progress	Status
2.1.2.2	Council supports Emergency Management Operations and Agencies. Bushfire Tank/Vehicle purchases	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.1.2.2.1	Infrastructure	Provide coordination and support to emergency service units as required	= 100%	100%	Continue to Support MNCLHD with COVID 19 Pandemic response including surges in testing, Special Health Accommodation support. Support to RFS with admin of operational procurement	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.1.2.3	Upgrade to Port Macquarie Emergency Operations Centre	90%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.1.2.3.1	Infrastructure	Backbone EOC technology upgrades implemented in line with funding deed	= 100%	100%	Completed implementation of all approved EOC upgrades and awaiting Resilience NSW final endorsement for additional works within grant funding envelope.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

2.1.3: Conduct regulatory and educational activities that safeguard public and environmental health, and ensures compliance with planning and building standards

Code	Operational Plan Action 2021-2022	Progress	Status
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	30%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.1.3.1.1	Environment & Regulatory Services	Risk Management Plans and annual audits monitored for all regulated cooling and heating systems and inspected as required.	= 100%	100%	Annual reports are due March-June 2022.	On Track
2.1.3.1.2	Environment & Regulatory Services	On-site sewage system inspections completed in accordance with approved program	= 100%	11%	Inspections have been limited due to staff shortages and public health restrictions associated with COVID-19. Health and Building function has effectively been without 3 full time staff over this period.	Off Track
2.1.3.1.3	Environment & Regulatory Services	Food Premises inspection program completed by 30 June	= 100%	19%	Inspections have been limited due to staff shortages and public health restrictions associated with COVID-19. Health and Building function has effectively been without 3 full time staff over this period. Additionally, we have received 69 new premises registrations (mobile food vehicles and temporary food stalls) and the industry food bulletin has been developed.	Off Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.1.3.1.4	Environment & Regulatory Services	Pollution incidents responded to within the service standard for type of incident	= 100%	100%	Inspections have been limited due to staff shortages and public health restrictions associated with COVID-19. Health and Building function has effectively been without 3 full time staff over this period.	On Track
2.1.3.1.5	Environment & Regulatory Services	Public Health inspections completed for all public pools and spas in accordance with approved program	= 100%	9%	Inspections have been limited due to staff shortages and public health restrictions associated with COVID-19. Health and Building function has effectively been without 3 full time staff over this period.	Off Track
2.1.3.1.6	Environment & Regulatory Services	Inspections of personal appearance premises undertaken in accordance with approved program	= 100%	80%	Inspections have been limited due to staff shortages and public health restrictions associated with COVID-19. Health and Building function has effectively been without 3 full time staff over this period.	Off Track
2.1.3.1.7	Environment & Regulatory Services	Underground Petroleum Storage Systems (UPSS) inspected in accordance with approved program	= 100%	0%	Awaiting responses from some facilities on Fuel System Operating Plans - extensions granted.	Off Track
2.1.3.1.8	Environment & Regulatory Services	Building certificate applications assessed within service standard	= 100%	100%	15 applications lodged. 7 determined within service standard. 6 awaiting further information from the applicant (stop clock). 2 late December submissions under assessment.	On Track
2.1.3.1.9	Environment & Regulatory Services	Mandatory pool compliance inspections completed in accordance with approved program	= 100%	100%	Requests for inspections were booked within the required standard (5 days). Inspections were then conducted when access was made available with follow up inspections completed according to risk level.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.1.3.1.10	Environment & Regulatory Services	Notices of Completion applications for caravan park and manufactured homes assessed within service standard	= 100%	100%	17 applications received, 6 determined, 1 awaiting further information from the applicant (stop clock), 1 under assessment, 4 late December submissions under assessment, 6 applications overdue.	On Track
2.1.3.1.11	Environment & Regulatory Services	Annual Fire Safety Statements pursued for all buildings with fire safety requirements	= 100%	100%	All overdue building fire statements pursued for the quarter.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.1.3.3	Provide ranger and local law enforcement services to ensure compliance with legislation, regulations and Council policies relating to parking, regular beach patrols, illegal signage, sale of goods on roads, building site sediment control and companion animal management	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.1.3.3.1	Environment & Regulatory Services	Respond to 80% of customer requests regarding compliance with parking beach patrols, illegal signage, sale of goods on roads, building site sediment control and companion animal management within set customer service standard	= 100%	100%	CRMs prioritised and responded to as received. Staff shortages associated with COVID impacts have delayed responses in some instances.	On Track
2.1.3.3.2	Environment & Regulatory Services	Monitor the number of offences detected during proactive patrols	= 100%	100%	Offences encountered are monitored	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.1.3.3.3	Environment & Regulatory Services	Monitor the number of companion animal incidents	= 100%	100%	CRMs monitored.	On Track
2.1.3.3.4	Environment & Regulatory Services	Maintain Animal Shelter return and rehoming rates	= 100%	100%	124 cats and 127 dogs received at Shelter in this quarter. 5.6% cats and 52% dogs returned to owner, 28.7% animals adopted as well as 19.5% transferred to rescue groups. Euthanasia only occurred for animals that were ill, feral/infant, dangerous, at owners request or unsuitable for rehoming.	On Track
2.1.3.3.5	Environment & Regulatory Services	Respond to Development Compliance and Stormwater complaints within service standards	= 100%	100%	CRMs responded to as received.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.1.3.4	Manage Council's Environmental Laboratory and provide sampling, analysis, reporting and professional advice of water quality analysis and environmental programs in accordance with operational and regulatory requirements to internal and external customers on an approved fee for service basis	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.1.3.4.1	Commercial Business Units	Complete all sampling, analysis and reporting of operational and regulatory requests in accordance with approved budgets	= 100%	100%	All sampling, analysis and reporting conducted within budget.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.1.3.4.2	Commercial Business Units	Complete all sampling, analysis and reporting of operational and regulatory requests in accordance with agreed service standards	= 90%	98.5%	98.5% of finalised reports met the required service standard. All reports for urgent request and non compliant results were met within the agreed service standard.	On Track
2.1.3.4.3	Commercial Business Units	Maintain National Association of Testing Authorities (NATA) corporate accreditation	= 100%	100%	NATA Accreditation maintained.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.1.3.5	Provide a safe water supply in accordance with Australian Drinking Water Quality Guidelines	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.1.3.5.1	Commercial Business Units	Have nil reportable incidents in accordance with NSW Health agreed protocols	= 100%	100%	No Incidents recorded	On Track


 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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2.2: Advocate for social inclusion and fairness**2.2.1: Support and advocate for all community sectors**

Code	Operational Plan Action 2021-2022	Progress	Status
2.2.1.1	Implement the Community Inclusion Plan	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.2.1.1.1	Community	Embed the Community Inclusion Committee and develop reconciliation action plan	= 100%	100%	Community Inclusion Committee has commenced, however meetings have been postponed due to COVID restrictions and floods. The Aboriginal Advisory Group has also been established with a key objective being the Reconciliation Action Plan. Work will continue on this in the first half of 2022.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
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	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.2.1.3.1	Community	Deliver Community Grants Program through two rounds per year	= 100%	100%	Round 1 of the Community Grants Program was successfully completed with Round 2 opening in February 2022.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

2.3: Provide quality programs, community facilities and public spaces, e.g. for example, community halls, parks and vibrant town centres**2.3.1: Ensure access to community facilities and activities: including access to natural environment**

Code	Operational Plan Action 2021-2022	Progress	Status
2.3.1.1	Disabled Access - Buildings/Recreation Facilities	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.1.1.1	Community	Review and implement the actions as per the Disability Inclusion Action Plan	= 100%	100%	New carparks completed at Lighthouse Beach.	On Track


Code	Operational Plan Action 2021-2022	Progress	Status
2.3.1.2	Through the Community Inclusion plan continue to manage Community Halls	25%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.1.2.1	Community	Review current Community Halls management structure. Complete EO1 to convert Hall Management to community.	= 100%	25%	Property Team are in the process of reviewing the leasing/management structure of community halls, however due to other priorities this review has been delayed.	Off Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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

Code	Operational Plan Action 2021-2022	Progress	Status
2.3.2.2	Deliver sporting facility renewal and upgrades program across the LGA - Vince Imon Sporting Fields - Sports Facility Upgrade - Sporting Infrastructure Renewals Allocated	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.2.2.1	Community	Deliver project to approved project plan	= 100%	100%	Project progressing as per approved project plan	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.3.2.3	Manage the Mayor's Sporting Fund	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.2.3.1	Recreation, Property & Buildings	Distribute funds as required and coordinate fundraising events	= 100%	100%	Wayne Richards Sporting Scholarship awarded this quarter as part of the Hastings Sports Awards. Nil further applications received or processed during election caretaker period.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.3.2.4	Undertake regional master planning for recreational facilities	50%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.2.4.1	Recreation, Property & Buildings	Deliver project according to approved project plan	= 100%	100%	Bonny Hills Reserves Master Plan is progressing as per approved project plan	On Track


Code	Operational Plan Action 2021-2022	Progress	Status
2.3.2.6	Woodlands Reserve - Tennis Club Repairs - Insurance	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.2.6.1	Recreation, Property & Buildings	Deliver project to approved project plan	= 100%	100%	Insurance works are being carried out in accordance with insurer obligations.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.3.2.7	Laurieton Sports Complex - Multi- Purpose Court	100%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.2.7.1	Recreation, Property & Buildings	Deliver project to approved project plan	= 100%	100%	Completed	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.3.2.12	McInherney Park - Contribution to public amenities in new boat storage facility	25%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.2.12.1	Recreation, Property & Buildings	Contribution in accordance with agreed project milestones	= 100%	50%	Works are progressing well, however, due to impacts from wet weather events, the project is now due for completion in the first quarter of 2022.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.3.2.13	Westport Park - boat ramp parking upgrade	80%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.2.13.1	Recreation, Property & Buildings	Deliver project according to approved project plan	= 100%	100%	Project progressing as per approved project plan	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.3.2.14	Port Macquarie Regional Sports Stadium Upgrade	40%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.2.14.1	Recreation, Property & Buildings	Deliver project to approved project plan	= 100%	100%	Project initially delayed, however contractor assessments have been completed with further progression of project to occur this quarter. Stress cracks in pre-cast concrete structure have necessitated the engagement of a specialized engineer. No further work can start until a risk assessment is complete and remedial works completed as required. We are pushing to have this done prior to State Cups in Feb/Mar 2022.	On Track

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

Code	Operational Plan Action 2021-2022	Progress	Status
2.3.3.1	Undertake the maintenance program for parks including parks signage, reserves and sporting fields	50%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.3.1.1	Recreation, Property & Buildings	Deliver program, including beach cleaning and playground inspections according to approved maintenance schedules	= 100%	100%	Parks staff focus in this quarter has been on: -Mowing parks, reserves, roadsides, buffer/link areas. -Medians, estates and CBD garden maintenance including hedging weed treatment mulching and planting -Sportsfield preparations for summer sports, including mowing, line marking and pesticide	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
					treatment -Playground inspections and identified works completed for school holidays. -Mowing of all cemeteries for Christmas period. -CRM inspections and completion of works required. -Cleaning of bubblers, bins and parks furnishings. -Pruning works of Shelly Beach Rd and Lighthouse Road including road closures -Assisting flood recovery team with Parks asset inspections	

Code	Operational Plan Action 2021-2022	Progress	Status
2.3.3.2	Undertake scheduled and reactive maintenance programs of all Council-owned buildings including office furniture replacement	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.3.2.1	Recreation, Property & Buildings	Provide office furniture replacement within two weeks of the request	= 100%	100%	Service standards are being met.	On Track


Code	Operational Plan Action 2021-2022	Progress	Status
2.3.3.3	Undertake building rectification works in line with Council Asset Management - multi-year project	75%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.3.3.1	Recreation, Property & Buildings	Deliver project according to approved project plan	= 100%	100%	All works are being carried out as per Building Services (BAMP) Building Asset Management Plan	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.3.3.4	Provide, maintain and manage public aquatic facilities	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.3.4.1	Recreation, Property & Buildings	Undertake quarterly meeting to oversee the management of Council's public aquatic facilities in accordance with lease obligation checklist	= 100%	100%	Meetings were held remotely due to Covid	On Track
2.3.3.4.2	Recreation, Property & Buildings	Undertake annual off-season facility maintenance in accordance with approved program to ensure facility is fit for purpose	= 100%	100%	A number of COVID restrictions remained in place allowing off-season maintenance to be undertaken promptly.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.3.3.5	Deliver park furniture renewals across the local government area, including donated seats program	50%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.3.5.1	Recreation, Property & Buildings	Deliver replacement program according to approved schedule	= 100%	100%	Project progressing as per approved project plan	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.3.3.6	Parks and Open Space Upgrades	60%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.3.6.1	Recreation, Property & Buildings	Blair Reserve Provision of Accessible Amenities - Deliver project to approved project plan	= 100%	100%	Project progressing as per approved project plan	On Track
2.3.3.6.2	Recreation, Property & Buildings	Town Beach Park, Stewart Street - Deliver project to approved project plan	= 100%	100%	Project complete - defects under action	On Track
2.3.3.6.3	Recreation, Property & Buildings	Bonny Hills Community Hall Reserve- Playground - Deliver project to approved project plan	= 100%	100%	Project progressing as per approved project plan. Completion due Q3	On Track
2.3.3.6.4	Recreation, Property & Buildings	Narran Park - Playground Replacement - Deliver project to approved project plan	= 100%	100%	Project complete	On Track
2.3.3.6.5	Recreation, Property & Buildings	John Dick Reserve Playground Replacement - Deliver project according to approved project plan	= 100%	100%	Project nearing completion. Completion due Q3	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Operational Plan Action 2021-2022	Progress	Status
2.3.3.9	Implement maintenance programs for boat ramps, wharves and jetties	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.3.9.1	Recreation, Property & Buildings	Deliver programs according to approved maintenance and schedule (for boat ramps, wharves and jetties)	= 100%	100%	Works delivered on budget. Works schedule based on inspections and assessment criteria from Council's road and stormwater risk rating and road hierarchy systems.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.3.3.10	Undertake the maintenance program for beaches	50%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.3.10.1	Recreation, Property & Buildings	Undertake beach and beach access maintenance as per program	= 100%	100%	Beach cleaning and sign inspection is ongoing as part of the summer season.	On Track
2.3.3.10.2	Recreation, Property & Buildings	Undertake inspections of beach access signs	= 100%	100%	Signs inspected and replaced as required for the summer season.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Operational Plan Action 2021-2022	Progress	Status
2.3.3.12	Thrumster Sports Fields - Detailed design and approvals - multi-year project	45%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.3.12.1	Recreation, Property & Buildings	Deliver project according to approved project plan	= 100%	100%	Progressing as scheduled	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.3.3.17	Carry out improvement and expansion works at Wauchope and Laurieton and other outlying cemeteries	50%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.3.17.1	Customer Experience & Communications	Deliver projects according to approved project plan	= 100%	100%	Progressing as scheduled	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Operational Plan Action 2021-2022	Progress	Status
2.3.3.18	Administration of public roads, public spaces, events and customer engagement: - Section 138 Road Applications - Road Encroachments - Customer Enquiries and Responses - Other Statutory Road Functions - Road Policies	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.3.18.1	Customer Experience & Communications	Responding to enquiries and issuing relevant permits within required service standards (these are not fully defined)	= 100%	90%	Permits and enquires being actioned as required. With some resource changes and increase in enquires the response times have increased.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.3.3.19	Review and update the policy that governs how we operate our public cemeteries	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.3.19.1	Customer Experience & Communications	Policy completed end of Q3	= 100%	100%	Progressing as scheduled	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.3.3.20	Plans of Management for Council Crown Reserve Sites	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.3.20.1	Recreation, Property & Buildings	Plans of Management for Council Crown Reserve Sites undertaken as required	= 100%	90%	Draft Plans of Management have been finalised and this has included native title assessments. The draft Plans will be presented to Council in early 2022 before being placed on public exhibition for community feedback.	On Track

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


Code	Operational Plan Action 2021-2022	Progress	Status
2.3.4.7	Googik Track	25%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.4.7.1	Recreation, Property & Buildings	Deliver project to approved project plan	= 100%	50%	MOU finalised between Council and National Parks & Wildlife Services for delivery of the works which will take place in 2022.	On Track


 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.3.4.8	Hastings Regional Sporting Complex	100%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.4.8.1	Recreation, Property & Buildings	Deliver project to approved project plan	= 100%	100%	Completed	On Track


Code	Operational Plan Action 2021-2022	Progress	Status
2.3.4.12	Port Macquarie Town Centre Master Plan (TCMP) improvements - Foreshore Walk	40%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.4.12.1	Recreation, Property & Buildings	Deliver project according to approved project plan	= 100%	100%	Project progressing as per approved project plan. Tender awarded and works commenced on site	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.3.4.14	Port Macquarie Pool - Continuation of Strategic Concept and Business Case development	20%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.4.14.1	Recreation, Property & Buildings	Deliver project according to approved project plan	= 100%	100%	Design and approvals to recommence following new Councilor briefing in early 2022.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.3.4.18	Rainbow Beach Sports Fields - Commence construction of District Facilities	15%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.4.18.1	Recreation, Property & Buildings	Deliver project according to approved project plan	= 100%	100%	Works commenced	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.3.4.22	Parks and Gardens Future Designs - Preparation of engineering designs in advance of construction programs for Parks and Gardens	40%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.4.22.1	Recreation, Property & Buildings	Parks and Gardens Future Designs preparation undertaken as required	= 100%	100%	Funding drawn down on as required to support future design functions	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track


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Code	Operational Plan Action 2021-2022	Progress	Status
2.3.4.25	Town Green Central & West/Playground	70%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.4.25.1	Recreation, Property & Buildings	Deliver project according to approved project plan	= 100%	100%	Engagement complete. Now into procurement phase. Construction to commence in February 2022	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.3.4.26	Park and Reserve Upgrades - Pioneer Park, Log Wharf & Long Flat Recreation Grounds	75%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.4.26.1	Recreation, Property & Buildings	Deliver project according to approved project plan	= 100%	100%	Pioneer park complete, Long Flat construction underway, Log Wharf commenced planning	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.3.4.27	Detailed design - Bain Park revitalisation, Westport Park, Town Beach Amphitheatre	5%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.4.27.1	Recreation, Property & Buildings	Deliver project according to approved project plan	= 100%	80%	Project inceptions delayed while additional project management resourcing has been progressed	Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.3.4.28	Town and Village Signage - Finalise the Installation of Signage in the Local Government area	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.4.28.1	Community	Deliver town and village signage to the northern region of LGA to complete the signage project by 30 June 2022	= 100%	100%	RFQ underway to engage a consultant to complete the works by June 2022.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.3.4.29	Lake Cathie Community Reserve Basketball Court	85%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.4.29.1	Recreation, Property & Buildings	Deliver project according to approved project plan	= 100%	100%	Project progressing as per approved project plan. Completion due Q3	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track


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Code	Operational Plan Action 2021-2022	Progress	Status
2.3.4.30	Town Beach Reserve Basketball Courts	90%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.4.30.1	Recreation, Property & Buildings	Deliver project according to approved project plan	= 100%	100%	Project progressing as per approved project plan. Completion due Q3	On Track


Code	Operational Plan Action 2021-2022	Progress	Status
2.3.4.31	Wayne Richards Park Bike Track Upgrade	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.4.31.1	Recreation, Property & Buildings	Deliver project according to approved project plan	= 100%	100%	Project progressing as per approved project plan. Completion due Q3	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.3.4.32	Bonny Hills Reserve Master Plan - Landscaping Improvements	35%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.4.32.1	Recreation, Property & Buildings	Deliver project according to approved project plan	= 100%	100%	Project progressing as per approved project plan	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.3.4.33	CSU-Googik Connection Consultancies COVID RELIEF RESERVE FUNDING	60%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.4.33.1	Recreation, Property & Buildings	Completion of detailed design for the Googik - CSU connection	= 100%	100%	Planning and design work nearing completion. Discussions happening with CSU about property interfaces.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.3.4.35	Aquatic facilities - renewal of assets at end of useful life	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.4.35.1	Recreation, Property & Buildings	Carry out reactive maintenance for pool components at end of useful life	= 100%	50%	Project planning has commenced with asset renewals due to take place in the first quarter of 2022.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Operational Plan Action 2021-2022	Progress	Status
2.3.4.36	Undertake building rectification for 1 Commerce St Building	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.4.36.1	Recreation, Property & Buildings	Rectification works as per building inspection on purchase by June 2022	= 100%	100%	Further site inspection undertaken and scope of building works being confirmed for commencement of required upgrades. Waiting on further direction on building's intended use before service contracts are entered into.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.3.4.37	Camden Haven Surf Life Saving Clubhouse - connect to sewer	25%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.4.37.1	Recreation, Property & Buildings	To be completed as per completion of Development Application	= 100%	80%	Preliminary works and approvals under way however installation will not start until the final location for the new surf club is decided (which has been delayed due to land tenure considerations) as this will determine the pump stations position.	Off Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Operational Plan Action 2021-2022	Progress	Status
2.3.4.38	Kendall Tennis Club Upgrade	95%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.4.38.1	Recreation, Property & Buildings	Deliver project according to approved project plan	= 100%	95%	The construction of courts has been completed with minor landscaping works and an official opening to be undertaken in early 2022.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.3.4.39	North Shore Fish Cleaning Table	40%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.4.39.1	Recreation, Property & Buildings	Deliver project to approved project plan	= 100%	100%	Project progressing as per approved project plan. Awaiting funding variation and now progressing with procurement and installation	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.3.4.40	Accessible Ramp - Tacking Point Lighthouse	50%	


 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.4.40.1	Recreation, Property & Buildings	Deliver project to approved project plan	= 100%	100%	Project progressing as per approved project plan	On Track

2.3.5: Plan and deliver innovative library services that cater for new technology and growing population

Code	Operational Plan Action 2021-2022	Progress	Status
2.3.5.1	Provide a range of library programs and lending services across the local government area. Includes: maintenance of the collection; management of the facility; delivery of services, programs and events; furniture and fixings.	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.5.1.1	Community	Annual library events program delivered	= 100%	100%	A mixture of online and in-house events have been held.	On Track
2.3.5.1.2	Community	Increase Library membership by 5% annually	= 100%	100%	Membership has increased by 2% so far this year.	On Track


Code	Operational Plan Action 2021-2022	Progress	Status
2.3.5.2	Provide a range of library programs and lending services across the local government area. That include the maintenance of the collection, management of the facility and delivery of services, programs and events. Purchase of Library Books (multi-year project) To provide book stock at NSW State average per capita as a minimum level. Furniture and Fixings	50%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.5.2.1	Community	Complete book purchases by 30 June 2022	= 100%	100%	Current spending is ahead of projected budget.	On Track

Code	Operational Plan Action 2021-2022				Progress	Status
2.3.5.4	Implement the Library Strategic Plan				50%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.5.4.1	Community	Implement actions as per the Library Strategic Plan, e.g. determine future library needs for Rainbow Beach and Sovereign Hills	= 100%	100%	Discussions ongoing	On Track

Code	Operational Plan Action 2021-2022				Progress	Status
2.3.5.7	Deliver Special Library Projects to enhance library delivery program				50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.5.7.1	Community	Deliver Special Library Projects to enhance library delivery program	= 100%	100%	Applied for grant to redesign Port Library	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
		through redesign and inclusion of new elements in the library spaces				

Code	Operational Plan Action 2021-2022	Progress	Status
2.3.5.8	Creation of anytime library to provide resources to our other communities in Sovereign Hills and Lake Cathie	25%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.5.8.1	Community	That the creative library solutions are implemented at the defined location in Lake Cathie and Sovereign Hills in accordance with grant timelines	= 100%	25%	Delays to the equipment delivery due to COVID at Lake Cathie. Delays to building works at Sovereign Hills	Off Track

2.3.6: Support a range of inclusive community activities and programs

Code	Operational Plan Action 2021-2022	Progress	Status
2.3.6.5	Hamilton Green Projects	50%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.6.5.1	Community	Hamilton Green Maintenance Project undertaken	= 100%	100%	Working with the management committee on priorities for the second half of the Financial Year	On Track
2.3.6.5.2	Community	Hamilton Green Enhancement Project undertaken	= 100%	100%	Concept designs have been completed, working with management group to source funds to progress to the detailed design step.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.3.6.11	Port Macquarie Hastings (PMH) Cares COVID RELIEF RESERVE FUNDING	40%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.3.6.11.1	Community	Develop Volunteer Program to support community members impacted by disaster or social issues	= 100%	100%	PMH Cares Volunteer program is underway with approximately 8 volunteers out in the community. A review of this program is underway to look at growing the program with COVID restrictions.	On Track

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

2.4.1: Work with the community to identify and address community needs in order to inform Council processes, services and projects

Code	Operational Plan Action 2021-2022	Progress	Status
2.4.1.1	Support and connect with our community through delivering the actions outlined in the Community Inclusion Plan	50%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.4.1.1.1	Community	Implement Events and Volunteering programs to encourage residents to actively contribute to their community	= 100%	100%	COVID restrictions has meant that events and volunteering programs were not able to be run at the end of 2021. Planning is underway for a new Volunteering program and events for 2022.	On Track
2.4.1.1.2	Community	Increase volunteers by 10%	= 100%	50%	Due to COVID our volunteering programs have been on hold, and we have not had the opportunity to engage new volunteers. Work is being done to reinstate our Graffiti Blasters program and grow the number of volunteers.	Off Track
2.4.1.1.3	Community	The community events delivered annually	= 100%	100%	Due to COVID no physical events were held in the second half of 2021, however planning is underway for Youth & Recovery events early 2022.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.4.1.8	Design the Strategic Education Program	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.4.1.8.1	Community	Complete the design of the Annual Education program that influences community behaviours, including the Schools Program	= 100%	100%	Plans continue to be followed and maintained	On Track


 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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2.5: Promote a creative and culturally rich community**2.5.1: Support cultural activities within the community**

Code	Operational Plan Action 2021-2022	Progress	Status
2.5.1.1	Public Art Maintenance and Implementation	40%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.5.1.1.1	Economic & Cultural Development	Deliver the 'lost at sea' art piece	= 100%	100%	Site selection complete, EOI in development for circulation to artists.	On Track
2.5.1.1.2	Economic & Cultural Development	Deliver maintenance as per asset management plan priorities and established budget	= 100%	100%	Public Art maintenance is ongoing.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.5.1.2	Undertake Glasshouse back of house maintenance; Plant and Equipment Purchases; Technical Equipment Purchases	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.5.1.2.1	Commercial Business Units	Undertake maintenance as required	= 100%	100%	Planned preventative maintenance on the building and equipment undertaken as required.	On Track
2.5.1.2.2	Commercial Business Units	Upgrade Glasshouse foyer seating by 30 June 2022	= 100%	100%	Project plan in place, procurement process to commence in Quarter 3 2021-22.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Operational Plan Action 2021-2022	Progress	Status
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 Glasshouse Plan and Cultural Plan	40%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.5.1.3.1	Commercial Business Units	Deliver the exhibition program as per the annual gallery program (20 exhibitions)	= 100%	100%	The Glasshouse Regional Gallery has presented the following exhibitions as per the annual visual arts program: Operation Art Council Collection Behind the Lense - Sophie Howarth Cloth, Canvas and Glass - Rose Burke, Yvonne Kiely & Gloria Muddle	On Track
2.5.1.3.2	Commercial Business Units	Deliver the performing arts program as per the annual season launch (15 events)	= 100%	20%	Due to COVID-19 public health order restrictions, the Glasshouse Performing Arts Program could only present the following events as per the annual theatre season: The Manhattan Short Film Festival Due to COVID-19 restrictions the following events were cancelled: Sydney Comedy Festival Pete the Sheep (3 performances)	Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.5.1.4	Commence development of new Cultural Plan	50%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.5.1.4.1	Economic & Cultural Development	Finalise new Cultural Plan	= 100%	100%	Complete, working through evaluation framework now.	On Track
2.5.1.4.2	Economic & Cultural Development	Implement plan working with the Cultural Steering Group and key stakeholders and report annually to Council	= 100%	100%	Implementation of the Cultural Plan in collaboration with the CSG has begun and a report will be presented to Council in July 2022.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.5.1.6	Bicentenary Activities	100%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.5.1.6.1	Economic & Cultural Development	Bicentenary activities delivered according to the adopted events plan	= 100%	100%	Completed	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.5.1.7	Wauchope Bicentenary Riverside Sculptural Trail	95%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.5.1.7.1	Economic & Cultural Development	Wauchope Bicentenary Riverside Sculptural Trail delivered according to the adopted project plan	= 100%	100%	Project complete pending signage and an audio guide.	On Track

Code	Operational Plan Action 2021-2022				Progress	Status
2.5.1.8	Art Walk				50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.5.1.8.1	Economic & Cultural Development	Artwalk annual event delivered successfully	= 100%	100%	Planning for the June event is progressing as planned.	On Track

Code	Operational Plan Action 2021-2022				Progress	Status
2.5.1.9	Public Art Audit & Maintenance				40%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.5.1.9.1	Economic & Cultural Development	Implement agreed Cultural Plan actions	= 100%	100%	Maintenance of Public Art is ongoing.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Operational Plan Action 2021-2022	Progress	Status
2.5.1.10	Port Macquarie Cultural Precinct Plan	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.5.1.10.1	Economic & Cultural Development	Deliver project according to approved project plan	= 100%	100%	Progressing as planned. Initial engagement for development of plan undertaken in Q2.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
2.5.1.11	Live and Local Music Program	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
2.5.1.11.1	Economic & Cultural Development	Successful delivery of series of micro-festival events, professional development programs and industry forums	= 100%	100%	Planning finalised for micro-festival rollout from Jan 2022, and professional development and industry forum in subsequent months.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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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.

3.1: Embrace business and a stronger economy

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

Code	Operational Plan Action 2021-2022	Progress	Status
3.1.1.1	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	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
3.1.1.1.1	Economic & Cultural Development	Implement actions from the Economic Development Strategy and report to Council on implementation twice per year (November and May)	= 100%	100%	Actions from the 2017-2021 Economic Development Strategy implemented. Delivery against the new Economic Development Strategy expected to commence in early 2022 following Council adoption.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
3.1.1.2	Finalise development of new Economic Development Strategy	80%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
3.1.1.2.1	Economic & Cultural Development	Finalise and commence implementation of the new Economic Development Strategy by June 2022	= 100%	100%	The Draft 2022-2032 Economic Development Strategy has been finalised and placed on exhibition. The exhibition period has been extended through to 21 January 2022.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
3.1.1.3	Tourism Product & Trade Market Development Stage2	100%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
3.1.1.3.1	Economic & Cultural Development	Deliver project to approved project plan	= 100%	100%	Completed	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
3.1.1.4	Additional Investment in Tourism PR & Marketing	90%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
3.1.1.4.1	Economic & Cultural Development	Deliver project to approved project plan	= 100%	100%	Progressing as planned.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Operational Plan Action 2021-2022	Progress	Status
3.1.1.10	Cultural Industries - Networking & Mentoring	100%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
3.1.1.10.1	Economic & Cultural Development	Deliver project to approved project plan	= 100%	100%	Completed	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
3.1.1.11	Creative & Arts Trails Development	100%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
3.1.1.11.1	Economic & Cultural Development	Deliver project according to approved project plan	= 100%	100%	Completed	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
3.1.1.14	Christmas Tree Decoration Renewal	100%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track


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Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
3.1.1.14.1	Economic & Cultural Development	Purchase complete	= 100%	100%	Completed	On Track

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

Code	Operational Plan Action 2021-2022	Progress	Status
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	70%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
3.1.2.2.1	Development Assessment	Report to Council bi annually on progress and status of site specific amendments	= 100%	100%	Report submitted to Council in November 2021 on the status of site specific planning proposals to amend the Local Environmental Plan. Next report to be presented to Council in June 2022.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
3.1.2.3	Greenmeadows Drive - Development Planning and Feasibilities	50%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
3.1.2.3.1	Strategy	Consider Greenmeadows Drive appropriateness for strategy on community use assets by 30 June 2022	= 100%	100%	Residential development planning continuing in line with pre-lodgement meeting held on 31 August 2021. This landholding needs to be considered as part of a strategic review.	On Track

3.1.3: Implement the Major Events Strategy

Code	Operational Plan Action 2021-2022	Progress	Status
3.1.3.2	Implement the Port Macquarie-Hastings Events Plan	50%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
3.1.3.2.1	Economic & Cultural Development	Implementation of Events Plan actions relating to 'Major Events'	= 100%	100%	<p>Work on priority objectives in the event action plan is progressing. Including supporting event owners where we can to ensure they have the best chance of delivering a sustainable and successful event, primarily by:</p> <p>Supplying event owners with letters of support when applying for grants with other funding bodies.</p> <p>Working closely with the internal and external stakeholders to ensure that construction works are to be scheduled having the least amount of impact</p> <p>Liaising with other landowners and internal stakeholders to design a smooth approval process</p>	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
3.1.3.2.2	Economic & Cultural Development	Successful distribution of Events Grants and Sponsorships	= 100%	100%	<p>Council supported five major events during the October - December 2021 quarter. This resulted in an economic impact of approximately \$1.3 million for our community.</p> <p>Traditionally the NSW Senior State Touch, which has the third largest economic impact of our sponsorship portfolio, is held in December. It was postponed until March due to the consistent rains in late November and into December.</p> <p>The Major Events Marketing Grants had five recipients. All are progressing well with plans and creating a vibrant and busy first half of 2022.</p>	On Track


3.1.4: Implement the Destination Management Plan.

Code	Operational Plan Action 2021-2022	Progress	Status
3.1.4.1	Work with stakeholders to implement actions from the Destination Management Plan in accordance with the identified strategic outcomes	50%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
3.1.4.1.1	Economic & Cultural Development	Implement actions within the Destination Management Plan (DMP)	= 100%	100%	Work continues to deliver the DMP actions.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
3.1.4.1.2	Economic & Cultural Development	Increase year on year website visits by 15%	= 100%	100%	Monitoring continues, future campaign activity will impact on final result.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
3.1.4.2	Finalise Greater Port Macquarie Brand Review and Marketing Strategy	60%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
3.1.4.2.1	Economic & Cultural Development	New brand developed	= 100%	100%	New destination brand was developed and endorsed by Council.	On Track
3.1.4.2.2	Economic & Cultural Development	Marketing Strategy finalised	= 100%	100%	RFQ for brand implementation and development of marketing strategy in circulation submission due late January.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
3.1.4.4	Finalise and implement the public spaces interpretation strategy and guidelines - COVID RELIEF RESERVE FUNDING	35%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
3.1.4.4.1	Economic & Cultural Development	Strategy and guidelines developed	= 100%	100%	RFQ has been circulated, responses are due in late January and project will commence in February 2022.	On Track
3.1.4.4.2	Economic & Cultural Development	Commence installation of new interpretive signs/assets in accordance with established budget	= 100%	100%	Interpretive signage for Grace Easterbrook installed and Wauchope Bicentennial Riverside Sculptural Trail being finalised as planned.	On Track

3.2: Create vibrant and desirable places

3.2.1: Support vibrant commercial, tourism, recreational and/or community hubs across the region

Code	Operational Plan Action 2021-2022	Progress	Status
3.2.1.4	Port Macquarie Lumiere Night Time Installation (Multi-year project)	100%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
3.2.1.4.1	Economic & Cultural Development	Deliver project to approved project plan	= 100%	100%	Completed	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Operational Plan Action 2021-2022	Progress	Status
3.2.1.6	Tourism & Culture Development Project Officer	100%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
3.2.1.6.1	Economic & Cultural Development	Recruitment completed and allocated projects delivered	= 100%	100%	This role has concluded. An extension is in place with a focus on Public Art and Heritage maintenance to support process development and future management of these assets.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
3.2.1.7	Renew the Maps at 'Comboyne Plateau'	50%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
3.2.1.7.1	Community	Deliver project to approved project plan	= 100%	100%	Local artist has been appointed and will work with the community in developing the final mural concept in the early months of 2022.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track


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

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.

Code	Operational Plan Action 2021-2022	Progress	Status
3.3.1.1	Continue to monitor, plan and implement the Port Macquarie Airport Master Plan to meet demand and regulatory requirements - (multi-year project)	50%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
3.3.1.1.1	Commercial Business Units	Undertake further planning and investigate the business case for an expansion of the General Aviation (GA) precinct to provide for new hangar development sites	= 100%	100%	Concept design complete with further investigation of business case planned in early 2022 in consideration of other priorities.	On Track
3.3.1.1.2	Commercial Business Units	Finalise relocation of the existing Bureau of Meteorology weather station (AWIS)	= 100%	100%	Bureau of Meteorology (BOM) has undertaken to relocate final components of equipment by 29 April 2022.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
3.3.1.2	Support, facilitate and advocate for regular public transport (RPT) airline services at Port Macquarie Airport	20%	


 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
3.3.1.2.1	Commercial Business Units	Annual passenger numbers compared to previous year	= 2%	18%	On schedule against 2020/21, however operating year to date at 15-20% of pre-COVID (2019) passenger numbers. December 2021 passenger numbers at 50% of December 2019 level.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
3.3.1.4	Port Macquarie Airport Parallel Taxiway Stage 1 and General Aviation (GA) - pavement renewal - finalise pre-construction - (multi-year project)	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
3.3.1.4.1	Commercial Business Units	Finalise pre construction planning and design of Stage 1 parallel taxiway and General Aviation pavement renewal by 30 June 2022	= 100%	100%	Detailed design complete and DA approved. Documentation to be finalised for tender in Q3 2021-2022.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
3.3.1.5	Continue to monitor, plan and implement the Port Macquarie Airport Biodiversity Certification Strategy and related environmental approvals	100%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
3.3.1.5.1	Commercial Business Units	Prepare Vegetation Management Plan in accordance with NSW Biodiversity & Conservation Division (BCD) requirements	= 100%	100%	Completed.	On Track
3.3.1.5.2	Commercial Business Units	Prepare a Threatened Allocasuarina Management Strategy in accordance with Australian Government Department of Environment requirements	= 100%	100%	Completed.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
3.3.1.6	Operate and maintain Port Macquarie Airport in accordance with regulatory, safety and security requirements Maintenance and refurbishment of Council-owned Hangars	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
3.3.1.6.1	Commercial Business Units	Carry out maintenance/refurbishment of Council owned hangars as required	= 100%	100%	Hangar maintenance undertaken as required.	On Track
3.3.1.6.2	Commercial Business Units	Ensure airport operational manuals are reviewed by 30 June	= 100%	100%	Airport Operations Manual and Transport Security Program updated as required.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
3.3.1.7	Finalise development planning for the Port Macquarie Airport Business and Technology Park - (multi-year project)	0%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
3.3.1.7.1	Commercial Business Units	Brief Councillors on the proposed Airport Business & Technology Park by 30 June 2022	= 100%	0%	Not due to start.	On Track

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

3.4.1: Foster partnerships with higher education institutions through research and development, innovation and local skills development

Code	Operational Plan Action 2021-2022	Progress	Status
3.4.1.2	Partner with Charles Sturt University in delivering the Port Macquarie Innovation Hub.	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
3.4.1.2.1	Economic & Cultural Development	Maintain co-working use	= 100%	100%	Following a temporary closure due to Covid-19, The Hub reopened on 25 October and is operating successfully within changing NSW Government health restrictions.	On Track
3.4.1.2.2	Economic & Cultural Development	Support and grow innovation events and opportunities	= 100%	100%	Council and Charles Sturt University have collaborated to attract innovative new businesses to the region, with two technology firms expected to launch in Port Macquarie in early 2022. Council is continuing to work closely with Charles Sturt University to develop further business innovation programs in 2022.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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

Code	Operational Plan Action 2021-2022	Progress	Status
3.4.3.3	Implement Council's Smart Community Roadmap	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
3.4.3.3.1	Economic & Cultural Development	Smart Communities Initiatives developed and implemented in accordance with priorities identified in Roadmap	= 100%	100%	A range of Smart Community initiatives being commenced across Council in line with priorities identified in the Smart Community Roadmap.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
3.4.3.4	CBD Wifi - Wauchope, Laurieton, expand Port	25%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
3.4.3.4.1	Economic & Cultural Development	Deliver project according to approved project plan (managed by DT)	= 100%	100%	Project is on track for delivery.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track


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.

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

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.

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.1.1	Construction planning for the Sancrox Reservoir to Area 13 (Thrumster) trunk main (DN750)	5%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.1.1.1	Infrastructure Planning, (Project Delivery)	Resolution of land matters and approval of detailed project plan	= 100%	80%	Land matters being progressed in consultation with TfNSW and adjoining land owners. Detailed Project Plan amendment to follow resolution of land matters.	Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.1.4	Installation of new water supply services to residential and business premises to cater for new development	50%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.1.4.1	Infrastructure Planning	Delivery of works as required to support development	= 100%	100%	Being executed as driven by development	On Track


Code	Operational Plan Action 2021-2022				Progress	Status
4.1.1.16	Thrumster Reclaimed Water Interim Supply - Rising Main to Thrumster Reservoir - Booster Pumping Station and Interim Reservoir - undertake construction				85%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.1.16.1	Infrastructure Planning, (Project Delivery)	Completion of construction	= 100%	100%	Progressing as scheduled	On Track

Code	Operational Plan Action 2021-2022				Progress	Status
4.1.1.26	Continue construction of the Southern Arm Trunk Main (DN750) - Pacific Hwy to Bonny Hills				40%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.1.26.1	Infrastructure Planning, (Project Delivery)	Completion of detailed designs and approval of detailed project plan for construction	= 100%	100%	Progressing as scheduled	On Track


 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.1.27	Commencement of design for the Water treatment/Filtration Plant at Cowarra Dam	5%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.1.27.1	Infrastructure Planning	Approval of detailed project plan and completion of concept designs	= 100%	80%	Project inception/initiation has been delayed while additional project management resourcing has been progressed and realignment of utilities project sponsorship arrangements have been finalised.	Off Track


Code	Operational Plan Action 2021-2022	Progress	Status
4.1.1.28	Preconstruction Works - Trunk Main from Bonny Hills to Kew (Area 12) Reservoir - Stage 1	30%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.1.28.1	Infrastructure Planning, (Project Delivery)	Completion of detailed designs for Stage 1	= 100%	100%	Progressing as scheduled	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.1.31	Water Supervisory Control and Data Acquisition (SCADA) System - Replacement	40%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.1.31.1	Infrastructure Planning	Completion of system replacement	= 100%	40%	Project was on hold while determining procurement path to follow. New procurement process confirmed and project can recommence. Anticipate being back on track by next quarter/reporting period	Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.1.35	Preconstruction of Widderson St Reservoir Roof Replacement	15%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.1.35.1	Infrastructure Planning, (Infrastructure Operations)	Completion of detailed design	= 100%	100%	Progressing as scheduled	On Track


Code	Operational Plan Action 2021-2022	Progress	Status
4.1.1.36	Water critical infrastructure - Site Security Upgrades	30%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.1.36.1	Infrastructure Planning,	Completion of programmed works	= 100%	100%	Procurement documents finalised and ready to go to market	On Track


 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
	(Infrastructure Operations)					

Code	Operational Plan Action 2021-2022				Progress	Status
4.1.1.42	Installation of Baffles within Reservoirs to ensure chlorination contact time for disinfection				10%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.1.42.1	Infrastructure Operations	Completion of programmed works	= 100%	100%	Hunter H2O engaged to commence this project	On Track

Code	Operational Plan Action 2021-2022				Progress	Status
4.1.1.43	Annual Energy Efficiency Initiatives Allocation - Variable Speed Drive Pumps - Water sites				40%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.1.43.1	Infrastructure Operations	Deliver project according to approved project plan	= 100%	100%	Project progressing at with installation of variable speed drives at Cowarra Dam and Koree Island	On Track


 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.1.46	Bonny Hills Recycled Water System Upgrade	90%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.1.46.1	Infrastructure Planning, (Project Delivery)	Deliver project according to approved project plan	= 100%	90%	Some delays in commissioning this project experienced during this reporting period. Construction completion milestone expected to be exceeded by the contractor.	Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.1.47	Bulk water system chlorination upgrade	10%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.1.47.1	Infrastructure Planning, (Infrastructure Operations)	Completion of construction works	= 100%	100%	on track	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.1.48	Commence preconstruction for an elevated reservoir at Bonny Hills	5%	


 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.1.48.1	Infrastructure Planning, (Project Delivery)	Approval of detailed project plan and commencement of concept designs	= 100%	80%	Project inceptions delayed while additional project management resourcing has been progressed	Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.1.49	Commence preconstruction works for the Kew (Area 15) Reservoir	5%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.1.49.1	Infrastructure Planning, (Project Delivery)	Approval of detailed project plan and commencement of concept designs	= 100%	80%	Project inception delayed while additional project management resourcing has been progressed	Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.1.50	Construction of Rock Ramp to secure water level at Koree Island Pumping Stations Intake Pool	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.1.50.1	Infrastructure Planning, (Project Delivery)	Completion of survey works - dependent on river water levels	= 100%	100%	Waiting for appropriate river conditions to align with contractor availability/travel allowed	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Operational Plan Action 2021-2022	Progress	Status
4.1.1.52	Microwave link Cowarra to Rosewood	10%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.1.52.1	Infrastructure Planning, (Infrastructure Operations)	Completion of programmed works	= 100%	100%	Consultant being engaged to prepare specification	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.1.53	Pre Construction of Cowarra to Wauchope Backfeed PS	0%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.1.53.1	Infrastructure Planning, (Infrastructure Operations)	Completion of detailed designs	= 100%	0%	Project inception delayed while additional project management resourcing has been progressed.	Off Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.1.54	Undertake asset revaluations for water supply network	40%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.1.54.1	Infrastructure Planning	Completion of revaluation to the required standard for external audit	= 100%	100%	Data being supplied to valuer, confirmation inspections scheduled for January 2022	On Track


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

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.2.1	Conduct water asset replacement and renewal programs for live water mains, water meters, renewals and minor works, - Water Mains Relocations - Renewals - Live Water Mains; Water Meters; Minor Works - Annual Switchboard Replacement Program - Smart Metering System roll out - \$150,000	45%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.2.1.1	Infrastructure Planning, (Infrastructure Operations)	Completion of programmed works	= 100%	100%	Asset renewals being undertaken as required	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Operational Plan Action 2021-2022	Progress	Status
4.1.2.2	Carry out programmed replacement of Water Treatment Plant (WTP) electrical and mechanical assets	60%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.2.2.1	Infrastructure Operations	Completion of programmed works	= 100%	100%	Asset replacement progressing as required	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.2.3	Marbuk Motorised Valve Relocation	25%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.2.3.1	Infrastructure Operations	Completion of programmed works	= 100%	100%	Contractor engaged to commence construction	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.2.4	Property Acquisition associated with the Sancrox Reservoir to Wauchope Trunk Main Augmentation and mechanical assets	5%	


 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.2.4.1	Infrastructure Planning, (Project Delivery)	Completion of programmed works	= 100%	100%	Progressing as scheduled	On Track

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

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.3.3	Small Towns Sewerage Scheme Construction - Long Flat, Comboyne, Telegraph Point (multi-year project)	100%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.3.3.1	Infrastructure Operations	Completion of project reporting and finalisation	= 100%	100%	Completed	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.3.18	Continuation of preconstruction of Thrumster Sewerage treatment Plant (Area 13) - Phase 1	5%	


 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.3.18.1	Infrastructure Planning, (Project Delivery)	Approval of detailed project plan and commencement of treatment process scoping	= 100%	80%	Project inceptions delayed while additional project management resourcing has been progressed and while utilities realignment of project sponsorship has been confirmed.	Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.3.23	Annual Energy Efficiency Initiatives Allocation - Variable Speed Drive Pumps - Sewer Sites	80%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.3.23.1	Infrastructure Operations	Completion of programmed works	= 100%	100%	VSD at North Haven booster (2 pumps); Cowarra pump station (3); Thrumster 1 (2); Lake Rd (2); Lake Rd (2); Cowarra (3); SPS 8 (1)	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.3.25	Port Macquarie Waste Water Treatment Plant Odour control mitigation works	50%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.3.25.1	Infrastructure Planning, (Project Delivery)	Completion of mitigation works in accordance with EPA requirements	= 100%	100%	Looking to go to predesign shortly	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Operational Plan Action 2021-2022	Progress	Status
4.1.3.26	Preconstruction works for: - upgrade of Lake Innes Sewerage Pump Station #71 (PMSPS71) - Camden Haven Sewer Pump Station 2 Refurbishment - upgrade of Port Macquarie Sewerage Pump Station #18	20%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.3.26.1	Infrastructure Planning, (Infrastructure Operations)	Completion of concept designs and construction contract award	= 100%	100%	Progressing as scheduled	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.3.28	Camden Haven Waste Water Treatment Membrane Replacements	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.3.28.1	Infrastructure Planning, (Project Delivery)	Commencement of works	= 100%	100%	Procurement completed and contracts awarded for supply and install of membranes	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Operational Plan Action 2021-2022	Progress	Status
4.1.3.29	Preconstruction of Wauchope Waste Water Treatment Plant Inlet Rationalisation	0%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.3.29.1	Infrastructure Planning, (Infrastructure Operations)	Approval of detailed project plan and commencement of concept design	= 100%	0%	Planning and resourcing allocation yet to commence. Project is expected to commence in Quarter 4.	Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.3.30	Bonny Hills WWTP Aerator Replacements	60%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.3.30.1	Infrastructure Planning	Deliver project to approved project plan	= 100%	100%	Equipment on site, awaiting install	On Track


Code	Operational Plan Action 2021-2022	Progress	Status
4.1.3.39	Sewer Critical Infrastructure Site Security Upgrades	0%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.3.39.1	Infrastructure Planning, (Project Delivery)	Deliver project to approved project plan	= 100%	0%	Budget removed from OP	Off Track


Code	Operational Plan Action 2021-2022	Progress	Status
4.1.3.42	Centrifuge upgrade and Process Optimisation at PM WwTP	10%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.3.42.1	Infrastructure Planning, (Infrastructure Operations)	Approval of detailed project plan and commencement of investigations	= 100%	100%	Scope being prepared for consultant	On Track


Code	Operational Plan Action 2021-2022	Progress	Status
4.1.3.44	Installation of new Microwave Telemetry Links - Jolly Nose to BH WwTP	10%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.3.44.1	Infrastructure Planning, (Infrastructure Operations)	Deliver project to approved project plan	= 100%	100%	Consultant being engaged to prepare specification	On Track


Code	Operational Plan Action 2021-2022	Progress	Status
4.1.3.45	Installation of new Microwave Telemetry Links - Jolly Nose to CH WwTP	10%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.3.45.1	Infrastructure Planning, (Infrastructure Operations)	Completion of programmed works	= 100%	100%	Consultant being engaged to prepare specification	On Track


Code	Operational Plan Action 2021-2022	Progress	Status
4.1.3.46	Installation of new Microwave Telemetry Links - Rosewood/Bago to Wauchope WwTP	10%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.3.46.1	Infrastructure Planning, (Infrastructure Operations)	Completion of programmed works	= 100%	100%	Consultant being engaged to prepare specification	On Track


Code	Operational Plan Action 2021-2022	Progress	Status
4.1.3.47	Integrated Water Cycle Management Strategy Delivery (Multi-Year Project)	20%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.3.47.1	Infrastructure Planning, (Infrastructure Operations)	Council adoption of the Integrated Water Cycle Management Strategy	= 100%	25%	Difficulties getting required information and reporting. Awaiting confirmation on path forward for strategy works.	Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.3.48	Kew Sewerage Treatment Plant (STP) Upgrade, Complete project planning and commence construction (Multi- Year project)	40%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.3.48.1	Infrastructure Planning, (Project Delivery)	Completion of concept designs and construction contract award	= 100%	100%	Reference Concept design contract awarded.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.3.49	Preconstruction works for upgrade of Port Macquarie Sewerage Pumping Station #64	0%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.3.49.1	Infrastructure Planning, (Project Delivery)	Deliver project to approved project plan	= 100%	0%	Tender has gone out for design and construction of pump stations (this one is now part of a larger project to deliver 6 new sewer pump stations)	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.3.50	Replacement of 2nd Effluent Pump at Port WwTP	100%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.3.50.1	Infrastructure Planning, (Infrastructure Operations)	Completion of programmed works	= 100%	100%	Pump installed and project completed	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Operational Plan Action 2021-2022	Progress	Status
4.1.3.51	Undertake asset revaluations for sewer network	45%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.3.51.1	Infrastructure Planning	Completion of revaluation to the required standard for external audit	= 100%	90%	External consultant engaged to undertake revaluation. Final condition data being compiled for valuation to begin in coming weeks. Some asset condition data has not been compiled which presents some risk to the project.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.3.52	Thrumster STP Area 13 Augmentation Pre-Construction	0%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.3.52.1	Infrastructure Planning	Deliver project to approved project plan	= 100%	0%	Pre-construction not yet commenced.	Off Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track


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

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.4.1	Programmed replacement of Sewer Pumps and Electrical switchboards at Sewage Pump Stations - Sewer Pump Replacement Program - Annual Switchboard Replacement - Lid Replacement Program	40%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.4.1.1	Infrastructure Operations	Completion of programmed works	= 100%	100%	Infrastructure Upgrades progressing on schedule	On Track


Code	Operational Plan Action 2021-2022	Progress	Status
4.1.4.4	Carry out programmed replacement of Sewer Treatment Plant (STP) electrical and mechanical assets Annual Electrical STP Asset Replacement Annual Mechanical STP Asset Replacement	40%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.4.4.1	Infrastructure Operations	Completion of programmed works	= 100%	100%	Mechanical and Electrical Asset Replacement being undertaken as required	On Track


Code	Operational Plan Action 2021-2022	Progress	Status
4.1.4.5	Conduct annual sewer assets replacement and maintenance programs for Sewer Rehabilitation and Relining Works	30%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.4.5.1	Infrastructure Operations	Completion of programmed works	= 100%	100%	New works package ready for contractor to commence	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.4.7	Installation of Dedicated Generators for backup power supply to Sewerage Pumping Stations CH SPS #9	20%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.4.7.1	Infrastructure Planning, (Infrastructure Operations)	Completion of installation	= 100%	100%	Site constraints have resulted in funds being reallocated for generator installation at PM SPS#21	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.4.8	Installation of Dedicated Generators for backup power supply to Sewerage Pumping Stations PM SPS#64	20%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track


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Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.4.8.1	Infrastructure Planning, (Infrastructure Operations)	Completion of installation	= 100%	100%	Generator procurement progressing	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.4.9	Develop Urban Sewer Management Plans	20%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.4.9.1	Infrastructure Planning	Completion of programmed works	= 100%	100%	Project planning in conjunction with the Urban Stormwater Catchment Management Plans project is underway.	On Track

4.1.5: Work towards planning, investigation, design, and construction of stormwater assets


Code	Operational Plan Action 2021-2022	Progress	Status
4.1.5.6	Continue design and construction for Black Swan Terrace - Stormwater detention facility (multi-year project)	15%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.5.6.1	Infrastructure Planning	Completion of detailed designs	= 100%	100%	Progressing as scheduled	On Track

Code	Operational Plan Action 2021-2022				Progress	Status
4.1.5.12	Stormwater Remediation - 35 Hart Street				20%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.5.12.1	Infrastructure Planning	Completion of detailed designs	= 100%	100%	Progressing as scheduled	On Track

Code	Operational Plan Action 2021-2022				Progress	Status
4.1.5.14	Undertaken Panorama Drive/Binbilla Drive stormwater remediation works				50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.5.14.1	Infrastructure Planning, (Project Delivery)	Completion of construction works	= 100%	100%	The project is has commenced with design ongoing. A project manager has been assigned with pre-construction activities currently being undertaken. Following design revisions in this quarter, it is expected the works will now be procured in early 2022 with works completed by July 2022.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.6.2	Undertake annual canal maintenance for Settlement Shores and Broadwater canals as required	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.6.2.1	Infrastructure Planning	Undertake canal maintenance works in accordance with the rolling priority program and risk management processes	= 100%	100%	Planning for works is ongoing. RFQ for Hydrographic survey has gone out in late 2021 with the survey to inform any dredging activities to occur in early 2022. Silt cleanup occurred in Broadwater and Settlement Shores canals following the March 2021 flood event. Community engagement on future maintenance is planned for early 2022.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.6.7	Carry out the Stormwater Renewal Program	50%	


 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.6.7.1	Infrastructure Planning	Completion of listed renewal works	= 100%	100%	Works are currently in the planning phase with construction works planned for May 2022. The works will include stormwater pipes underneath Ocean Dr, North Haven.	On Track


Code	Operational Plan Action 2021-2022	Progress	Status
4.1.6.18	Carry-out stormwater maintenance program including inspections, monitoring and repair works	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.6.18.1	Infrastructure Planning	In accordance with adopted programs and reactive maintenance requirements based on risk	= 100%	100%	Works undertaken as required. Flood cleanup being managed by the specific flood recovery project. Notable works occurred in Brierley Hill estate with shot-creting of the open channel and responding to the November rain event.	On Track


Code	Operational Plan Action 2021-2022	Progress	Status
4.1.6.19	Carry-out stormwater engineering investigations in response to identified issues from both reactive and proactive inspections	50%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.6.19.1	Infrastructure Planning	Engineering Investigations completed for all complex issues raised	= 100%	100%	Stormwater inspections occurred as required for complex projects, development and residential related stormwater matters. Ongoing investigations are occurring following the March 2022 floods, Notable investigations and reviews include at Panorama Drive, Bonny Hills, and Pembroke Road and Mooney Street, Telegraph Point.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.6.20	Stormwater Asset Management Condition Rating of stormwater assets via CCTV inspections, including of newly constructed works	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.6.20.1	Infrastructure Planning	In accordance with adopted programs and proactive maintenance requirements based on risk	= 100%	100%	Inspections undertaken as required for both planned and ad-hoc inspections .	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.6.21	Develop Urban Stormwater Catchment Management Plans for each of the 62 sub-catchments	20%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.6.21.1	Infrastructure Planning	Approval of detailed project plan and commencement of investigations	= 100%	100%	The project has commenced. Consultant procurement planning and documentation underway. Initial consultation with affected certain community groups has also been undertaken.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.6.22	North Haven Flood Mitigation Works - investigation and concept design of remedial works	0%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.6.22.1	Infrastructure Planning	Approval of detailed project plan and commencement of investigations	= 100%	0%	On hold: Project identified to be put on hold for 6 months due to Project Management resource allocation.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.6.23	Gross Pollutant Trap Audit & Maintenance Planning	90%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.6.23.1	Infrastructure Operations	Deliver project according to approved project plan	= 100%	100%	Project has been substantially completed with the GPT Audits completed, maintenance and renewal plans prepared and presentation of outcomes undertaken. Final reporting pending.	On Track


4.1.7: Develop and implement effective waste management strategies

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.7.6	Ensure effective recycling and recovery of domestic waste through Material Recovery Facility (MRF)	50%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.7.6.1	Commercial Business Units	Recovery of domestic waste through Material Recovery Facility in accordance with regulatory requirements	= 100%	100%	Recovery (recycling) of domestic waste through Material Recovery Facility (MRF) continuing as required.	On Track
4.1.7.6.2	Commercial Business Units	Finalise options analysis and commence planning for new Material Recovery Facility by 30 June 2022	= 100%	100%	Options analysis completed and planning for new MRF continuing.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Operational Plan Action 2021-2022	Progress	Status
4.1.7.7	Ensure effective recycling and recovery of organic waste through Organic Recovery Facility (ORF)	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.7.7.1	Commercial Business Units	Recovery of domestic waste through Organic Resource Recovery Facility (ORRF) in accordance with regulatory requirements	= 100%	100%	Recovery of domestic waste through Organic Recovery Facility (ORF) continuing as required.	On Track
4.1.7.7.2	Commercial Business Units	Capture and report carbon credit data associated with organic waste diversion from landfill	= 100%	100%	Recovery of domestic waste through Organic Recovery Facility (ORF) continuing. Carbon credit data captured as required.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.7.9	Deliver efficient waste and recycling services at all Waste Transfer Stations - New transfer bins x 4	0%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.7.9.1	Commercial Business Units	Operation of all Waste Transfer Stations undertaken in accordance with regulatory requirements	= 100%	100%	Waste Transfer Stations operations undertaken in accordance with regulatory requirements.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.7.13	Address illegal dumping and provide clean up programs	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.7.13.1	Commercial Business Units	Illegal dumping and clean up programs delivered by 30 June 2022	= 100%	100%	Illegal dumping and clean up programs undertaken as required.	On Track


Code	Operational Plan Action 2021-2022	Progress	Status
4.1.7.20	Better Waste & Recycling Fund	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.7.20.1	Commercial Business Units	Deliver projects according to approved Office of Environment and Heritage (OEH) project plans	= 100%	100%	Identified waste education projects continuing.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.7.26	Cairncross Waste Management Facility (WMF) Expansion / Improvements - (multi-year project) Finalise construction of new landfill cell (1A, 1C, 1E) in accordance with Development Consent	95%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.7.26.1	Commercial Business Units	Finalise construction of new landfill cell by 30 June 2022	= 100%	100%	Construction substantially complete as at December 2021 with minor contract administration to finalise in January 2022.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.7.27	Waste Strategy - Develop new Waste Strategy following NSW 20yr Waste Strategy	10%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.7.27.1	Commercial Business Units	Development of new Waste Strategy commenced by 30 June 2022	= 100%	100%	Progressing as scheduled.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.7.28	Deliver efficient waste collection, disposal and resource recovery services, including domestic, public place, commercial, and construction and demolition waste	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.7.28.1	Commercial Business Units	Waste collection, disposal and resource recovery services delivered in accordance with industry best practice	= 100%	100%	Waste collection services delivered as required.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Operational Plan Action 2021-2022	Progress	Status
4.1.7.29	Ensure effective operation of Cairncross waste management facility including effective disposal of waste to landfill	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.7.29.1	Commercial Business Units	Operation of Cairncross waste management facility undertaken in accordance with regulatory requirements	= 100%	100%	Operations undertaken as required within regulatory requirements.	On Track
4.1.7.29.2	Commercial Business Units	Capture the tonnage of waste to landfill for environmental reporting	= 100%	100%	Reporting completed as required.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.7.30	Undertake Waste Education and Marketing campaigns	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.7.30.1	Commercial Business Units	Waste Education and Marketing campaigns delivered according to approved programs	= 100%	100%	Waste education campaigns delivered as required in support of Council's Waste Strategy and services.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.1.7.31	Operate and maintain waste facilities in accordance with regulatory requirements and industry best practice	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.7.31.1	Commercial Business Units	Undertake landfill gas monitoring in accordance with regulatory requirements	= 100%	100%	Landfill gas monitoring ongoing as required. Investigations continuing into the potential for flaring of landfill gas at Cairncross.	On Track


Code	Operational Plan Action 2021-2022	Progress	Status
4.1.7.34	Kingfisher Waste Transfer Station Upgrade - Kingfisher Road Rehabilitation	5%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.1.7.34.1	Commercial Business Units	Finalise construction of Kingfisher Road Rehabilitation by 30 June 2022	= 100%	100%	Road rehab programmed for 2022 commencement.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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*4.2: Aim to minimise the impact of natural events and climate change, for example, floods, bushfires and coastal erosion***4.2.1: Develop and implement Coastal, Estuary, Floodplain, and Bushfire management plans**

Code	Operational Plan Action 2021-2022	Progress	Status
4.2.1.1	Deliver the annual bushfire risk mitigation program for PMHC	50%	

Code	Operational Plan Action 2021-2022	Progress	Status
4.2.1.2	Implement actions from the Flying Fox Camp Management Plan for Kooloonbung Creek	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.2.1.2.1	Environment & Regulatory Services	National flying fox census count x 4 (quarterly)	= 100%	100%	Census was completed in November 2021.	On Track
4.2.1.2.2	Environment & Regulatory Services	Community meetings x 2 annually	= 100%	100%	Community meeting held in December 2021.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.2.1.5	Continue to ensure development compliance to achieve sound environmental outcomes - Vegetation Management Plans, Koala Plans of Management developed, registered, implemented and monitored	50%	


 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.2.1.5.1	Environment & Regulatory Services	Register new plans and continue to undertake audits of VMP's and KPOM's to ensure on ground works are completed.	= 100%	100%	Audit program is running to schedule.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.2.1.6	Development of environmental program of works (registration, implementation, monitoring) to ensure compliance to Airport biocertification	50%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.2.1.6.1	Environment & Regulatory Services	Ongoing monitoring, generate reports, manage budgets for payment of contracts and write final report pertinent to on-ground environmental management actions	= 100%	100%	Contracts are being delivered for weed management and feral species management.	On Track
4.2.1.6.2	Environment & Regulatory Services	Undertake scoping, briefing preparation, and requisition of appropriate services	= 100%	100%	Contracts are ongoing from quarter 1.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.2.1.7	Provide subject matter expert advice on DA and landuse application referrals	50%	


 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.2.1.7.1	Environment & Regulatory Services	Referrals to DA applications is undertaken within 14 days	= 100%	100%	DA applications are being processed with in appropriate timeframes.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.2.1.9	Continue to develop a Flood Study for the North Brother Local Catchments - facilitation of stormwater remediation	95%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.2.1.9.1	Environment & Regulatory Services	Development of a North Brother Flood Study underway to facilitate future stormwater remediation	= 100%	100%	North Brother Floodplain Risk Management Study and Plan were adopted by Council at the November Ordinary Council Meeting subject to amendments as listed in the accompanying report. The report is currently being updated to reflect those changes prior to submission of final version.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.2.1.11	Commence construction of new stormwater system at Illaroo Road	50%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.2.1.11.1	Environment & Regulatory Services	Construction of Illaroo Road stormwater system has commenced	= 100%	100%	Estimated costs for construction have been obtained. Licenses and referrals have been lodged.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.2.1.14	Coast and estuary management committee	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.2.1.14.1	Environment & Regulatory Services	Four committee meetings held per year	= 100%	100%	2nd quarter meeting held in November 2021.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.2.1.16	Development of a Coastal Management Program for Lake Cathie - Tidal Improvement - Lake Innes/Lake Cathie Estuarine	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.2.1.16.1	Environment & Regulatory Services	Continue to undertake studies and engagement for Coastal Management Program Stage 2 specific to Lake Cathie, including	= 100%	100%	Stage 2 of Lake Cathie CMP is progressing as scheduled. The Hydrodynamic model tender has been awarded and funding has been granted by	On Track


 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
		funding for hydrodynamic model associated with Kenwood Drive Bridge. Continued discussion regarding Illaroo revetment wall and acid sulphate studies associated with holistic estuary management			DPIE. Further discussions will occur in Q3 regarding Illaroo Revetment wall co-design project.	


Code	Operational Plan Action 2021-2022				Progress	Status
4.2.1.17	Develop the annual bushfire risk mitigation program for Council lands prepared in accordance with the Bush Fire Risk Management Plan				100%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.2.1.17.1	Environment & Regulatory Services	The annual Bushfire Risk Management Program is adopted by 30 September 2021	= 100%	100%	Adoption of the annual bushfire risk management program occurred in Q2 and was endorsed by Council.	On Track


Code	Operational Plan Action 2021-2022				Progress	Status
4.2.1.18	Flood mapping - Update LEP Flood Maps to incorporate new knowledge and latest flood model results across LGA.				45%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.2.1.1.1	Environment & Regulatory Services	90% of program delivered	= 100%	100%	Works on are on schedule and forecasted to achieve 100% completion with program.	On Track
4.2.1.1.2	Environment & Regulatory Services	RFFF estimates are submitted to the RFS for the following financial year grant application	= 100%	100%	Completed	On Track
4.2.1.18.1	Environment & Regulatory Services	Complete updates to LEP Flood Mapping by June 2022	= 100%	100%	Internal testing of maps is currently underway.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.2.1.19	Installation of in-line monitoring instruments at Koree Island River intake	10%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.2.1.19.1	Infrastructure Planning, (Infrastructure Operations)	Deliver project according to approved project plan	= 100%	100%	Consultant being engaged to prepare specification	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.2.1.20	Commence development of the Coastal Management Plan - CMP Stage 2 - Hastings River Drive	50%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.2.1.2.3	Environment & Regulatory Services	Delivery of on ground management actions (including subsidy program and operation of sprinkler system)	= 100%	100%	Sprinkler system continues to be operational and the proposed subsidy program will commence in Q3. Ecological restoration works are being done on ground by Friends of Kooloonbung Creek volunteer group.	On Track
4.2.1.20.1	Environment & Regulatory Services	Begin studies and engagement for Coastal Management Program Stage 2 specific to Hastings River area	= 100%	100%	A request for quote for bank stabilisation work has been released by Council. Work on this project will commence in Q3.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.2.1.21	Sensitive Receptors	50%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.2.1.21.1	Environment & Regulatory Services	<ul style="list-style-type: none"> Establish Baseline Water Quality pre 2019 Bushfire event and establish water quality monitoring plans for Lake Innes/Lake Cathie and Watson Taylor Complete Ecological Assessment of the Saltmarsh community within the Lake Cathie/Lake Innes Catchment Complete Water Quality Monitoring Program of Lake Cathie / Lake Innes and Watson Taylor 	= 100%	100%	Baseline water quality complete, water quality monitoring strategy will be conducted in Q3. Interim reports have been received for ecological assessments and final deliverables will be in Q4.	On Track

4.2.2: Promote strategies to mitigate climate change

Code	Operational Plan Action 2021-2022	Progress	Status
4.2.2.1	Undertake development of a Sustainability and Climate Change Strategy	20%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.2.2.1.1	Environment & Regulatory Services	Climate Change Response Strategy & Action Plan developed and adopted	= 100%	100%	Required research for strategy development underway. Strategy not due until July 2022	On Track


 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.2.2.2	Implement sustainability and climate change strategy actions	10%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.2.2.2.1	Environment & Regulatory Services	Commence action in accordance with Climate Change Response Strategy	= 100%	100%	Strategy not yet developed. Actions not yet set however progress occurring in some expected areas	On Track


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

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

Code	Operational Plan Action 2021-2022	Progress	Status
4.3.1.1	Ensure development assessment, building certification and subdivision certification activities are completed efficiently and in accordance with legislation	100%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.3.1.1.1	Development Assessment	Capture the number of applications and processing times, together with a commentary on development trends and report to Council quarterly	= 100%	100%	Quarterly report presented to Council	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.3.1.2	Ensure the Development Assessment Panel operates in accordance with their charter and all applications are accurately determined	100%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.3.1.2.1	Development Assessment	Have no successful legal appeals relating to process errors	= 100%	100%	Nil appeals as a result of process error	On Track

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

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

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.1.2	Regional Integrated Transport Strategy	30%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.2.1	Infrastructure Planning, (Project Delivery)	Production of a draft RITS for exhibition before 30 June 2022	= 100%	100%	The Regional Integrated Transport Strategy is on program and is well developed.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.1.3	Footpath, Cycleway and Pedestrian works	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.3.1	Roads, Bridges & Transport	Complete construction of listed works	=100%	100%	The project is currently in planning stage with no construction works currently programmed until completion of the strategy in early 2022.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.1.32	Continue corridor planning - Kendall Road - Ocean Drive - Hastings River Drive regional road corridor (MR538/MR600) - multi-year project	80%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.3.1	Infrastructure Planning	Complete construction of listed works	= 100%	100%	The project is currently in planning stage with no construction works currently programmed until completion of the strategy in early 2022.	On Track
4.4.1.32.1	Infrastructure Planning	Council adoption of the completed road corridor plan	= 100%	100%	The projects will conduct public exhibition this coming quarter Q3. The community feedback will be included in the Strategy and a report will be prepared for Council to consider in the third quarter.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.1.34	Kew Main Street Upgrade	10%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.34.1	Infrastructure Planning	Completion of the Kew Main Street Upgrade	= 100%	80%	Revisions to designs and extent of works being progressed to deliver maximised outcomes within available grant funding. Negotiation with contractors also progressing.	Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.1.37	Local Roads Proactive Renewal Program	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.37.1	Infrastructure Planning	Completion of listed road renewals and resurfacing works	= 100%	100%	The 2021-22 Road Rehabilitation and Resealing Program is currently in the delivery phase with the program including the following projects: Planning Phase (Road Resurfacing and Rehabilitation): * Central Rd, Port Macquarie Planning Phase (Road Resealing): * Kindee Rd * Port Macquarie Local Roads (Transit Hill) - commence in January 2022	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
					<p>The rehabilitations and resurfacing has already commenced and will be progressively completed until June 2022. The final program dates are yet to be finalised.</p> <p>Delivery Phase (Road Resurfacing and Rehabilitation):</p> <ul style="list-style-type: none"> * Lake Rd (Ocean Dr to Central), Port Macquarie - completed * Highfields Cct, Port Macquarie - completed * Pembroke Rd (full length), Pembroke - underway * Kennedy Dr (Coral to Koala), Port Macquarie - underway <p>Delivery Phase (Road Resealing):</p> <ul style="list-style-type: none"> * Comboyne Local roads - completed <p>The reseals for the Transit Hill area are scheduled to commence in January and progressively completed over the hotter summer period until March 2021. The final program dates are yet to be finalised.</p> <p>The rehabilitation of Kennedy Dr is scheduled for April 2022 and is dependent on the receipt of an approved pavement design.</p> <p>The rehabilitation of Pembroke Rd is 90% complete. Outstanding locations include:</p> <ul style="list-style-type: none"> * Roadslip at Redbank Rd - covered under Disaster funding * Stoney Creek - bridge reconstruction and realignment under separate funding * Mooney St - waiting on Flood design which is expected in January. 	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Operational Plan Action 2021-2022	Progress	Status
4.4.1.44	Condition Rating - Transport Assets	50%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.44.1	Infrastructure Planning	Undertake condition rating of Council's transport assets by 30 June 2022	= 100%	100%	Planning of these works has commenced with Video Survey planned to occur in 2022. Project Manager assigned and developing project plan and procurement planning.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.1.48	Development Contribution Plan (Roads) Review and Update	50%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.48.1	Strategy	Deliver project according to approved project plan	= 100%	100%	The development of the Regional Integrated Transport Strategy is on target and progressing according to program. The Development Contributions component is a single element of the holistic Development Contributions holistic review and the creation of a new Contributions Framework for PMHC.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Operational Plan Action 2021-2022	Progress	Status
4.4.1.51	Installation of new bus shelters as per the Community Passenger Transport Infrastructure Grant Scheme (CPTIGS) Program	90%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.51.1	Infrastructure Planning	Completion of listed bus shelter installations	= 100%	100%	Progressing as scheduled	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.1.52	AUS-SPEC Review - Undertake a comprehensive review of Councils full suite of design and construction specifications - multi-year project	75%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.52.1	Infrastructure Planning	Council adoption of the updated AUS_SPEC specifications	= 100%	0%	Review of standard drawings is currently behind schedule due to other higher priority works. Planning for the review has commenced.	Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.1.55	Beach to Beach - shared path project at Camden Haven - Detailed design, environmental approvals and commencement of construction	50%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.55.1	Infrastructure Planning	Completion of the detailed design and environmental approvals	= 100%	100%	Completion of detailed design and environmental approvals progressing	On Track

Code	Operational Plan Action 2021-2022				Progress	Status
4.4.1.63	Pembroke Road - Stoney Creek Bridge Upgrade - Detailed Design				10%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.63.1	Infrastructure Planning	Completion of detailed design	= 100%	80%	Design consultancy request for quotation process yielded higher than expected preconstruction costs. A revised procurement approach is being progressed with a formal request for tender expected to be released in early 2022.	Off Track


Code	Operational Plan Action 2021-2022				Progress	Status
4.4.1.66	Kindee Bridge Upgrade Detailed Design				45%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.66.1	Infrastructure Planning	Detailed project plan approval and commencement of the detailed design	= 100%	90%	Project has been delayed as the Bridges and Structures Engineers has devoted their full time to the Rawdon Island Bridge Structural Repair project	Off Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
					due to the pressing need. Planning for the Kindee Bridge Renewal is expected to resume in 2022, as the Rawdon Island Bridge Repair project commences into construction.	

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.1.67	Transport Network Improvement Planning Project - Options Assessment and Strategic Business Case (Including Review of Orbital Road Options) - (multi-year project)	45%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.67.1	Infrastructure Planning	Completion of a Transport Network Plan and Strategic Business Case for the highest priority improvements	= 100%	90%	<p>The project has progressed throughout the second quarter though the project was delayed to ensure that the project aligns with the Oxley Highway Corridor Study and Strategy being undertaken by Transport for NSW. Modelling of the current network has occurred, with preliminary modelling of the likely future network being undertaken based on these changes.</p> <p>Further modelling on options, as well as workshops with key stakeholders on potential future links are being planned for the third quarter of 2021-22. Following completion of these workshops, it is expected the program will be revised with completion of the first stage of the Strategic Business Case to be completed in late 2022. Public consultation on the progress is expected in early to mid 2022.</p>	Off Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
					<i>Note: At the Extraordinary Council Meeting held on 13 January 2022, Council resolved in part to discontinue investigations for new roads within the Orbital Road Corridor, and to remove the term 'Orbital Road', 'Orbital Road Corridor' or similar from Council infrastructure related planning documentation.</i>	

Code	Operational Plan Action 2021-2022				Progress	Status
4.4.1.80	Boundary Street Upgrade - Detailed Design and Environmental Approvals				60%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.80.1	Infrastructure Planning	Completion of the detailed design and environmental approvals.	= 100%	100%	Progressing as scheduled	On Track

Code	Operational Plan Action 2021-2022				Progress	Status
4.4.1.82	Schools to Schools Shared Pathway - Plan & Design				5%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.82.1	Infrastructure Planning	Deliver project according to approved project plan	= 100%	80%	Other emergency priority projects late in reporting period have impacted the progress of the initiation and planning of this pathway design project.	Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.1.83	Gordon Street Upgrade - Road Resurfacing, Stormwater flood mitigation and water main renewal works (multi-year project)	100%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.83.1	Infrastructure Planning	Completion of works	= 100%	100%	Complete	On Track


Code	Operational Plan Action 2021-2022	Progress	Status
4.4.1.84	Bago Road Rehab Stage 3 - Bluewater to Cameron Streets	85%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.84.1	Infrastructure	Deliver project according to approved project plan	= 100%	100%	Progressing as scheduled	On Track


 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.1.85	Bago Road Stage 3B - Timbertops CI to Azalea Ave	100%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.85.1	Infrastructure Planning	Deliver project according to approved project plan	= 100%	100%	Works complete - final seal to be completed by Infra Operations as part of annual reseal program	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.1.88	Lorne Road Sealing - Commence detailed design and approvals	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.88.1	Infrastructure Planning	Approval of the detailed project plan and commencement of the detailed design.	= 100%	100%	Project is continuing with design of the Lorne Road upgrade. Approval of construction of the first section of works to the available grant funding has been sought from the Commonwealth government funding body. Works are expected to commence in 2022.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.1.89	Undertake a detailed traffic analysis of the Sancrox/Thrumster/Fernbank growth area to identify high priority works	25%	


 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.89.1	Infrastructure Planning	Approval of the detailed project plan and commencement of the investigations	= 100%	90%	Planning for this project has commenced, however ongoing discussions with subdivision developers within this precinct have been ongoing about how the timing of the study will occur with the proposed Le Clos Sancrox planning proposal. It is expected that a project plan will be developed in early 2022.	Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.1.93	Lord & Herschell St PMQ - Install Roundabout	5%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.93.1	Infrastructure	Deliver project according to approved project plan	= 100%	100%	Progressing as scheduled	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.1.96	Design and Construction of the Pappinbarra Bridge Replacement	35%	


 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.96.1	Infrastructure Planning	Completion of construction	= 100%	100%	Construction contract awarded	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.1.97	Review of Car Parking Strategy	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.97.1	Infrastructure Planning	Completion of draft Car Parking Action Plan and Parking Policy for public exhibition	= 100%	100%	The consultant has been engaged with pre-planning being undertaken throughout the first and second quarters. The COVID restrictions has meant that the survey contractor has been unable to attend site to undertake site surveys and inspections, however programmed to resume in early 2022. The project will progress as far as able until the surveys are undertaken, at which point the program will resume. Council officers are working with the consultant to minimise any delays in the program.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.1.98	The Hatch Rd - Reseal Sections - Investigation and design for sealing 3kms of Rd	100%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.98.1	Infrastructure Planning	Completion of construction	= 100%	100%	Completed	On Track

Code	Operational Plan Action 2021-2022				Progress	Status
4.4.1.103	Footpath - The Parade: Ocean St to Surf Carpark				100%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.103.1	Infrastructure Planning	Deliver project to approved project plan	= 100%	100%	Completed	On Track

Code	Operational Plan Action 2021-2022				Progress	Status
4.4.1.104	Footpath - Lake Street: Tunis St to Seymour St				100%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.104.1	Infrastructure Planning	Deliver project to approved project plan	= 100%	100%	Completed	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.1.105	Footpath - Comboyne St to Graham St Connect at KSC	100%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.105.1	Infrastructure Planning	Deliver project to approved project plan	= 100%	100%	Completed	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.1.106	Footpath - Hill Street: Pioneer Park to Main St	100%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.106.1	Infrastructure Planning	Deliver project to approved project plan	= 100%	100%	Completed	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.1.107	Footpath - Parker Street: Wauchope High to Bain St	100%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.107.1	Infrastructure Planning	Deliver project to approved project plan	= 100%	100%	Completed	On Track

Code	Operational Plan Action 2021-2022				Progress	Status
4.4.1.110	Footpath - Watonga St: Connect to Matthew Flinders				90%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.110.1	Infrastructure Planning	Deliver project according to approved project plan	= 100%	100%	The project has had some design revisions due to issues regarding compliance with Accessibility standards. The design has been revised to better suit the site. Construction of the final section is expected to commence in early 2022.	On Track

Code	Operational Plan Action 2021-2022				Progress	Status
4.4.1.111	New Bus Shelters (3 or 4) and Landing Pads				50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.111.1	Infrastructure Planning	Deliver project according to approved project plan	= 100%	100%	The project has been delayed slightly due to supplier availability of the shelters. Preparatory works on the slabs has commenced with the	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
					shelters to be installed once arrived. Expected to occur in 2022.	

Code	Operational Plan Action 2021-2022				Progress	Status
4.4.1.113	Laurieton Town Centre Master Plan COVID PROJECTS				100%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.113.1	Strategy	Completion of draft Master Plan for public exhibition	= 100%	100%	Project completed.	On Track

Code	Operational Plan Action 2021-2022				Progress	Status
4.4.1.114	Captain Cook Bicentennial Drive Rehabilitation				100%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.114.1	Infrastructure Planning	Deliver project according to approved project plan	= 100%	100%	Project Completed.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Operational Plan Action 2021-2022	Progress	Status
4.4.1.119	Commence Construction of the Lake Road / Jindalee Road / Fernhill Road Intersection upgrade (Multi-year)	5%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.119.1	Infrastructure Planning, (Project Delivery)	Approval of detailed project plan and completion of construction tender documents	= 100%	80%	Finalisation of TfNSW approvals and land matters ongoing, construction commencement not expected this FY.	Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.1.120	Commence detailed design and approvals for Lake Road Duplication (Ocean Drive to Chestnut Road) (Multi- year)	5%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.120.1	Infrastructure Planning, (Project Delivery)	Approval of detailed project plan and commencement of detailed design	= 100%	100%	Progressing as scheduled	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.1.123	Maria River Road	20%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.123.1	Infrastructure Planning, (Project Delivery)	Construction contract award	= 100%	80%	Design and property matters associated with National Park adjoining will delay design finalisation into 22/23FY.	Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.1.124	Ocean Drive (South of Port Macquarie) Soil Remediation	5%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.124.1	Infrastructure Planning	Completion of works	= 100%	80%	Project inception delayed while additional project management resourcing has been progressed with critical path next step being National Parks liaison as to extent of required works.	Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.1.125	Pembroke Road Beechwood Rd & Stoney Creek Rd	90%	


 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.125.1	Infrastructure Planning	Completion of works	= 100%	100%	Road rehabilitation works progressing well - main works between Beechwood Rd and Stoney Creek Rd complete, final sealing, line marking and signs all on schedule. Scope has increased with additional funding under round 3 of Fixing Local Roads program. These additional works are also nearing completion.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.1.127	Undertake sealed road network condition survey	10%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.1.127.1	Infrastructure Planning	Completion of condition survey	= 100%	100%	Planning commenced to complete the sealed road condition survey by the end of June 2022.	On Track

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


Code	Operational Plan Action 2021-2022	Progress	Status
4.4.2.1	Undertake road resurfacing and rehabilitation works throughout the local government area in accordance with the rolling priority program and Pavement Management System Continuation of High Traffic Road Resurfacing - Continuation of Pavement Rejuvenation Treatments - Road Resealing Works	50%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.2.1.1	Infrastructure Planning	Completion of listed road renewal and resurfacing works	= 100%	100%	Works delivered on budget. Works schedule based on inspections and assessment criteria from Council's road and stormwater risk rating and road hierarchy systems. Notable sealing works included in Q2 were Pembroke Road, Highfields Circuit and the Transit Hill/Lighthouse Beach areas.	On Track


Code	Operational Plan Action 2021-2022	Progress	Status
4.4.2.2	Carry out annual unsealed road maintenance program including gravel resheeting, grading, and rural roadside vegetation clearing	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.2.2.1	Infrastructure Planning	In accordance with adopted programs and reactive maintenance requirements based on risk	= 100%	100%	Works delivered on budget. Works schedule based on inspections and assessment criteria from Council's road and stormwater risk rating and road hierarchy systems.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.2.3	Carry out annual sealed road maintenance program including resurfacing, jet patching, heavy patching and installation of roadside furnishings	50%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.2.3.1	Infrastructure Planning	In accordance with adopted programs and reactive maintenance requirements based on risk	= 100%	100%	Works delivered on budget. Works schedule based on inspections and assessment criteria from Council's road and stormwater risk rating and road hierarchy systems. Notable sealing works included in Q2 were Pembroke Road, Highfields Circuit and the Transit Hill/Lighthouse Beach areas.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.2.4	Undertake bridges and culverts maintenance and repair program including inspections, monitoring and bridge repair works	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.2.4.1	Infrastructure Planning	In accordance with adopted programs and reactive maintenance requirements based on risk	= 100%	100%	Works delivered on budget. Works schedule based on inspections and assessment criteria from Council's road and stormwater risk rating and road hierarchy systems.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.2.5	Carry out reactive maintenance to Koala Food Trees and Koala Fencing on Link Rd (Ocean Dr)	50%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.2.5.1	Infrastructure Planning	In accordance with adopted programs and reactive maintenance requirements based on risk	= 100%	100%	Inspections and maintenance are completed as required.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.2.6	Bridgeworks and Road Rehabilitation Program - Undertake regular bridge and geotechnical road pavement tests to inform and develop program	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.2.6.1	Infrastructure Planning	Completion of required testing and assessments	= 100%	100%	Inspections schedule on track and being planned for throughout the 2021-22 Financial Year. Pavement testing to be scheduled in 2022.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.2.7	Crowe Roods Bridge, Bellangry - Upgrade	5%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.2.7.1	Infrastructure Planning	Approval of the detailed project plan and commencement of the detailed design	= 100%	100%	This project forms part of the Fixing Country Bridges program and is on track.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track


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Code	Operational Plan Action 2021-2022	Progress	Status
4.4.2.8	Bridge 178, Munday Lane - Upgrade	5%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.2.8.1	Infrastructure Planning	Approval of the detailed project plan and commencement of the detailed design	= 100%	100%	This project forms part of the Fixing Country Bridges program and is on track.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.2.9	Bridge 179, Munday Lane - Upgrade	5%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.2.9.1	Infrastructure Planning	Approval of the detailed project plan and commencement of the detailed design	= 100%	100%	This project forms part of the Fixing Country Bridges program and is on track.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.2.10	Timber Bridges - Renewals & Repairs for Logans Crossing Bridge	10%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.2.10.1	Infrastructure Planning	Approval of detailed project plan and commencement of detailed design	= 100%	100%	Detailed design contract engagement awarded. on track	On Track

Code	Operational Plan Action 2021-2022				Progress	Status
4.4.2.11	Ocean Drive Preliminaries				95%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.2.11.1	Infrastructure Planning	Approval of detailed project plan and construction contract documentation	= 100%	100%	Progressing as scheduled	On Track

Code	Operational Plan Action 2021-2022				Progress	Status
4.4.2.12	Kindee Bridge - Immediate Structural Repairs				20%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.2.12.1	Infrastructure Planning	Completion of structural repairs	= 100%	20%	Planning phase continuing. Awaiting resource allocation. Construction work currently planned for August 2022.	Off Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Operational Plan Action 2021-2022	Progress	Status
4.4.2.13	Bridge 181, Mundays Lane - Upgrade	5%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.2.13.1	Infrastructure Planning	Approval of the detailed project plan and commencement of the detailed design	= 100%	100%	This project forms part of the Fixing Country Bridges program and is on track.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.2.14	Donkins Flat Bridge, Comboyne - Upgrade	5%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.2.14.1	Infrastructure Planning	Approval of the detailed project plan and commencement of the detailed design	= 100%	100%	This project forms part of the Fixing Country Bridges program and is on track.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.2.15	Old School Road Bridge, Herons Creek - Upgrade	5%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.2.15.1	Infrastructure Planning	Approval of the detailed project plan and commencement of the detailed design	= 100%	100%	This project forms part of the Fixing Country Bridges program and is on track.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.2.16	Cowal Creek Bridge, Bellangry - Upgrade	5%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.2.16.1	Infrastructure Planning	Approval of the detailed project plan and commencement of the detailed design	= 100%	100%	This project forms part of the Fixing Country Bridges program and is on track.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.2.17	Culvert - Thone River Rd, Byabarra	5%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.2.17.1	Infrastructure Planning	Approval of the detailed project plan and commencement of the detailed design	= 100%	100%	This project forms part of the Fixing Country Bridges program and is on track.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Operational Plan Action 2021-2022	Progress	Status
4.4.2.18	Culvert - Farrawells Road, Telegraph Point	5%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.2.18.1	Infrastructure Planning	Approval of the detailed project plan and commencement of the detailed design	= 100%	100%	This project forms part of the Fixing Country Bridges program and is on track.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.2.19	Tower Rd Bridge, Pembroke - Upgrade	5%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.2.19.1	Infrastructure Planning	Approval of the detailed project plan and commencement of the detailed design	= 100%	100%	This project forms part of the Fixing Country Bridges program and is on track.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.2.20	Bottlebrush No 1 Bridge Upgrade	5%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.2.20.1	Infrastructure Planning	Approval of the detailed project plan and commencement of the detailed design	= 100%	100%	This project forms part of the Fixing Country Bridges program and is on track.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.2.21	Cutty Creek Bridge, Herons Creek Upgrade	5%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.2.21.1	Infrastructure Planning	Approval of the detailed project plan and commencement of the detailed design	= 100%	100%	This project forms part of the Fixing Country Bridges program and is on track.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.2.22	Joes Bridge Upgrade	5%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.2.22.1	Infrastructure Planning	Approval of the detailed project plan and commencement of the detailed design	= 100%	100%	This project forms part of the Fixing Country Bridges program and is on track.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Operational Plan Action 2021-2022	Progress	Status
4.4.2.23	Langdons Bridge (Bottlebrush No 2) Upgrade	5%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.2.23.1	Infrastructure Planning	Approval of the detailed project plan and commencement of the detailed design	= 100%	100%	This project forms part of the Fixing Country Bridges program and is on track.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.2.24	Bril Bril Bridge Upgrade	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.2.24.1	Infrastructure Planning	Commence the rehabilitation of Bril Bril Bridge	= 100%	100%	Planning phase is complete. Construction phase to commenced in November with completion targeted for May 2022.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.2.25	Little Mortons Creek Bridge Upgrade	5%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.2.25.1	Infrastructure Planning	Approval of the detailed project plan and commencement of the detailed design	= 100%	100%	This project forms part of the Fixing Country Bridges program and is on track.	On Track

Code	Operational Plan Action 2021-2022				Progress	Status
4.4.2.26	King Creek Bridge Upgrade				25%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.2.26.1	Infrastructure Planning	Approval of the detailed project plan and commencement of the detailed design	= 100%	100%	This project forms part of the Fixing Country Bridges program and is on track.	On Track

Code	Operational Plan Action 2021-2022				Progress	Status
4.4.2.27	Beechwood Pedestrian Upgrades				10%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.2.27.1	Infrastructure Planning	Completion of Pedestrian Upgrade	= 100%	100%	Progressing as scheduled	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Operational Plan Action 2021-2022	Progress	Status
4.4.2.28	New footpath on the North Shore	5%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.2.28.1	Infrastructure Planning	Completion of footpath at North Shore	= 100%	100%	Scope now agreed to be road pavement improvement following community consultation.	On Track


Code	Operational Plan Action 2021-2022	Progress	Status
4.4.2.29	Kerb and Gutter Installation - Wesley Avenue, Petit St, Hart St and Anderson St	40%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.2.29.1	Infrastructure Operations	Completion of Kerb and Gutter Installation	= 100%	100%	Detailed designs are complete. Engineering Planning Staff are currently working with contractors to confirm project costings prior to an anticipated construction start in March 2022.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.2.30	Bago Rd final seal	0%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.2.30.1	Infrastructure Planning	Completion of works	= 100%	100%	Not due to start till early 2022	On Track

Code	Operational Plan Action 2021-2022				Progress	Status
4.4.2.31	Resurface Council Carpark - Cameron St, Wauchope & Bridge St, Port Macquarie				100%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.2.31.1	Infrastructure Planning	Completion of Resurfacing	= 100%	100%	Completed	On Track

Code	Operational Plan Action 2021-2022				Progress	Status
4.4.2.32	Rawdon Island Bridge Structural Repairs				55%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.2.32.1	Infrastructure Planning, (Project Delivery)	Deliver project according to approved project plan	= 100%	100%	Load limit lifted, initial grout pour completed on 2 piers.	On Track


 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Operational Plan Action 2021-2022	Progress	Status
4.4.2.33	Oxbow Circuit, King Creek Repairs	20%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.2.33.1		Deliver project according to approved project plan	= 100%	100%	Investigation and Design Report progressing with external consultant and due in Feb 22.	On Track

4.4.3: Develop and implement traffic and road safety programs

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.3.1	Develop a Road Safety Action Plan and undertake associated safety education and awareness programs identified in the plan	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.3.1.1	Community	Undertake road safety educational programs	= 100%	100%	Although some activity has been postponed or cancelled due to COVID restriction, the programs are still being moved forward and some alternatives in place or planned.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.3.2	Install and maintain street lights in accordance with identified priorities	50%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.3.2.1	Infrastructure Planning	Deliver street lighting program according to approved schedule and prioritisation	= 100%	100%	Council is working with Essential Energy to plan the LED Streetlight upgrade project. Delivery is currently scheduled for 2022.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.4.3.4	Rural Road Safety Improvements - Line marking, signs	100%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.4.3.4.1	Infrastructure Planning	Deliver project according to approved project plan	= 100%	100%	Project completed after delays with line marking contractor due to COVID restrictions. Sign installation has been completed.	On Track


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

4.5.1: Carry out strategic planning to manage population growth and provide for coordinated urban development

Code	Operational Plan Action 2021-2022	Progress	Status
4.5.1.7	Review Local Environmental Plan (LEP) and Development Control Plan (DCP) provisions to promote development of the Yippin Creek Urban Release Area (UGMS Action 4)	30%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.5.1.7.1	Strategy	Report to Council regarding draft planning outcomes to Council by 30 June 2022	= 100%	100%	There is an identified risk in the flood studies with regard to flood free access. Alternative solutions are being explored presently as a co-design with the landholders who are actively participating in identifying solutions to address the risks. This issue places at risk the timeline to the Planning Proposal. The extent of the impact will be understood when the infrastructure requirements and program for delivery are adequately developed and studied.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.5.1.8	Progress Council led precinct planning for the proposed Health and Education Precinct (UGMS Action 13)	70%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.5.1.8.1	Strategy	Continue support studies for a planning proposal in consultation with stakeholders by 30 June 2022	= 100%	100%	The Health & Education Precinct Strategic Land Use Planning is well progressed. the outcomes and yields of the precinct will be determined by the TfNSW strategy on the Oxley Highway Upgrade, particularly Wrights Road and Lake Road intersections. Engagement continues with TfNSW and when the outcomes are released by the state agencies the planning can be finalised. Council are working closely with TfNSW and DPIE to support information for the state agencies business case for funding of the transport network investment required.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Operational Plan Action 2021-2022	Progress	Status
4.5.1.10	Review LEP and DCP provisions to promote appropriate housing choice options (UGMS Action 1)	70%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.5.1.10.1	Development Assessment	Complete Local Housing Strategy	= 100%	95%	Council received numerous submissions to the public exhibition of the draft Local Housing Strategy which are currently being reviewed. Anticipated that a report will be presented to Council in the first half of 2022.	Off Track
4.5.1.10.2	Development Assessment	Report to Council by December 2021 on local housing priorities and timeframes for delivery of action	= 100%	95%	Council received numerous submissions to the public exhibition of the draft Local Housing Strategy which are under review. Anticipated that a report will be presented to Council on the submissions received and the housing priorities and actions in the first half of 2022.	Off Track


Code	Operational Plan Action 2021-2022	Progress	Status
4.5.1.11	Investigate the capacity of land at the intersection of Ocean Drive with Houston Mitchell Drive for light industrial use and at the intersection of Ocean Drive with Bonny View Drive for light industrial development or for use as a school (UGMS Action 17)	100%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.5.1.11.1	Development Assessment	Final report to Council re Local Environmental Plan (LEP) and	= 100%	100%	Timing for investigation of land at the intersection of Ocean Drive with Bonny View Drive for light	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
		Development Control Plan (DCP) amendments by 30 June 2022			industrial development or a school is subject to the submission of a rezoning proposal by the land owner.	

Code	Operational Plan Action 2021-2022	Progress	Status
4.5.1.15	Port Macquarie Civic Precinct - Commence investigations for strategic land use planning of Council owned property	20%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.5.1.15.1	Strategy	Planning investigations commenced for Council owned property in the Port Macquarie Civic Precinct	= 100%	100%	FYE 2022 will only include the preliminary investigations and in principle benefits of the strategic planning. This work is progressing on schedule and budget. FYE 2023 will include the progression of this work into the strategic land use planning.	On Track


Code	Operational Plan Action 2021-2022	Progress	Status
4.5.1.17	Fernbank Creek/Sancroix - Support Studies	60%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.5.1.17.1	Strategy	NSW DPIE endorsement of Structure Plan by December 2021	= 100%	100%	The Structure Plan is substantially advanced and submissions have been made by state agencies. Transport is a concern and Council, Transport for NSW and DPIE are working through the issues collaboratively. Council are presenting community submissions to that forum.	On Track


Code	Operational Plan Action 2021-2022	Progress	Status
4.5.1.18	Sustainability Strategy	30%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.5.1.18.1	Strategy	Production of a draft Sustainability Strategy by 30 June 2022.	= 100%	100%	The Sustainability work is well progressed. A sustainability policy and Climate Change Response Policy have been endorsed by the community and Council. The Sustainability Strategy will be informed by the governance of these policies.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.5.1.19	Conduct a strategic review of development contributions plans	30%	


 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.5.1.19.1	Strategy	Strategic Review the DSP and Contributions Plans and recommendations by 30 June 2022.	= 100%	100%	The consultant draft report will be delivered in Q3 FYE 2022.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.5.1.20	Finalise and implement the Port Macquarie Regional City Action Plan in collaboration with DPIE	80%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.5.1.20.1	Strategy	Implement and advocate for actions by 30 June 2022	= 100%	100%	The Regional City Action Plan is being used to inform Strategy development on Land Use Planning and Regional Integrated Transport. Engagement on the RCAP advocacy is a regular meeting with state agencies including DPIE, TfNSW and BCD.	On Track

4.5.2: Plan for infrastructure that supports population growth


Code	Operational Plan Action 2021-2022	Progress	Status
4.5.2.2	Continue the review of the Major Roads Contributions Plan for completion in 2020-2021 (UGMS Action 23)	50%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.5.2.2.1	Strategy	Complete review of draft works program for review of the Major Roads Contributions Plan by 30 June 2022	= 100%	100%	This item will be addressed as part of the holistic review of Development Contributions and the development of a new contributions framework for PMHC. This item is progressing on schedule.	On Track

4.6: Restore and protect natural areas

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


Code	Operational Plan Action 2021-2022	Progress	Status
4.6.1.1	Undertake strategic biosecurity (weed management) program to restore and conserve the natural environment of the Mid North Coast	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.6.1.1.1	Environment & Regulatory Services	600 high risk species inspections undertaken	= 100%	100%	278 inspections undertaken in Q2, cumulative total 514.	On Track
4.6.1.1.2	Environment & Regulatory Services	2,000km of high risk/priority pathways inspected	= 100%	100%	540 km of pathways inspected in Q2, the cumulative total is 1068.9.	On Track
4.6.1.1.3	Environment & Regulatory Services	210ha of control for high risk species	= 100%	100%	181.8ha of control undertaken, cumulative total is 229.2ha.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.6.1.1.4	Environment & Regulatory Services	200km of high risk pathways treated for high risk species	= 100%	100%	83.7km of pathways were treated in Q2, cumulative total is 91.1km.	On Track
4.6.1.1.5	Environment & Regulatory Services	Extension events conducted on weed biosecurity (field days, workshops, presentations)	= 100%	100%	1 extension event completed, cumulative total to date is 2.	On Track
4.6.1.1.6	Environment & Regulatory Services	Develop Local Weed Management Plan in accordance with the North Coast Regional Strategic Weed Management Plan framework	= 100%	100%	Local Weeds Management Plan has been completed and adopted.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.6.1.5	Implement the Bushland Regeneration Management Program and collaborate with various community groups (e.g. Landcare)	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.6.1.5.1	Environment & Regulatory Services	Undertake management of Council reserves that are deemed of significant ecological value following guidance and direction from the Ecological Restoration report	= 100%	100%	The top 38 reserves have management plans and service orders released. There is ongoing support for volunteers with 6 volunteers put through ChemCert Training and 500 plants supplied to PMQ Landcare.	On Track
4.6.1.5.2	Environment & Regulatory Services	Develop a roles and responsibilities charter for Landcare and bush care groups in PMHC that work on Council land	= 100%	100%	Draft roles and responsibility charter has been completed.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track


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Code	Operational Plan Action 2021-2022	Progress	Status
4.6.1.6	Inform and educate residents, industry and community groups about Council's tree management requirements within the Port Macquarie-Hastings 2013 Development Control Plan (DCP)	50%	


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.6.1.6.1	Recreation, Property & Buildings	Develop and implement educational material and delivery program	= 100%	100%	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.	On Track
4.6.1.6.2	Recreation, Property & Buildings	Provide advice in accordance with service standards and industry best practice	= 100%	100%	Total number of CRM's received 259, equating to 384 actual tasks. 184 (Public), 40 (Private), 119 (Storm), 19 (Illegal tree removal/pruning) and 22 (Other categories). Additional information: 281 enquires (174 public and 40 private phone and email enquires). This does not include calls transferred from call centre to mobile or landline. In addition, there were 67 internal enquiries and 9 hours for rural road/fire related inspections.	On Track
4.6.1.6.3	Recreation, Property & Buildings	Undertake investigations in relation to all reported illegal tree works	= 100%	100%	19 illegal tree incidents reported and investigated during this reporting period.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Operational Plan Action 2021-2022	Progress	Status
4.6.1.15	Environmental Compliance Auditing of Part 5 Review of Environmental Factors	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.6.1.15.1	Environment & Regulatory Services	Undertake 10 site inspections throughout the year to audit environmental compliance	= 100%	100%	13 sites have been audited in 2021.	On Track
4.6.1.15.2	Environment & Regulatory Services	Toolbox talks have been held with relevant teams to relay information regarding environmental management procedures	= 100%	100%	Toolbox talks are being undertaken by Project Managers on site.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.6.1.16	Commence the Natural Resources asset and maintenance register	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.6.1.16.1	Environment & Regulatory Services	Continue to carry out priority maintenance actions within the budget allocated	= 100%	100%	Progressing as scheduled.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.6.1.17	Review of Environmental Factors (REF) Training and process/capability improvement	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.6.1.17.1	Environment & Regulatory Services	Provide internal staff with four environmental training opportunities during the year	= 100%	100%	Additional training programs have been developed in Q2 with training opportunities scheduled for Q3.	On Track
4.6.1.17.2	Environment & Regulatory Services	Create new training and process documents where relevant (environmental induction, environmental awareness training, Environmental Work Method Statement (EWMS), procedures, environmental inspection checklist)	= 100%	100%	Internal REF workflow has been endorsed. Further updates to templates to be done in Q3 and Q4.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.6.1.18	Partridge Creek Acid Sulfate Soils Wetland Management	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.6.1.18.1	Environment & Regulatory Services	Six site inspections of weir conducted each year	= 100%	100%	2 site inspections completed in Q2, PH levels recorded.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.6.1.20	Wild deer management in PMHC	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.6.1.20.1	Environment & Regulatory Services	Implement PMHC specific management actions generated from the Hastings Wild Deer Program.	= 100%	100%	Monitoring and control programs are progressing as scheduled.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.6.1.21	Tip Gravel Road Environmental Protect Biodiversity Conservation (EPBC) Act Koala Management Plan	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.6.1.21.1	Environment & Regulatory Services	Undertake actions as required which include camera monitoring, fence inspections and submission of compliance report	= 100%	100%	Camera monitoring and site inspections completed as per schedule.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Operational Plan Action 2021-2022	Progress	Status
4.6.1.24	Undertake feasibility study for engineering solutions and initial concept design work to combat koala road strike	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.6.1.24.1	Environment & Regulatory Services	Feasibility study report completed	= 100%	100%	Contract for work has been released, work is progressing as per schedule.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.6.1.25	Undertake development of workflow procedure for identification and reporting of unauthorised vegetation clearing	100%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.6.1.25.1	Environment & Regulatory Services	Development of workflow procedure	= 100%	100%	Workflow completed	On Track


Code	Operational Plan Action 2021-2022	Progress	Status
4.6.1.26	Undertake development of Illegal Tacks Identification and Prioritisation Plan	50%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.6.1.26.1	Environment & Regulatory Services	Illegal tracks plan created	= 100%	100%	Data collection continuing to occur. Plan will need to be informed by PMHC Recreational Study which is to be completed in 2022.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.6.1.27	Review the Koala Population Recovery Strategy 2018	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.6.1.27.1	Environment & Regulatory Services	Review of strategy completed with opportunities for improvements identified	= 100%	100%	Review has commenced, report to presented to Council in Q4.	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.6.1.28	Contract management of invasive weed and ecological restoration on Council owned land as per Vegetation Management Plans	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.6.1.28.1	Environment & Regulatory Services	New contracts are scoped, briefs are prepared and services are secured for work for 2021-2022 operational year	= 100%	100%	Work is ongoing on 38 sites, an additional 8 sites were added in Q2. Budget is almost completely allocated for works.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Operational Plan Action 2021-2022	Progress	Status
4.6.1.29	Investigation of stewardship sites establishment on Council owned lands.	80%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.6.1.29.1	Environment & Regulatory Services	Investigation of feasibility of bushland reserves becoming stewardship sites	= 100%	100%	Report findings do not support the establishment of biodiversity stewardship sites on Council land, alternative solutions will be sought in 2022.	On Track
4.6.1.29.2	Environment & Regulatory Services	Investigation for new lands for Development Control Plan (DCP) offsets	= 100%	100%	Data collection and site identification is on track.	On Track


Code	Operational Plan Action 2021-2022	Progress	Status
4.6.1.30	Japanese Walnut Incursion	100%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.6.1.30.1	Environment & Regulatory Services	Extent of Japanese walnut incursion defined and all infestations controlled.	= 100%	100%	14 properties were identified and 33 sites were treated for infestation.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track


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4.7: Provide leadership in the development of renewable energy opportunities**4.7.1: Promote renewable energy outcomes within Council**

Code	Operational Plan Action 2021-2022	Progress	Status
4.7.1.11	Install solar energy PV systems at Port Macquarie (Kingfisher Road), Wauchope and Kew waste transfer stations	25%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.7.1.11.1	Commercial Business Units	Finalise construction of solar energy PV systems by 30 June 2022	= 100%	100%	Project planning and design continuing in line with revised scope of works with construction due to be undertaken in Quarter 4 2021-22.	On Track


4.8: Increase awareness of issues affecting our environment, including the preservation of flora and fauna**4.8.1: Ensure all operations comply with environmental standards and regulations**

Code	Operational Plan Action 2021-2022	Progress	Status
4.8.1.1	Operate and maintain water treatment plants in accordance with adopted maintenance programs and scheme requirements	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.8.1.1.1	Infrastructure Operations	Monitor plants continuously with plant breakdowns attended to within 24 hours	= 100%	100%	Plants monitored 24/7 and problems responded to as required	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Code	Operational Plan Action 2021-2022	Progress	Status
4.8.1.2	Operate the water supply network to ensure public health and safety	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.8.1.2.1	Infrastructure Operations	Ensure any public health and safety issues in relation to water supply are responded to in line with service standards	= 100%	100%	Water network operated in accordance with legislative requirements, monitored by SCADA 24/7 and enquiries responded to in line with service standards	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.8.1.3	Maintain and operate storage dams in accordance with Australian National Committee On Large Dams (ANCOLD) guidelines	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.8.1.3.1	Infrastructure Operations	Ensure any issues in relation to the operation and maintenance of storage dams are handled in line with ANCOLD guidelines	= 100%	100%	Dams operated and maintained in accordance with ANCOLD Guidelines	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.8.1.4	Operate and maintain sewerage treatment plants in accordance with environmental licenses, adopted maintenance programs and scheme requirements	50%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track


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Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.8.1.4.1	Infrastructure Operations	Monitor plants continuously with plant breakdowns attended to within 24 hours	= 100%	100%	All works completed to date	On Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.8.1.5	Operate the sewerage network to ensure service delivery meets public health and safety requirements	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.8.1.5.1	Infrastructure Operations	Ensure any public health and safety issues in relation to sewerage network are responded to in line with service standards	= 100%	100%	Sewerage network operated in accordance with legislative requirements. SCADA monitored 24/7 and enquiries responded to within service standards.	On Track

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

Code	Operational Plan Action 2021-2022	Progress	Status
4.8.2.1	Deliver bushfire preparedness and planning programs to the community	50%	

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track


Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.8.2.1.1	Environment & Regulatory Services	Attendance at BFMC and bushfire risk meetings - 90% participation	= 100%	100%	100% attendance rate in Q2	On Track
4.8.2.1.2	Environment & Regulatory Services	Attendance at relevant industry training and workshops - 90% participation	= 100%	100%	Attendance rate 100% Q2	On Track
4.8.2.1.3	Environment & Regulatory Services	CRM completion 100% within the relevant service standards - variable	= 100%	100%	Service standard is consistently achieved.	On Track

4.8.3: Promote Biodiversity Programs

Code	Operational Plan Action 2021-2022	Progress	Status
4.8.3.1	Continue implementation of identified actions from the adopted Biodiversity Strategy	50%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.8.3.1.1	Environment & Regulatory Services	Implementation of actions from the following plans (as outlined in specific OP plan goals):- Koala Recovery Strategy- Flying-fox Camp Management plan- Ecological restoration report- Mid-North Coast Feral Deer Strategy	= 100%	100%	Progressing as scheduled in individual action plans.	On Track

 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

Code	Operational Plan Action 2021-2022	Progress	Status
4.8.3.2	PMHC in partnership with JO, KPS, and DPIE support the ongoing work of the Koala Recovery Partnership Program	100%	

Code	Lead Responsibility	Corporate Performance Indicator (CPI)	Target	Actual	Comments	Progress
4.8.3.2.1	Environment & Regulatory Services	Operational objectives of the Koala Recovery Partnership Program are met	= 100%	100%	Program has been completed. Operational objectives were achieved.	On Track

END OF REPORT


 Not Due to Start
  Progressing on Schedule
  Completed
  Off Track

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Monthly Investment Report

November 2021

 IMPERIUM MARKETS	Imperium Markets Pty Ltd ABN: 87 616 579 527 Authorised Representative of Libertas Financial Planning Pty Ltd AFSL 429 718 Phone: +61 2 9053 2987 Email: michael.chandra@imperium.markets Level 9 Suite 02, 3 Spring Street, Sydney NSW 2000



Executive Summary

Compliance

Compliance Measure	Within Policy Limits (Y/N)	Reason if Not Compliant
Term to Maturity	Yes – Compliant	n/a
Counterparty	Yes – Compliant	n/a
Credit Quality	Yes – Compliant	n/a

Performance

As at 30/11/2021	1m (actual)	1m (% p.a.)	FYTD (actual)	FYTD (% p.a.)
AusBond Bank Bill Index	0.01%	0.07%	0.01%	0.02%
Council's Portfolio[^]	0.13%	1.58%	0.67%	1.60%
Outperformance	0.12%	1.51%	0.66%	1.58%

[^]Total portfolio performance excludes Council's cash account holdings. Overall returns would be lower if cash was included.

Impact of COVID-19 to Council's Portfolio

COVID-19 has adversely impacted financial markets, which in turn, has also affected Council's investment portfolio. We provide a quick summary in this section.

The RBA cut rates to record lows on 3rd November 2020 to 0.10%, consistent with most global central banks resetting their official rates back to emergency levels. As vaccination rates accelerate and economies began to reopen, global inflationary pressures have emerged. This has resulted in longer-term bond yields to rise significantly in recent months as central banks start to withdraw some of their other stimulatory policy measures (such as quantitative easing), whilst also flagging the possibility of increasing official interest rates in coming months/years. Markets pushed back their expectations of future rate hikes in November with the emergence of the new COVID variant 'Omicron' keeping investors nervous.

Domestically, with regards to the medium-longer term outlook for fixed interest markets, of importance is the RBA's outlook and expectations for the Australian economy. They would like to see the following three economic indicators improve before they even consider increasing interest rates:

1. The unemployment rate to drop to around 4¼% (currently it is officially at 5.2% but masked by a significant drop in the participation rate – the real rate is above +7½%);
2. "Until actual (underlying) inflation is sustainably within the 2-3% target range" (would like to see consecutive quarters within this range); and
3. Wage growth to surpass +3% (it has not been above this level for the past 8 years).

Governor Lowe emphasised that "the latest data and forecasts do not warrant an increase in the cash rate in 2022" and that 2024 was more likely, while 2023 was plausible

The biggest impact to Council's investment portfolio is with regards to its largest exposure being assets held in bank term deposits, which accounts for around ~88% of Council's total investment, and cash (~6% of the total investment portfolio). **The biggest risk that PMHC faces over the medium-longer**



term in this environment is not the potential loss of capital (given all the banks are well capitalised and regulated by APRA), but the rapid loss of interest income as interest rates have plummeted.

Council's term deposit portfolio was yielding 1.56% p.a. as at 30/11/2021, with a weighted average duration of around 804 days or ~2.2 years. **This average duration will provide some income protection against the low interest rate environment over the next 18 months.**

We note the current interest rates in the term deposit market:

- The highest deposit rate from any rated ADI in the market is now ~2.25% p.a. for 5 years;
- The highest deposit rates amongst the "AA-" rated ADIs (major banks) is now yielding between 1.15%-2.00% p.a. (depending on term);
- The highest deposit rates amongst the "A" rated ADIs was yielding between 1.30%-2.25% p.a. (depending on term);
- The highest deposit rates amongst the "BBB" rated ADIs was yielding between 1.15%-2.00% p.a. (depending on term).

With markets factoring in official rate hikes over coming years, this has seen a significant shift in longer-term deposit rates. Future investments above 1% p.a. now appears likely if Council can continue to place the majority of its surplus funds for terms of +2 years.



Council's Portfolio

Asset Allocation

The portfolio is predominately directed to fixed term deposits (87.37%). The remainder of the portfolio is directed to fixed bonds with the Northern Territory Treasury Corporation (5.69%), the overnight cash account with Westpac (5.72%) and the single FRN with Bendigo-Adelaide (0.86%).

While FRNs appear relatively expensive on a historical basis, should there be a further widening in credit spreads, they might become slightly more attractive should official rates start rising in coming years. In the interim, fixed deposits between 2-3 years now appear quite appealing following the significant sell-off in bonds over October.



Term to Maturity

All maturity limits (minimum and maximum) comply with the Investment Policy. Medium-Term (3-5½ years) assets account for around 34% of the total investment portfolio, with capacity of around \$20.7m remaining. Future investments may need to be directed to the 1-3 year horizon given the medium-term horizon is approaching the maximum limits.



Where there is (counterparty) capacity to invest in attractive 3-5½ year investments, we recommend this be allocated to new any remaining attractive fixed term deposits (refer to respective sections below).



Compliant	Horizon	Invested (\$)	Invested (%)	Min. Limit (%)	Max. Limit (%)	Available (\$)
✓	0 - 365 days	\$140,144,992	39.85%	0%	100%	\$211,537,494
✓	1 - 3 years	\$91,537,494	26.03%	0%	70%	\$154,640,246
✓	3 – 5½ years	\$120,000,000	34.12%	0%	40%	\$20,672,995
✓	5½ - 10 years	\$0	0.00%	0%	10%	\$35,168,249
		\$351,682,486	100.00%			

Counterparty

As at 30/11/2021, Council did not have an overweight position to any single ADI. Overall, the portfolio is diversified across the investment grade credit spectrum (rated BBB- or higher), with no exposure to unrated ADIs.

Compliant	Issuer	Rating	Invested (\$)	Invested (%)	Max. Limit (%)	Available (\$)
✓	NAB	AA-	\$75,000,000	21.33%	30.00%	\$30,504,746
✓	NTTC	AA-	\$20,000,000	5.69%	30.00%	\$85,504,746
✓	WBC	AA-	\$73,644,992	20.94%	30.00%	\$31,859,754
✓	Rabobank	A+	\$8,000,000	2.27%	20.00%	\$62,336,497
✓	ICBC Sydney	A	\$67,000,000	19.05%	20.00%	\$3,336,497
✓	ING Bank Aus.	A	\$15,500,000	4.41%	20.00%	\$54,836,497
✓	Aus Military Bank	BBB+	\$10,500,000	2.99%	10.00%	\$24,668,249
✓	BOQ	BBB+	\$29,000,000	8.25%	10.00%	\$6,168,249
✓	Bendigo	BBB+	\$3,037,494	0.86%	10.00%	\$32,130,755
✓	AMP	BBB	\$10,000,000	2.84%	10.00%	\$25,168,249
✓	Auswide	BBB	\$10,000,000	2.84%	10.00%	\$25,168,249
✓	MyState	BBB	\$13,000,000	3.70%	10.00%	\$22,168,249
✓	Newcastle PBS	BBB	\$17,000,000	4.83%	10.00%	\$18,168,249
			\$351,682,486	100.00%		

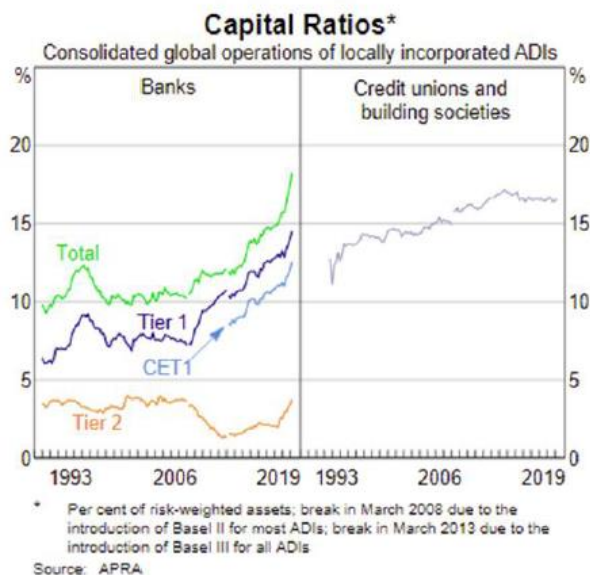
We remain supportive of the regional and unrated ADI sector (and have been even throughout the GFC period). They continue to remain solid, incorporate strong balance sheets, while exhibiting high levels of capital – typically, much higher compared to the higher rated ADIs. Some unrated ADIs have up to 25-40% more capital than the domestic major banks, and well above the Basel III requirements.

RBA Governor Lowe has commented that they have not seen any signs of stress in the financial system and that unlike during the GFC, the banks (all ADIs) now have cash, are well capitalised and are acting as “shock absorbers” in the current crisis.

Overall, the lower rated ADIs (BBB and unrated) are generally now in a better financial position than they have been historically (see the Capital Ratio figure below). We believe that deposit investments with the lower rated ADIs should be continued going forward, particularly when they offer ‘above market’ specials. Not only would it diversify the investment portfolio and reduce credit risk, it would also improve the portfolio’s overall returns.



In the current environment of high regulation and scrutiny, all domestic (and international) ADIs continue to carry high levels of capital. There is minimal (if any) probability of any ADI defaulting on their deposits going forward – this was stress tested during the GFC. **APRA's mandate is to "protect depositors" and provide "financial stability".**





Fossil Fuel Investments

What is Council's current exposure to institutions that fund fossil fuels?

Using the following link <http://www.marketforces.org.au/banks/compare>, based on the Council's investment portfolio balance as at 30/11/2021 (\$351.68m), we can roughly estimate that ~63% of the investments have some form of exposure.

How would Council modify its Investment Policy to cater for divestment of fossil fuels?

If the major banks were withdrawn from investments, some members of the community may look at that remaining list of ADIs (banks) and say *"Why the do we have all our money with those no-name institutions? I've never even heard of them. We don't want to take risks with our money after councils lost \$100's of millions speculating in the GFC"*. It will be difficult to please everyone. We suggest starting the discussion with all Councillors asking *"are you comfortable investing all the money with the lower rated regionals and credit unions?"* If not, then a full divestment campaign will be complicated.

Some ways to potentially 'make changes' to the policy, or at least have a discussion, includes:

- *"Where possible within policy and without compromising the risk and return profile, we favour..."*
- *"We have not yet made a decision to divest because it will have implications on credit quality, ratings and income, but we are actively discussing..."*

What would be implications on our portfolio credit rating?

By adopting a free fossil fuel policy or an active divestment strategy, this would eliminate the major banks rated "AA-" as well as some other "A" rated banks (AMP, BoQ and ING). Council would be left with a smaller sub-sector of banks to choose to invest with.

What would be risks and implications on Council's portfolio performance?

Some implications include:

- High concentration risk – limiting Council to a selected number of banks;
- Increased credit/counterparty risk;
- May lead to a reduction in performance (most of the senior FRN issues are with the higher rated ADIs) which could result in a significant loss of income generated – could be in excess of hundreds of thousands of dollars per annum;
- Underperformance compared to other Councils.

It may be contrary to Council's primary objective to preserve capital as the investment portfolio's risk would increase (all things being equal). Council may not be maximising its returns – this is one of the primary objectives written in the Investment Policy.



Council's exposure is summarised as follows:

Counterparty	Credit Rating	Funding Fossil Fuel
NAB	AA-	Yes
NTTC	AA-	Yes
WBC (St George)	AA-	Yes
Rabobank	A+	No
ICBC, Sydney	A	No
ING Bank Australia	A	Yes
Australian Military	BBB+	No
BoQ	BBB+	Yes
Bendigo-Adelaide	BBB+	No
AMP	BBB	Yes
Auswide	BBB	No
MyState Bank	BBB	No
Newcastle Permanent	BBB	No

^^The underlying exposure in these managed funds includes the domestic major banks.

Source: <https://www.marketforces.org.au/info/compare-bank-table/>

Summary	Amount	Invested %
Yes	\$223,144,992	63%
No	\$128,537,494	37%
	\$351,682,486	100%



Credit Quality

The portfolio remains diversified from a credit ratings perspective. The portfolio is entirely directed to the investment grade ADIs (BBB- or higher), with zero allocation to unrated ADIs. There is high capacity to invest in the higher rated ADIs (A or higher), particularly after the downgrades of BoQ and Bendigo-Adelaide Bank in May 2017.

There is currently substantial capacity to invest with the “BBB” rated ADIs (~\$31m remaining at month-end), although most ADIs in this sector are currently full on liquidity due to the combination of low credit growth and the term funding facility (TFF) provided by the RBA (access to cheap funding).

If there are any attractive deposits being offered in the “BBB” rated sector (outside of BoQ, which Council is close to maximum limits), we will inform Council to take advantage and invest accordingly.

All ratings categories are within the current Policy limits:

Compliant	Credit Rating	Invested (\$)	Invested (%)	Max. Limit (%)	Available (\$)
✓	AA Category	\$168,644,992	47.95%	100%	\$183,037,494
✓	A Category	\$90,500,000	25.73%	60%	\$120,509,492
✓	BBB Category	\$92,537,494	26.31%	35%	\$30,551,376
✓	Unrated ADIs	\$0	0.00%	5%	\$17,584,124
		\$351,682,486	100.00%		



Performance

Council's performance for the period ending 30 November 2021 is summarised as follows:

Performance (Actual)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	0.01%	0.02%	0.05%	0.04%	0.10%
AusBond Bank Bill Index	0.01%	0.00%	0.01%	0.01%	0.02%
Council's T/D Portfolio	0.13%	0.39%	0.83%	0.68%	1.80%
Council's FRN Portfolio	0.08%	0.24%	0.49%	0.41%	0.99%
Council's Bond Portfolio	0.10%	-	-	-	-
Council's Portfolio[^]	0.13%	0.39%	0.82%	0.67%	1.79%
Outperformance	0.12%	0.38%	0.81%	0.66%	1.77%

[^]Total portfolio performance excludes Council's cash account holdings. Overall returns would be lower if cash was included.

Performance (Annualised)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	0.10%	0.10%	0.10%	0.10%	0.10%
AusBond Bank Bill Index	0.07%	0.02%	0.02%	0.02%	0.02%
Council's T/D Portfolio	1.61%	1.59%	1.66%	1.62%	1.80%
Council's FRN Portfolio	1.01%	0.98%	0.99%	0.98%	0.99%
Council's Bond Portfolio	1.24%	-	-	-	-
Council's Portfolio[^]	1.58%	1.56%	1.65%	1.60%	1.79%
Outperformance	1.52%	1.54%	1.62%	1.58%	1.77%

[^]Total portfolio performance excludes Council's cash account holdings. Overall returns would be lower if cash was included.

For the month ending November 2021, the total portfolio (excluding cash) provided a solid return of +0.13% (actual) or +1.58% p.a. (annualised), outperforming the benchmark AusBond Bank Bill Index return of +0.01% (actual) or +0.07% p.a. (annualised). Over the past year, the portfolio returned a very strong +1.79% p.a., outperforming bank bills by 1.77% p.a.

The strong performance continues to be driven by the handful of deposits still yielding above 3% p.a. However, some of these individual deposits are approaching maturity and will be reinvested at much lower prevailing rates.

We are pleased that PMHC remains amongst the best performing Councils in the state of NSW where deposits are concerned, earning on average, around \$2,850,000 in additional interest income compared to its peers (refer to our September 2021 rankings). We have been pro-active in our advice about protecting interest income and addressing reinvestment risk for many years and encouraged to maintain a long duration position. This is now reflected by the high performance of the investment portfolio. Of the 82 individual deposits PMHC held, 33 are still yielding higher than 1½% p.a. That is, around 40% of outstanding deposits held is earning an interest rate that is fifteen times the prevailing cash rate of 0.10%.



Council's Term Deposit Portfolio & Recommendation

As at 30 November 2021, Council's deposit portfolio was yielding 1.56% p.a. (down 1bp from the end of the previous month), with an average duration of ~2.2 years. Where possible, we recommend Council at least maintains this average duration whilst official rates are still expected to remain low over coming years.

As the past decade or so has highlighted (post-GFC era), we have seen too many portfolios' roll a high proportion of their deposits between 3-6 months, resulting in their deposits being reinvested at lower prevailing rates. That is, depositors have overpaid for liquidity and generally not insured themselves against the low interest rate environment by diversify their funding across various tenors (out to 5 years) but rather placed all their 'eggs in one basket' and kept all their deposits short. **Reinvestment risk has collectively been the biggest detriment to depositors' interest income over the post-GFC period.**

At the time of writing, we see value in:

ADI	LT Credit Rating	Term	T/D Rate
ICBC, Sydney	A	5 years	2.25% p.a.
ICBC, Sydney	A	4 years	2.06% p.a.
ICBC, Sydney	A	3 years	1.82% p.a.
Westpac	AA-	4 years	1.80% p.a.
BoQ	BBB+	3 years	1.60% p.a.
Westpac	AA-	3 years	1.58% p.a.
NAB	AA-	3 years	1.40% p.a.
ICBC, Sydney	A	2 years	1.33% p.a.
Westpac	AA-	2 years	1.19% p.a.
BoQ	BBB+	2 years	1.15% p.a.
NAB	AA-	2 years	1.00% p.a.
AMP Bank	BBB	2 years	1.00% p.a. [^]

[^] AMP T/Ds – contact us to receive an additional 0.20% p.a. rebated commission on top of the rate shown above

The above deposits are suitable for investors looking to provide some income protection and mitigate reinvestment/rollover risk for the next few years.



For terms under 12 months, we believe the strongest value is currently being offered by the following ADIs (dependent on daily funding requirements):

ADI	LT Credit Rating	Term	T/D Rate
Judo Bank	BBB-	12 months	1.01% p.a.
AMP Bank	BBB	11-12 months	1.00% p.a.^
AMP Bank	BBB	8-10 months	0.90% p.a.^
ME Bank	BBB+	12 months	0.70% p.a.
BoQ	BBB+	12 months	0.60% p.a.
NAB	AA-	12 months	0.55% p.a.
Westpac	AA-	12 months	0.56% p.a.

[^] AMP T/Ds – contact us to receive an additional 0.20% p.a. rebated commission on top of the rate shown above

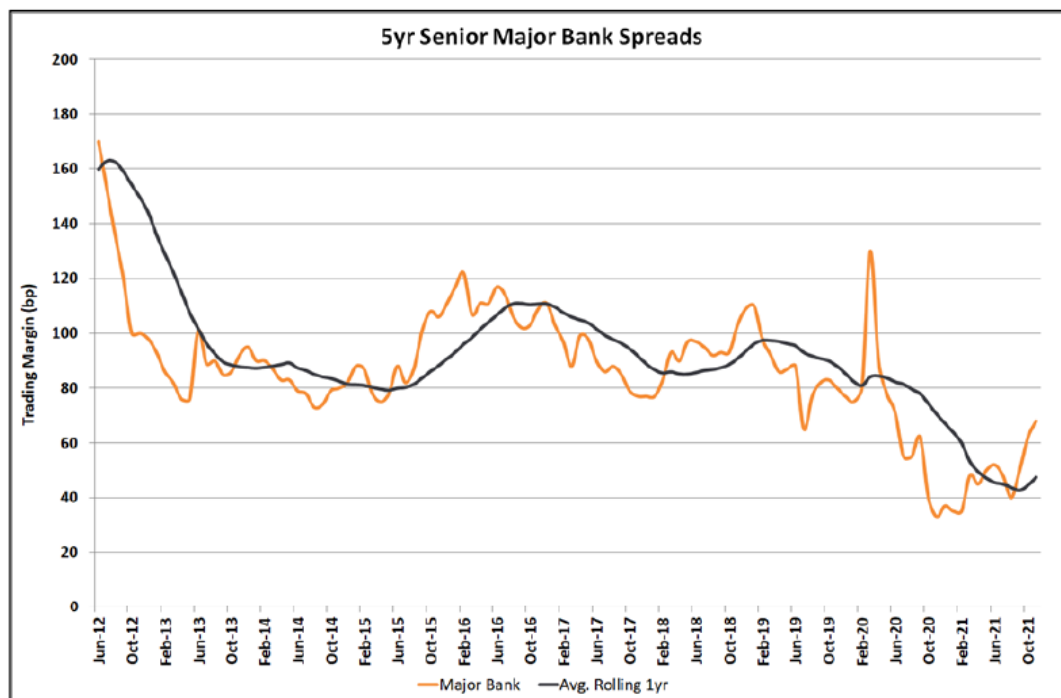
Amongst the investment grade sector, the majority of short-dated term deposits (maturing less than 12 months) are yielding under 0.60-0.70% p.a. Despite the uplift in outright rates recently, we generally believe there is not much value being offered in short-dated deposits.

In contrast, there is an upward pick-up in yield for investors that can take advantage of 2-5 year fixed T/Ds whilst official rates are stuck at depressed levels at least for the next few years. For those investors that do not require high levels of liquidity and can stagger their investments longer-term, they will be rewarded over coming years if they roll for a minimum term of 2 years, yielding up to double the return compared to those investors that purely invest in short-dated deposits.



Senior FRNs & Recommendations

Over November, amongst the senior major bank FRNs, physical credit securities were marked up to 6bp wider at the long-end of the curve. After NAB (AA-) and CBA (AA-) issued new 5 and 5½ year senior FRNs at +41bp, we anticipate the other major banks may follow suit over coming months looking to refinance their upcoming maturities at these relatively cheap levels on a historical basis:



Source: IBS Capital

Amongst the “A” and “BBB” rated sector, the securities were marked around 5-8bp wider at the long-end of the curve. During the month, Agricultural Bank of China, Sydney Branch (A) issued a 3 year senior FRN at +53bp, printing \$500m. MyState (BBB) also issued a 3 year deal, printing \$100m at +60bp.

While turnover in the secondary market is still predominately dominated by commonwealth, semi-government and major bank senior paper, given the lack of supply, we have started to observe that even a handful of regional bank senior paper has sometimes been trading inside “mid” levels over recent months.

The lack of supply from new (primary) issuances has played a major role with the rally in credit markets over the past 1½ years. FRNs will continue to play a role in investor’s portfolios mainly on the basis of their liquidity and the ability to roll down the curve and gross up returns over ensuing years (in a relatively stable credit environment).



Senior FRNs (ADIs)	30/11/2021	31/10/2021
"AA" rated – 5yrs	+68bp	+62bp
"AA" rated – 3yrs	+44bp	+41bp
"A" rated – 5yrs	+80bp	+72bp
"A" rated – 3yrs	+55bp	+50bp
"BBB" rated – 3yrs	+65bp	+60bp

Source: IBS Capital

We now generally **recommend switches** ('benchmark' issues only) into new attractive primary issues (or longer-dated alternatives), out of the following senior FRNs that are maturing:

- **On or before 2024 for the "AA" rated ADIs (domestic major banks);**
- On or before 2022 for the "A" rated ADIs; and
- Within 12 months for the "BBB" rated ADIs (consider case by case).

Investors holding onto the above senior FRNs ('benchmark' issues only) in their last 1-2 years are now generally holding sub-optimal investments and are not maximising returns by foregoing realised capital gains. In the current low interest rate environment, any boost in overall returns should be locked in when it is advantageous to do so.

In late August 2019, Council placed a bid of \$3m into the new Bendigo (BBB+) 5 year FRN at +97bp maturing 06/09/2024 (ISIN: AU3FN0050019). This FRN should be viewed as a 3½-4 year holding period, with the ability to 'roll down the curve', realise capital gains which would boost the overall return of the investment portfolio. As at 30/11/2021, the security was marked around +50.5bp (from +51bp at the end of the previous month) or a capital price ~\$101.25 or unrealised capital gain of ~\$37.5k. We recommend Council holds this FRN at this stage.



Council's Senior Fixed Bond

During September 2021, Council placed parcels in NTTC (AA-) fixed bonds as follows:

Investment Date	Maturity Date	Principal	Rate % p.a.^	Remaining Term (Yrs)	Interest Paid
7/09/2021	15/12/2024	\$5,000,000	0.90%	3.04 yrs	Annually
14/09/2021	15/12/2025	\$5,000,000	1.10%	4.04 yrs	Annually
2/09/2021	15/12/2026	\$5,000,000	1.40%	5.04 yrs	Annually
7/09/2021	15/12/2026	\$5,000,000	1.40%	5.04 yrs	Annually
Totals / Wgt. Avg.		\$20,000,000	1.20%	4.29 yrs	

[^]Council will receive the full rebated commission of 0.25% (plus GST) on the face value of investment on all these parcels (currently totalling \$55,000).

We believe these investments were prudent at the time of investment given the low rate environment and especially after the rate cut delivered in early November 2020 and its ongoing forward guidance on official interest rates.

The NTTC bonds are a 'retail' offering and not 'wholesale' issuances. Given the lack of liquidity and high penalty costs if they were to be sold/redeemed prior to the maturity date, they are considered to be a hold-to-maturity investment and will be marked at par value (\$100.00) throughout the term of investment.



Senior Bonds - Northern Territory Treasury Corporation (NTTC)

Investors should be aware of the following senior retail bond offering from Northern Territory Treasury Corporation (NTTC) effective 22nd November 2021:

Maturity Date	Rate % p.a. [^]	Interest Paid
15/12/2022	0.50%	Annually
15/12/2023	0.70%	Annually
15/12/2024	1.30%	Annually
15/12/2025	1.40%	Annually
15/12/2026	1.80%	Annually

^{^^}The rates offered in the above table can be reviewed and changed at any time from Treasury. The rate for broker sponsored applications will be dropped by 0.20% p.a. effective 1 October 2020.

Any investor interested in this product should avoid placing through the broker channel and contact Imperium Markets to receive the full commission of 0.25% (plus GST) on the face value of the investment, in the form of an additional rebate. If placed through the brokers, they are likely to keep the 0.25% commission (on the face value of the investment).

Overview	Description
Issuer	Northern Territory Government
Credit Rating	Aa3 (Moody's), which is AA- equivalent (S&P)
Type	Fixed senior (retail) bonds
Program	Territory Bonds Issue 111
Date for applications	01/07/2021 – 30/11/2021
Liquidity	Weekly redemptions available, subject to the prevailing market rate and administration costs ^{^^}

^{^^} Note given this is a retail bond offering (min. parcel size of \$5,000), for wholesale investors, we would not consider this to be a liquid investment (the largest redemptions to date have only been \$200-\$300k).

The product should be viewed as a hold-to-maturity product, noting there are significant penalty costs including admin fees, the prevailing market interest rate, and factors in any associate commissions that were previously paid. Given the longer-term outlook for official interest rates, any investor interested should invest through Imperium Markets to receive an effectively higher rate, once factoring in the rebated commission. *These offers will need to be compared to other complying assets at the time of investment – term deposits are currently a better alternative.*



Economic Commentary

International Market

News of a potentially dangerous new COVID-19 variant ("Omicron") originating from Southern Africa hit the headlines late in the month. This uncertainty triggered a broad 'risk-off' environment across most risk markets and a rethink on the global economic outlook.

Global equity markets declined in November, as concerns about the new COVID variant knocked the share market in the last three trading days of the month. Across the US, the S&P 500 Index fell -0.83%, while the tech-heavy NASDAQ Index edged out a positive return of +0.25%. Equities fell across Europe's main indices, with losses led by Germany's DAX (-3.75%), UK's FTSE (-2.46%) and France's CAC (-1.60%).

The US Fed announced a November start to the QE tapering process at a pace of US\$15bn per month (split US\$10bn for Treasuries and US\$5bn for Agencies).

The headline October CPI rose +0.9% in the US (above consensus of +0.6%), while the core reading rose +0.6%, also above the consensus of +0.4%. **On an annual basis, US CPI is now at +6.2% while the core is at +4.6%, levels not seen since the early nineties.** Supply constraints may well turn out to be transitory, but the rise in core drivers increases the pressure on the Fed to trigger a monetary policy response.

The US unemployment rate fell by two tenths to 4.6% in October (consensus 4.7%) and is now around a percentage point away from its pre-pandemic level of 3.5%.

Canada's annual CPI climbed to an 18-year high of +4.7% in October, while core inflation (the average of three series that the Bank of Canada closely monitors) was steady at +2.7%. Germany's November CPI jumped to +6%, up from +4.6% in October and well above the +5.5% expected.

The Bank of England (BoE) shocked markets after it held rates unchanged in a 7 vs. 2 decision, sharply surprising markets which had fully priced a 15bp rate hike at the November meeting.

Austria went into a 20 day nationwide lockdown with the government also outlining its intention to make vaccination compulsory by 1st February. Infections are rising at an alarming rate around Europe with other EU governments also introducing restrictions.

The RBNZ increased its cash rate by 25bp to 0.75% and became the first developed central bank to raise rates twice in 2021 as it attempts to temper inflationary pressures. Annual inflation accelerated to +4.9% in the third quarter, the fastest pace in more than a decade.

The MSCI World ex-Aus Index fell -2.20% for the month:

Index	1m	3m	1yr	3yr	5yr	10yr
S&P 500 Index	-0.83%	+0.98%	+26.10%	+18.28%	+15.74%	+13.86%
MSCI World ex-AUS	-2.20%	-1.14%	+20.38%	+15.16%	+12.82%	+10.35%
S&P ASX 200 Accum. Index	-0.54%	-2.48%	+15.48%	+12.56%	+10.11%	+10.35%

Source: S&P, MSCI



Domestic Market

In its meeting in November, the RBA formally abandoned their yield curve control (YCC) target. **The RBA Minutes and a speech by Governor Lowe again saw the Governor push back on market pricing for interest rate rises in 2022, with Governor Lowe again explicitly stating “the latest data and forecasts do not warrant an increase in the cash rate in 2022”.** The key to the Governor’s view is that wages growth in excess of 3% is needed to sustain inflation at the mid-point of the 2-3% target.

The RBA noted that inflation at 2.5% and being forecast to track above, along with wages growth at 3% plus, remains key to hiking. Their central scenario is still consistent with a 2024 hike, although they acknowledged the upside case of a 2023 hike (data-dependent).

Employment fell -46k in October as Sydney, Melbourne and Canberra were still in lockdown during the reference period. **The unemployment rate rose 0.6% to 5.2% in October.** The rise was partially driven by the participation rate lifting 0.1% to 64.7%, as more people actively searched for work. More positive numbers will come next month given stay at home orders were lifted from mid-October.

Q3 wages came in line with expectations with the headline number printing at +0.6% q/q and +2.2% y/y. Private sector wages rose +0.6% q/q and +2.4% y/y with public sector wages rising by less (+0.5% q/q and +1.7% y/y).

Quarterly retail volumes showed their largest fall (-4.4% q/q) on record in Q3 as lockdowns in NSW, VIC and ACT weighed on discretionary spending.

The trade balance for September was in line with expectations at a surplus of \$12.2bn, down from a record of \$14.7bn in August.

PM Morrison pledged \$1bn to establish a new fund that will support emerging low-emission technology. The new fund will be administered by the Clean Energy Finance Corporation and will be responsible for reducing emissions by 15% by 2050.

Retail sales rose +4.9% m/m in October, well above expectations of +2.2%, surging alongside the easing of restrictions. NSW came out of lockdown on 11 October, and retail sales surged +13.3% to be just 0.2% below pre-lockdown May 2021 levels.

The Australian dollar fell -5.33%, finishing the month at US71.44 cents (from US75.46 cents the previous month).

Credit Market

The global credit indices widened over November on the back of the emergence of the Omicron variant. They are back to their levels in mid-2020:

Index	November 2021	October 2021
CDX North American 5yr CDS	58bp	52bp
iTraxx Europe 5yr CDS	58bp	51bp
iTraxx Australia 5yr CDS	74bp	65bp

Source: Markit



Fixed Interest Review

Benchmark Index Returns

Index	November 2021	October 2021
Bloomberg AusBond Bank Bill Index (0+YR)	+0.01%	-0.00%
Bloomberg AusBond Composite Bond Index (0+YR)	+2.08%	-3.55%
Bloomberg AusBond Credit FRN Index (0+YR)	-0.02%	-0.10%
Bloomberg AusBond Credit Index (0+YR)	+1.05%	-2.76%
Bloomberg AusBond Treasury Index (0+YR)	+2.49%	-3.82%
Bloomberg AusBond Inflation Gov't Index (0+YR)	+2.46%	-2.31%

Source: Bloomberg

Other Key Rates

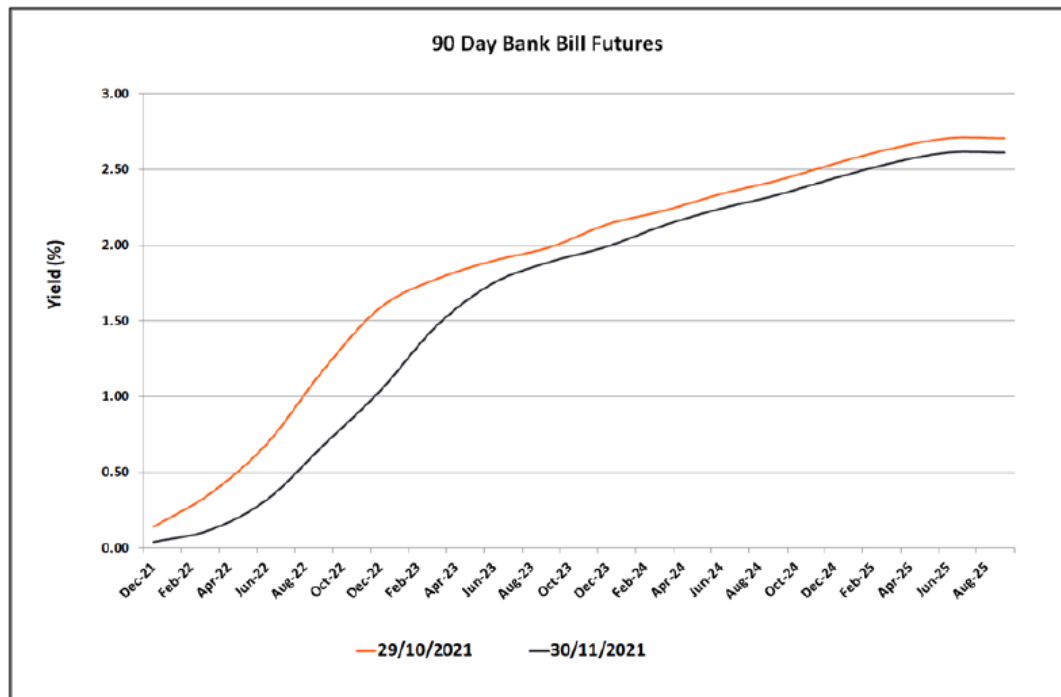
Index	November 2021	October 2021
RBA Official Cash Rate	0.10%	0.10%
90 Day (3 month) BBSW Rate	0.05%	0.07%
3yr Australian Government Bonds	0.87%	1.17%
10yr Australian Government Bonds	1.69%	2.09%
US Fed Funds Rate	0.00%-0.25%	0.00%-0.25%
10yr US Treasury Bonds	1.43%	1.55%

Source: RBA, AFMA, US Department of Treasury



90 Day Bill Futures

Over November, bill futures fell across the board as markets marginally pushed back their rate hike expectations following the emergence of the new COVID variant:



Source: ASX



Fixed Interest Outlook

US money markets are now pricing roughly a 70% chance of a rate hike by June 2022, with one rise largely priced in by December 2022.

RBA Governor Lowe's post-Board Meeting Speech in November came across as dovish, **pushing back on market pricing of hikes as early as 2022, which Dr Lowe characterised as "extremely unlikely"**.

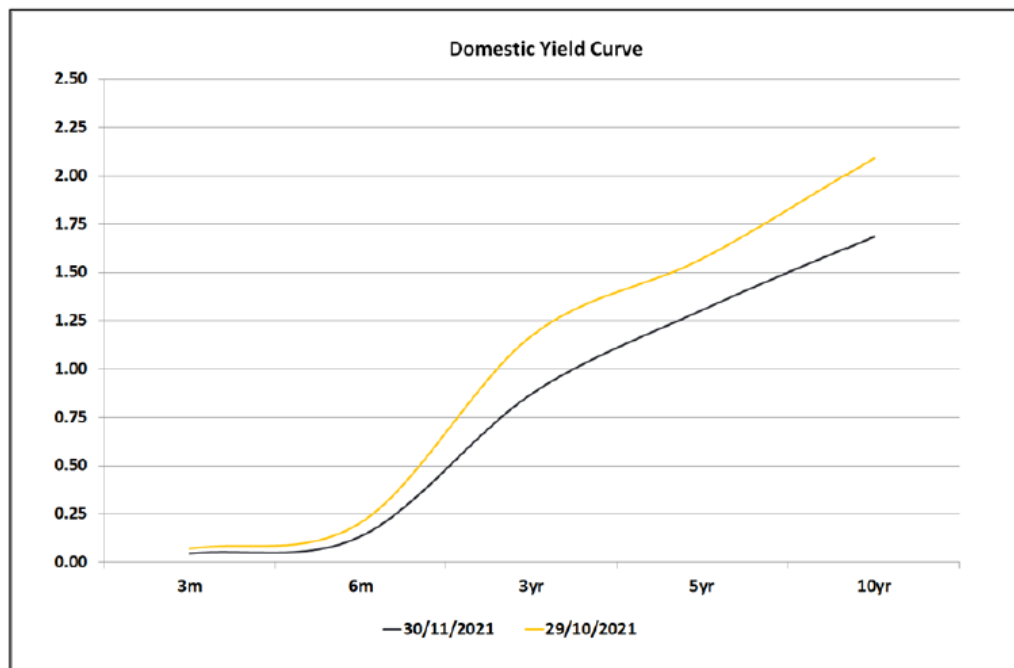
The subsequent Minutes indicated that the central bank reaffirmed its view that a rate hike in 2022 was unlikely, but acknowledging that inflation risks, on the back of supply chain disruptions and wage movements, were *"shifting upwards"*. Governor Lowe emphasised that *"the latest data and forecasts do not warrant an increase in the cash rate in 2022"* and that 2024 was more likely, while 2023 was plausible. Key to the RBA's view is their thesis that wages growth in excess of 3% is needed to sustain inflation at the mid-point of the 2-3% target.

They would like to see the following three economic indicators improve before they even consider increasing interest rates:

1. The unemployment rate to drop to around 4% (currently it is officially at 5.2% but masked by a significant drop in the participation rate – the real rate is above 7½%);
2. *"Until actual (underlying) inflation is sustainably within the 2-3% target range"* (for several quarters); and
3. Wage growth to surpass +3% (it has not been above this level for the past 8 years).

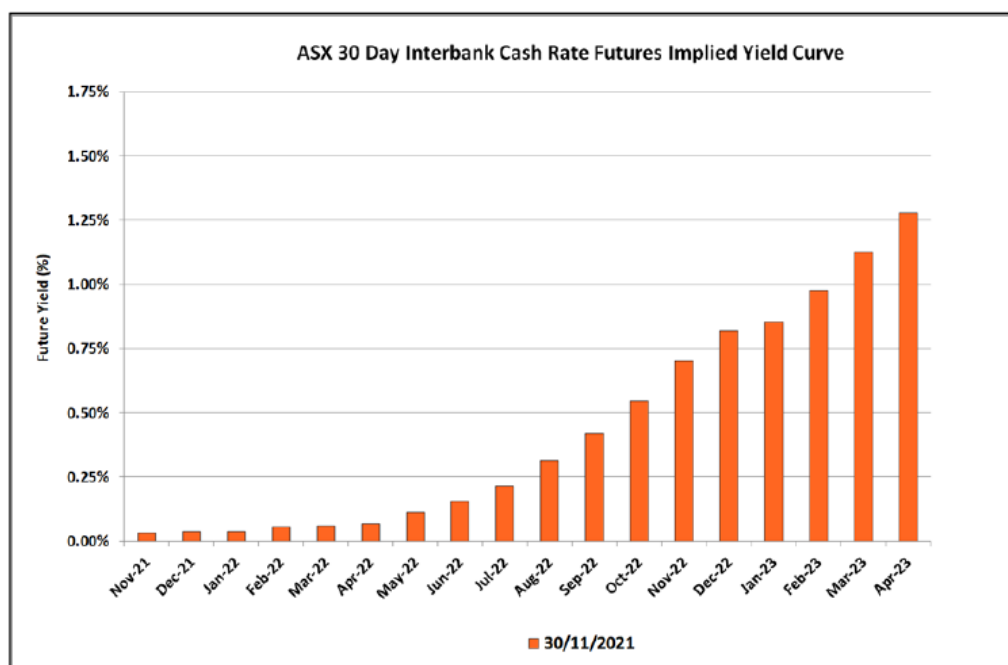
Governor Lowe has commented on the path of future rate hikes: *"it will not be enough for inflation to just sneak across the 2% line for a quarter or two. We want to see inflation well within the target band and be confident that it will stay there"*.

The domestic bond market continues to suggest a prolonged low period of interest rates. Over the month, yields fell 40bp at the long-end of the curve:



Source: AFMA, ASX, RBA

Markets have brought forward RBA rate hike pricing following moves offshore with a full rate hike now priced by September 2022 and 75bp of hikes priced by March 2023 against the RBA's ongoing guidance of not seeing the conditions for a hike until 2024:



Source: ASX

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Investment Report

01/11/2021 to 30/11/2021



Portfolio Valuation as at 30/11/2021

Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
ICBC Sydney Branch	A	TD	GENERAL	Annual	05/12/2018	07/12/2021	3.0100	4,000,000.00	118,420.82	9,895.89
ICBC Sydney Branch	A	TD	GENERAL	Annual	16/12/2019	16/12/2021	1.5700	4,000,000.00	60,219.18	5,161.64
ING Direct	A	TD	GENERAL	Annual	30/01/2020	31/01/2022	1.6500	5,000,000.00	69,164.38	6,780.82
Newcastle Permanent	BBB	TD	GENERAL	Quarterly	07/02/2019	08/02/2022	3.0500	4,000,000.00	7,687.67	7,687.67
NAB	AA-	TD	GENERAL	Annual	21/02/2017	21/02/2022	3.4600	5,000,000.00	133,660.27	14,219.18
Westpac	AA-	TD	GENERAL	Annual	21/02/2017	21/02/2022	3.6100	2,000,000.00	55,781.92	5,934.25
ING Direct	A	TD	GENERAL	Annual	02/03/2020	02/03/2022	1.5000	5,000,000.00	56,301.37	6,164.38
BOQ	BBB+	TD	GENERAL	Annual	15/03/2017	15/03/2022	3.8000	2,000,000.00	54,345.21	6,246.58
Newcastle Permanent	BBB	TD	GENERAL	Quarterly	12/03/2019	22/03/2022	2.9000	4,000,000.00	25,106.85	9,534.25
Newcastle Permanent	BBB	TD	GENERAL	Annual	27/03/2019	29/03/2022	2.8000	5,000,000.00	94,739.73	11,506.85
Newcastle Permanent	BBB	TD	GENERAL	Quarterly	18/04/2019	19/04/2022	2.7000	4,000,000.00	13,019.18	8,876.71
Westpac	AA-	TD	LOCAL BRANCH	At Maturity	21/05/2021	23/05/2022	0.2500	10,000.00	13.29	2.05
BOQ	BBB+	TD	GENERAL	Annual	28/05/2019	30/05/2022	2.4000	4,000,000.00	49,183.56	7,890.41
BOQ	BBB+	TD	GENERAL	Annual	02/06/2021	02/06/2022	0.4000	5,000,000.00	9,972.60	1,643.84
Rabobank Australia Branch	A+	TD	GENERAL	Annual	08/06/2017	07/06/2022	3.2200	5,000,000.00	77,632.88	13,232.88
Australian Military Bank	BBB+	TD	GENERAL	Annual	19/06/2020	20/06/2022	1.1500	2,000,000.00	10,271.23	1,890.41
Australian Military Bank	BBB+	TD	GENERAL	Annual	19/06/2020	20/06/2022	1.1500	2,000,000.00	10,271.23	1,890.41
Australian Military Bank	BBB+	TD	GENERAL	Annual	23/06/2020	23/06/2022	1.0500	3,500,000.00	16,210.27	3,020.55



Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
Westpac	AA-	TD	GENERAL	Quarterly	23/06/2020	23/06/2022	1.0100	3,500,000.00	6,682.60	2,905.48
Westpac	AA-	TD	GENERAL	Quarterly	24/06/2020	24/06/2022	1.0200	5,000,000.00	9,501.37	4,191.78
NAB	AA-	TD	GENERAL	Annual	02/08/2018	02/08/2022	3.2200	4,000,000.00	42,345.21	10,586.30
NAB	AA-	TD	GENERAL	Annual	16/08/2018	16/08/2022	3.0500	4,000,000.00	35,764.38	10,027.40
Westpac	AA-	TD	LOCAL BRANCH	Annual	23/08/2021	23/08/2022	0.2500	20,000.00	13.70	4.11
ICBC Sydney Branch	A	TD	GENERAL	Annual	28/08/2019	29/08/2022	1.6400	5,000,000.00	20,893.15	6,739.73
Auswide Bank	BBB	TD	GENERAL	At Maturity	06/09/2019	06/09/2022	1.8000	3,000,000.00	120,871.23	4,438.36
Westpac	AA-	TD	LOCAL BRANCH	Annual	13/09/2017	13/09/2022	3.4100	3,000,000.00	22,141.64	8,408.22
Rabobank Australia Branch	A+	TD	GENERAL	Annual	13/09/2017	13/09/2022	3.3800	3,000,000.00	21,946.85	8,334.25
MyState Bank	BBB	TD	GENERAL	Annual	29/09/2020	29/09/2022	0.8500	5,000,000.00	7,335.62	3,493.15
Westpac	AA-	TD	GENERAL	Quarterly	29/09/2020	29/09/2022	0.7200	5,000,000.00	6,213.70	2,958.90
Auswide Bank	BBB	TD	GENERAL	Annual	30/09/2019	30/09/2022	1.7500	4,000,000.00	11,890.41	5,753.42
ICBC Sydney Branch	A	TD	GENERAL	Annual	23/10/2019	24/10/2022	1.7000	3,000,000.00	5,169.86	4,191.78
ICBC Sydney Branch	A	TD	GENERAL	Annual	31/10/2019	31/10/2022	1.7300	5,000,000.00	7,820.55	7,109.59
AMP Bank	BBB	TD	GENERAL	At Maturity	09/11/2021	09/11/2022	1.0000	2,000,000.00	1,205.48	1,205.48
ING Direct	A	TD	GENERAL	Annual	27/02/2020	27/02/2023	1.6000	2,500,000.00	30,465.75	3,287.67
BOQ	BBB+	TD	GENERAL	Annual	28/05/2019	29/05/2023	2.5500	4,000,000.00	52,257.53	8,383.56
BOQ	BBB+	TD	GENERAL	Annual	19/06/2020	19/06/2023	1.3500	2,000,000.00	12,057.53	2,219.18
BOQ	BBB+	TD	GENERAL	Annual	27/06/2019	27/06/2023	2.2000	5,000,000.00	47,013.70	9,041.10
AMP Bank	BBB	TD	GENERAL	Annual	28/07/2021	28/07/2023	0.7500	2,000,000.00	5,178.08	1,232.88



Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
Westpac	AA-	TD	GENERAL	Quarterly	11/08/2021	11/08/2023	0.5600	5,000,000.00	1,534.25	1,534.25
MyState Bank	BBB	TD	GENERAL	Annual	14/09/2020	14/09/2023	0.9000	4,000,000.00	7,693.15	2,958.90
MyState Bank	BBB	TD	GENERAL	Annual	14/09/2020	14/09/2023	0.9000	4,000,000.00	7,693.15	2,958.90
AMP Bank	BBB	TD	GENERAL	Annual	12/10/2021	12/10/2023	0.8000	3,000,000.00	3,287.67	1,972.60
ICBC Sydney Branch	A	TD	GENERAL	Annual	27/11/2019	27/11/2023	1.7600	6,000,000.00	578.63	578.63
ICBC Sydney Branch	A	TD	GENERAL	Annual	16/12/2019	18/12/2023	1.8100	4,000,000.00	69,424.66	5,950.68
Auswide Bank	BBB	TD	GENERAL	At Maturity	02/03/2020	04/03/2024	1.7500	3,000,000.00	91,910.96	4,315.07
BOQ	BBB+	TD	GENERAL	Annual	18/06/2020	18/06/2024	1.4500	3,000,000.00	19,783.56	3,575.34
ING Direct	A	TD	GENERAL	Annual	23/06/2020	24/06/2024	1.2500	3,000,000.00	16,541.10	3,082.19
BOQ	BBB+	TD	GENERAL	Annual	11/08/2021	12/08/2024	0.7900	2,000,000.00	4,848.22	1,298.63
Westpac	AA-	TD	GENERAL	Quarterly	11/08/2021	12/08/2024	0.7700	3,000,000.00	1,265.75	1,265.75
Australian Military Bank	BBB+	TD	GENERAL	Annual	19/08/2021	19/08/2024	0.7200	3,000,000.00	6,154.52	1,775.34
Westpac	AA-	TD	GENERAL	Quarterly	17/08/2021	19/08/2024	0.7200	2,000,000.00	552.33	552.33
Bendigo and Adelaide	BBB+	FRN	GENERAL	Quarterly	06/09/2019	06/09/2024	0.9820	3,037,494.00	6,941.26	2,421.37
BOQ	BBB+	TD	GENERAL	Annual	27/09/2019	27/09/2024	2.0000	2,000,000.00	7,123.29	3,287.67
AMP Bank	BBB	TD	GENERAL	Annual	12/10/2021	11/10/2024	1.0000	3,000,000.00	4,109.59	2,465.75
NAB	AA-	TD	GENERAL	Annual	16/10/2020	16/10/2024	0.8000	5,000,000.00	4,821.92	3,287.67
ICBC Sydney Branch	A	TD	GENERAL	Annual	03/11/2021	04/11/2024	1.6500	3,000,000.00	3,797.26	3,797.26
Westpac	AA-	TD	GENERAL	Quarterly	09/11/2021	11/11/2024	1.4500	1,000,000.00	873.97	873.97
Westpac	AA-	TD	GENERAL	Quarterly	16/11/2021	18/11/2024	1.6000	4,000,000.00	2,630.14	2,630.14



Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
NAB	AA-	TD	GENERAL	Annual	18/11/2020	18/11/2024	0.7000	5,000,000.00	1,246.58	1,246.58
Westpac	AA-	TD	GENERAL	Quarterly	29/11/2021	29/11/2024	1.6000	5,000,000.00	438.36	438.36
Northern Territory Treasury	AA-	BOND	GENERAL	Semi-Annual	07/09/2021	16/12/2024	0.9000	5,000,000.00	10,479.45	3,698.63
NAB	AA-	TD	GENERAL	Annual	29/01/2021	29/01/2025	0.7200	4,000,000.00	24,144.66	2,367.12
NAB	AA-	TD	GENERAL	Annual	02/03/2021	03/03/2025	0.9500	4,000,000.00	28,526.03	3,123.29
ICBC Sydney Branch	A	TD	GENERAL	Annual	18/06/2020	18/06/2025	1.7500	2,000,000.00	15,917.81	2,876.71
NAB	AA-	TD	GENERAL	Annual	26/07/2021	28/07/2025	1.0000	5,000,000.00	17,534.25	4,109.59
ICBC Sydney Branch	A	TD	GENERAL	Annual	02/09/2021	02/09/2025	1.2000	5,000,000.00	14,794.52	4,931.51
ICBC Sydney Branch	A	TD	GENERAL	Annual	16/10/2020	16/10/2025	1.2000	5,000,000.00	7,232.88	4,931.51
ICBC Sydney Branch	A	TD	GENERAL	Annual	17/11/2020	17/11/2025	1.3000	6,500,000.00	3,241.10	3,241.10
NAB	AA-	TD	GENERAL	Annual	17/11/2020	17/11/2025	0.8500	3,500,000.00	1,141.10	1,141.10
ICBC Sydney Branch	A	TD	GENERAL	Annual	03/12/2020	03/12/2025	1.2000	5,000,000.00	59,671.23	4,931.51
ICBC Sydney Branch	A	TD	GENERAL	Annual	07/12/2020	08/12/2025	1.2000	5,000,000.00	59,013.70	4,931.51
NAB	AA-	TD	GENERAL	Annual	07/12/2020	08/12/2025	0.9000	5,000,000.00	44,260.27	3,698.63
Northern Territory Treasury	AA-	BOND	GENERAL	Semi-Annual	14/09/2021	15/12/2025	1.1000	5,000,000.00	11,753.42	4,520.55
NAB	AA-	TD	GENERAL	Annual	29/01/2021	29/01/2026	0.9100	4,000,000.00	30,516.16	2,991.78
NAB	AA-	TD	GENERAL	Annual	02/03/2021	02/03/2026	1.2100	4,000,000.00	36,333.15	3,978.08
Westpac	AA-	TD	GENERAL	Quarterly	09/03/2021	09/03/2026	1.2500	5,000,000.00	14,212.33	5,136.99
NAB	AA-	TD	GENERAL	Annual	16/03/2021	16/03/2026	1.2500	5,000,000.00	44,520.55	5,136.99
NAB	AA-	TD	GENERAL	Annual	26/05/2021	26/05/2026	1.2500	5,000,000.00	32,363.01	5,136.99




Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
ICBC Sydney Branch	A	TD	GENERAL	Annual	02/06/2021	02/06/2026	1.4000	2,500,000.00	17,452.05	2,876.71
NAB	AA-	TD	GENERAL	Annual	02/06/2021	02/06/2026	1.3000	2,500,000.00	16,205.48	2,671.23
Westpac	AA-	TD	GENERAL	Quarterly	23/06/2021	23/06/2026	1.3200	5,000,000.00	12,476.71	5,424.66
Westpac	AA-	TD	GENERAL	Quarterly	23/06/2021	23/06/2026	1.3200	5,000,000.00	12,476.71	5,424.66
NAB	AA-	TD	GENERAL	Annual	26/07/2021	27/07/2026	1.2000	5,000,000.00	21,041.10	4,931.51
ICBC Sydney Branch	A	TD	GENERAL	Annual	28/07/2021	28/07/2026	1.3200	2,000,000.00	9,113.42	2,169.86
NAB	AA-	TD	GENERAL	Annual	23/09/2021	23/09/2026	1.2000	5,000,000.00	11,342.47	4,931.51
Northern Territory Treasury	AA-	BOND	GENERAL	Semi-Annual	07/09/2021	15/12/2026	1.4000	5,000,000.00	16,301.37	5,753.42
Northern Territory Treasury	AA-	BOND	GENERAL	Semi-Annual	02/09/2021	15/12/2026	1.4000	5,000,000.00	17,260.27	5,753.42
Westpac	AA-	CASH	GENERAL	Monthly	30/11/2021	30/11/2021	0.3500	20,114,992.36	5,784.79	5,784.79
TOTALS								351,682,486.36	2,187,130.30	394,963.83



Monthly Investment Report

December 2021

 IMPERIUM MARKETS	Imperium Markets Pty Ltd ABN: 87 616 579 527 Authorised Representative of Libertas Financial Planning Pty Ltd AFSL 429 718 Phone: +61 2 9053 2987 Email: michael.chandra@imperium.markets Level 9 Suite 02, 3 Spring Street, Sydney NSW 2000



Executive Summary

Compliance

Compliance Measure	Within Policy Limits (Y/N)	Reason if Not Compliant
Term to Maturity	Yes – Compliant	n/a
Counterparty	Yes – Compliant	n/a
Credit Quality	Yes – Compliant	n/a

Performance

As at 31/12/2021	1m (actual)	1m (% p.a.)	FYTD (actual)	FYTD (% p.a.)
AusBond Bank Bill Index	0.00%	0.04%	0.01%	0.03%
Council's Portfolio[^]	0.13%	1.52%	0.80%	1.59%
Outperformance	0.13%	1.48%	0.79%	1.56%

[^]Total portfolio performance excludes Council's cash account holdings. Overall returns would be lower if cash was included.

Impact of COVID-19 to Council's Portfolio

COVID-19 has adversely impacted financial markets, which in turn, has also affected Council's investment portfolio. We provide a quick summary in this section.

The RBA cut rates to record lows on 3rd November 2020 to 0.10%, consistent with most global central banks resetting their official rates back to emergency levels. With international borders shut and vaccinations becoming readily available, global inflationary pressures have emerged. This has resulted in longer-term bond yields to rise in recent months as central banks start to withdraw some of their other stimulatory policy measures (such as quantitative easing), whilst some have already started increasing official interest rates. Despite the emergence of a new variant 'Omicron' causing a sharp spike in infections globally, at this stage, risk markets have largely discounted its economic impacts.

Domestically, with regards to the medium-longer term outlook for fixed interest markets, of importance is the RBA's outlook and expectations for the Australian economy. They would like to see the following key economic indicators improve before they even consider increasing interest rates:

1. The unemployment rate to drop to around 4¼% (currently it is officially at 4.6% but masked by a significant drop in the participation rate – the real rate is above +7½%);
2. "Until actual (underlying) inflation is sustainably within the 2-3% target range" (would like to see consecutive quarters within this range); and
3. Wage growth to surpass +3% (it has not been above this level for the past 8 years).

Governor Lowe has commented on the path of future rate hikes: "it will not be enough for inflation to just sneak across the 2% line for a quarter or two. We want to see inflation well within the target band and be confident that it will stay there".

The biggest impact to Council's investment portfolio is with regards to its largest exposure being assets held in bank term deposits, which accounts for around ~88% of Council's total investment, and cash (~6% of the total investment portfolio). **The biggest risk that PMHC faces over the medium-longer**



term in this environment is not the potential loss of capital (given all the banks are well capitalised and regulated by APRA), but the rapid loss of interest income as interest rates have plummeted.

Council's term deposit portfolio was yielding 1.55% p.a. as at 31/12/2021, with a weighted average duration of around 799 days or ~2.2 years. **This average duration will provide some income protection against the low interest rate environment over the next 18 months.**

We note the current interest rates in the term deposit market:

- The highest deposit rate from any rated ADI in the market is now ~2.25% p.a. for 5 years;
- The highest deposit rates amongst the "AA-" rated ADIs (major banks) is now yielding between 1.20%-2.05% p.a. (depending on term);
- The highest deposit rates amongst the "A" rated ADIs was yielding between 1.30%-2.25% p.a. (depending on term);
- The highest deposit rates amongst the "BBB" rated ADIs was yielding between 1.20%-2.00% p.a. (depending on term).

With markets factoring in official rate hikes over coming years, this has seen a significant shift in longer-term deposit rates. Future investments above 1% p.a. now appears likely if Council can continue to place the majority of its surplus funds for terms of +2 years.



Council's Portfolio

Asset Allocation

The portfolio is predominately directed to fixed term deposits (87.80%). The remainder of the portfolio is directed to fixed bonds with the Northern Territory Treasury Corporation (5.65%), the overnight cash account with Westpac (5.69%) and the single FRN with Bendigo-Adelaide (0.86%).

While FRNs appear relatively expensive on a historical basis, should there be a further widening in credit spreads, they might become slightly more attractive should official rates start rising in coming years. In the interim, fixed deposits for 2-3 years now appear quite appealing following the spike in longer-term rates in recent months.



Term to Maturity

All maturity limits (minimum and maximum) comply with the Investment Policy. Medium-Term (3-5½ years) assets account for around 33% of the total investment portfolio, with capacity of around \$26.5m remaining. Future investments may need to be directed to the 1-3 year horizon given the medium-term horizon is approaching the maximum limits.



Where there is (counterparty) capacity to invest in attractive 3-5½ year investments, we recommend this be allocated to new any remaining attractive fixed term deposits (refer to respective sections below).



Compliant	Horizon	Invested (\$)	Invested (%)	Min. Limit (%)	Max. Limit (%)	Available (\$)
✓	0 - 365 days	\$132,150,972	37.36%	0%	100%	\$221,536,240
✓	1 - 3 years	\$106,536,240	30.12%	0%	70%	\$141,044,808
✓	3 – 5½ years	\$115,000,000	32.52%	0%	40%	\$26,474,885
✓	5½ - 10 years	\$0	0.00%	0%	10%	\$35,368,721
		\$353,687,212	100.00%			

Counterparty

As at 31/12/2021, Council did not have an overweight position to any single ADI. Overall, the portfolio is diversified across the investment grade credit spectrum (rated BBB- or higher), with no exposure to unrated ADIs.

Compliant	Issuer	Rating	Invested (\$)	Invested (%)	Max. Limit (%)	Available (\$)
✓	NAB	AA-	\$75,000,000	21.21%	30.00%	\$31,106,164
✓	NTTC	AA-	\$20,000,000	5.65%	30.00%	\$86,106,164
✓	WBC	AA-	\$78,650,972	22.24%	30.00%	\$27,455,192
✓	Rabobank	A+	\$8,000,000	2.26%	20.00%	\$62,737,442
✓	ICBC Sydney	A	\$64,000,000	18.10%	20.00%	\$6,737,442
✓	ING Bank Aus.	A	\$15,500,000	4.38%	20.00%	\$55,237,442
✓	Aus Military Bank	BBB+	\$10,500,000	2.97%	10.00%	\$24,868,721
✓	BOQ	BBB+	\$29,000,000	8.20%	10.00%	\$6,368,721
✓	Bendigo	BBB+	\$3,036,240	0.86%	10.00%	\$32,332,481
✓	AMP	BBB	\$10,000,000	2.83%	10.00%	\$25,368,721
✓	Auswide	BBB	\$10,000,000	2.83%	10.00%	\$25,368,721
✓	MyState	BBB	\$13,000,000	3.68%	10.00%	\$22,368,721
✓	Newcastle PBS	BBB	\$17,000,000	4.81%	10.00%	\$18,368,721
			\$353,687,212	100.00%		

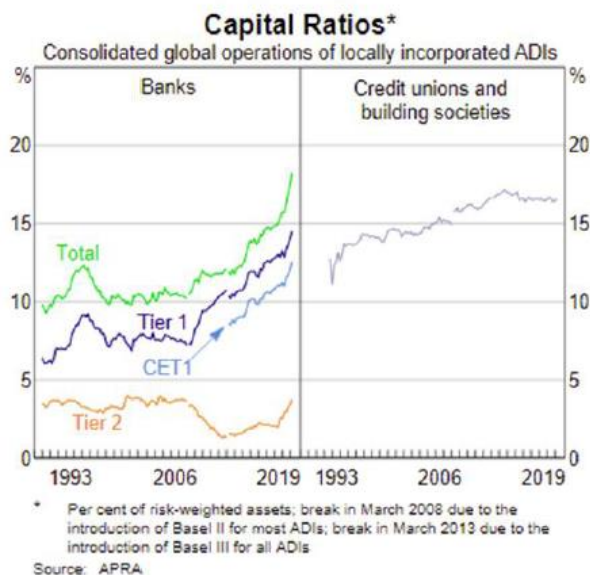
We remain supportive of the regional and unrated ADI sector (and have been even throughout the GFC period). They continue to remain solid, incorporate strong balance sheets, while exhibiting high levels of capital – typically, much higher compared to the higher rated ADIs. Some unrated ADIs have up to 25-40% more capital than the domestic major banks, and well above the Basel III requirements.

RBA Governor Lowe has commented that they have not seen any signs of stress in the financial system and that unlike during the GFC, the banks (all ADIs) now have cash, are well capitalised and are acting as “shock absorbers” in the current crisis.

Overall, the lower rated ADIs (BBB and unrated) are generally now in a better financial position than they have been historically (see the Capital Ratio figure below). We believe that deposit investments with the lower rated ADIs should be continued going forward, particularly when they offer ‘above market’ specials. Not only would it diversify the investment portfolio and reduce credit risk, it would also improve the portfolio’s overall returns.



In the current environment of high regulation and scrutiny, all domestic (and international) ADIs continue to carry high levels of capital. There is minimal (if any) probability of any ADI defaulting on their deposits going forward – this was stress tested during the GFC. **APRA's mandate is to "protect depositors" and provide "financial stability".**





Fossil Fuel Investments

What is Council's current exposure to institutions that fund fossil fuels?

Using the following link <http://www.marketforces.org.au/banks/compare>, based on the Council's investment portfolio balance as at 31/12/2021 (\$353.69m), we can roughly estimate that ~65% of the investments have some form of exposure.

How would Council modify its Investment Policy to cater for divestment of fossil fuels?

If the major banks were withdrawn from investments, some members of the community may look at that remaining list of ADIs (banks) and say *"Why the do we have all our money with those no-name institutions? I've never even heard of them. We don't want to take risks with our money after councils lost \$100's of millions speculating in the GFC"*. It will be difficult to please everyone. We suggest starting the discussion with all Councillors asking *"are you comfortable investing all the money with the lower rated regionals and credit unions?"* If not, then a full divestment campaign will be complicated.

Some ways to potentially 'make changes' to the policy, or at least have a discussion, includes:

- *"Where possible within policy and without compromising the risk and return profile, we favour..."*
- *"We have not yet made a decision to divest because it will have implications on credit quality, ratings and income, but we are actively discussing..."*

What would be implications on our portfolio credit rating?

By adopting a free fossil fuel policy or an active divestment strategy, this would eliminate the major banks rated "AA-" as well as some other "A" rated banks (AMP, BoQ and ING). Council would be left with a smaller sub-sector of banks to choose to invest with.

What would be risks and implications on Council's portfolio performance?

Some implications include:

- High concentration risk – limiting Council to a selected number of banks;
- Increased credit/counterparty risk;
- May lead to a reduction in performance (most of the senior FRN issues are with the higher rated ADIs) which could result in a significant loss of income generated – could be in excess of hundreds of thousands of dollars per annum;
- Underperformance compared to other Councils.

It may be contrary to Council's primary objective to preserve capital as the investment portfolio's risk would increase (all things being equal). Council may not be maximising its returns – this is one of the primary objectives written in the Investment Policy.



Council's exposure is summarised as follows:

Counterparty	Credit Rating	Funding Fossil Fuel
NAB	AA-	Yes
NTTC	AA-	Yes
WBC (St George)	AA-	Yes
Rabobank	A+	No
ICBC, Sydney	A	No
ING Bank Australia	A	Yes
Australian Military	BBB+	No
BoQ	BBB+	Yes
Bendigo-Adelaide	BBB+	No
AMP	BBB	Yes
Auswide	BBB	No
MyState Bank	BBB	No
Newcastle Permanent	BBB	No

^^The underlying exposure in these managed funds includes the domestic major banks.

Source: <https://www.marketforces.org.au/info/compare-bank-table/>

Summary	Amount	Invested %
Yes	\$228,150,972	65%
No	\$125,536,240	35%
	\$353,687,212	100%



Credit Quality

The portfolio remains diversified from a credit ratings perspective. The portfolio is entirely directed to the investment grade ADIs (BBB- or higher), with zero allocation to unrated ADIs. There is high capacity to invest in the higher rated ADIs (A or higher), particularly after the downgrades of BoQ and Bendigo-Adelaide Bank in May 2017.

There is currently substantial capacity to invest with the “BBB” rated ADIs (~\$31m remaining at month-end), although most ADIs in this sector are currently full on liquidity due to the combination of low credit growth and the term funding facility (TFF) provided by the RBA (access to cheap funding).

If there are any attractive deposits being offered in the “BBB” rated sector (outside of BoQ, which Council is close to maximum limits), we will inform Council to take advantage and invest accordingly.

All ratings categories are within the current Policy limits:

Compliant	Credit Rating	Invested (\$)	Invested (%)	Max. Limit (%)	Available (\$)
✓	AA Category	\$173,650,972	49.10%	100%	\$180,036,240
✓	A Category	\$87,500,000	24.74%	60%	\$124,712,327
✓	BBB Category	\$92,536,240	26.16%	35%	\$31,254,284
✓	Unrated ADIs	\$0	0.00%	5%	\$17,684,361
		\$353,687,212	100.00%		



Performance

Council's performance for the period ending 31 December 2021 is summarised as follows:

Performance (Actual)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	0.01%	0.03%	0.05%	0.05%	0.10%
AusBond Bank Bill Index	0.00%	0.01%	0.01%	0.01%	0.03%
Council's T/D Portfolio	0.13%	0.39%	0.81%	0.81%	1.76%
Council's FRN Portfolio	0.09%	0.25%	0.50%	0.50%	1.00%
Council's Bond Portfolio	0.10%	0.30%	-	-	-
Council's Portfolio[^]	0.13%	0.38%	0.80%	0.80%	1.75%
Outperformance	0.12%	0.37%	0.79%	0.79%	1.72%

[^]Total portfolio performance excludes Council's cash account holdings. Overall returns would be lower if cash was included.

Performance (Annualised)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	0.10%	0.10%	0.10%	0.10%	0.10%
AusBond Bank Bill Index	0.04%	0.03%	0.03%	0.03%	0.03%
Council's T/D Portfolio	1.55%	1.54%	1.61%	1.61%	1.76%
Council's FRN Portfolio	1.02%	0.98%	0.99%	0.99%	1.00%
Council's Bond Portfolio	1.20%	1.19%	-	-	-
Council's Portfolio[^]	1.52%	1.52%	1.59%	1.59%	1.75%
Outperformance	1.48%	1.48%	1.56%	1.56%	1.72%

[^]Total portfolio performance excludes Council's cash account holdings. Overall returns would be lower if cash was included.

For the month ending December 2021, the total portfolio (excluding cash) provided a solid return of +0.13% (actual) or +1.52% p.a. (annualised), outperforming the benchmark AusBond Bank Bill Index return of +0.00% (actual) or +0.04% p.a. (annualised). Over the past year, the portfolio returned a very strong +1.75% p.a., outperforming bank bills by 1.72% p.a.

The strong performance continues to be driven by the handful of deposits still yielding above 3% p.a. However, some of these individual deposits are approaching maturity and will be reinvested at much lower prevailing rates.

We are pleased that PMHC remains amongst the best performing Councils in the state of NSW where deposits are concerned, earning on average, around \$2,800,000 in additional interest income compared to its peers (refer to our October 2021 rankings). We have been pro-active in our advice about protecting interest income and addressing reinvestment risk for many years and encouraged to maintain a long duration position. This is now reflected by the high performance of the investment portfolio. Of the 83 individual deposits PMHC held, 33 are still yielding higher than 1½% p.a. That is, around 40% of outstanding deposits held is earning an interest rate that is fifteen times the prevailing cash rate of 0.10%.



Council's Term Deposit Portfolio & Recommendation

As at 31 December 2021, Council's deposit portfolio was yielding 1.55% p.a. (down 1bp from the end of the previous month), with an average duration of ~2.2 years. Where possible, we recommend Council at least maintains this average duration whilst official rates are still expected to remain low over coming years.

As the past decade or so has highlighted (post-GFC era), we have seen too many portfolios' roll a high proportion of their deposits between 3-6 months, resulting in their deposits being reinvested at lower prevailing rates. That is, depositors have overpaid for liquidity and generally not insured themselves against the low interest rate environment by diversify their funding across various tenors (out to 5 years) but rather placed all their 'eggs in one basket' and kept all their deposits short. **Reinvestment risk has collectively been the biggest detriment to depositors' interest income over the post-GFC period.**

At the time of writing, we see value in:

ADI	LT Credit Rating	Term	T/D Rate
ICBC, Sydney	A	5 years	2.25% p.a.
ICBC, Sydney	A	4 years	2.10% p.a.
ICBC, Sydney	A	3 years	1.85% p.a.
Westpac	AA-	4 years	1.85% p.a.
Westpac	AA-	3 years	1.63% p.a.
NAB	AA-	3 years	1.40% p.a.
AMP Bank	BBB	2 years	1.35% p.a. [^]
ICBC, Sydney	A	2 years	1.30% p.a.
Westpac	AA-	2 years	1.24% p.a.
BoQ	BBB+	2 years	1.20% p.a.
NAB	AA-	2 years	1.15% p.a.

[^] AMP T/Ds – contact us to receive an additional 0.20% p.a. rebated commission on top of the rate shown above

The above deposits are suitable for investors looking to provide some income protection and mitigate reinvestment/rollover risk for the next few years.



For terms under 12 months, we believe the strongest value is currently being offered by the following ADIs (dependent on daily funding requirements):

ADI	LT Credit Rating	Term	T/D Rate
AMP Bank	BBB	11-12 months	1.10% p.a.^
Judo Bank	BBB-	12 months	1.01% p.a.
AMP Bank	BBB	5-10 months	1.00% p.a.^
Community First CU	Unrated ADI	7 months	0.90% p.a.
Community First CU	BBB	5 months	0.80% p.a.
NAB	AA-	12 months	0.70% p.a.
ME Bank	BBB+	12 months	0.70% p.a.
BoQ	BBB+	12 months	0.70% p.a.
Westpac	AA-	12 months	0.68% p.a.

[^] AMP T/Ds – contact us to receive an additional 0.20% p.a. rebated commission on top of the rate shown above

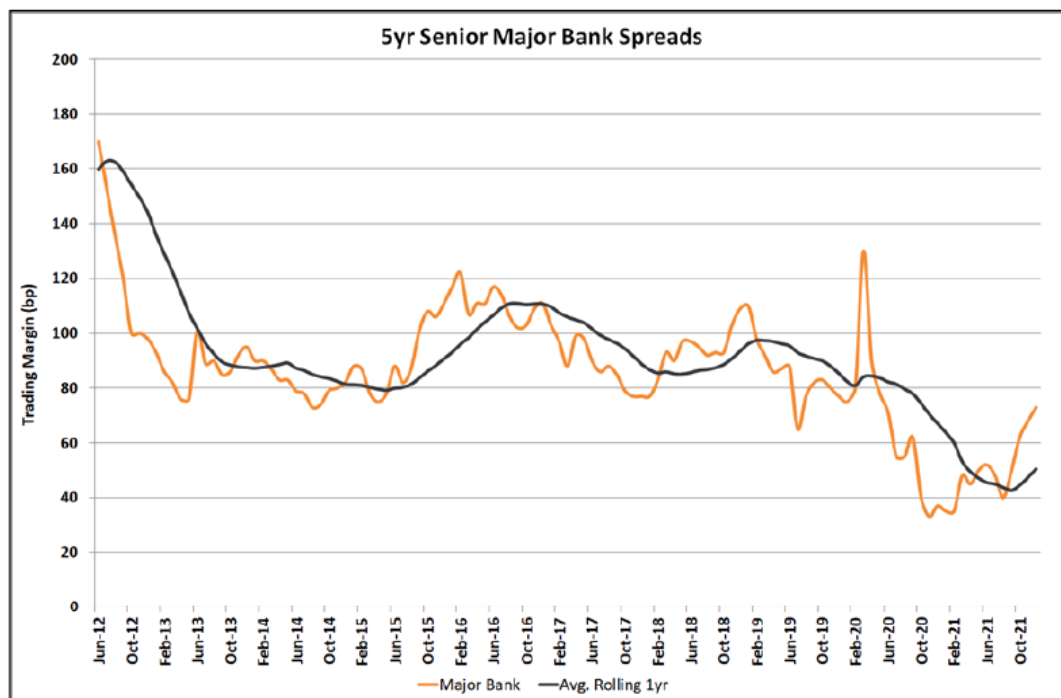
Amongst the investment grade sector, the majority of short-dated term deposits (maturing less than 12 months) are yielding under 0.70% p.a. Despite the uplift in outright rates since early October, we generally believe there is not much value being offered in short-dated deposits.

In contrast, there is an upward pick-up in yield for investors that can take advantage of 2-5 year fixed T/Ds whilst official rates are stuck at depressed levels at least for the next few years. For those investors that do not require high levels of liquidity and can stagger their investments longer-term, they will be rewarded over coming years if they roll for a minimum term of 2 years, yielding, on average, more than double the return compared to those investors that purely invest in short-dated deposits.



Senior FRNs & Recommendations

Over December, amongst the senior major bank FRNs, physical credit securities were marked up to 5bp wider at the long-end of the curve. After NAB (AA-) and CBA (AA-) issued new 5 and 5¼ year senior FRNs at +41bp, we anticipate the other major banks may follow suit over coming months looking to refinance their upcoming maturities at these relatively cheap levels on a historical basis:



Source: IBS Capital

Amongst the "A" and "BBB" rated sector, the securities were marked around 5-8bp wider at the long-end of the curve. During the month, AMP Bank (BBB) issued a 3 year deal, printing \$150m at +90bp.

While turnover in the secondary market is still predominately dominated by commonwealth, semi-government and major bank senior paper, given the lack of supply, we have started to observe that even a handful of regional bank senior paper has sometimes been trading inside "mid" levels over recent months.

The lack of supply from new (primary) issuances has played a major role with the rally in credit markets over the past 1½ years. FRNs will continue to play a role in investor's portfolios mainly on the basis of their liquidity and the ability to roll down the curve and gross up returns over ensuing years (in a relatively stable credit environment).



Senior FRNs (ADIs)	31/12/2021	30/11/2021
"AA" rated – 5yrs	+73bp	+68bp
"AA" rated – 3yrs	+46bp	+44bp
"A" rated – 5yrs	+88bp	+80bp
"A" rated – 3yrs	+62bp	+55bp
"BBB" rated – 3yrs	+70bp	+65bp

Source: IBS Capital

We now generally **recommend switches** ('benchmark' issues only) into new attractive primary issues (or longer-dated alternatives), out of the following senior FRNs that are maturing:

- **On or before 2024 for the "AA" rated ADIs (domestic major banks);**
- On or before 2022 for the "A" rated ADIs; and
- Within 12 months for the "BBB" rated ADIs (consider case by case).

Investors holding onto the above senior FRNs ('benchmark' issues only) in their last 1-2 years are now generally holding sub-optimal investments and are not maximising returns by foregoing realised capital gains. In the current low interest rate environment, any boost in overall returns should be locked in when it is advantageous to do so.

In late August 2019, Council placed a bid of \$3m into the new Bendigo (BBB+) 5 year FRN at +97bp maturing 06/09/2024 (ISIN: AU3FN0050019). This FRN should be viewed as a 3½-4 year holding period, with the ability to 'roll down the curve', realise capital gains which would boost the overall return of the investment portfolio. As at 31/12/2021, the security was marked around +51.0bp (from +50.5bp at the end of the previous month) or a capital price ~\$101.21 or unrealised capital gain of ~\$36.2k. We recommend Council holds this FRN at this stage.



Council's Senior Fixed Bond

During September 2021, Council placed parcels in NTTC (AA-) fixed bonds as follows:

Investment Date	Maturity Date	Principal	Rate % p.a. [^]	Remaining Term (Yrs)	Interest Paid
7/09/2021	15/12/2024	\$5,000,000	0.90%	2.96 yrs	Annually
14/09/2021	15/12/2025	\$5,000,000	1.10%	3.96 yrs	Annually
2/09/2021	15/12/2026	\$5,000,000	1.40%	4.96 yrs	Annually
7/09/2021	15/12/2026	\$5,000,000	1.40%	4.96 yrs	Annually
Totals / Wgt. Avg.		\$20,000,000	1.20%	4.21 yrs	

[^]Council will receive the full rebated commission of 0.25% (plus GST) on the face value of investment on all these parcels (currently totalling \$55,000).

We believe these investments were prudent at the time of investment given the low rate environment and especially after the rate cut delivered in early November 2020 and its ongoing forward guidance on official interest rates.

The NTTC bonds are a 'retail' offering and not 'wholesale' issuances. Given the lack of liquidity and high penalty costs if they were to be sold/redeemed prior to the maturity date, they are considered to be a hold-to-maturity investment and will be marked at par value (\$100.00) throughout the term of investment.



Economic Commentary

International Market

Omicron initially sent markets into a tailspin at the beginning of the month but with the emergence of more data, early evidence suggests it is pointing towards becoming a milder variant, with hospitalisations and deaths affecting a relatively lower proportion of the population in the sample size. This added to some stabilisation in risk sentiment across markets over the second half of December despite a number of European nations partially imposing new restrictions.

US Fed Chair Powell said it was time to “retire that word [transitory]” and with “inflation pressures high”, they will “consider wrapping up the taper of our asset purchases...perhaps a few months sooner”.

Headline US CPI rose to +6.8% from +6.2% (+0.7% m/m), providing the highest headline read since 1982, with core (ex-food and energy) up to +4.9% from +4.6% last time.

The Fed’s dot plot profile was slightly more hawkish than expected with the median for 2022 showing three hikes versus market expectations of two. The median dot plot for 2023 also shows three rate hikes. The long-term forecast remains unchanged at 2.5%. The Fed has also quickened its pace of tapering, going from US\$30bn a month to US\$15bn.

The US unemployment rate fell to 4.2% in November, against 4.5% expected, despite a 0.2% rise in the participation rate.

UK annual headline CPI inflation rate broke the +5% mark at +5.1% y/y (consensus +4.8%), while there was a similar surprise on core inflation at +4.0% y/y against +3.7% expected.

UK PM Johnson advised people to work from home and mandated the use of vaccine passports in large venues. This did not deter the Bank of England (BoE), which surprised markets by delivering a 15bp lift in their base rate to 0.25%.

Germany’s November CPI jumped to +6%, up from +4.6% in October and well above the +5.5% expected. Belgium’s CPI also jumped, to +5.6% from +4.2% (Spain to +5.6% from +5.4%).

The People’s Bank of China (PBoC) announced it will reduce the reserve requirement ratio (RRR) by 0.5% for most banks on Dec. 15, releasing 1.2 trillion yuan of liquidity. The RRR cut will be applied to all banks except those that are already on the lowest level of 5%, which are mostly small rural banks.

The MSCI World ex-Aus Index rose +4.17% for the month:

Index	1m	3m	1yr	3yr	5yr	10yr
S&P 500 Index	+4.36%	+10.65%	+26.89%	+23.88%	+16.31%	+14.25%
MSCI World ex-AUS	+4.17%	+7.61%	+20.47%	+19.95%	+13.24%	+10.82%
S&P ASX 200 Accum. Index	+2.75%	+2.09%	+17.23%	+13.62%	+9.76%	+10.80%

Source: S&P, MSCI



Domestic Market

The RBA's final meeting of 2021 provided few surprises on the economic outlook, though encouragingly the Bank notes that leading indicators point to a strong recovery in the labour market. The RBA reiterates the economy is expected to return to its pre-Delta path in the first half of 2022. They flagged they will consider options with their current \$4bn a week bond purchase program in February 2022.

RBA Governor Lowe again pushed back on market pricing for interest rate rises in 2022, but interestingly made little mention of 2024 which suggests the RBA is now seeing 2023 as being more probable than the previously characterised "*plausible*" terminology.

Q3 GDP fell by -1.9% q/q, with the decline driven by a sizeable fall in household consumption, concentrated in services where lockdowns had the most significant impact. Government support again played an important role in cushioning household and business balance sheets.

Employment rose 366k in November, a record monthly increase and crushing the 200k consensus. The unemployment rate fell by 0.6% to 4.6% and is below where it was prior to the recent lockdowns. The fall in the unemployment rate came despite a sharp 1.4% increase in the participation rate to 66.1% from 64.7%.

New housing loan approvals fell -2.5% m/m in October, against expectations for a 1.5% increase. The weaker-than-expected outcome was driven by a -4.1% decline in new owner occupier loans.

The trade balance for October was in line with expectations recording a surplus of \$11.2bn.

New residential mortgage loans grew by +7.7% over the September quarter. Investor loans also grew solidly (+13.6%), outstripping owner occupier loan growth (+5.1%) for the first time since the Dec 2019 quarter.

APRA announced the finalising requirements for the four major banks to maintain additional loss-absorbing capacity, confirming that the banks will be required to hold an additional minimum Total Capital requirements of 4.5% of risk-weighted assets, to be met from 1 January 2026.

The Australian dollar rose +1½%, finishing the month at US72.56 cents (from US71.44 cents the previous month).

Credit Market

The global credit indices tightened over December despite the surging infections caused by the Omicron variant. They are back to their levels in mid-2020:

Index	December 2021	November 2021
CDX North American 5yr CDS	52bp	58bp
iTraxx Europe 5yr CDS	50bp	58bp
iTraxx Australia 5yr CDS	71bp	74bp

Source: Markit



Fixed Interest Review

Benchmark Index Returns

Index	December 2021	November 2021
Bloomberg AusBond Bank Bill Index (0+YR)	+0.00%	+0.01%
Bloomberg AusBond Composite Bond Index (0+YR)	+0.09%	+2.08%
Bloomberg AusBond Credit FRN Index (0+YR)	+0.04%	-0.02%
Bloomberg AusBond Credit Index (0+YR)	+0.19%	+1.05%
Bloomberg AusBond Treasury Index (0+YR)	-0.03%	+2.49%
Bloomberg AusBond Inflation Gov't Index (0+YR)	+2.21%	+2.46%

Source: Bloomberg

Other Key Rates

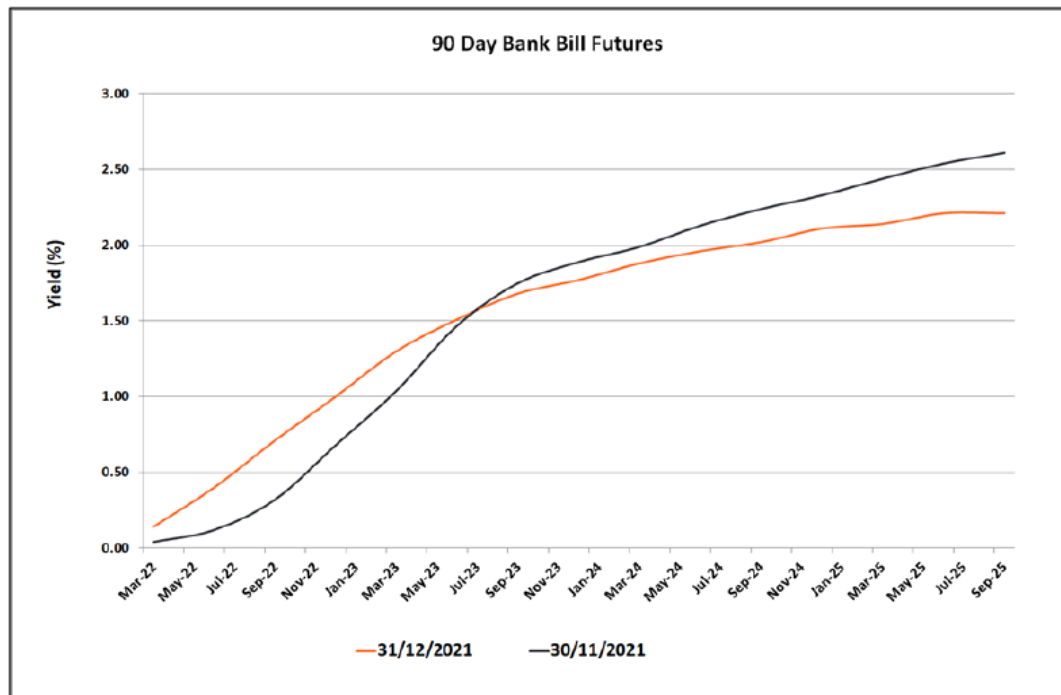
Index	December 2021	November 2021
RBA Official Cash Rate	0.10%	0.10%
90 Day (3 month) BBSW Rate	0.07%	0.05%
3yr Australian Government Bonds	0.96%	0.87%
10yr Australian Government Bonds	1.67%	1.69%
US Fed Funds Rate	0.00%-0.25%	0.00%-0.25%
10yr US Treasury Bonds	1.52%	1.43%

Source: RBA, AFMA, US Department of Treasury



90 Day Bill Futures

Over December, bill futures fell at the long-end of the curve as markets pushed back their rate hike expectations slightly on the back of the Omicron variant's surge globally:



Source: ASX



Fixed Interest Outlook

US money markets are now pricing roughly an 90% chance of a rate hike by June 2022. The Fed's latest dot plot profile was slightly more hawkish than expected with the median for 2022 showing three hikes versus market expectations of two. The median dot plot for 2023 also shows three rate hikes. The long-term forecast remains unchanged at 2.5%. The Fed acknowledges that it has achieved its target for inflation given that it has *"exceeded 2% for some time"* and commentary suggest that rate hikes will begin once labour market conditions have reached levels consistent with the Committee's assessments of maximum employment.

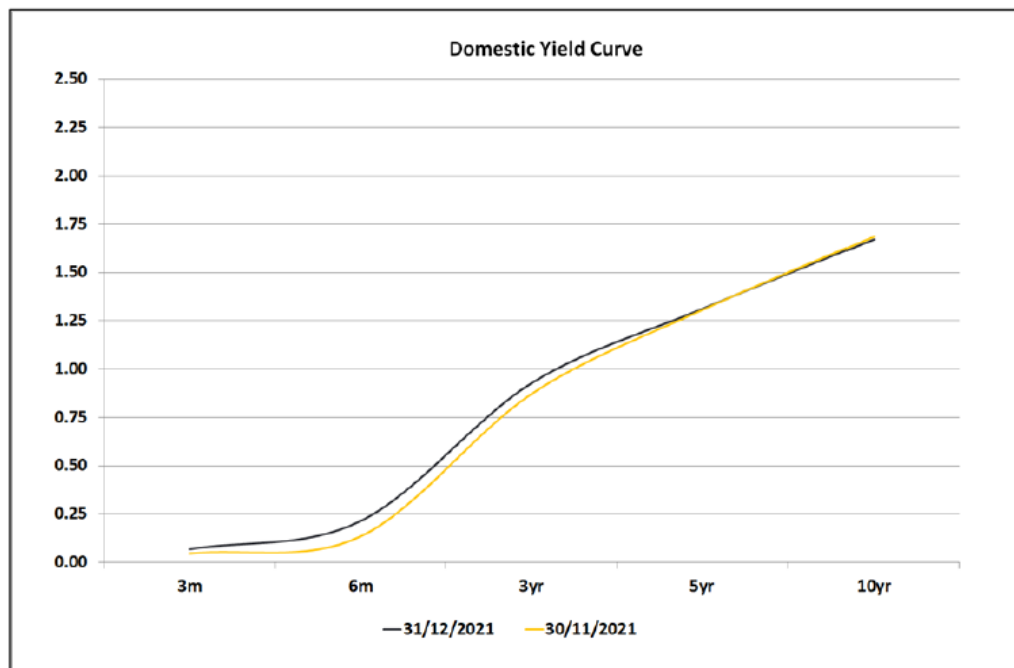
Domestically, Governor Lowe emphasised that *"the latest data and forecasts do not warrant an increase in the cash rate in 2022"* but suggested that 2023 was plausible. In its December meeting, the RBA updated that their *"central forecast is for underlying inflation to reach 2½ per cent over 2023"* - from *"no higher than 2½% at the end of 2023"* in the November Statement.

They would like to see the following key economic indicators improve before they even consider increasing interest rates:

1. The unemployment rate to drop to around 4% (currently it is officially at 4.6% but masked by a drop in the participation rate – the real rate is above 7%);
2. *"Until actual (underlying) inflation is sustainably within the 2-3% target range"* (for several quarters); and
3. Wage growth to surpass +3% (it has not been above this level for the past 8 years).

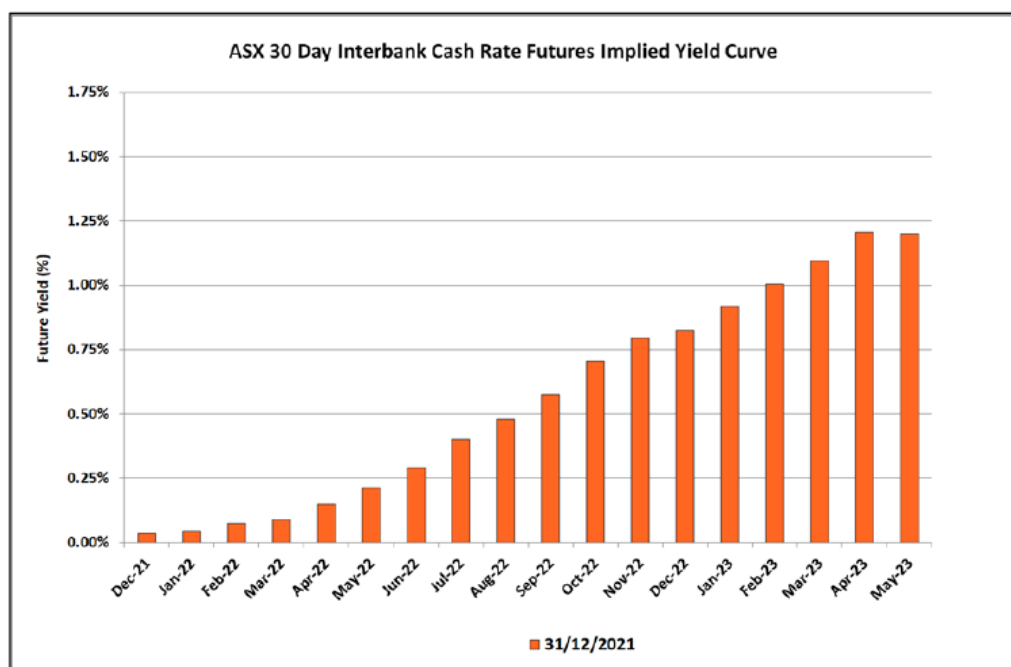
Governor Lowe has commented on the path of future rate hikes: *"it will not be enough for inflation to just sneak across the 2% line for a quarter or two. We want to see inflation well within the target band and be confident that it will stay there"*.

The domestic bond market continues to suggest a prolonged low period of interest rates. Over the month, yields remained relatively flat at the long-end of the curve:



Source: AFMA, ASX, RBA

Markets have brought forward RBA rate hike pricing following moves offshore with a full rate hike now priced by July 2022 and 75bp of hikes priced by March 2023, against the RBA's expectation of a first rate hike in 2023:



Source: ASX

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Investment Report

01/12/2021 to 31/12/2021



Portfolio Valuation as at 31/12/2021

Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
ING Direct	A	TD	GENERAL	Annual	30/01/2020	31/01/2022	1.6500	5,000,000.00	76,171.23	7,006.85
Newcastle Permanent	BBB	TD	GENERAL	Quarterly	07/02/2019	08/02/2022	3.0500	4,000,000.00	18,049.32	10,361.64
NAB	AA-	TD	GENERAL	Annual	21/02/2017	21/02/2022	3.4600	5,000,000.00	148,353.42	14,693.15
Westpac	AA-	TD	GENERAL	Annual	21/02/2017	21/02/2022	3.6100	2,000,000.00	61,913.97	6,132.05
ING Direct	A	TD	GENERAL	Annual	02/03/2020	02/03/2022	1.5000	5,000,000.00	62,671.23	6,369.86
BOQ	BBB+	TD	GENERAL	Annual	15/03/2017	15/03/2022	3.8000	2,000,000.00	60,800.00	6,454.79
Newcastle Permanent	BBB	TD	GENERAL	Quarterly	12/03/2019	22/03/2022	2.9000	4,000,000.00	6,038.36	6,038.36
Newcastle Permanent	BBB	TD	GENERAL	Annual	27/03/2019	29/03/2022	2.8000	5,000,000.00	106,630.14	11,890.41
Newcastle Permanent	BBB	TD	GENERAL	Quarterly	18/04/2019	19/04/2022	2.7000	4,000,000.00	22,191.78	9,172.60
Westpac	AA-	TD	LOCAL BRANCH	At Maturity	21/05/2021	23/05/2022	0.2500	10,000.00	15.41	2.12
BOQ	BBB+	TD	GENERAL	Annual	28/05/2019	30/05/2022	2.4000	4,000,000.00	57,336.99	8,153.42
BOQ	BBB+	TD	GENERAL	Annual	02/06/2021	02/06/2022	0.4000	5,000,000.00	11,671.23	1,698.63
Rabobank Australia Branch	A+	TD	GENERAL	Annual	08/06/2017	07/06/2022	3.2200	5,000,000.00	91,306.85	13,673.97
Australian Military Bank	BBB+	TD	GENERAL	Annual	19/06/2020	20/06/2022	1.1500	2,000,000.00	12,224.66	1,953.42
Australian Military Bank	BBB+	TD	GENERAL	Annual	19/06/2020	20/06/2022	1.1500	2,000,000.00	12,224.66	1,953.42
Australian Military Bank	BBB+	TD	GENERAL	Annual	23/06/2020	23/06/2022	1.0500	3,500,000.00	19,331.51	3,121.23
Westpac	AA-	TD	GENERAL	Quarterly	23/06/2020	23/06/2022	1.0100	3,500,000.00	871.64	871.64
Westpac	AA-	TD	GENERAL	Quarterly	24/06/2020	24/06/2022	1.0200	5,000,000.00	1,117.81	1,117.81



Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
NAB	AA-	TD	GENERAL	Annual	02/08/2018	02/08/2022	3.2200	4,000,000.00	53,284.38	10,939.18
NAB	AA-	TD	GENERAL	Annual	16/08/2018	16/08/2022	3.0500	4,000,000.00	46,126.03	10,361.64
Westpac	AA-	TD	LOCAL BRANCH	Annual	23/08/2021	23/08/2022	0.2500	20,000.00	17.95	4.25
ICBC Sydney Branch	A	TD	GENERAL	Annual	28/08/2019	29/08/2022	1.6400	5,000,000.00	27,857.53	6,964.38
Auswide Bank	BBB	TD	GENERAL	At Maturity	06/09/2019	06/09/2022	1.8000	3,000,000.00	125,457.53	4,586.30
Westpac	AA-	TD	LOCAL BRANCH	Annual	13/09/2017	13/09/2022	3.4100	3,000,000.00	30,830.14	8,688.49
Rabobank Australia Branch	A+	TD	GENERAL	Annual	13/09/2017	13/09/2022	3.3800	3,000,000.00	30,558.90	8,612.05
MyState Bank	BBB	TD	GENERAL	Annual	29/09/2020	29/09/2022	0.8500	5,000,000.00	10,945.21	3,609.59
Westpac	AA-	TD	GENERAL	Quarterly	29/09/2020	29/09/2022	0.7200	5,000,000.00	295.89	295.89
Auswide Bank	BBB	TD	GENERAL	Annual	30/09/2019	30/09/2022	1.7500	4,000,000.00	17,835.62	5,945.21
ICBC Sydney Branch	A	TD	GENERAL	Annual	23/10/2019	24/10/2022	1.7000	3,000,000.00	9,501.37	4,331.51
ICBC Sydney Branch	A	TD	GENERAL	Annual	31/10/2019	31/10/2022	1.7300	5,000,000.00	15,167.12	7,346.58
AMP Bank	BBB	TD	GENERAL	At Maturity	09/11/2021	09/11/2022	1.0000	2,000,000.00	2,904.11	1,698.63
ING Direct	A	TD	GENERAL	Annual	27/02/2020	27/02/2023	1.6000	2,500,000.00	33,863.01	3,397.26
BOQ	BBB+	TD	GENERAL	Annual	28/05/2019	29/05/2023	2.5500	4,000,000.00	60,920.55	8,663.01
BOQ	BBB+	TD	GENERAL	Annual	19/06/2020	19/06/2023	1.3500	2,000,000.00	14,350.68	2,293.15
BOQ	BBB+	TD	GENERAL	Annual	27/06/2019	27/06/2023	2.2000	5,000,000.00	56,356.16	9,342.47
AMP Bank	BBB	TD	GENERAL	Annual	28/07/2021	28/07/2023	0.7500	2,000,000.00	6,452.05	1,273.97
Westpac	AA-	TD	GENERAL	Quarterly	11/08/2021	11/08/2023	0.5600	5,000,000.00	3,912.33	2,378.08
MyState Bank	BBB	TD	GENERAL	Annual	14/09/2020	14/09/2023	0.9000	4,000,000.00	10,750.68	3,057.53



Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
MyState Bank	BBB	TD	GENERAL	Annual	14/09/2020	14/09/2023	0.9000	4,000,000.00	10,750.68	3,057.53
AMP Bank	BBB	TD	GENERAL	Annual	12/10/2021	12/10/2023	0.8000	3,000,000.00	5,326.03	2,038.36
ICBC Sydney Branch	A	TD	GENERAL	Annual	27/11/2019	27/11/2023	1.7600	6,000,000.00	9,547.40	8,968.77
Westpac	AA-	TD	GENERAL	Quarterly	02/12/2021	04/12/2023	1.1900	3,000,000.00	2,934.25	2,934.25
ICBC Sydney Branch	A	TD	GENERAL	Annual	16/12/2019	18/12/2023	1.8100	4,000,000.00	3,173.70	3,173.70
Auswide Bank	BBB	TD	GENERAL	At Maturity	02/03/2020	04/03/2024	1.7500	3,000,000.00	96,369.86	4,458.90
BOQ	BBB+	TD	GENERAL	Annual	18/06/2020	18/06/2024	1.4500	3,000,000.00	23,478.08	3,694.52
ING Direct	A	TD	GENERAL	Annual	23/06/2020	24/06/2024	1.2500	3,000,000.00	19,726.03	3,184.93
BOQ	BBB+	TD	GENERAL	Annual	11/08/2021	12/08/2024	0.7900	2,000,000.00	6,190.14	1,341.92
Westpac	AA-	TD	GENERAL	Quarterly	11/08/2021	12/08/2024	0.7700	3,000,000.00	3,227.67	1,961.92
Australian Military Bank	BBB+	TD	GENERAL	Annual	19/08/2021	19/08/2024	0.7200	3,000,000.00	7,989.04	1,834.52
Westpac	AA-	TD	GENERAL	Quarterly	17/08/2021	19/08/2024	0.7200	2,000,000.00	1,775.34	1,223.01
Bendigo and Adelaide	BBB+	FRN	GENERAL	Quarterly	06/09/2019	06/09/2024	1.0250	3,036,240.00	2,190.41	2,190.41
BOQ	BBB+	TD	GENERAL	Annual	27/09/2019	27/09/2024	2.0000	2,000,000.00	10,520.55	3,397.26
AMP Bank	BBB	TD	GENERAL	Annual	12/10/2021	11/10/2024	1.0000	3,000,000.00	6,657.53	2,547.95
NAB	AA-	TD	GENERAL	Annual	16/10/2020	16/10/2024	0.8000	5,000,000.00	8,219.18	3,397.26
ICBC Sydney Branch	A	TD	GENERAL	Annual	03/11/2021	04/11/2024	1.6500	3,000,000.00	8,001.37	4,204.11
Westpac	AA-	TD	GENERAL	Quarterly	09/11/2021	11/11/2024	1.4500	1,000,000.00	2,105.48	1,231.51
Westpac	AA-	TD	GENERAL	Quarterly	16/11/2021	18/11/2024	1.6000	4,000,000.00	8,065.75	5,435.62
NAB	AA-	TD	GENERAL	Annual	18/11/2020	18/11/2024	0.7000	5,000,000.00	4,219.18	2,972.60



Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
Westpac	AA-	TD	GENERAL	Quarterly	29/11/2021	29/11/2024	1.6000	5,000,000.00	7,232.88	6,794.52
Westpac	AA-	TD	GENERAL	Quarterly	02/12/2021	02/12/2024	1.6200	2,000,000.00	2,663.01	2,663.01
ICBC Sydney Branch	A	TD	GENERAL	Annual	09/12/2021	09/12/2024	1.9200	5,000,000.00	6,049.32	6,049.32
Northern Territory Treasury	AA-	BOND	GENERAL	Semi-Annual	07/09/2021	16/12/2024	0.9000	5,000,000.00	2,095.89	2,095.89
NAB	AA-	TD	GENERAL	Annual	29/01/2021	29/01/2025	0.7200	4,000,000.00	26,590.68	2,446.03
NAB	AA-	TD	GENERAL	Annual	02/03/2021	03/03/2025	0.9500	4,000,000.00	31,753.42	3,227.40
ICBC Sydney Branch	A	TD	GENERAL	Annual	18/06/2020	18/06/2025	1.7500	2,000,000.00	18,890.41	2,972.60
NAB	AA-	TD	GENERAL	Annual	26/07/2021	28/07/2025	1.0000	5,000,000.00	21,780.82	4,246.58
ICBC Sydney Branch	A	TD	GENERAL	Annual	02/09/2021	02/09/2025	1.2000	5,000,000.00	19,890.41	5,095.89
ICBC Sydney Branch	A	TD	GENERAL	Annual	16/10/2020	16/10/2025	1.2000	5,000,000.00	12,328.77	5,095.89
ICBC Sydney Branch	A	TD	GENERAL	Annual	17/11/2020	17/11/2025	1.3000	6,500,000.00	10,417.81	7,176.71
NAB	AA-	TD	GENERAL	Annual	17/11/2020	17/11/2025	0.8500	3,500,000.00	3,667.81	2,526.71
ICBC Sydney Branch	A	TD	GENERAL	Annual	03/12/2020	03/12/2025	1.2000	5,000,000.00	4,767.12	4,767.12
ICBC Sydney Branch	A	TD	GENERAL	Annual	07/12/2020	08/12/2025	1.2000	5,000,000.00	4,109.59	4,109.59
NAB	AA-	TD	GENERAL	Annual	07/12/2020	08/12/2025	0.9000	5,000,000.00	3,082.19	3,082.19
Northern Territory Treasury	AA-	BOND	GENERAL	Semi-Annual	14/09/2021	15/12/2025	1.1000	5,000,000.00	2,561.64	2,561.64
NAB	AA-	TD	GENERAL	Annual	29/01/2021	29/01/2026	0.9100	4,000,000.00	33,607.67	3,091.51
NAB	AA-	TD	GENERAL	Annual	02/03/2021	02/03/2026	1.2100	4,000,000.00	40,443.84	4,110.68
Westpac	AA-	TD	GENERAL	Quarterly	09/03/2021	09/03/2026	1.2500	5,000,000.00	3,938.36	3,938.36
NAB	AA-	TD	GENERAL	Annual	16/03/2021	16/03/2026	1.2500	5,000,000.00	49,828.77	5,308.22




Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
NAB	AA-	TD	GENERAL	Annual	26/05/2021	26/05/2026	1.2500	5,000,000.00	37,671.23	5,308.22
ICBC Sydney Branch	A	TD	GENERAL	Annual	02/06/2021	02/06/2026	1.4000	2,500,000.00	20,424.66	2,972.60
NAB	AA-	TD	GENERAL	Annual	02/06/2021	02/06/2026	1.3000	2,500,000.00	18,965.75	2,760.27
Westpac	AA-	TD	GENERAL	Quarterly	23/06/2021	23/06/2026	1.3200	5,000,000.00	1,627.40	1,627.40
Westpac	AA-	TD	GENERAL	Quarterly	23/06/2021	23/06/2026	1.3200	5,000,000.00	1,627.40	1,627.40
NAB	AA-	TD	GENERAL	Annual	26/07/2021	27/07/2026	1.2000	5,000,000.00	26,136.99	5,095.89
ICBC Sydney Branch	A	TD	GENERAL	Annual	28/07/2021	28/07/2026	1.3200	2,000,000.00	11,355.62	2,242.19
NAB	AA-	TD	GENERAL	Annual	23/09/2021	23/09/2026	1.2000	5,000,000.00	16,438.36	5,095.89
Northern Territory Treasury	AA-	BOND	GENERAL	Semi-Annual	07/09/2021	15/12/2026	1.4000	5,000,000.00	3,260.27	3,260.27
Northern Territory Treasury	AA-	BOND	GENERAL	Semi-Annual	02/09/2021	15/12/2026	1.4000	5,000,000.00	3,260.27	3,260.27
Westpac	AA-	CASH	GENERAL	Monthly	31/12/2021	31/12/2021	0.3500	20,120,971.74	5,979.45	5,979.45
TOTALS								353,687,211.74	2,019,222.94	398,293.35



Monthly Investment Report

January 2022

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Executive Summary

Compliance

Compliance Measure	Within Policy Limits (Y/N)	Reason if Not Compliant
Term to Maturity	Yes – Compliant	n/a
Counterparty	Yes – Compliant	n/a
Credit Quality	Yes – Compliant	n/a

Performance

As at 31/01/2022	1m (actual)	1m (% p.a.)	FYTD (actual)	FYTD (% p.a.)
AusBond Bank Bill Index	0.00%	0.06%	0.02%	0.03%
Council's Portfolio[^]	0.13%	1.52%	0.93%	1.58%
Outperformance	0.13%	1.46%	0.91%	1.55%

[^]Total portfolio performance excludes Council's cash account holdings. Overall returns would be lower if cash was included.

Impact of COVID-19 to Council's Portfolio

COVID-19 has adversely impacted financial markets, which in turn, has also affected Council's investment portfolio. We provide a quick summary in this section.

The RBA cut rates to record lows on 3rd November 2020 to 0.10%, consistent with most global central banks resetting their official rates back to emergency levels. With international borders shut and vaccination rates accelerating, global inflationary pressures have emerged. This has resulted in longer-term bond yields to rise in recent months as central banks start to withdraw some of their other stimulatory policy measures (such as quantitative easing), whilst some have already started increasing official interest rates. **Markets are now bracing an environment where central banks will move from their excessively loose policy measures to a tightening cycle.**

Domestically, Governor Lowe has commented that *"the latest data and forecasts do not warrant an increase in the cash rate in 2022"* but suggested that 2023 was plausible. The RBA's 'patience' to bear higher levels of inflation may well be tested throughout 2022-2023 as it would like to see wages growth move closer to +3% before lifting rates.

The biggest impact to Council's investment portfolio is with regards to its largest exposure being assets held in bank term deposits, which accounts for around ~88% of Council's total investment, and cash (~6% of the total investment portfolio). **The biggest risk that PMHC faces over the medium-longer term in this environment is not the potential loss of capital (given all the banks are well capitalised and regulated by APRA), but the rapid loss of interest income as interest rates have plummeted.**

Council's term deposit portfolio was yielding 1.54% p.a. as at 31/01/2022, with a weighted average duration of around 781 days or ~2.14 years. **This average duration will provide some income protection against the low interest rate environment over the next 18 months.**



We note the current interest rates in the term deposit market:

- The highest deposit rate from any rated ADI in the market is now ~2.50% p.a. for 5 years;
- The highest deposit rates amongst the "AA-" rated ADIs (major banks) is now yielding between 1.50%-2.25% p.a. (depending on term);
- The highest deposit rates amongst the "A" rated ADIs was yielding between 1.60%-2.50% p.a. (depending on term);
- The highest deposit rates amongst the "BBB" rated ADIs was yielding between 1.40%-2.15% p.a. (depending on term).

With markets factoring in official rate hikes over the next 12 months, this has seen a significant shift in longer-term deposit rates. Future investments above 1¼% p.a. now appears likely if Council can continue to place the majority of its surplus funds for terms of +2 years.



Council's Portfolio

Asset Allocation

The portfolio is predominately directed to fixed term deposits (87.62%). The remainder of the portfolio is directed to fixed bonds with the Northern Territory Treasury Corporation (5.74%), the overnight cash account with Westpac (5.77%) and the single FRN with Bendigo-Adelaide (0.87%).

While FRNs appear relatively expensive on a historical basis, they are starting to become slightly more attractive as spreads have widened – new issuances should now be considered again on a case by case scenario. In the interim, fixed deposits and secondary market fixed bonds for 2-3 years now appear quite appealing following the spike in longer-term rates in recent months.



Term to Maturity

All maturity limits (minimum and maximum) comply with the Investment Policy. Medium-Term (3-5½ years) assets account for around 32% of the total investment portfolio, with capacity of around \$28.5m remaining. Future investments may need to be directed to the 1-3 year horizon given the medium-term horizon is approaching the maximum limits.



Where there is (counterparty) capacity to invest in attractive 3-5½ year investments, we recommend this be allocated to new any remaining attractive fixed term deposits or secondary market fixed bonds (refer to respective sections below).



Compliant	Horizon	Invested (\$)	Invested (%)	Min. Limit (%)	Max. Limit (%)	Available (\$)
✓	0 - 365 days	\$127,156,953	36.47%	0%	100%	\$221,533,009
✓	1 - 3 years	\$110,533,009	31.70%	0%	70%	\$133,549,964
✓	3 – 5½ years	\$111,000,000	31.83%	0%	40%	\$28,475,985
✓	5½ - 10 years	\$0	0.00%	0%	10%	\$34,868,996
		\$348,689,962	100.00%			

Counterparty

As at 31/01/2022, Council did not have an overweight position to any single ADI. Overall, the portfolio is diversified across the investment grade credit spectrum (rated BBB- or higher), with no exposure to unrated ADIs.

Compliant	Issuer	Rating	Invested (\$)	Invested (%)	Max. Limit (%)	Available (\$)
✓	NAB	AA-	\$75,000,000	21.51%	30.00%	\$29,606,989
✓	NTTC	AA-	\$20,000,000	5.74%	30.00%	\$84,606,989
✓	WBC	AA-	\$78,656,953	22.56%	30.00%	\$25,950,036
✓	Rabobank	A+	\$8,000,000	2.29%	20.00%	\$61,737,992
✓	ICBC Sydney	A	\$64,000,000	18.35%	20.00%	\$5,737,992
✓	ING Bank Aus.	A	\$10,500,000	3.01%	20.00%	\$59,237,992
✓	Aus Military Bank	BBB+	\$10,500,000	3.01%	10.00%	\$24,368,996
✓	BOQ	BBB+	\$29,000,000	8.32%	10.00%	\$5,868,996
✓	Bendigo	BBB+	\$3,033,009	0.87%	10.00%	\$31,835,987
✓	AMP	BBB	\$10,000,000	2.87%	10.00%	\$24,868,996
✓	Auswide	BBB	\$10,000,000	2.87%	10.00%	\$24,868,996
✓	MyState	BBB	\$13,000,000	3.73%	10.00%	\$21,868,996
✓	Newcastle PBS	BBB	\$17,000,000	4.88%	10.00%	\$17,868,996
			\$348,689,962	100.00%		

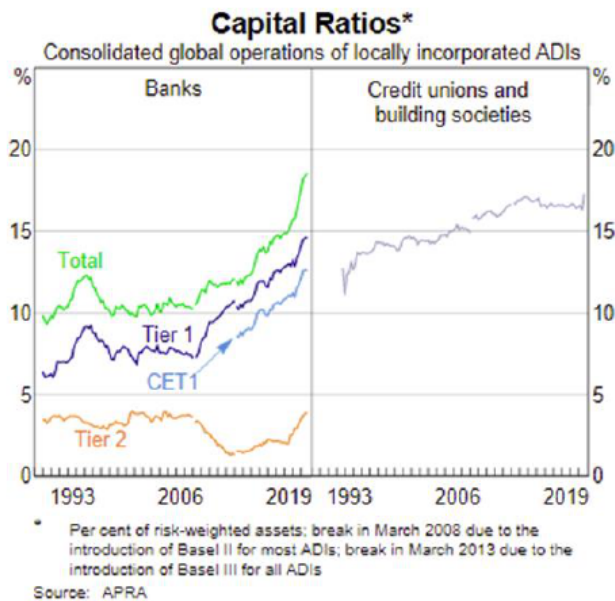
We remain supportive of the regional and unrated ADI sector (and have been even throughout the GFC period). They continue to remain solid, incorporate strong balance sheets, while exhibiting high levels of capital – typically, much higher compared to the higher rated ADIs. Some unrated ADIs have up to 25-40% more capital than the domestic major banks, and well above the Basel III requirements.

RBA Governor Lowe has commented that they have not seen any signs of stress in the financial system and that unlike during the GFC, the banks (all ADIs) now have cash, are well capitalised and are acting as “shock absorbers” in the current crisis.

Overall, the lower rated ADIs (BBB and unrated) are generally now in a better financial position than they have been historically (see the Capital Ratio figure below). We believe that deposit investments with the lower rated ADIs should be continued going forward, particularly when they offer ‘above market’ specials. Not only would it diversify the investment portfolio and reduce credit risk, it would also improve the portfolio’s overall returns.



In the current environment of high regulation and scrutiny, all domestic (and international) ADIs continue to carry high levels of capital. There is minimal (if any) probability of any ADI defaulting on their deposits going forward – this was stress tested during the GFC. **APRA's mandate is to "protect depositors" and provide "financial stability".**





Fossil Fuel Investments

What is Council's current exposure to institutions that fund fossil fuels?

Using the following link <http://www.marketforces.org.au/banks/compare>, based on the Council's investment portfolio balance as at 31/01/2022 (\$348.69m), we can roughly estimate that ~64% of the investments have some form of exposure.

How would Council modify its Investment Policy to cater for divestment of fossil fuels?

If the major banks were withdrawn from investments, some members of the community may look at that remaining list of ADIs (banks) and say *"Why the do we have all our money with those no-name institutions? I've never even heard of them. We don't want to take risks with our money after councils lost \$100's of millions speculating in the GFC"*. It will be difficult to please everyone. We suggest starting the discussion with all Councillors asking *"are you comfortable investing all the money with the lower rated regionals and credit unions?"* If not, then a full divestment campaign will be complicated.

Some ways to potentially 'make changes' to the policy, or at least have a discussion, includes:

- *"Where possible within policy and without compromising the risk and return profile, we favour..."*
- *"We have not yet made a decision to divest because it will have implications on credit quality, ratings and income, but we are actively discussing..."*

What would be implications on our portfolio credit rating?

By adopting a free fossil fuel policy or an active divestment strategy, this would eliminate the major banks rated "AA-" as well as some other "A" rated banks (AMP, BoQ and ING). Council would be left with a smaller sub-sector of banks to choose to invest with.

What would be risks and implications on Council's portfolio performance?

Some implications include:

- High concentration risk – limiting Council to a selected number of banks;
- Increased credit/counterparty risk;
- May lead to a reduction in performance (most of the senior FRN issues are with the higher rated ADIs) which could result in a significant loss of income generated – could be in excess of hundreds of thousands of dollars per annum;
- Underperformance compared to other Councils.

It may be contrary to Council's primary objective to preserve capital as the investment portfolio's risk would increase (all things being equal). Council may not be maximising its returns – this is one of the primary objectives written in the Investment Policy.



Council's exposure is summarised as follows:

Counterparty	Credit Rating	Funding Fossil Fuel
NAB	AA-	Yes
NTTC	AA-	Yes
WBC (St George)	AA-	Yes
Rabobank	A+	No
ICBC, Sydney	A	No
ING Bank Australia	A	Yes
Australian Military	BBB+	No
BoQ	BBB+	Yes
Bendigo-Adelaide	BBB+	No
AMP	BBB	Yes
Auswide	BBB	No
MyState Bank	BBB	No
Newcastle Permanent	BBB	No

^^The underlying exposure in these managed funds includes the domestic major banks.

Source: <https://www.marketforces.org.au/info/compare-bank-table/>

Summary	Amount	Invested %
Yes	\$223,156,953	64%
No	\$125,533,009	36%
	\$348,689,962	100%



Credit Quality

The portfolio remains diversified from a credit ratings perspective. The portfolio is entirely directed to the investment grade ADIs (BBB- or higher), with zero allocation to unrated ADIs. There is high capacity to invest in the higher rated ADIs (A or higher), particularly after the downgrades of BoQ and Bendigo-Adelaide Bank in May 2017.

There is currently substantial capacity to invest with the “BBB” rated ADIs (~\$29.5m remaining at month-end), although most ADIs in this sector are currently full on liquidity due to the combination of low credit growth and the term funding facility (TFF) provided by the RBA (access to cheap funding).

If there are any attractive deposits being offered in the “BBB” rated sector (outside of BoQ, which Council is close to maximum limits), we will inform Council to take advantage and invest accordingly.

All ratings categories are within the current Policy limits:

Compliant	Credit Rating	Invested (\$)	Invested (%)	Max. Limit (%)	Available (\$)
✓	AA Category	\$173,656,953	49.80%	100%	\$175,033,009
✓	A Category	\$82,500,000	23.66%	60%	\$126,713,977
✓	BBB Category	\$92,533,009	26.54%	35%	\$29,508,478
✓	Unrated ADIs	\$0	0.00%	5%	\$17,434,498
		\$348,689,962	100.00%		



Performance

Council's performance for the period ending 31 January 2022 is summarised as follows:

Performance (Actual)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	0.01%	0.03%	0.05%	0.06%	0.10%
AusBond Bank Bill Index	0.00%	0.01%	0.02%	0.02%	0.03%
Council's T/D Portfolio	0.13%	0.39%	0.79%	0.94%	1.72%
Council's FRN Portfolio	0.09%	0.25%	0.50%	0.58%	1.00%
Council's Bond Portfolio	0.10%	0.30%	-	-	-
Council's Portfolio[^]	0.13%	0.38%	0.78%	0.93%	1.71%
Outperformance	0.12%	0.37%	0.76%	0.91%	1.68%

[^]Total portfolio performance excludes Council's cash account holdings. Overall returns would be lower if cash was included.

Performance (Annualised)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	0.10%	0.10%	0.10%	0.10%	0.10%
AusBond Bank Bill Index	0.06%	0.06%	0.03%	0.03%	0.03%
Council's T/D Portfolio	1.54%	1.55%	1.58%	1.60%	1.72%
Council's FRN Portfolio	1.03%	1.01%	0.99%	0.99%	1.00%
Council's Bond Portfolio	1.20%	1.20%	-	-	-
Council's Portfolio[^]	1.52%	1.52%	1.55%	1.58%	1.71%
Outperformance	1.46%	1.47%	1.52%	1.55%	1.68%

[^]Total portfolio performance excludes Council's cash account holdings. Overall returns would be lower if cash was included.

For the month ending January 2022, the total portfolio (excluding cash) provided a solid return of +0.13% (actual) or +1.52% p.a. (annualised), outperforming the benchmark AusBond Bank Bill Index return of +0.00% (actual) or +0.06% p.a. (annualised). Over the past year, the portfolio returned a very strong +1.71% p.a., outperforming bank bills by 1.68% p.a.

The strong performance continues to be driven by the handful of deposits still yielding above 3% p.a. However, some of these individual deposits are approaching maturity and will be reinvested at much lower prevailing rates.

We are pleased that PMHC remains amongst the best performing Councils in the state of NSW where deposits are concerned, earning on average, around \$2,800,000 in additional interest income compared to its peers (refer to our October 2021 rankings). We have been pro-active in our advice about protecting interest income and addressing reinvestment risk for many years and encouraged to maintain a long duration position. This is now reflected by the high performance of the investment portfolio. Of the 82 individual deposits PMHC held, 32 are still yielding higher than 1½% p.a. That is, around 39% of outstanding deposits held is earning an interest rate that is fifteen times the prevailing cash rate of 0.10%.



Council's Term Deposit Portfolio & Recommendation

As at 31 January 2022, Council's deposit portfolio was yielding 1.55% p.a. (down 1bp from the end of the previous month), with an average duration of ~2.14 years. Where possible, we recommend Council at least maintains this average duration whilst official rates are still expected to remain low over coming years.

As the past decade or so has highlighted (post-GFC era), we have seen too many portfolios' roll a high proportion of their deposits between 3-6 months, resulting in their deposits being reinvested at lower prevailing rates. That is, depositors have overpaid for liquidity and generally not insured themselves against the low interest rate environment by diversify their funding across various tenors (out to 5 years) but rather placed all their 'eggs in one basket' and kept all their deposits short. **Reinvestment risk has collectively been the biggest detriment to depositors' interest income over the post-GFC period.**

At the time of writing, we see value in:

ADI	LT Credit Rating	Term	T/D Rate
ICBC, Sydney	A	5 years	2.52% p.a.
ICBC, Sydney	A	4 years	2.35% p.a.
ICBC, Sydney	A	3 years	2.10% p.a.
Westpac	AA-	4 years	2.05% p.a.
Westpac	AA-	3 years	1.85% p.a.
BoQ	BBB+	3 years	1.75% p.a.
ICBC, Sydney	A	2 years	1.65% p.a.
Westpac	AA-	2 years	1.49% p.a.
BoQ	BBB+	2 years	1.40% p.a.
AMP Bank	BBB	2 years	1.35% p.a. [^]

[^] AMP T/Ds – contact us to receive an additional 0.20% p.a. rebated commission on top of the rate shown above

The above deposits are suitable for investors looking to provide some income protection and mitigate reinvestment/rollover risk for the next few years.



For terms under 12 months, we believe the strongest value is currently being offered by the following ADIs (dependent on daily funding requirements):

ADI	LT Credit Rating	Term	T/D Rate
AMP Bank	BBB	11-12 months	1.10% p.a.^
Judo Bank	BBB-	12 months	1.01% p.a.
AMP Bank	BBB	8-10 months	1.00% p.a.^
ICBC	A	12 months	0.87% p.a.
Bank of Sydney	Unrated ADI	9-12 months	0.85% p.a.
BoQ	BBB+	12 months	0.85% p.a.
Westpac	AA-	12 months	0.84% p.a.
CBA	AA-	12 months	0.76% p.a.
NAB	AA-	12 months	0.73% p.a.

[^] AMP T/Ds – contact us to receive an additional 0.20% p.a. rebated commission on top of the rate shown above

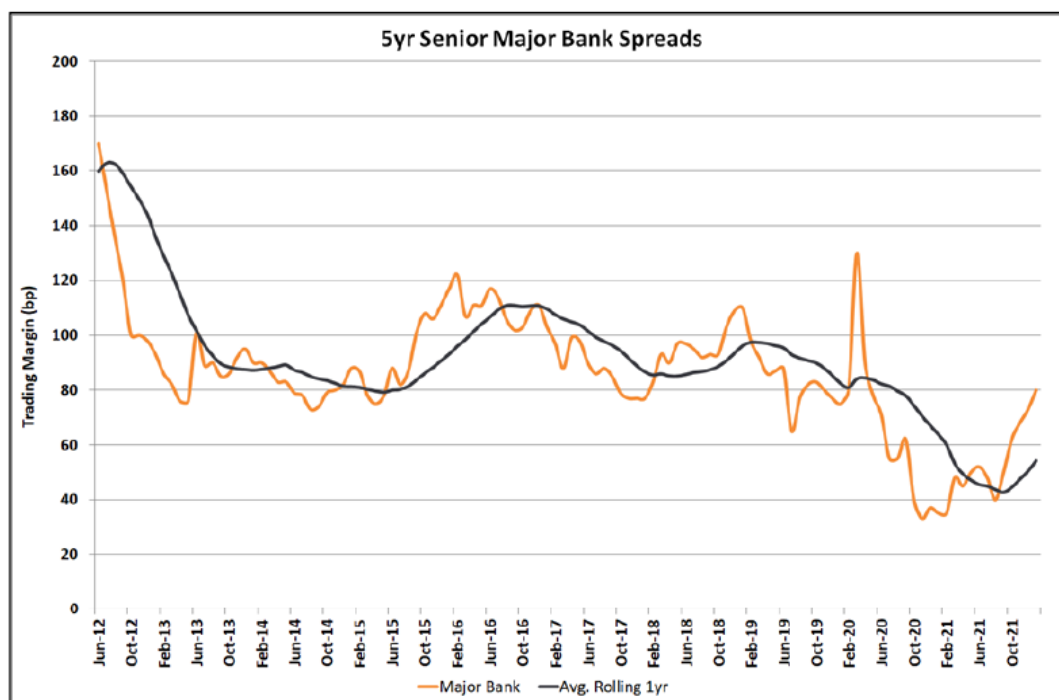
Amongst the investment grade sector, the majority of short-dated term deposits (maturing less than 12 months) are yielding under 0.85% p.a. Despite the uplift in outright rates since early October, we generally believe there is not much value being offered in short-dated deposits.

In contrast, there is an upward pick-up in yield for investors that can take advantage of 2-3 year fixed T/Ds whilst official rates are stuck at depressed levels at least for the next few years. For those investors that do not require high levels of liquidity and can stagger their investments longer-term, they will be rewarded over coming years if they roll for a minimum term of 2 years, yielding, on average, more than double the return compared to those investors that purely invest in short-dated deposits.



Senior FRNs & Recommendations

Over January, amongst the senior major bank FRNs, physical credit securities were marked up to 7bp wider at the long-end of the curve. During the month, WBC (AA-) and CBA (AA-) issued new 5 year 'benchmark' senior FRNs at +70bp. We anticipate the other major banks may follow suit over coming months looking to refinance their upcoming maturities at these historically cheap levels:



Source: IBS Capital

Amongst the "A" and "BBB" rated sector, the securities were marked relatively flat at the long-end of the curve. There was quite a few number of primary issues in the month, highlighted by:

- Sumitomo (A): dual 3 and 5 year senior FRN at +57bp and +78bp respectively
- Bank of Nova Scotia (A+): dual 1 and 5 year senior FRN deal at +25bp and +87bp respectively
- Suncorp (AA-): 5 year senior FRN at +78bp
- Rabobank Australia Branch (A+): 5 year senior FRN at +73bp

While turnover in the secondary market is still predominately dominated by commonwealth, semi-government and major bank senior paper, given the lack of supply, we have started to observe that even a handful of regional bank senior paper has sometimes been trading inside "mid" levels over recent months.

The lack of supply from new (primary) issuances has played a major role with the strong rally in credit markets over 2020. This has now started to reverse as monetary policy easing measures are progressively being withdrawn.



FRNs will continue to play a role in investor's portfolios mainly on the basis of their liquidity and the ability to roll down the curve and gross up returns over ensuing years (in a relatively stable credit environment).

Senior FRNs (ADIs)	31/01/2022	31/12/2021
"AA" rated – 5yrs	+80bp	+73bp
"AA" rated – 3yrs	+47bp	+46bp
"A" rated – 5yrs	+90bp	+88bp
"A" rated – 3yrs	+60bp	+62bp
"BBB" rated – 3yrs	+70bp	+70bp

Source: IBS Capital

We now generally **recommend switches** ('benchmark' issues only) into new attractive primary issues (or longer-dated alternatives), out of the following senior FRNs that are maturing:

- **On or before 2024 for the "AA" rated ADIs (domestic major banks);**
- On or before early 2023 for the "A" rated ADIs; and
- Within 12 months for the "BBB" rated ADIs (consider case by case).

Investors holding onto the above senior FRNs ('benchmark' issues only) in their last few years are now generally holding sub-optimal investments and are not maximising returns by foregoing realised capital gains.

In the current low interest rate environment, any boost in overall returns should be locked in when it is advantageous to do so, particularly as switch opportunities become available.

In late August 2019, Council placed a bid of \$3m into the new Bendigo (BBB+) 5 year FRN at +97bp maturing 06/09/2024 (ISIN: AU3FN0050019). This FRN should be viewed as a 3½-4 year holding period, with the ability to 'roll down the curve', realise capital gains which would boost the overall return of the investment portfolio. As at 31/01/2022, the security was marked around +53.5bp (from +51.0bp at the end of the previous month) or a capital price ~\$101.10 or unrealised capital gain of ~\$33.0k. We recommend Council holds this FRN at this stage.



Council's Senior Fixed Bond

During September 2021, Council placed parcels in NTTC (AA-) fixed bonds as follows:

Investment Date	Maturity Date	Principal	Rate % p.a. [^]	Remaining Term (Yrs)	Interest Paid
7/09/2021	15/12/2024	\$5,000,000	0.90%	2.87 yrs	Annually
14/09/2021	15/12/2025	\$5,000,000	1.10%	3.87 yrs	Annually
2/09/2021	15/12/2026	\$5,000,000	1.40%	4.87 yrs	Annually
7/09/2021	15/12/2026	\$5,000,000	1.40%	4.87 yrs	Annually
Totals / Wgt. Avg.		\$20,000,000	1.20%	4.12 yrs	

[^]Council will receive the full rebated commission of 0.25% (plus GST) on the face value of investment on all these parcels (currently totalling \$55,000).

We believe these investments were prudent at the time of investment given the low rate environment and especially after the rate cut delivered in early November 2020 and its ongoing forward guidance on official interest rates.

The NTTC bonds are a 'retail' offering and not 'wholesale' issuances. Given the lack of liquidity and high penalty costs if they were to be sold/redeemed prior to the maturity date, they are considered to be a hold-to-maturity investment and will be marked at par value (\$100.00) throughout the term of investment.



Senior Bonds - Northern Territory Treasury Corporation (NTTC)

Investors should be aware of the following senior retail bond offering from Northern Territory Treasury Corporation (NTTC) effective 4th January 2022:

Maturity Date	Rate % p.a. [^]	Interest Paid
15/06/2023	0.40%	Annually
15/06/2024	0.90%	Annually
15/06/2025	1.50%	Annually
15/06/2026	1.60%	Annually
15/06/2027	1.90%	Annually

^{^^}The rates offered in the above table can be reviewed and changed at any time from Treasury. The rate for broker sponsored applications will be dropped by 0.20% p.a. effective 1 October 2020.

Any investor interested in this product should avoid placing through the broker channel and contact Imperium Markets to receive the full commission of 0.25% (plus GST) on the face value of the investment, in the form of an additional rebate. If placed through the brokers, they are likely to keep the 0.25% commission (on the face value of the investment).

Overview	Description
Issuer	Northern Territory Government
Credit Rating	Aa3 (Moody's), which is AA- equivalent (S&P)
Type	Fixed senior (retail) bonds
Program	Territory Bonds Issue 112
Date for applications	01/01/2022 – 31/05/2022
Liquidity	Weekly redemptions available, subject to the prevailing market rate and administration costs ^{^^}

^{^^} Note given this is a retail bond offering (min. parcel size of \$5,000), for wholesale investors, we would not consider this to be a liquid investment (the largest redemptions to date have only been \$200-\$300k).

The product should be viewed as a hold-to-maturity product, noting there are significant penalty costs including admin fees, the prevailing market interest rate, and factors in any associate commissions that were previously paid. Given the longer-term outlook for official interest rates, any investor interested should invest through Imperium Markets to receive an effectively higher rate, once factoring in the rebated commission. *These offers will need to be compared to other complying assets at the time of investment – term deposits and secondary market fixed bonds are currently a better alternative.*



Senior Fixed Bonds – ADIs (Secondary Market)

As global inflationary pressures have emerged, this has seen a significant lift in longer-term bond yields (valuations fell) as markets have strongly factored in a tightening of global central bank policy measures (i.e. withdrawal of Quantitative Easing and lifting official interest rates).

This has resulted in some opportunities in the secondary market. We currently see value in the following fixed bond lines, with the majority now being marked at a significant discount to par (please note supply in the secondary market may be limited on any day):

ISIN	Issuer	Rating	Capital Structure	Maturity Date	~Remain. Term (yrs)	Fixed Coupon	Indicative Yield
AU3CB0265403	Suncorp	AA-	Senior	30/07/2024	2.49	1.85%	1.88%
AU3CB0265593	Macquarie	A+	Senior	07/08/2024	2.52	1.75%	1.84%
AU3CB0265718	ING	AAA	Covered	20/08/2024	2.55	1.45%	1.83%
AU3CB0266179	ANZ	AA-	Senior	29/08/2024	2.58	1.55%	1.69%
AU3CB0266377	Bendigo	BBB+	Senior	06/09/2024	2.60	1.70%	1.96%
AU3CB0268027	BoQ	BBB+	Senior	30/10/2024	2.75	2.00%	2.14%
AU3CB0269710	ANZ	AA-	Senior	16/01/2025	2.96	1.65%	1.93%
AU3CB0269892	NAB	AA-	Senior	21/01/2025	2.98	1.65%	1.98%
AU3CB0270387	Macquarie	A+	Senior	12/02/2025	3.04	1.70%	2.17%
AU3CB0280030	BoQ	BBB+	Senior	06/05/2026	4.26	1.40%	2.58%
AU3CB0282358	ING	AAA	Covered	19/08/2026	4.55	1.10%	2.32%



Economic Commentary

International Market

Financial markets fell sharply this month as the market readies for the US Fed to raise interest rates to stem inflationary pressures, which is at its highest level in nearly four decades. Geopolitical tensions in Europe between the Ukraine/Russia have also contributed to the broad risk-off environment.

Equity markets fell in the US, with the S&P 500 losing -5.26%, while the NASDAQ plunged -8.98%. Europe's main indices were mixed, with losses led by Germany's DAX (-2.60%) and France's CAC (-2.15%), while UK's FTSE (+1.08%) was the exception.

US inflation rose +0.5% m/m in December, taking the annual rate to +7.0%, the highest record in 40 years. Price increases in housing and used cars and trucks were the largest contributors to the inflation rate, with 0.4% and 3.5% increases in price compared with November, respectively.

US Fed Chair Powell was hawkish in its latest meeting, flagging a rate hike for March and the end of Quantitative Easing (QE). He said the Fed is "*willing to move sooner*" and "*perhaps faster*" than last time in shrinking the balance sheet.

UK headline inflation hit its highest level since the early 1990s, at +5.4% y/y, while core inflation picked up to +4.2%. UK Ministers have flagged the easing of restrictions with virus numbers and hospitalisation having peaked.

In Canada, headline inflation hit a 30-year high of +4.8%, matching expectations. Core inflation came in higher than expected, at +2.9% y/y, also a 30-year high. The Bank of Canada met and delivered a hawkish hold, citing the Omicron variant as one reason not to hike in January as was 70% priced by markets, but signalled a hike at the next meeting in March.

The PBOC cut its 7-day repo rate and one-year medium-term loan rate to banks by 10bp (to 2.1% and 2.85% respectively). Chinese GDP surprised to the upside with quarterly growth of +1.6% q/q against +1.2% expected. That takes 2021 full year growth to +8.1%.

The MSCI World ex-Aus Index fell -5.28% for the month:

Index	1m	3m	1yr	3yr	5yr	10yr
S&P 500 Index	-5.26%	-1.95%	+21.57%	+18.64%	+14.66%	+13.15%
MSCI World ex-AUS	-5.28%	-3.50%	+15.36%	+14.93%	+11.51%	+9.70%
S&P ASX 200 Accum. Index	-6.35%	-4.30%	+9.44%	+9.77%	+8.50%	+9.53%

Source: S&P, MSCI



Domestic Market

Headline CPI rose +1.3% q/q and +3.5% y/y. The major contributors to headline inflation in the quarter was new dwelling construction and automotive fuel. New dwelling prices rose +4.2% q/q, contributing around 0.4% to the headline measure.

Core trimmed mean inflation rose +1.0% q/q and +2.6% y/y, well above expectations of +0.7%/+2.3% rise. Importantly this is well above the +0.6%/2¼% the RBA was forecasting back in November, meaning the RBA will need to revise up its inflation track.

In order to lift official interest rates, the RBA has previously said it wants wages growth close to +3% to have confidence inflation will be sustained at target after six years of undershooting the target.

The unemployment rate fell by 0.4% to 4.2% in December (consensus 4.5%). The sharp fall takes the unemployment rate to its lowest levels since August 2008.

Economists have begun to downgrade their Q1 GDP forecasts on the back of Omicron. Estimates have Q1 GDP between +1.3-2.0% q/q, with a downgrade so far of around 0.60%-1.00%.

Retail sales rose +7.3% m/m in November, well above the consensus for a +3.6% rise. That puts retail sales nationally 5.8% above their previous record high in November 2020 and 20.3% above pre-pandemic February 2020 levels.

The trade balance for November was lower than expected at a \$9.4bn surplus (consensus \$10.6bn) with a strong 6% rise in imports driven by a 7% rise in intermediate imports, offsetting a 2% rise in exports.

The chairman of the prudential regulator, Wayne Byres, is concerned a central bank digital currency (CBDC) might destabilise the financial system by encouraging some customers to hold digital cash directly with the Reserve Bank instead of putting money in bank deposits. Mr Byres said APRA is “yet to see the clear economic case” for a CBDC, and it is worried about some customers bypassing banks, if they could hold digital cash in an RBA account.

The Australian dollar fell -3.38%, finishing the month at US70.11 cents (from US72.56 cents the previous month).

Credit Market

The global credit indices widened significantly over January in the risk-off environment. They are back to their levels experienced in mid-2020:

Index	January 2022	December 2021
CDX North American 5yr CDS	60bp	52bp
iTraxx Europe 5yr CDS	59bp	50bp
iTraxx Australia 5yr CDS	75bp	71bp

Source: Markit



Fixed Interest Review

Benchmark Index Returns

Index	January 2022	December 2021
Bloomberg AusBond Bank Bill Index (0+YR)	+0.00%	+0.00%
Bloomberg AusBond Composite Bond Index (0+YR)	-1.02%	+0.09%
Bloomberg AusBond Credit FRN Index (0+YR)	+0.01%	+0.04%
Bloomberg AusBond Credit Index (0+YR)	-0.57%	+0.19%
Bloomberg AusBond Treasury Index (0+YR)	-1.03%	-0.03%
Bloomberg AusBond Inflation Gov't Index (0+YR)	-1.20%	+2.21%

Source: Bloomberg

Other Key Rates

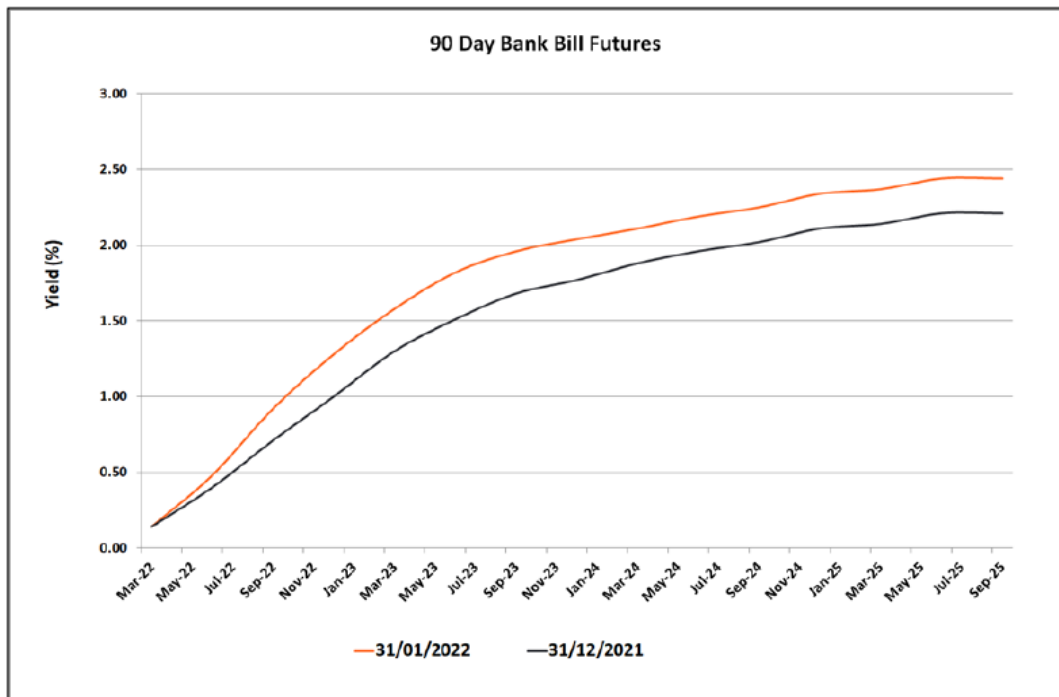
Index	January 2022	December 2021
RBA Official Cash Rate	0.10%	0.10%
90 Day (3 month) BBSW Rate	0.08%	0.07%
3yr Australian Government Bonds	1.31%	0.96%
10yr Australian Government Bonds	1.94%	1.67%
US Fed Funds Rate	0.00%-0.25%	0.00%-0.25%
10yr US Treasury Bonds	1.79%	1.52%

Source: RBA, AFMA, US Department of Treasury



90 Day Bill Futures

Over January, bill futures rose across the board as markets reacted to the US Fed accelerating their tightening cycle to control inflation:



Source: ASX



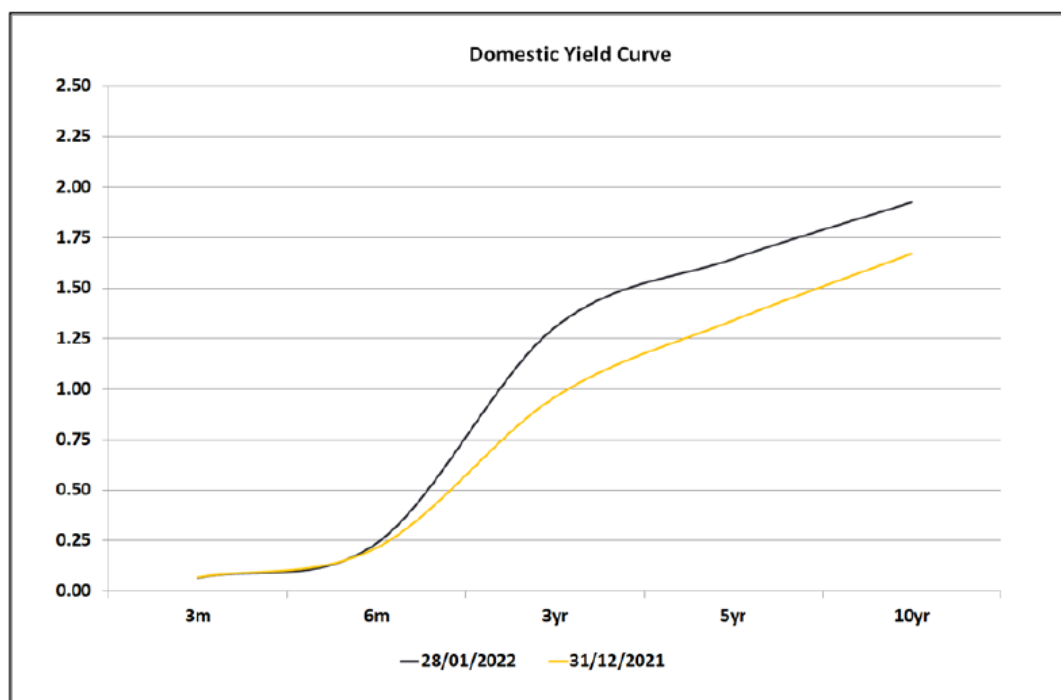
Fixed Interest Outlook

Central bank rate hike expectations continue to be well priced by markets. Money markets are factoring the ECB has a 10bp hike 90% priced by September.

In the US, there is roughly 5 hikes priced for 2022, with the first move in March now almost a certainty following the Fed's latest rhetoric. The Fed's long-term forecast remains unchanged at 2.5%. The Fed acknowledges that it has achieved its target for inflation given that it has *"exceeded 2% for some time"* and commentary suggest that rate hikes will begin once labour market conditions have reached levels consistent with the Committee's assessments of maximum employment.

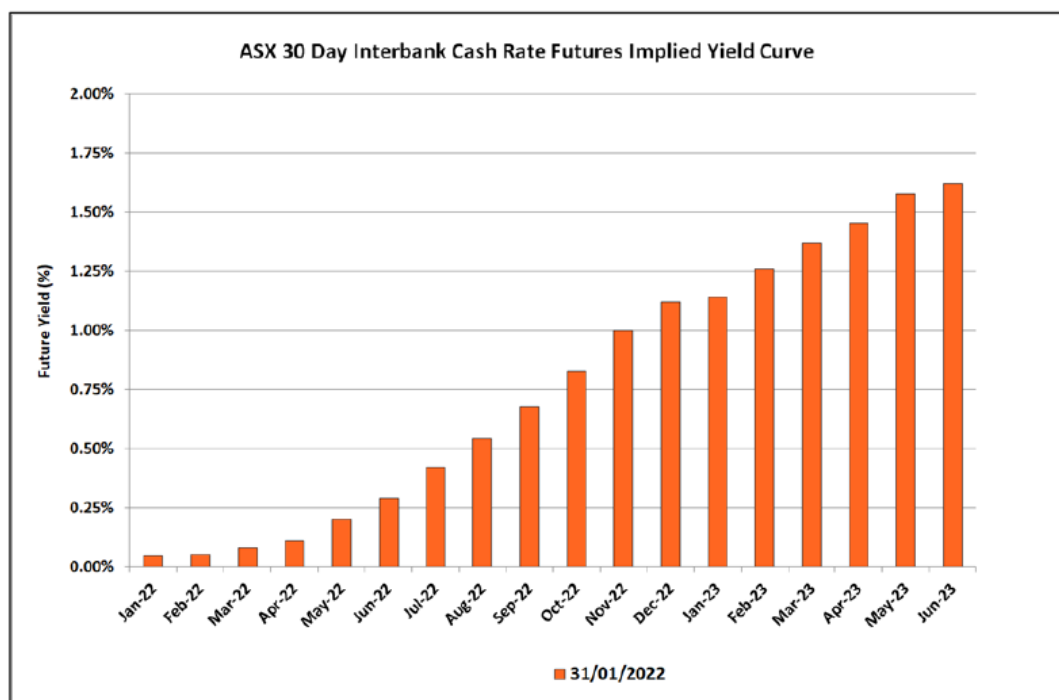
Domestically, Governor Lowe has commented that *"the latest data and forecasts do not warrant an increase in the cash rate in 2022"* but suggested that 2023 was plausible. The RBA's tolerance for inflation at the top of the 2-3% band, or above for a time will be key to understanding how patient the RBA is prepared to be as it waits until wages growth is closer to +3%. After six years of missing its inflation target, the RBA has said it wants to make sure inflation will be sustained at target with wages growth a key input in judging sustainability.

The domestic bond market continues to suggest a prolonged low period of interest rates. Over the month, yields rose up to 35bp at the long-end of the curve:



Source: AFMA, ASX, RBA

Markets have brought forward RBA rate hike pricing following moves offshore with a full rate hike now priced by June 2022 and four hikes priced by December 2022, against the RBA's 'plausible' scenario of not seeing conditions for a hike at least until 2023:



Source: ASX

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Investment Report

01/01/2022 to 31/01/2022



Portfolio Valuation as at 31/01/2022

Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
Newcastle Permanent	BBB	TD	GENERAL	Quarterly	07/02/2019	08/02/2022	3.0500	4,000,000.00	28,410.96	10,361.64
NAB	AA-	TD	GENERAL	Annual	21/02/2017	21/02/2022	3.4600	5,000,000.00	163,046.58	14,693.15
Westpac	AA-	TD	GENERAL	Annual	21/02/2017	21/02/2022	3.6100	2,000,000.00	68,046.03	6,132.05
ING Direct	A	TD	GENERAL	Annual	02/03/2020	02/03/2022	1.5000	5,000,000.00	69,041.10	6,369.86
BOQ	BBB+	TD	GENERAL	Annual	15/03/2017	15/03/2022	3.8000	2,000,000.00	67,254.79	6,454.79
Newcastle Permanent	BBB	TD	GENERAL	Quarterly	12/03/2019	22/03/2022	2.9000	4,000,000.00	15,890.41	9,852.05
Newcastle Permanent	BBB	TD	GENERAL	Annual	27/03/2019	29/03/2022	2.8000	5,000,000.00	118,520.55	11,890.41
Newcastle Permanent	BBB	TD	GENERAL	Quarterly	18/04/2019	19/04/2022	2.7000	4,000,000.00	4,142.47	4,142.47
Westpac	AA-	TD	LOCAL BRANCH	At Maturity	21/05/2021	23/05/2022	0.2500	10,000.00	17.53	2.12
BOQ	BBB+	TD	GENERAL	Annual	28/05/2019	30/05/2022	2.4000	4,000,000.00	65,490.41	8,153.42
BOQ	BBB+	TD	GENERAL	Annual	02/06/2021	02/06/2022	0.4000	5,000,000.00	13,369.86	1,698.63
Rabobank Australia Branch	A+	TD	GENERAL	Annual	08/06/2017	07/06/2022	3.2200	5,000,000.00	104,980.82	13,673.97
Australian Military Bank	BBB+	TD	GENERAL	Annual	19/06/2020	20/06/2022	1.1500	2,000,000.00	14,178.08	1,953.42
Australian Military Bank	BBB+	TD	GENERAL	Annual	19/06/2020	20/06/2022	1.1500	2,000,000.00	14,178.08	1,953.42
Australian Military Bank	BBB+	TD	GENERAL	Annual	23/06/2020	23/06/2022	1.0500	3,500,000.00	22,452.74	3,121.23
Westpac	AA-	TD	GENERAL	Quarterly	23/06/2020	23/06/2022	1.0100	3,500,000.00	3,873.97	3,002.33
Westpac	AA-	TD	GENERAL	Quarterly	24/06/2020	24/06/2022	1.0200	5,000,000.00	5,449.32	4,331.51
NAB	AA-	TD	GENERAL	Annual	02/08/2018	02/08/2022	3.2200	4,000,000.00	64,223.56	10,939.18



Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
NAB	AA-	TD	GENERAL	Annual	16/08/2018	16/08/2022	3.0500	4,000,000.00	56,487.67	10,361.64
Westpac	AA-	TD	LOCAL BRANCH	Annual	23/08/2021	23/08/2022	0.2500	20,000.00	22.19	4.25
ICBC Sydney Branch	A	TD	GENERAL	Annual	28/08/2019	29/08/2022	1.6400	5,000,000.00	34,821.92	6,964.38
Auswide Bank	BBB	TD	GENERAL	At Maturity	06/09/2019	06/09/2022	1.8000	3,000,000.00	130,043.84	4,586.30
Westpac	AA-	TD	LOCAL BRANCH	Annual	13/09/2017	13/09/2022	3.4100	3,000,000.00	39,518.63	8,688.49
Rabobank Australia Branch	A+	TD	GENERAL	Annual	13/09/2017	13/09/2022	3.3800	3,000,000.00	39,170.96	8,612.05
MyState Bank	BBB	TD	GENERAL	Annual	29/09/2020	29/09/2022	0.8500	5,000,000.00	14,554.79	3,609.59
Westpac	AA-	TD	GENERAL	Quarterly	29/09/2020	29/09/2022	0.7200	5,000,000.00	3,353.42	3,057.53
Auswide Bank	BBB	TD	GENERAL	Annual	30/09/2019	30/09/2022	1.7500	4,000,000.00	23,780.82	5,945.21
ICBC Sydney Branch	A	TD	GENERAL	Annual	23/10/2019	24/10/2022	1.7000	3,000,000.00	13,832.88	4,331.51
ICBC Sydney Branch	A	TD	GENERAL	Annual	31/10/2019	31/10/2022	1.7300	5,000,000.00	22,513.70	7,346.58
AMP Bank	BBB	TD	GENERAL	At Maturity	09/11/2021	09/11/2022	1.0000	2,000,000.00	4,602.74	1,698.63
ING Direct	A	TD	GENERAL	Annual	27/02/2020	27/02/2023	1.6000	2,500,000.00	37,260.27	3,397.26
BOQ	BBB+	TD	GENERAL	Annual	28/05/2019	29/05/2023	2.5500	4,000,000.00	69,583.56	8,663.01
BOQ	BBB+	TD	GENERAL	Annual	19/06/2020	19/06/2023	1.3500	2,000,000.00	16,643.84	2,293.15
BOQ	BBB+	TD	GENERAL	Annual	27/06/2019	27/06/2023	2.2000	5,000,000.00	65,698.63	9,342.47
AMP Bank	BBB	TD	GENERAL	Annual	28/07/2021	28/07/2023	0.7500	2,000,000.00	7,726.03	1,273.97
Westpac	AA-	TD	GENERAL	Quarterly	11/08/2021	11/08/2023	0.5600	5,000,000.00	6,290.41	2,378.08
MyState Bank	BBB	TD	GENERAL	Annual	14/09/2020	14/09/2023	0.9000	4,000,000.00	13,808.22	3,057.53
MyState Bank	BBB	TD	GENERAL	Annual	14/09/2020	14/09/2023	0.9000	4,000,000.00	13,808.22	3,057.53



Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
AMP Bank	BBB	TD	GENERAL	Annual	12/10/2021	12/10/2023	0.8000	3,000,000.00	7,364.38	2,038.36
ICBC Sydney Branch	A	TD	GENERAL	Annual	27/11/2019	27/11/2023	1.7600	6,000,000.00	18,516.16	8,968.77
Westpac	AA-	TD	GENERAL	Quarterly	02/12/2021	04/12/2023	1.1900	3,000,000.00	5,966.30	3,032.05
ICBC Sydney Branch	A	TD	GENERAL	Annual	16/12/2019	18/12/2023	1.8100	4,000,000.00	9,322.74	6,149.04
Auswide Bank	BBB	TD	GENERAL	At Maturity	02/03/2020	04/03/2024	1.7500	3,000,000.00	100,828.77	4,458.90
BOQ	BBB+	TD	GENERAL	Annual	18/06/2020	18/06/2024	1.4500	3,000,000.00	27,172.60	3,694.52
ING Direct	A	TD	GENERAL	Annual	23/06/2020	24/06/2024	1.2500	3,000,000.00	22,910.96	3,184.93
BOQ	BBB+	TD	GENERAL	Annual	11/08/2021	12/08/2024	0.7900	2,000,000.00	7,532.05	1,341.92
Westpac	AA-	TD	GENERAL	Quarterly	11/08/2021	12/08/2024	0.7700	3,000,000.00	5,189.59	1,961.92
Australian Military Bank	BBB+	TD	GENERAL	Annual	19/08/2021	19/08/2024	0.7200	3,000,000.00	9,823.56	1,834.52
Westpac	AA-	TD	GENERAL	Quarterly	17/08/2021	19/08/2024	0.7200	2,000,000.00	2,998.36	1,223.01
Bendigo and Adelaide	BBB+	FRN	GENERAL	Quarterly	06/09/2019	06/09/2024	1.0250	3,033,009.00	4,802.05	2,611.64
BOQ	BBB+	TD	GENERAL	Annual	27/09/2019	27/09/2024	2.0000	2,000,000.00	13,917.81	3,397.26
AMP Bank	BBB	TD	GENERAL	Annual	12/10/2021	11/10/2024	1.0000	3,000,000.00	9,205.48	2,547.95
NAB	AA-	TD	GENERAL	Annual	16/10/2020	16/10/2024	0.8000	5,000,000.00	11,616.44	3,397.26
ICBC Sydney Branch	A	TD	GENERAL	Annual	03/11/2021	04/11/2024	1.6500	3,000,000.00	12,205.48	4,204.11
Westpac	AA-	TD	GENERAL	Quarterly	09/11/2021	11/11/2024	1.4500	1,000,000.00	3,336.99	1,231.51
Westpac	AA-	TD	GENERAL	Quarterly	16/11/2021	18/11/2024	1.6000	4,000,000.00	13,501.37	5,435.62
NAB	AA-	TD	GENERAL	Annual	18/11/2020	18/11/2024	0.7000	5,000,000.00	7,191.78	2,972.60
Westpac	AA-	TD	GENERAL	Quarterly	29/11/2021	29/11/2024	1.6000	5,000,000.00	14,027.40	6,794.52



Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
Westpac	AA-	TD	GENERAL	Quarterly	02/12/2021	02/12/2024	1.6200	2,000,000.00	5,414.79	2,751.78
ICBC Sydney Branch	A	TD	GENERAL	Annual	09/12/2021	09/12/2024	1.9200	5,000,000.00	14,202.74	8,153.42
Northern Territory Treasury	AA-	BOND	GENERAL	Semi-Annual	07/09/2021	16/12/2024	0.9000	5,000,000.00	5,917.81	3,821.92
NAB	AA-	TD	GENERAL	Annual	29/01/2021	29/01/2025	0.7200	4,000,000.00	78.90	78.90
NAB	AA-	TD	GENERAL	Annual	02/03/2021	03/03/2025	0.9500	4,000,000.00	34,980.82	3,227.40
ICBC Sydney Branch	A	TD	GENERAL	Annual	18/06/2020	18/06/2025	1.7500	2,000,000.00	21,863.01	2,972.60
NAB	AA-	TD	GENERAL	Annual	26/07/2021	28/07/2025	1.0000	5,000,000.00	26,027.40	4,246.58
ICBC Sydney Branch	A	TD	GENERAL	Annual	02/09/2021	02/09/2025	1.2000	5,000,000.00	24,986.30	5,095.89
ICBC Sydney Branch	A	TD	GENERAL	Annual	16/10/2020	16/10/2025	1.2000	5,000,000.00	17,424.66	5,095.89
ICBC Sydney Branch	A	TD	GENERAL	Annual	17/11/2020	17/11/2025	1.3000	6,500,000.00	17,594.52	7,176.71
NAB	AA-	TD	GENERAL	Annual	17/11/2020	17/11/2025	0.8500	3,500,000.00	6,194.52	2,526.71
ICBC Sydney Branch	A	TD	GENERAL	Annual	03/12/2020	03/12/2025	1.2000	5,000,000.00	9,863.01	5,095.89
ICBC Sydney Branch	A	TD	GENERAL	Annual	07/12/2020	08/12/2025	1.2000	5,000,000.00	9,205.48	5,095.89
NAB	AA-	TD	GENERAL	Annual	07/12/2020	08/12/2025	0.9000	5,000,000.00	6,904.11	3,821.92
Northern Territory Treasury	AA-	BOND	GENERAL	Semi-Annual	14/09/2021	15/12/2025	1.1000	5,000,000.00	7,232.88	4,671.23
NAB	AA-	TD	GENERAL	Annual	29/01/2021	29/01/2026	0.9100	4,000,000.00	99.73	99.73
NAB	AA-	TD	GENERAL	Annual	02/03/2021	02/03/2026	1.2100	4,000,000.00	44,554.52	4,110.68
Westpac	AA-	TD	GENERAL	Quarterly	09/03/2021	09/03/2026	1.2500	5,000,000.00	9,246.58	5,308.22
NAB	AA-	TD	GENERAL	Annual	16/03/2021	16/03/2026	1.2500	5,000,000.00	55,136.99	5,308.22
NAB	AA-	TD	GENERAL	Annual	26/05/2021	26/05/2026	1.2500	5,000,000.00	42,979.45	5,308.22



Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
ICBC Sydney Branch	A	TD	GENERAL	Annual	02/06/2021	02/06/2026	1.4000	2,500,000.00	23,397.26	2,972.60
NAB	AA-	TD	GENERAL	Annual	02/06/2021	02/06/2026	1.3000	2,500,000.00	21,726.03	2,760.27
Westpac	AA-	TD	GENERAL	Quarterly	23/06/2021	23/06/2026	1.3200	5,000,000.00	7,232.88	5,605.48
Westpac	AA-	TD	GENERAL	Quarterly	23/06/2021	23/06/2026	1.3200	5,000,000.00	7,232.88	5,605.48
NAB	AA-	TD	GENERAL	Annual	26/07/2021	27/07/2026	1.2000	5,000,000.00	31,232.88	5,095.89
ICBC Sydney Branch	A	TD	GENERAL	Annual	28/07/2021	28/07/2026	1.3200	2,000,000.00	13,597.81	2,242.19
NAB	AA-	TD	GENERAL	Annual	23/09/2021	23/09/2026	1.2000	5,000,000.00	21,534.25	5,095.89
Northern Territory Treasury	AA-	BOND	GENERAL	Semi-Annual	07/09/2021	15/12/2026	1.4000	5,000,000.00	9,205.48	5,945.21
Northern Territory Treasury	AA-	BOND	GENERAL	Semi-Annual	02/09/2021	15/12/2026	1.4000	5,000,000.00	9,205.48	5,945.21
Westpac	AA-	CASH	GENERAL	Monthly	31/01/2022	31/01/2022	0.3500	20,126,952.90	5,981.22	5,981.22
TOTALS								348,689,961.90	2,273,774.65	419,092.52

Glasshouse Financial Statements
for the period ending 31 December 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	100,000	0	0	0		100,000	100,000	0	100%
Venue Hire (including hirer promoters events)	1,053,500	870,500	210,081	116,043	(94,038)	55%	374,170	140,349	(233,821)	38%
Performing Arts - Show Income	276,000	276,000	69,000	22,914	(46,086)	33%	138,000	17,653	(120,347)	13%
Gallery - Income	20,000	20,000	5,001	3,513	(1,488)	70%	10,002	6,226	(3,776)	62%
VIC - Income	4,000	4,000	1,002	22	(980)	2%	2,004	22	(1,982)	1%
Bar/Café Sales	174,500	174,500	43,626	14,895	(28,731)	34%	87,252	19,153	(68,099)	22%
Retail Income	60,000	60,000	15,000	21,397	6,397	143%	30,000	23,296	(6,704)	78%
Rental Income received	0	0	0	0	0		0	0	0	
Sponsorships/Donations/Memberships	45,100	45,100	11,277	18,868	7,591	167%	22,554	20,321	(2,233)	90%
Operating Income Total	1,633,100	1,550,100	354,987	197,653	(157,334)	56%	763,982	327,020	(436,962)	43%
Operating Expenditure										
Building Operational Expenses	523,499	523,499	112,785	48,266	64,519	43%	282,876	169,244	113,632	60%
Building Maintenance	262,699	262,699	112,178	25,232	86,946	22%	162,356	135,019	27,337	83%
Administration Operational Expenses	75,951	75,951	17,896	12,985	4,911	73%	39,417	31,966	7,451	81%
Salaries and oncosts	1,622,407	1,622,407	405,604	339,402	66,202	84%	811,208	691,762	119,446	85%
Community Discount	75,000	75,000	18,750	1,825	16,925	10%	37,500	1,825	35,675	5%
Bar/Café Operations	76,000	76,000	19,002	1,609	17,393	8%	38,004	3,018	34,986	8%
Marketing and Promotion	87,500	87,500	21,873	7,686	14,187	35%	43,746	11,054	32,692	25%
Performing Arts - Show Expenditure	330,499	330,499	82,623	28,978	53,645	35%	165,246	39,607	125,639	24%
Gallery Expenditure	228,000	328,000	83,900	45,052	38,848	54%	148,021	93,729	54,292	63%
Retail Expenditure	4,500	4,500	1,125	1,200	(75)	107%	2,250	1,430	820	64%
Venue Hire Costs (including hirer promoters events)	336,499	336,499	84,129	33,090	51,039	39%	168,258	80,285	87,973	48%
Sponsorship/Donations/Memberships Expense	10,000	10,000	2,502	1,905	597	76%	5,004	1,905	3,099	38%
Council Overheads	407,591	407,591	101,853	101,899	(46)	100%	203,706	203,798	(92)	100%
Operating Expenditure Total	4,040,145	4,140,145	1,064,220	649,129	415,091	61%	2,107,592	1,464,642	642,950	69%
Operating Surplus (Deficit)	(2,407,045)	(2,590,045)	(709,233)	(451,476)	257,757	64%	(1,343,610)	(1,137,623)	205,987	85%
Interest and Depreciation										
Interest Repayments	338,134	338,134	181,973	181,973	(0)	100%	181,973	181,973	(0)	100%
Depreciation	907,699	907,699	226,926	427,865	(200,939)	189%	453,852	427,865	25,987	94%
Interest and Depreciation Total	1,245,833	1,245,833	408,899	609,838	(200,939)	149%	635,825	609,838	25,987	96%
Total Operating Surplus (Deficit)	(3,652,878)	(3,835,878)	(1,118,132)	(1,061,314)	56,818	95%	(1,979,435)	(1,747,460)	231,975	88%
Capital										
Capital Income										
Capital Contributions and Grants	0	10,000	0	0	0		0	0	0	
Depreciation	907,699	907,699	226,926	427,865	200,939	189%	453,852	427,865	(25,987)	94%
Capital Income Total	907,699	917,699	226,926	427,865	200,939	189%	453,852	427,865	(25,987)	94%
Capital Expenditure										
Acquisition of Assets	66,000	76,000	0	2,672	(2,672)		0	3,698	(3,698)	
Transfers to Reserves	0	0	0	0	0		0	0	0	
Loan Principal Repayment	1,938,669	1,938,669	484,668	959,097	(474,429)	198%	969,336	959,097	10,240	99%
Capital Expenditure Total	2,004,669	2,014,669	484,668	961,769	(477,101)	198%	969,336	962,795	6,541	99%
Total Capital Surplus (Deficit)	(1,096,970)	(1,096,970)	(257,742)	(533,904)	(276,162)	207%	(515,484)	(534,930)	(19,446)	104%
Total Cash Position (before funding)	(4,749,848)	(4,932,848)	(1,375,874)	(1,595,218)	(219,344)	116%	(2,494,919)	(2,282,390)	212,529	91%
Funded By:-										
Reserves	66,000	66,000	0	2,672	(2,672)		0	3,698	(3,698)	
Other Funds	0	0	0	0	0		0	0	0	
General Council Revenue	4,683,848	4,866,848	1,375,874	1,592,546	(216,672)	116%	2,494,919	2,278,692	216,227	91%
Total Cash Funding Sources	4,749,848	4,932,848	1,375,874	1,595,218	(219,344)	116%	2,494,919	2,282,390	212,529	91%

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

Key Outcomes:	Actions:	Progress achieved 1 July to 31 December 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 Event Services Coordinator attended the Destination North Coast meeting in December 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 Schedule of Fees and Charges includes: <ul style="list-style-type: none"> additional Studio and Podium venue hire options with reduced fees offering more flexibility for venue hirers; 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 and reactive maintenance on the building and equipment completed, including: <ul style="list-style-type: none"> FOH and BOH lifts serviced; Studio door repairs; House light run with repairs; A/C system maintenance, heat pump and chiller repairs; Fly system repairs; Theatre Row N repainted; High windows and all internal windows cleaned; Vesda (smoke monitor) filters replaced; Fresh air louvres UPS replaced; Lighting control for Town Green reinstated.
	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"> Planning undertaken for the 2022 Theatre Program Launch scheduled for 3 February 2022; Presented 2 productions as part of the 2021 Theatre Program, which included The Bubl�� Experience and the Manhattan Short Film Festival - 5 productions were cancelled due to ongoing COVID restrictions; Overall the 2021 Theatre Program presented 14 productions; Presented a total of 7 exhibitions in the Regional Gallery, including touring exhibitions from JADA and Operation Art.
	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"> Worked with 3 local dance schools through significant COVID restrictions to enable the delivery of end of year showcase performances on stage and digitally; The Regional Gallery presented 2 exhibitions featuring works by local artists, and included multiple public programs including exhibition opening events, artist talks and art workshops as part of the Explore Excite Ignite Creative Learning Program; Delivered a Masterclass by local artist Fiona Solley and the Drawing Fundamentals Program by Jill Cairns.
	1.4.3 Attract international standard commercial touring productions to the Glasshouse	<ul style="list-style-type: none"> Presented 15 performances by commercial touring companies. There were 43 performances cancelled or rescheduled due to COVID restrictions.
	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"> Gallery Residency exhibitions - connecting leading contemporary artists with our community through the exhibition (new work), artist talks and workshops - in December the Gallery hosted performance artist Liam Benson; Participated in the Cementia Mentoring Program supporting Mid North Coast artists mentored by mid-career Sydney artists and industry bodies.
	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"> The following activities were planned as part of the 2021 Education @ Glasshouse Program but were cancelled due to ongoing COVID restrictions: <ul style="list-style-type: none"> Australian Theatre for Young People, Follow Me Home, performance opportunity for students; Sport for Joves Symposium HSC program; Pete the Sheep in school workshops.

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

Key Outcomes:	Actions:	Progress achieved 1 July to 31 December 2021
	2.1.2 Investigate digital programming opportunities to increase the accessibility of Glasshouse programs and events	<ul style="list-style-type: none"> The 2021 Education Program included the Todd Fuller Online Resource; The Gallery delivered the Cultural Mediation Live Stream event in conjunction with the UQ Art Museum in Brisbane (training methodology provides Gallery front of house staff and volunteers with tools that are designed to engage visitors to the exhibition in a slightly different and more conversational exchange); The Gallery Curator moderated a panel discussion in a live stream event from the Glasshouse with Paris based artist Mel O'Callaghan and scientist Dr Dan Fornari of the Woods Hole Oceanographic Institution (based in the USA) in partnership with Arts Space and Museums and Galleries Sydney; Delivered the Sketch At Home Program offering free sketchbooks to under 18s and online Create At Home activities.
	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"> 50% Community Venue Hire discount available to incorporated not-for-profit groups, incorporated community groups, registered charities and schools.
	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 3 local organisations including Theatre Oz, Dance Mid North Coast Association and Shows Up Regional Drama Festival; There were 13 performances by community groups cancelled due to COVID restrictions; The venue delivered Council events including, R U OK video filming and production, Zamplify Concert, recorded stream event featuring local youth bands, and the Council Staff Service Awards; Provided off-site production and technical services for the delivery of Council's Christmas Program.
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.
	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 November 2021, there were 1,846 Glasshouse Members registered for the 2021 Season. In light of COVID-19 and the cancellation of the 2020 Theatre Program, all 2020 memberships were extended until December 2021; 2022 Memberships went on sale on 1 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"> Monthly VIC updates presented to the GPM Tourism Marketing Sub-Committee; Tourism Ambassador Program resumed in December 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 2022.
	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; Project Plan implemented 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 operation of the Glasshouse to the community</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 2021-22 Financial Statement; Art Collection Policy and associated Guidelines reviewed to provide clear guidelines for the acquisition and management of all proposed artwork donations and enquiries - to be reported to Council's Cultural Steering Group in early 2022.
	4.1.2 Increase operating revenue at the Glasshouse (OP 1.5.3.1)	<ul style="list-style-type: none"> See attached 2021-22 Financial Statement - impacted by COVID-19 and closure of the venue / capacity restrictions and cancellation of events.
	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;

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

Key Outcomes:	Actions:	Progress achieved 1 July to 31 December 2021
		<ul style="list-style-type: none"> Successful application to the NSW Dine and Discover Program generated \$139,000 in voucher redemptions towards box office sales; Successful application as a registered NSW Creative Kids Provider.
	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; Submitted application for funding support via Create NSW Performing Arts COVID Support program to offset the financial impact of ongoing COVID restrictions.
	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; Partnerships renewed for 2022 include WIN Television and Angove Family Winemakers.
	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 2022.
	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 February and August 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.

All Council Grant Funding Applications Register (2021 - 2022)

Legend =													
<div>Yes</div> <div>Successful</div> <div>Partial</div> <div>Partial funding received</div> <div>No</div> <div>Unsuccessful</div> <div>TBA</div> <div>Application still being assessed</div>													
Date App. Submitted	Date \$ Advised	Division Applying	Project Title	Grant Program	Organisation Offering the Grant	Grant amount applied for	Council's co-contribution	Amounted granted	Funding Type	Grant Successful?	Estimated prep time (hours)	Date grant must be expended	Feedback / Comments
13-Jul-21	01-Dec-21	Development & Environment	Hydrodynamic modelling update - Lake Innes / Lake Cathie	Coastal and Estuary Grant Program – Planning Stream	NSW Dept of Planning, Industry and Environment	\$ 300,001.00	\$ 150,000.00	\$ 300,001.00	State	Yes	10	30-Jun-23	Funding ratio 2:1
16-Jul-21	28-Sep-21	Infrastructure	Rollands Plains Road, Telegraph Point - Rehabilitation	Fixing Local Roads Round 3	Transport for NSW	\$ 1,650,000.00	\$ -		State	No	7		
16-Jul-21	28-Sep-21	Infrastructure	Lorne Road, Kendall - Pavement Rehabilitation Works	Fixing Local Roads Round 3	Transport for NSW	\$ 2,040,000.00	\$ -		State	No	7		
16-Jul-21	28-Sep-21	Infrastructure	Pacific Drive, Port Macquarie - Rehabilitation	Fixing Local Roads Round 3	Transport for NSW	\$ 506,000.00			State	No	7		
16-Jul-21	23-Sep-21	Infrastructure	Pembroke Road, Telegraph Point - Renewal	Fixing Local Roads Round 3	Transport for NSW	\$ 1,564,000.00	\$ 276,000.00	\$ 1,564,000.00	State	Yes	7	30-Jun-23	15% PMHC co-contribution
16-Jul-21	28-Sep-21	Infrastructure	Hollingworth and Ackroyd Street, Port Macquarie - Rehabilitation	Fixing Local Roads Round 3	Transport for NSW	\$ 1,034,000.00	\$ -		State	No	7		
16-Jul-21	28-Sep-21	Infrastructure	Lorne Road Upgrade - Ch1050 to Ch4850	Fixing Local Roads Round 3	Transport for NSW	\$ 5,880,000.00	\$ -		State	No	7		
16-Jul-21	28-Sep-21	Infrastructure	Lorne Road Upgrade - Ch4850 to Ch14560	Fixing Local Roads Round 3	Transport for NSW	\$ 25,246,000.00	\$ -		State	No	8		
23-Jul-21	12-Nov-21	Development & Environment	O'Briens/Loala St Reserve, Kemp St APZ, Brotherglen Dr Laurieton, Peppermint Ct, 12 Seltin Glen.	2022 Bushfire Risk and Mitigation & Resilience Program	NSW Rural Fire Service	\$ 42,722.00	\$ -	\$ 42,722.00	State	Yes	6	31-May-23	
16-Aug-21	01-Dec-21	Development & Environment	Illaroo Road coastal hazard protection options review and co-design	Coastal and Estuary Grants Program – Planning Stream 2021-22	DPIE Department of Planning, Industry and Environment	\$ 70,000.00	\$ 35,000.00	\$ 70,000.00	State	Yes	6	30-Sep-22	Funding ratio 2:1
16-Aug-21	01-Dec-21	Development & Environment	Bank and riparian condition assessment - Hastings River	Coastal and Estuary Grants Program – Planning Stream 2021-22	DPIE Department of Planning, Industry and Environment	\$ 66,667.00	\$ 33,333.00	\$ 66,667.00	State	Yes	6	30-Sep-22	Funding ratio 2:1
24-Aug-21	29-Oct-21	Strategy & Growth	Flood Outreach Centre Port Macquarie and Laurieton	Recovery Centre Disaster Assistance	Resilience NSW	\$ 82,284.00	\$ -	\$ 82,284.00	State	Yes	20	15-Jul-21	
02-Sep-21	07-Dec-21	Development & Environment	Hydrographic Dilution Study Kooloonbung Creek (oysters)	Coastal & Estuary Planning Program 21-22	DPIE Department of Planning, Industry and Environment	\$ 70,001.00	\$ 35,000.00	\$ 70,001.00	State	Yes	20	28-Feb-23	Funding ratio 2:1

Date App. Submitted	Date S Advised	Division Applying	Project Title	Grant Program	Organisation Offering the Grant	Grant amount applied for	Council's co-contribution	Amounted granted	Funding Type	Grant Successful?	Estimated prep time (hours)	Date grant must be expended	Feedback / Comments
29-Sep-21		Development & Environment	Bushfire mitigation and online tool	Black Summer Bushfire Recovery	National recovery & Resilience Agency	\$ 635,000.00			Australian	TBA	20	31-Mar-24	
30-Sep-21		Infrastructure	Bus Shelters x6	CPTIGS	Transport for NSW	\$ 69,000.00			State	TBA	15	30-Jun-23	
06-Oct-21		Strategy & Growth	Building Tourism Capacity, Resilience and Sustainability Project	Black Summer Bushfire		\$ 300,000.00			Australian	TBA	15	31-Mar-24	
15-Oct-21	01-Dec-21	Community, Planning and Environment	Repair McInherney Park Pontoon (flood damage)	Boating Infrastructure Emergency Repair Pool	Boating Now Transport for NSW	\$ 32,298.00		\$ 32,298.00	State	Yes	4	01-Dec-22	
15-Oct-21	01-Dec-21	Community, Planning and Environment	Rocks Ferry Reserve Boat Ramp and Pontoon	Boating Infrastructure Emergency Repair Pool	Boating Now Transport for NSW	\$ 181,100.00	\$ -	\$ 181,100.00	State	Yes	10	01-Dec-22	
27-Oct-21		Community, Planning and Environment	CSU Organics Recovery Project	Organics collections household stream	NSW Environmental Trust	\$ 25,000.00			Federal	TBA	16	30-Jun-23	
29-Oct-21		Community, Planning and Environment	Changing Place- Changing Space	Library Infrastructure Grants	State Library NSW	\$ 497,264.00			State	TBA	20	30-Jun-23	
10-Nov-21		Community, Planning and Environment	Laurieton Town Centre master Plan Trial	Streets as Shared Spaces	NSW Planning, Industry & Environment	\$ 500,000.00			State	TBA	8	01-Feb-23	
12-Nov-21	24-Dec-21	Community, Planning and Environment	Laurieton Alive Night Markets	Summer Night Fund	NSW Planning, Industry & Environment	\$ 15,000.00	\$ -	\$ 15,000.00	State	Yes	2	30-Apr-22	
18-Nov-21		Community, Planning and Environment	Port Macquarie Regional Stadium - new seating	NSW Community Infrastructure Grant Clubgrants Category 3	Office of Responsible Gambling	\$ 99,255.00			State	TBA	12	30-Jun-23	
24-Nov-21		Community Infrastructure	32 x bridges applications	Fixing Country Bridges Round 2	Transport for NSW	\$ 74,150,000.00			State	TBA	70	30-Jun-24	32 x separate funding applications submitted to replace wooden bridges
10-Dec-21		Community, Planning and Environment	The Hub Open Night	Small Business Month 2022	NSW Small Business Commission	\$ 2,500.00	\$ -	\$ 2,500.00	State	Yes	2	31-Dec-22	
23-Dec-21		Community Infrastructure	Westport Park Revetment Wall	Preparing Australian Communities - Local Stream	Dept of Industry, Science, energy and Resources: National Recovery and Resilience Agency	\$ 99,500.00	\$ -		Federal	TBA	15	30-Jun-23	
TOTAL						\$ 115,157,592.00	\$ 529,333.00	\$ 2,426,573.00			327		
						Amount applied	Council contribution	Amount granted			Hours		

Project Update: \$250k NSW Bushfire Community Resilience and Economic Recovery Fund

Number	Project Owner	Proposed Description of Activities	Allocation	Complete	Progress Update
1	PMHC	Small business workshop series. Business Education with CSU Business Recovery Roadshow.	\$ 20,000.00	30/03/2021 COMPLETED	Physical workshops postponed due to COVID-19. Online events and methods for sharing recovery education delivered with regional partners. Final event in May 2021 which featured Todd Sampson Workshop/ presentation in Port Macquarie.
2	PMHC	Collateral for 3 x Expos "our region is open for business". Council stall when Expo's are open. New for PMHC - NDIS State Conferences NSW and Qld satchel insert tailored investment attraction, New for PMHC Exhibiting at Sydney Build Expo (now 2021), new for PMHC Exhibiting at Advanced Manufacturing Exhibition (now 2021)	\$ 10,000.00	30/11/2020 COMPLETED	Purchase of collateral for expos: collateral designed, printed and delivered for use at future Business Expos.
3	PMHC	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.	\$ 70,000.00	30/11/2020 COMPLETED	Motorcycle Friendly Wauchope Map design completed, printed and distributed. Destination campaign activity delivered. Engaged with local tourism businesses to deliver product development training and increase distribution through wholesale and retail channels.
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	30/11/2020 COMPLETED	Production and launch of the Farmers video campaign. The Our Way to Recover (Camden Haven Farmers) video project aimed at educating the community on the wealth of farming styles and products in the Camden Haven Region and inform the public on where and how to access the produce from the region. The project involved the creation of 4 educational videos in which the farmers were interviewed about their farm, their farming style, the products they create and there was also discussion around the importance of shopping local and how that directly helps the local community and economy (not just the farmers themselves).
5	Camden Haven Chamber of Commerce	Camden Haven River Festival - new event. Outdoor hubs of entertainment that will be installed along the river banks.	\$ 30,000.00	Festival to be re-scheduled 2022	Funding for Camden Haven Festival including activities with RFS and community volunteers.
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	31/10/2020 COMPLETED	Workshops delivered in the first week of October in conjunction with Art Walk 2020. Nine local artists were provided with an upskilling workshop on how to be an online/zoom presenter. To provide a platform for artists to raise awareness of their work. To provide a creative outlet for the wider community to be creative and connect in a covid safe
7	Wauchope Chamber of Commerce	"Our way to recover" video and print content development and education campaign.	\$ 20,000.00	31/08/2020 COMPLETED	"Hello Hastings Hinterland" campaign launched with video content, campaign extended with pocket guides with a print run of 5000.
8	PMHC	Community Resilience Workshops run in conjunction with Lifeline Australia.	\$ 25,000.00	31/03/2021 COMPLETED	Lifeline delivered series of Mental Health First Aid, Accidental Counsellor and Domestic & Family Violence Workshops at Lake Cathie, Pappinbarra, Wauchope and Port Macquarie.
9	PMHC	Community and Council Action teams at Regional Halls - series of small community in recovery BBQ's and events (approx 10)	\$ 20,000.00	30/08/2021 COMPLETED	Workshops delivered February to August 2021 with The Wholesome Collective.
10	PMHC	Support Local Business Video campaign. Videographer short and vibrant profiles of business for FB, social media	\$ 25,000.00	30/11/2020 COMPLETED	Completed with videos produced to "#Support Local PMHC" campaign
TOTAL			\$ 250,000.00		

Project Update: \$1.4m Commonwealth Bushfire Disaster Recovery Funding

Number	Project Owner	Project	Allocation	Complete	Progress update
DRF1	PMHC	Identified projects by Community Recovery Officer.	\$120,000.00	Current	Ongoing. \$70k spent and \$50k allocated for next six-months. Arranged transport of 102 kilo generators donated by GIVEIT from Kempsey collection point to residents in need. \$4k towards Long Flat electronic Fire Warning Sign, \$20k Lank Bain upgrade of water provision, \$10k towards gratitude RFS murals.
DRF2	PMHC	Staff Resilience training /workshops	\$50,000.00	30/06/2021 COMPLETED	Delivered staff resilience programs. A: Prepare Leaders self paced online training accessible to people managers for 12 months. B: Managing Stress in Times of Uncertainty self paced online training accessible to all staff for 12 months.
DRF3	PMHC	EOC - upgrade Communications, printing, telephone, smart projectors	\$45,000.00	30/06/2021 COMPLETED	EOC upgraded with new printers, telephone, smart TV's with online hosting meeting capacity.
DRF4	PMHC	Community celebration for the RFS and all volunteer services virtually and gratitude murals in fire effected townships	\$60,000.00	20/12/2020 COMPLETED	Council delivered a series of gratitude murals in fire-effected townships and combined a "thank you to RFS volunteers". The "Christmas Bell: video created an end of year Christmas entertainment celebration in a virtual platform to unveil the murals and have performances from across the LGA and to thank the volunteers.
DRF5	PMHC	Marketing campaign / tourism / business	\$100,000.00	31/11/2020 COMPLETED	The Destination marketing campaign activity transitioned in market at the start of July and concluded at the end of November. The campaign led with a strong digital presence including activity across new audio formats such as Spotify and Podcasts that were followed by a high impact outdoor presence in key visitor markets. A strong 'support local' message featuring local operators was incorporated. The campaign performed well and met all KPI's and targets.
DRF6	Wauchope Showground	Wauchope Showground \$90k new amenity Block, \$210k contribution towards new stables	\$300,000.00	1/11/2020 COMPLETED	Construction of new toilet block and 3 x rows of 24 stables. Wauchope Showground site more prepared as evacuation centre for residents, farmers and their horses/animals.
DRF7	Bunyah Local Aboriginal Land Council	Bunyah and State Forests develop 10 person Aboriginal Cultural burning team - training program, PPE, chainsaws, mowers look after LALC properties	\$45,000.00	1/12/2020 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.
DRF8	Birpai Local Aboriginal Land Council	Upgrade to Community Shed and outdoor kitchen	\$45,000.00	1/12/2020 COMPLETED	Upgrades to Birpai community facilities. \$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.
DRF9	Kendall Showground	Kendall Showground upgrade toilet amenities-and preparedness as evacuation centre	\$50,000.00	19/8/2020 COMPLETED	Bright new and improved amenities block has been completed. The revamp includes renewed 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 ensures an easy to clean, safer environment facility for all ground users to enjoy. The Society Board are thrilled to have had local tradesmen working on the site. The project upgrade will ensure preparedness for future crisis and used as an evacuation centre.
DRF10	Port Macquarie Chamber of Commerce	Awareness Video / showcase business, local producers, buy local	\$20,000.00	31/12/2020 COMPLETED	Delivery of the Buy Local Campaign to support local businesses recover from Bushfires & now COVID19.
DRF11	Rollands Plains Community Association	Procurement and installation of equipment to aid in emergency situations for the RP Recreational Reserve	\$8,200.00	31/12/2020 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. Installed 2 door commercial fridge, gas upright stove and range hood.
DRF12	PMHC	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	Current	In conversations with Steve Farrell (A/District Coordinator - Community Preparedness, Mid Coast NSW Rural Fire Service) and Inspector Guy Duckworth (District Co-ordinator Mid Coast NSW Rural Fire Service). They have requested purchase of an Electronic Fire Danger Sign (EFDs). Sign is able to be activated remotely and updated live with urgent messages/warnings for the community. Pricing is \$14k, additional \$4k allocated from the DRF1 budget.

Project Update: \$1.4m Commonwealth Bushfire Disaster Recovery Funding

Number	Project Owner	Project	Allocation	Complete	Progress update
DRF13	Long Flat Hall & pre-school	Long Flat Hall and preschool install stand alone accessible (disability) toilet and linking path, ramp to hall (has steps)	\$50,000.00	Current	Design completed and DA approved, with works expected to commence in March 2022 so that Long flat Community Hall is disability friendly and fit for purpose as an evacuation centre.
DRF14	Long Flat Hall & pre-school	Long Flat Hall and preschool link to new sewerage connection	\$10,000.00	30/10/2021 COMPLETED	Linked to new sewer system.
DRF15	Telegraph Point Hall	Telegraph Point Hall - connection to new sewerage system / waiver of connection fee	\$8,000.00	1/7/2020 COMPLETED	Connection to the new sewerage system has been completed. The environment of Telegraph Point has been improved by the new sewerage system and removal of the old septic tank.
DRF16	Comboyne Hall	Sewer-connect	\$10,000.00	30/10/2021 COMPLETED	Linked to new sewer system.
DRF17	Comboyne Museum	Comboyne Museum Hurrell House - sewer connection for new toilet amenities	\$10,000.00	30/10/2021 COMPLETED	Linked to new sewer system. The site can then be used as a future evacuation site for caravans, RV's etc
DRF18 A	PMHC	Allocate to Cultural Grants Program	\$20,000.00	Current	Change approved by National Bushfire Recovery Agency to allocate to Council grants program. The grants program is co-ordinated by Council and the round for successful applicants to deliver projects by June 2022.
DRF18 B	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	30/11/2020 COMPLETED	Works included an awning, concrete and electrical works, steel watertank and generator lock up cage.
DRF19	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	Current	PMHC has assessed over 1900 parcels of land to create a shortlist of 19 potential sites for environmental restoration / remediation. An inspection of these sites identified a parcel of PMHC land located off Peppermint Crescent, Wauchope as being suitable. Emergency land clearing by NSW State Forest was undertaken along the northwest portion of this parcel to protect neighbouring properties. This has left the area vulnerable to erosion impacts, potentially increased sedimentation of Blackbutt Creek, exposed illegally dumped material in this area and damaged PMHC signage. Works undertaken to date include the removal of illegally dumped material, invasive weed spraying, delineating the sites Asset Protection Zone (APZ) and installing erosion and sediment control. Further works proposed at the site include upgrading stormwater drainage through the impacted area, revegetating the impacted bushland and installing community signage. The selected environmental restoration / remediation project completed by December 2021 with 10% of funding allocated for ongoing maintenance works until 30 June 2022.
DRF20	PMHC	Beechwood Hall improvements	\$20,000.00	30/11/2021 COMPLETED	Refurbishment of hall kitchen to enable catering for community briefings, workshops and fit for purpose as an evacuation centre.
DRF21	Byabarra Recreation & Public Hall	Byabarra Hall improvements	\$20,000.00	31/12/2020 COMPLETED	Completed - purchase of new oven and range for hall kitchen and improvement to overall security of hall and surrounds. Benefits that vandalism and undesirable activities seemed to have ceased.
DRF22	Comboyne Hall	Comboyne Hall improvements	\$20,000.00	Current	80% completed upgrade of hall.
DRF23	Ellenborough Hall	Ellenborough Hall improvements	\$20,000.00	Current	Committee reviewing long-term future of the community hall and preparation as an evacuation centre. Likely priority project is new roof replacement so that hall can function as an evacuation centre.

Project Update: \$1.4m Commonwealth Bushfire Disaster Recovery Funding

Number	Project Owner	Project	Allocation	Complete	Progress update
DRF24	Hollisdale Pappinbarra Hall	Hollisdale Hall improvements	\$40,000.00	Current	Hall Committee are progressing quotes and monitoring availability of contractors for capital works and COVID 19 restrictions to be eased to be able to run 'Reconnecting community' and 'Youth Resilience' programs. Completed installation to NBN service to the Hall. This allows access to services using free Wi-Fi for those without connectivity in their homes (due to fire, service availability or socio-economics reasons) to access the internet for social interactions, school support, online health and government agency/services. This will also be a valuable service next time the hall is used as an emergency relief centre.
DRF25	Kindee Hall	Kindee Hall - Finish disability accessible toilet	\$20,000.00	30/6/2020 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.
DRF26	PMHC	Lake Cathie Hall improvements	\$20,000.00	30/11/20 COMPLETED	22,000 litre water tank installed, rainwater connections, pump installation, shipping container and accessible path have been completed to link the Lake Cathie Community Hall with the Community Garden.
DRF27	PMHC	Laurieton Arts Hall / Longworth Park improvements	\$20,000.00	Current	Liaison with Community Recovery Officer and Building Services to identify priority improvements to enable hall fit for purpose for community evacuation and meetings/ briefings.
DRF28	PMHC	Pembroke Hall maintenance	\$20,000.00	Current	\$16k expended on toilet amenities remediation. Community Recovery Officer liaising with CCAT, Hall Custodian and Building Services to determine priority hall maintenance project.
DRF29	Rollands Plains Hall	Rollands Plains Hall improvements	\$20,000.00	30/11/2021 COMPLETED	The Hall Committee upgraded the hall so that it will be far better equipped to assist the Community in times of threats, ranging from flood to fire with the Hall improvements.
DRF30	Telegraph Point Hall	Telegraph Point Hall amenities and accessible toilet construction	\$20,000.00	30/11/2021 COMPLETED	Connection to the new sewerage system has been completed. The Hall Committee have upgraded the hall and meeting rooms in order to be an Emergency Evacuation Centre for Telegraph Point in case of future natural disasters.
DRF31	PMHC	Bellangry - Woodlands Reserve works	\$40,000.00	Current	Community Recovery Officer liaising with CCAT, Community and Building Services and founding family. Distribution of concepts of priority project to community scheduled for late February.
DRF32	Long Flat	COMPLETED. Contractor JR Richards to remove rubbish at Long Flat.	\$467.00	28/02/2020 COMPLETED	Completed. Removal of rubbish and rubbish bins left from stranded travellers due to bushfire road closures.
TOTAL			\$ 1,416,667		



Authorised by: Council
Authorised date: /04/2022
Effective date: /04/2022
Next review date: /04/2024
File Number: D2018/3132644

CONTROL OF BURNING POLICY

1. INTRODUCTION

The original Control of Burning Policy (the Policy) was first adopted in September 2000 when the Protection of the Environment Operations (Control of Burning) Regulation 2000 commenced. The Policy was adopted and implemented to control burning activities on land within the Port Macquarie-Hastings local government area. Since the adoption of the original Control of Burning Policy, it has been amended in 2006, 2008 and 2018 and 2022.

2. POLICY STATEMENT AND SCOPE

The proper management of open burning will result in the improvement of local air quality and amenity and will promote sustainable waste management practices. Therefore, open burning is prohibited in the Port Macquarie-Hastings Council local government area except in accordance with an Approval issued by Council, or as excepted by the provisions of the Protection of the Environment Operations (Clean Air) Regulation 2021. The burning of vegetation or any other type of matter in residential built up areas is prohibited.

This Policy applies to all land within the Port Macquarie-Hastings Local Government area, but does not apply to, or in respect of, the following (in accordance with the Protection of the Environment Operations (Clean Air) Regulation 2021):

1. The carrying out of emergency bush fire hazard reduction work (within the meaning of the Rural Fires Act 1997).
2. The destruction, by means of burning, of any prohibited plant or prohibited drug under the Drug Misuse and Trafficking Act 1985.
3. The destruction, by means of burning of an animal that has died, or is reasonably suspected to have died as the result of a disease proclaimed under the Biosecurity Act 2015.
4. The burning of domestic waste being of a kind and quantity ordinarily generated on domestic premises, on residential premises on which the waste was generated if domestic waste management services are not available to those premises.

3. RESPONSIBILITIES AND AUTHORITIES

The Environmental Health Officer (EHO) is responsible for:

- Implementing and communicating this policy
- Monitoring and compliance of this policy
- Ensuring the policy is reviewed and updated to coincide with the automatic repeal of legislation, or as otherwise directed or as is deemed necessary

4. REFERENCES

Protection of the Environment Operations Act 1997
Protection of the Environment (Clean Air) Regulation 2021
Rural Fires Act, 1997
Biodiversity Conservation Act, 2016
Standards for Pile Burning, Rural Fire Service
Before you light that Fire, Rural Fire Service 2020

5. DEFINITIONS

"Agricultural operations" means grazing, dairying, pig-farming, poultry farming, viticulture, orcharding, bee-keeping, horticulture, vegetable growing, the growing of crops of any kind, forestry, or any combination of any of those things.

"Approval" means an approval issued under this Policy, issued in either of two ways:

- (a) to any class of persons—by means of a notice published in a local newspaper circulating in the local government area, or
- (b) to any particular person—by means of a written notice given to the person.

"Zones" are as defined in the Port Macquarie-Hastings Local Environmental Plan 2011.

6. PROCESS OWNER

Group Manager Environment & Regulatory Services

7. AMENDMENTS

Superseded Documents: Control of Burning Policy 2006, 2008, 2010 and 2018 versions.

THE POLICY

This Policy grants approval to burn only dry and dead vegetation on the premises on which the vegetation grew pursuant to Clause 13(2)(a) of the *Protection of the Environment Operations (Clean Air) Regulation 2021*, to persons (being a class of persons) occupying premises in the following zones as per the Port Macquarie-Hastings Local Environmental Plan 2011:

- All Rural zones except RU5 (i.e. RU1 to RU4, & RU6)
- R5 Large Lot Residential

Notwithstanding the above, this approval does not permit:

- Burning of vegetation as a result of clearing for construction activities, including subdivision works; or
- Burning of vegetation that can be re-used, recycled or disposed of by an alternative means such as chipping or mulching.

APPROVALS TO BURN – GENERAL REQUIREMENTS

1. An Approval to burn will be issued in either of two ways:
 - (a) To a class of persons being residents in Rural or Rural Residential zones, by means of a notice published in a local newspaper, or
 - (b) To a particular person being a non-resident ratepayer or resident residing in any other zone, by means of a written notice given to the person.
2. For a written notice to be issued to a particular person (1(b) above), a Control of Burning application form must be submitted to Council for consideration, accompanied by a site plan showing the location of the stockpile(s) to be proposed to be burned and payment of the approved fee.
3. An Approval issued under 1(a) above to a class of persons remains in force as per the specified period indicated in the public notice published in the local newspaper. An Approval issued under 1(b) above to a particular person by means of a written notice issued to that person remains in force for a period of 31 days from the date the notice is issued.
4. Before granting an Approval under 1 above, Council must take into consideration the following matters, which must be addressed by the applicant:
 - (a) The impact on regional air quality and amenity;
 - (b) The impact on local air quality and amenity;
 - (c) The feasibility of re-use, recycling or other alternative means of disposal;
 - (d) Any opinions of the sector of the public likely to be affected by the proposed approval; &
 - (e) In the case of an Approval issued under 1(a) above, any opinion of the EPA in relation to the proposed Approval.
5. Where an Approval is issued under the provisions of the *Protection of the Environment Operations (Clean Air) Regulation 2021* and this Policy, the following, and any other conditions deemed necessary, will apply:
 - (a) Only dead and dry vegetation which grew on the premises may be burned on the premises:
 - that cannot reasonably be disposed of by reuse, recycling or other alternative methods, such as chipping or mulching; and/or
 - that cannot reasonably be disposed of through Council's Greenwaste Collection Service.
 - (b) Burning activities must not cause nuisance conditions to neighbouring residents.
 - (c) A person who burns anything in the open must take all practicable means to prevent or minimise air pollution in accordance with clause 10 of the *Protection of the Environment Operations (Clean Air) Regulation 2021*.

- (d) The fire must be attended by a competent person for the duration of the burning activity and have sufficient firefighting resources on-hand to safely maintain the fire.
- (e) Written or oral notice, at least 24 hours before the fire is lit, must be given to:
- Adjoining occupiers or owners of land, including land that is separated by a lane, road or waterway;
 - Port Macquarie-Hastings Council: 'Ph. 6581 8111;
 - The Local Fire Authority:
 - Fire and Rescue NSW if the property is in a designated Fire District (the main city/town areas of Port Macquarie; Wauchope and Laurieton); or
 - The NSW Rural Fire Service (NSW RFS) if the property is in a Rural Fire District (all areas outside of the main city/town areas of Port Macquarie, Wauchope or Laurieton).

Such notice must specify the location, purpose, period and time the fire is proposed to be lit.

6. An Approval may be amended or revoked by means of a notice given or published in the same way as the original notice granting the Approval was given or published.
7. The provisions of the *Protection of the Environment Operations (Clean Air) Regulation 2021* must be fully complied with.
8. The provisions of the *Rural Fires Act 1997* must be fully complied with, including the requirement to obtain a Fire Permit from your Local Fire Authority (Fire and Rescue NSW or NSW Rural Fire Service).

In a Fire District (the built up city/town areas of Port Macquarie, Wauchope and Laurieton), a Fire Permit from your local Fire and Rescue NSW may be required all year round. A Fire Permit can be obtained from your local station of Fire and Rescue NSW.

In Rural Fire Districts a Fire Permit from the NSW Rural Fire Service is also required during the declared Bush Fire Danger period (usually October 1st to March 31st but may vary).

APPROVAL TO BURN: TYPE A

APPROVAL TO A CLASS OF PERSONS TO BURN DEAD AND DRY VEGETATION

Approval to burn dead and dry vegetation is hereby granted in accordance with clause 13(2)(a) of the *Protection of the Environment Operations (Clear Air) Regulation 2021*, to residents, being a class of persons who own, occupy or manage land zoned R5 Large Lot Residential and all Rural zones (except RU5 Village) as defined by the Port Macquarie-Hastings Local Environmental Plan 2011.

In order for residents in the aforementioned zones to take advantage of and comply with this Approval, all of the following conditions must be met:

1. Approval is to burn only dead and dry vegetative material that originates from the property on which the fire is to be lit;
2. Persons burning must as far as practicable, take all actions necessary to prevent or minimise air pollution and the potential adverse smoke impacts on other persons, including:
 - a. ensuring that the vegetation in the pile is dead and dry before lighting;
 - b. ensuring that no green material is present, such as recently placed material or long grass growing up through a pile;
 - c. monitoring of wind direction prior to lighting the fire, and only burning when smoke will drift away from any nearby residence; and
 - d. actively tending the fire to ensure that it burns hot, cleanly and does not smoulder.
 Penalties exist for non-compliance.
3. Burning is to be carried out in accordance with Policy document: "Requirements for Stockpile Burns" located at Appendix 3 of the Control of Burning Policy;
4. The fire must be located at least 4.5m¹ minimum from the nearest residential building;
5. Burning is only permitted during a Fire Danger Rating (FDR) of 'Low to Moderate' (0-11) or 'High' (12-24). The local FDR must be checked prior to lighting the fire and the fire must not be lit if the FDR is at Very High or above, except in accordance with a Bush Fire Hazard Reduction Certificate issued by the NSW Rural Fire Service;
6. A responsible adult person must be present at the site of the fire from the time it is lit until such time it is fully extinguished;
7. An adequate water supply must be available to completely extinguish all lit fires;
8. At least 24 hours oral or written notice of the location, purpose, period and time of the proposed fire to be lit has been given to:
 - a. The owners or occupiers of all land contiguous to, or that is separated by a road, laneway or waterway from the land on which the fire is to be lit;
 - b. Any other property owner or occupier who may be inconvenienced by the fire;
 - c. The local fire authority, which will be:
 - i. The NSW Rural Fire Service (NSW RFS) if the property is in a Rural Fire District; or
 - ii. Fire and Rescue NSW if the property is in a Fire District.

This approval does not remove the necessity or exempt the person from the requirement to obtain relevant Permits or licenses as may be required by the *Rural Fires Act, 1997*, the *Protection of the Environment Operations Act, 1997*, or *Biodiversity Conservation Act 2016*, including the need to comply with No Burn Days or Total Fire Bans that may be declared. These requirements are specifically addressed in Appendix 2 of the Control of Burning Policy.

¹ The 4.5m minimum applies to Pile burns. **Windrows require a minimum 20m clearance.**

In a Fire District (the built up areas of Port Macquarie, Wauchope and Laurieton), a Fire Permit may be required for any fire lit at any time during the year. A Fire Permit can be obtained from your local station of Fire and Rescue NSW.

Notwithstanding the provisions of this policy, the burning of materials on site is not permitted if expressly prohibited by way of a condition of consent for any development on the land.

In Rural Fire Districts a Fire Permit from the NSW Rural Fire Service is also required during the declared Bush Fire Danger period (usually October 1st to March 31st but may vary).

On the spot fines and other penalties apply for unauthorised burning or burning not in full compliance with this Approval.

DRAFT

APPROVAL TO BURN: TYPE B

APPROVAL TO BURN DEAD AND DRY VEGETATION ISSUED TO A PARTICULAR PERSON²

{Insert date of Approval}

{Insert Parcel Identification Number}

{Insert the name and postal address
Of the applicant}

Dear Sir/Madam

APPROVAL to BURN

Application for Approval to Burn Dead and Dry Vegetation – {Insert address of property of where the proposed burn is to take place}.

I refer to the subject matter and wish to advise that your application has been approved pursuant to Clause 13(2)(b) of the *Protection of the Environment Operations (Clean Air) Regulation 2021* subject to the following conditions:

1. Burning must be carried out in such a way by taking all practicable measures, to prevent and minimise air pollution and must consider potential smoke impacts on other persons.
2. Only the current stockpile(s) of vegetation located on the premises may be burned.
3. The vegetation waste shall not be burned until such times as it is dry, i.e. green waste must not be burned.
4. The fires must be attended by a competent person for the duration of the burning activity and have sufficient firefighting resources on hand to safely maintain the fire.
5. Written or oral notice, at least 24 hours before the fire is lit, must be given to Council, the Local Fire Authority (NSW Rural Fire Service or Fire and Rescue NSW) and adjoining occupiers or owners of land, including land that is separated by a lane, road or waterway. Such notice must specify the location, purpose, period and time the fire is proposed to be lit.
6. Burning activities must not cause nuisance conditions to neighbouring residents.
7. All other feasible reuse, recycling or other alternative methods of disposal must be considered prior to burning.
8. The provisions of the *Protection of the Environment Operations (Clean Air) Regulation 2010* must be fully complied with.
9. The provisions of the *Rural Fires Act 1997* must be fully complied with, including the requirements to obtain a Fire Permit to burn during Bush Fire Danger periods.
10. The applicant shall formally consult with officers of the Rural Fire Service or Fire and Rescue NSW on fire control issues prior to lighting of the fire. Any recommendations of the Rural Fire Service or Fire and Rescue NSW must be fully complied with.

This Approval shall lapse 31 days from the date of issue unless otherwise revoked by way of a written notice from Port Macquarie - Hastings Council.

² Standard conditions may be varied to suit particular circumstances or property attributes.

Please note the following:

- In a Fire District (the built up main city/town areas of Port Macquarie, Wauchope and Laurieton) a Fire Permit may be required for any fire lit at any time during the year. A Fire Permit can be obtained from your local station of Fire and Rescue NSW.
- In Rural Fire Districts a Fire Permit from the NSW Rural Fire Service is required during the declared Bush Fire Danger period (usually October 1st to March 31st but may vary).
- Notwithstanding the provisions of this policy, the burning of materials on site is not permitted if expressly prohibited by way of a condition of consent for any development on the land.

By lighting the fire, the persons accepts responsibility and obligations to comply with the conditions of this Approval. It is an offence against the provisions of the *Protection of the Environment Operations (Clean Air) Regulation 2010* to fail to comply with this Approval. Maximum penalty: \$11,000. \$500 on-the-spot fines exist for individuals not complying with any or all of the conditions of Approval.

Please note that the burning of waste vegetation is not considered an environmentally sustainable practice. Future activities at the site that will generate waste vegetation should be planned to incorporate alternative methods of waste vegetation management.

Should you require further information please do not hesitate to contact {insert authorised officer's name} on telephone number 6581 8111 or by e-mail on {insert authorised officer's email address}@pmhc.nsw.gov.au.

Yours sincerely

*Sign off by authorised officer
Position/title.*

APPENDIX 1: SUMMARY OF THE PROVISIONS OF THE PROTECTION OF THE ENVIRONMENT OPERATIONS (CLEAN AIR) REGULATION 2021.

Under the provisions of the *Protection of the Environment Operations (Clean Air) Regulation 2021*:

Any lawful open burning activities must be carried out so as to prevent or minimise air pollution (e.g. having regard for wind direction, proximity of neighbours, burning only suitable and dry material).

The burning of tyres, coated wire, paint/solvent containers and residues and treated timber is prohibited.

Burning in the Port Macquarie-Hastings Local Government area is limited to the following:

- Dead and dry vegetation in accordance with this Policy or an Approval issued by Council;
- Domestic waste on residential premises on which the waste was generated if domestic waste management services are not available at those premises;
- For the purpose of cooking or barbecuing in the open;
- Lighting or maintaining a fire for recreational purposes such as camping, scouting, picnicking or similar outdoor activities;
- Vegetation, in the course of carrying on agricultural operations, on the premises on which the vegetation grew, including – burning for the purposes of clearing (other than for construction); burning of stubble, orchard prunings, diseased crops, weeds or pest habitats on farms;
- For the purposes of carrying out bush fire hazard reduction work under the *Rural Fires Act 1997*;
- The destruction, by burning, of any prohibited plant or drug under the *Drug Misuse and Trafficking Act 1985*;
- Burning of an animal that has died or is suspected to have died of a disease or exotic disease proclaimed under the *Biosecurity Act 2015*.

Full text may be found at www.legislation.nsw.gov.au, or upon request from Council.

APPENDIX 2: LEGISLATION RELATING TO FIRES/BURNING.**1. Rural Fires Act, 1997**

In a Fire District (the built up, main city/town areas of Port Macquarie, Wauchope and Laurieton), a Fire Permit from Fire and Rescue NSW may be required for any fire lit at any time during the year.

In a Rural Fire District, any fire during the Bush Fire Danger period, requires a Fire Permit from the NSW Rural Fire Service.

The purpose of a Fire Permit is to provide for the safe use of fire. The lighting of any open fire is prohibited by the declaration of a Total Fire Ban by the Commissioner of the NSW Rural Fire Service. It is the responsibility of any person intending to light a fire to determine if a Total Fire Ban is in force. Information on Total Fire Bans is available on the NSW RFS web site (<http://www.rfs.nsw.gov.au/>) or the Wauchope District Office of the NSW Rural Fire Service on 6586 4565.

2. Protection of the Environment Operations Act, 1997

The Environmental Protection Authority (EPA) may issue a No Burn Notice, restricting the lighting of fires (including hazard reduction activities) in particular regions, for the purposes of protecting air quality during certain atmospheric conditions. It is the responsibility of any person intending to light a fire to determine if a No Burn Notice has been issued. This information is available from the NSW Environment Protection Authority (EPA) website (<https://www.epa.nsw.gov.au/>), by checking the Regional Air Quality Index page or by phoning the Environment Line on 131 555.

3. Biodiversity Conservation Act, 2016.

The causing of damage to a habitat of a threatened species or threatened ecological community which may be caused by the collection and burning of vegetative material, dead wood and trees in natural environments is an offence under the *Biodiversity Conservation Act, 2016*. Therefore, such practices are to be avoided wherever possible in natural environments. Material forming piles to be burnt must only consist of vegetative material that has originated from the process of maintaining existing cleared or landscaped areas. All other clearing requires approval.

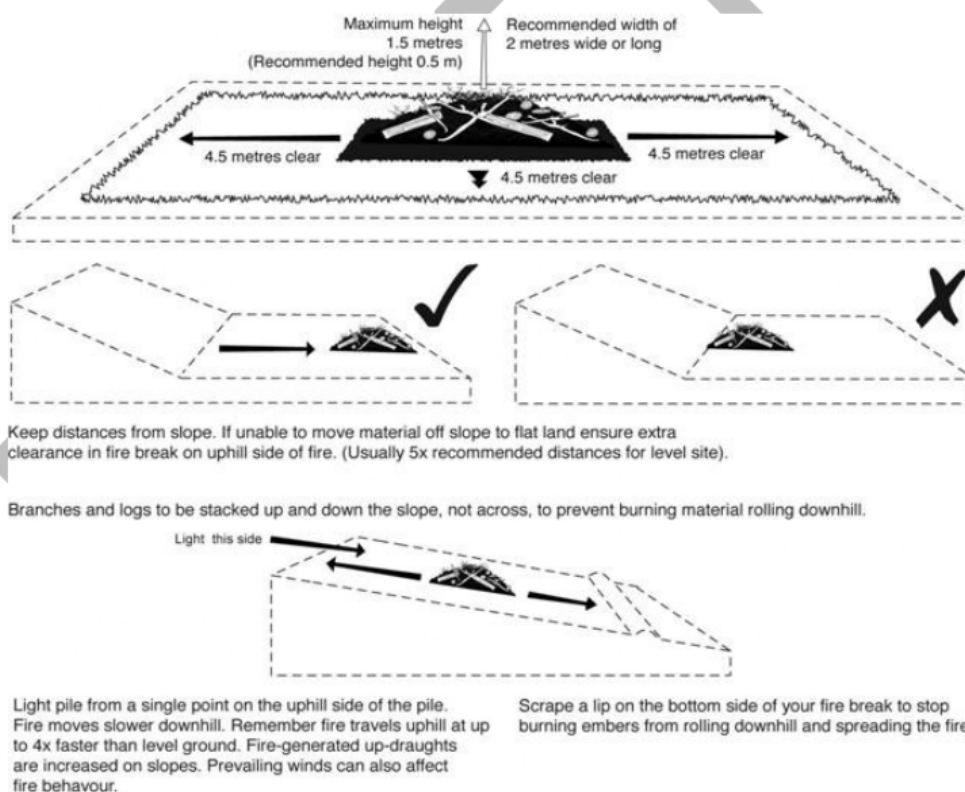
For further information on pile burning, see the Rural Fire Service / Fire and Rescue NSW documents *Before You Light That Fire* and *Standards for Pile Burning*, which are available from the NSW RFS website (<http://www.rfs.nsw.gov.au>) or its Wauchope District Office on 6586 4565.

APPENDIX 3: REQUIREMENTS FOR STOCKPILE BURNS.

The following requirements have been adapted from the Rural Fire Service's document, "Standards for Pile Burns" and "Before you light that Fire" and are required to be applied by residents to the stockpile(s) of vegetation to be burned under the Approval to burn granted to a Class of Persons in Rural and Rural Residential zonings.

Stockpiles

- Construct stockpile(s) a minimum of 4.5m clear of any dwelling, fence, structure or building.
- Construct long and wide piles rather than excessively high piles. Piles that are too high produce more intense heat and retain heat for longer.
- Piles should not be greater than 2m in length or width and must not be greater than 1.5m high. A maximum height of 0.5m is recommended.
- Logs over 150 mm in diameter should not be added to piles – instead they should be laid on the ground to prevent erosion and provide habitat.
- If practical, place vegetation in an area where it will receive direct sunlight to allow the pile to dry out.
- All material must be dead and dry before being burned.
- No soft green weeds (such as wandering Jew, grasses, chick weed) should be added to a pile burn. These are most effectively disposed of by composting. Woody weeds such as lantana and privet are suitable. All noxious weeds must be treated according to the NSW Department of Primary Industries' Guidelines.

**Burn safety measures**

- Before lighting the stockpile, ensure that you have suitable tools handy (rakes and shovels) to conduct the burn and control any possible spot fires.
- Accelerants (such as petrol) must never be used in the pile.
- Ensure that there is a sufficient water supply to extinguish the burn and that you have a hose with appropriate water pressure that can reach around the pile.
- Ensure that you wear protective clothing such as heavy cotton pants, a long-sleeved shirt, leather work boots, work gloves and a wide-brimmed hat.
- Disturb piles immediately prior to lighting to scare away animals such as lizards and snakes which may be taking refuge within the pile.
- Supervise the burn constantly after lighting to ensure there are no flare ups in surrounding vegetation.

- Completely extinguish the pile immediately after the burn is finished. The spreading of burnt material after the burn also assists in allowing for smouldering material to be extinguished.
- If multiple stockpiles are to be burned, burn only one pile at a time unless adequate resources and operators are present at each stockpile. You must also give consideration to the amount of smoke being produced and potential impact on neighbours if multiple stockpile burns are being conducted.

Do nots

- DO NOT burn on a day declared as a Total Fire Ban by the NSW Rural Fire Service
- DO NOT burn on a 'No Burn Day' as declared by the NSW Environment Protection Authority (EPA)
- DO NOT burn unless you have all the necessary approvals and/or Fire Permits or Certificates
- DO NOT burn unless you are able to comply with all conditions of approval
- DO NOT burn unless you have notified your neighbours, the relevant fire authority and Council
- DO NOT burn during Very High, Severe, Extreme or Catastrophic Fire Danger Ratings, except in accordance with a Bush Fire Hazard Reduction Certificate issued by the NSW Rural Fire Service

Checklist

Before you light that fire, make sure you have:

- Gained environmental approval (if required)
- Been issued a Fire Permit (if required)
- Notified all adjoining landowners/occupiers
- Notified your local fire authority
- Notified Council – 'Ph. 6581 8111 or email: council@pmhc.nsw.gov.au
- Checked your local Fire Danger Rating (FDR): Burns are only Permitted during a Fire Danger Rating (FDR) of Low to Moderate (FDR: 0-11) and High (FDR: 12-24).
- Checked for Total Fire Ban or No Burn Days

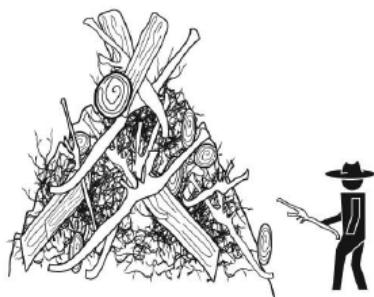
Total Fire Ban – Call the NSW RFS 1800 654 443 or go to www.rfs.nsw.gov.au.

No Burn Day – Call the Environment Line on 131 555 or go to www.environment.nsw.gov.au.

Fire Danger Rating – Call the NSW RFS Information Line on 1800 679 737 or your local fire station.

Fire Permits - Call the NSW RFS on 1800 654 443 or go to www.rfs.nsw.gov.au.

Wrong

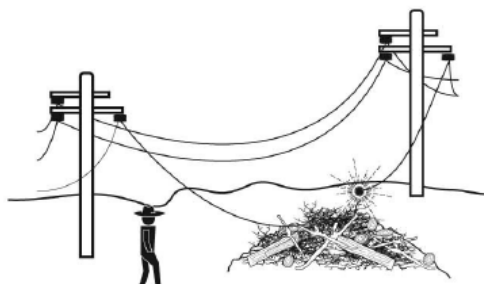


WRONG: Pile burns are not bonfires, they don't need to be high. This pile will be too hot. Pile Burns must be constructed from natural vegetation only, not household or building rubbish.

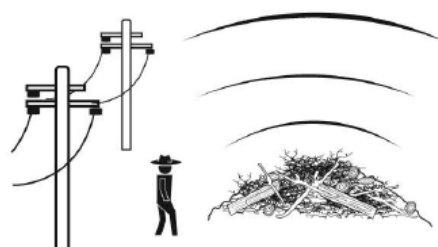
Right



Make the pile wide and long rather than high. This will spread the heat and be safer.



WRONG: Never construct piles under or near power lines. Smoke and ash can cause power lines to arc, and the heat will damage the lines.



Give power lines a wide berth. Consider the radiant heat and smoke the burn will generate.



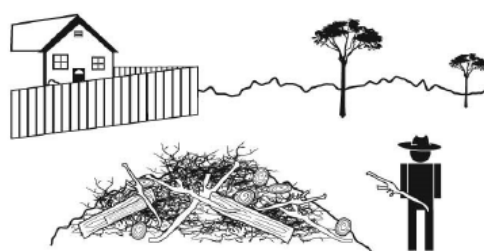
WRONG: Don't pile vegetation around the base of trees or directly under low canopy. Don't plant new trees near piles that are planned for burning.



Try to choose a space with open canopy away from the base of trees. Wait until the piles have been burnt or removed before planting.



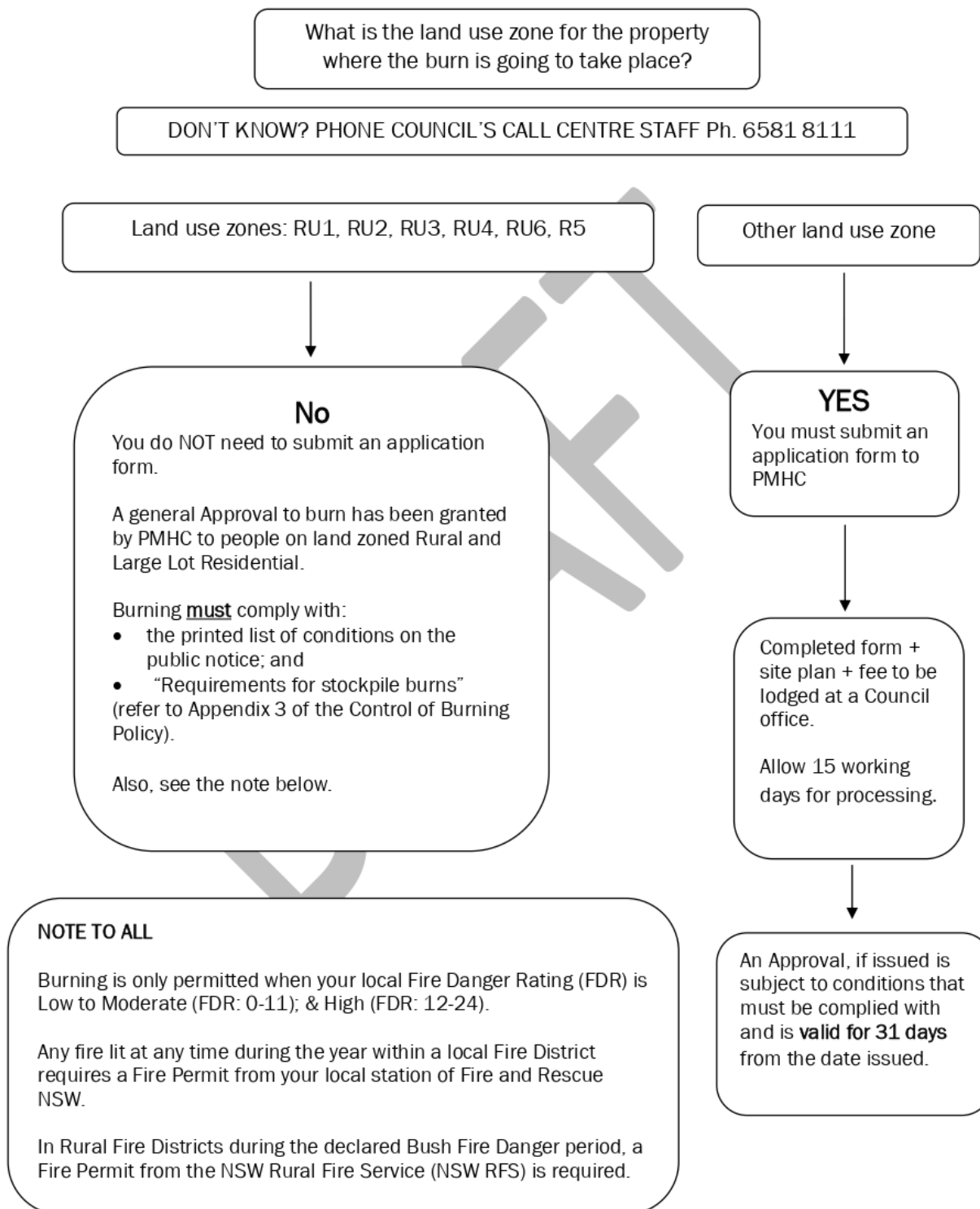
WRONG: Avoid piling vegetation close to neighbouring properties.



Stay away from fences and property boundaries. Consider local residents and their needs. Maintain a clear area between piles and any other combustible material.

APPENDIX 4: INSTRUCTIONS ON HOW TO DETERMINE WHEN AN APPLICATION FOR A CONTROL OF BURNING APPROVAL IS REQUIRED TO BE SUBMITTED TO COUNCIL.

Do I need to submit an application form?





Authorised by: Council
Authorised date: DD/MM/2022
Effective date: DD/MM/2022
Next review date: DD/MM/2024
File Number: #####

Liquid Trade Waste Policy

1. INTRODUCTION

Liquid trade waste is any discharge/disposal to a sewerage system other than domestic sewage, e.g. from commercial/business premises, industrial, manufacturing and medical applications. Domestic sewage is typically wastewater from a hand wash basin, shower, bath, toilet or domestic laundry.

Sewerage systems are designed to safely collect, transfer and treat wastewater that is mostly of domestic origin. However, sewerage systems may also accept liquid trade waste discharges provided they are planned and controlled within acceptable limits.

This policy regulates discharges of liquid trade waste to council's sewerage systems in the Port Macquarie-Hastings Council Local Government Area. It includes the acceptance limits for various substances that may be present in liquid trade waste discharges, and information on substances and types of waste prohibited from discharge to the sewerage system.

The objectives¹ of this policy are:

- to protect public health
- to protect the health and safety of Council employees
- to protect the environment from the discharge of waste that may have a detrimental effect
- to protect Council assets from damage
- to minimise adverse impacts on sewage treatment processes
- to assist Council to meet regulatory and licence compliance
- to provide an environmentally responsible liquid trade waste management service to the non-residential sector
- to encourage waste minimisation and cleaner production in the commercial and industrial sectors
- to promote water conservation, water recycling and biosolids reuse
- to ensure compliance of liquid trade waste dischargers with Council's approved conditions
- to provide operational data on the volume and composition of industrial and commercial effluent to assist in the operation of the sewerage system and the design of augmentations or new sewerage systems
- to ensure commercial provision of services and full cost recovery through appropriate sewerage and liquid trade waste fees and charges.

2. POLICY STATEMENT AND SCOPE

This policy ensures that Council can appropriately protect the environment and public health by regulating the discharge and disposal of trade waste. All discharges of liquid trade waste must be approved by Council, unless they are exempt as per the Liquid Trade Waste Management Procedure. Council provides liquid trade waste services on a commercial basis, with full cost recovery. All Liquid

¹ These objectives are consistent with the *National Framework for Sewage Quality Management* from the *Australian Sewage Quality Management Guidelines, June 2012*, Water Services Association of Australia (WSAA).

Trade Waste applicants shall pay the relevant fees as detailed in the Liquid Trade Waste Management Procedure in accordance with Council's Annual Fees and Charges.

The Liquid Trade Waste Management Procedure provides further details, including the criteria which Council will consider in determining whether to provide liquid trade waste approval; and the framework for regulation of liquid trade waste and the application of the associated fees.

3. RESPONSIBILITIES AND AUTHORITIES

The Group Manager Utilities Planning & Design is responsible and accountable for:

- Implementing and communicating this policy
- Monitoring compliance of this policy
- Ensuring this policy is reviewed and updated to meet external compliance.

The Group Manager Utilities Operations is responsible and accountable to follow this policy.

4. REFERENCES

- PMHC Liquid Trade Waste Procedure 2022
- Liquid Trade Waste Management Guidelines 2021
- National Wastewater Source Management Guideline (Water Services Association of Australia, 2012)
- Local Government Act 1993
- Local Government (General) Regulations 2021
- Protection of the Environment Operations Act 1997
- Water Management Act 2000

Aspects of the policy may also relate to:

- Environmental Planning and Assessment Act 1979
- Work Health and Safety Act 2011
- Plumbing and Drainage Act 2011
- Public Health Act 2010
- Environmentally Hazardous Chemicals Act 1985

5. DEFINITIONS

Biosolids: Primarily organic solid product produced by sewage processing. Until such solids are suitable for beneficial use, they are defined as wastewater solids or sewage sludge.

Effluent: The liquid discharged following a wastewater treatment process.

Liquid trade waste: All liquid waste other than sewage of a domestic nature discharged to the sewerage system.

Sewage of a domestic nature: Human faecal matter, urine, and wastewater associated with ordinary kitchen, laundry and ablution activities of a household.

Sewerage system: The network of sewage collection, transportation, treatment and by-products (effluent and biosolids) management facilities.

Waste minimisation: Procedures and processes implemented by industry and business to modify, change, alter or substitute work practices and products that will result in a reduction in the volume and/or strength of waste discharged to sewer.

6. PROCESS OWNER

The Group Manager Utilities Planning and Design is responsible for the process this policy refers to, and is also the policy owner. The Group Manager Utilities Operations and the Trade Waste Inspector can also be contacted for any information in relation to this policy.

7. AMENDMENTS

This document supersedes the 2018 Liquid Trade Waste Regulation Policy.

The previous Policy included information from Guidelines, application process and additional information for applicants, these aspects have now been removed from the policy document to form the Liquid Trade Waste Management Procedure, which this Policy endorses to uphold the scope and objectives listed in sections 1 and 2 above.

Past amendments:

- The previous update of this policy now prohibits, without prior approval, discharge of liquid trade waste originating from outside the Port Macquarie-Hastings local government area. This is considered a minor change from the previous adopted policy which included the generalised statement "Anyone wishing to discharge liquid trade waste to the sewerage system must, under section 68 of the Local Government Act 1993, obtain prior approval from PMHC. Discharging liquid trade waste without an approval is an offence under section 626 of the Act."
- A minor anomaly to a previous Trade Waste Policy (adopted by Council on 25 May 2011) was in reference to specific charges. Trade waste fees are set each year through Council's Fees & Charges. They are therefore not required to be referenced in the revised policy, and have been removed.

Liquid Trade Waste Management Procedure



Port Macquarie - Hastings Council
Liquid Trade Waste Management Procedure

Purpose of this Procedure

This procedure, as in force under the Liquid Trade Waste Policy, sets out in detail how council will regulate sewerage and trade waste discharges to its sewerage system in accordance with the NSW Framework for Regulation of Sewerage and Trade Waste (section 3.1 on page 18). The procedure is concerned with the approval, monitoring and enforcement process for liquid trade wastes discharged to Council's sewerage system and the levying of commercial sewerage and liquid trade waste fees and charges. It has been developed to ensure the proper control of liquid trade waste and hence protection of public health, worker safety, the environment, and Council's sewerage system. Council's Trade Waste Policy also promotes waste minimisation, water conservation, water recycling and biosolids reuse.

Sewerage systems are generally designed to cater for waste from domestic sources that are essentially of predictable strength and quality. Council **may** accept trade waste into its sewerage system as a **service** to businesses and industry.

Liquid trade wastes may exert much greater demands on sewerage systems than domestic sewage and, if uncontrolled, can pose serious problems to public health, worker safety, Council's sewerage system and the environment.

Impacts of poor liquid trade waste regulation include:

- Grease, oil, solid material, if not removed on-site, can cause sewer chokes and blockages and the discharge of untreated sewage to the environment.
- Strong waste may cause sewage odour problems and corrosion of sewer mains, pumping stations and sewage treatment works.

A person wishing to discharge liquid trade waste to the sewerage system must, under section 68 of the *Local Government Act 1993*, obtain prior approval from Council. Discharging liquid trade waste without an approval is an offence under section 626 of the Act.

The procedure for approval is governed by Chapter 7 of the Local Government Act and is subject to the Local Government (General) Regulation 2005.

Under clause 28 of the Local Government (General) Regulation, a council must not grant an approval under section 68 of the Act to discharge trade waste (whether treated or not) into a sewer of the council unless the Secretary, NSW Department of Planning, Industry and Environment (Department) or the Secretary's nominee has concurred with the approval.

Under section 90 (2) of the Local Government Act, the Secretary may give the council notice that the concurrence may be assumed (with such qualifications or conditions as are specified in the notice). The Director Water and Sewerage Regulation has been nominated to give concurrence to trade waste approvals.

Liquid Trade Waste Management Procedure

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Glossary

Assumed Concurrence: Council may apply to the Secretary of the NSW Department of Planning, Industry and Environment for authorisation to assume concurrence for Classification B or Classification S activities. Requests for assumed concurrence need to be forwarded to the Department. If granted, Council will no longer need to forward such applications for concurrence.

Automatic Assumed Concurrence: Councils have been authorised to assume concurrence for Classification A activities. Such applications may be approved by Council without forwarding the application for concurrence.

Bilge Water: minor amounts of water collecting in the bilge of a vessel from spray, rain, seepage, spillage and boat movements. Bilge water may be contaminated with oil, grease, petroleum products and saltwater.

Biochemical Oxygen Demand (BOD₅): The amount of oxygen utilised by micro-organisms in the process of decomposition of organic material in wastewater over a period of five days at 20°C. In practical terms, BOD is a measure of biodegradable organic content of the waste.

Biosolids: Primarily organic solid product produced by sewage processing. Until such solids are suitable for beneficial use, they are defined as wastewater solids or sewage sludge.

Bunding: Secondary containment provided for storage areas, particularly for materials with the propensity to cause environmental damage.

Chemical Oxygen Demand (COD): A measure of oxygen required to oxidise organic and inorganic matter in wastewater by a strong chemical oxidant. Wastewaters containing high levels of readily oxidised compounds have a high COD.

Chemical Toilet: Toilet in which wastes are deposited into a holding tank containing a deodorizing or other chemicals; wastes are stored and must be pumped out (and chemical recharged) periodically.

Commercial Kitchen/Caterer: For the purpose of these Guidelines, a commercial kitchen is a premise that is typically a stand-alone operation and prepares food for consumption off-site. These types of businesses typically cater to wedding functions, conferences, parties, etc. This definition would not apply to a food processing factory supplying pre-prepared meals to an airline company or similar.

Concurrence is required before a council may approve an application for the discharge of liquid trade waste to the sewerage system. It is a requirement under section 90(1) of the Local Government Act and clause 28 of the Local Government (General) Regulation 2005 that council obtain the written concurrence of the Secretary of the NSW Department of Planning, Industry and Environment (or the Secretary's nominee) prior to approving such waste to be discharged to the council's sewerage system. The Director Water and Sewerage Regulation, has been nominated to give concurrence to such approvals. Accordingly, such applications need to be provided to the Department.

Contingency Plan: A set of procedures for responding to an incident that will affect the quality of liquid trade waste discharged to the sewerage system. The plan also encompasses procedures to protect the environment from accidental and unauthorised discharges of liquid trade waste to the stormwater drainage system, and leaks and spillages from stored products and chemicals.

Liquid Trade Waste Management Procedure

Due Diligence Program: A plan that identifies potential health and safety, environmental or other hazards (eg. spills, accidents or leaks) and appropriate corrective actions aimed at minimising or preventing the hazards.

Effluent: The liquid discharged following a wastewater treatment process.

Effluent Improvement Plan (EIP): The document required to be submitted by a discharger who is not meeting the acceptance limits for discharge waste quality set down in Council's approval conditions and/or liquid trade waste agreement. The document sets out how the discharger will meet the acceptance limits for the discharge of liquid trade waste to the sewerage system within the agreed timeframe.

Galley Waste: In this Policy, a liquid waste from a kitchen or a food preparation area of a vessel; solid wastes are excluded.

Heavy Metals: Metals of high atomic weight which in high concentrations can exert a toxic effect and may accumulate in the environment and the food chain. Examples include mercury, chromium, cadmium, arsenic, nickel, lead and zinc.

Housekeeping: is a general term, which covers all waste minimisation activities connected with the way in which operations within the premises are carried out.

Industrial Discharges: Industrial liquid trade waste is defined as liquid waste generated by industrial or manufacturing processes.

Local Government Regulation: Local Government (General) Regulation 2005 under the *Local Government Act 1993*.

Liquid Trade Waste: Liquid trade waste means all liquid waste other than sewage of a domestic nature.

Liquid Trade Waste Policy: Port Macquarie-Hastings Council's adopted policy on Liquid Trade Waste as amended from time to time.

Mandatory Concurrence: For the liquid waste in Classification C, councils will need to obtain concurrence for each discharger. Department of Planning, Industry and Environment provides concurrence on behalf of the Secretary.

Methylene Blue Active Substances (MBAS): These are anionic surfactants (see Surfactants definition) and are called MBAS as their presence and concentration is detected by measuring the colour change in a standard solution of methylene blue dye.

Minimal Pre-treatment: For the purpose of this Policy includes sink strainers, basket arrestors for sink and floor waste, plaster arrestors and fixed or removable screens.

National Framework for Wastewater Source Management: refer to section 3.2

Department of Planning, Industry and Environment: The NSW Government Department of Department of Planning, Industry and Environment. All trade waste matters (application for concurrence and policies for consent) should be provided to the Department.

Liquid Trade Waste Management Procedure

NSW Framework for Regulation of Sewerage and Trade Waste: refer to section 3.1

Open Area: Any unroofed process, storage, washing or transport area potentially contaminated with rainwater and substances which may adversely affect the sewerage system or the environment.

Pan: For the purpose of this Policy “pan” means any moveable receptacle kept in a closet and used for the reception of human waste.

PFAS: a group of manufactured chemicals containing a component with multiple fluorine atoms, with many specialty applications. Examples are perfluorooctane sulfonate (PFOS) and perfluorooctanoic acid (PFOA). They are used in a range of products such as textiles, leather, cosmetics, non-stick coatings in cookware, food packaging, and in some types of fire-fighting foam. These chemicals take a long time to break down in humans and the environment and their persistence and bioaccumulation potential pose concerns for the environment and human health.

pH: A measure of acidity or alkalinity of an aqueous solution, expressed as the logarithm of the reciprocal of the hydrogen ion (H⁺) activity in moles per litre at a given temperature; pH 7 is neutral, below 7 is acidic and above 7 is alkaline.

Premises: Has the same meaning as defined in the Local Government Act Dictionary and includes any of the following:

- (a) a building of any description or any part of it and the appurtenances to it
- (b) land, whether built on or not
- (c) a shed or other structure
- (d) a tent
- (e) a swimming pool
- (f) a ship or vessel of any description (including a houseboat)
- (g) a van.

Prescribed Pre-treatment Equipment is defined as standard non-complex equipment used for pre-treatment of liquid trade waste, e.g. a grease arrestor, an oil arrestor/separator, solids arrestor, cooling pit (refer to Table 8 of *Liquid Trade Waste Regulation Guidelines, 2021*).

Primary Measurement Device: A device such as a gauging pit, weir tank or flume installed in the liquid trade waste discharge line suitable for installation of instrumentation for flow measurement. In cases of commercial flows this can mean a removable section of pipe (in the fresh water supply to the trade waste area) and the installation of a check meter.

Secretary: Secretary means the Secretary of the Department of Planning, Industry and Environment.

Septage: Material pumped out from a septic tank during desludging; contains partly decomposed scum, sludge and liquid.

Septic Tank: Wastewater treatment device that provides a preliminary form of treatment for wastewater, comprising sedimentation of settleable solids, flotation of oils and fats, and anaerobic digestion of sludge.

Septic Tank Effluent: The liquid discharged from a septic tank after treatment.

Liquid Trade Waste Management Procedure

Sewage Management Facility: A human waste storage facility or a waste treatment device intended to process sewage and includes a drain connected to such a facility or device.

Sewage of a Domestic Nature: Includes human faecal matter and urine and waste water associated with ordinary kitchen, laundry and ablution activities of a household, but does not include waste in or from a sewage management facility.

Sewerage System: The network of sewage collection, transportation, treatment and by-products (effluent and biosolids) management facilities.

Ship-to-Shore Pump-out: Liquid waste from a vessel that may be considered for disposal to the sewerage system. This includes on-board toilet wastes, galley wastes and dry dock cleaning waste from maintenance activities.

Sullage: Domestic wastewater excluding toilet waste.

Surfactants: The key active ingredient of detergents, soaps, emulsifiers, wetting agents and penetrants. Anionic surfactants react with a chemical called methylene blue to form a blue-chloroform-soluble complex; the intensity of colour is proportional to concentration.

Suspended Solids (SS): The insoluble solid matter suspended in wastewater that can be separated by laboratory filtration and is retained on a filter. Previously also referred to as non-filtrable residue (NFR).

Total Dissolved Solids (TDS): The total amount of dissolved material in the water.

Waste Minimisation: Procedures and processes implemented by industry and business to modify, change, alter or substitute work practices and products that will result in a reduction in the volume and/or strength of waste discharged to sewer.

Liquid Trade Waste Management Procedure

What is liquid trade waste?

Liquid trade waste is defined in the ***Liquid Trade Waste Management Guidelines 2021*** as below:

Liquid trade waste means all liquid waste other than sewage of a domestic nature.

Liquid trade waste discharges to the sewerage system include liquid wastes from:

- business/commercial premises (e.g. beautician, florist, hairdresser, hotel, motel, restaurant, butcher, service station, supermarket, dentist)
- community/public premises (including craft club, school, college, university, hospital and nursing home)
- industrial premises
- trade activities (e.g. mobile carpet cleaner)
- any commercial activities carried out at a residential premises
- saleyards, racecourses and from stables and kennels that are not associated with domestic households
- septic tank waste, chemical toilet waste, waste from marine pump-out facilities and established sites for the discharge of pan content from mobile homes/caravans to the sewerage system.

While septic tank, pan and ship-to-shore pump-out waste are defined as trade waste, specific procedures need to be applied to their management as the waste is often transported from its source to the sewerage system. Accordingly, specific references to these wastes are provided in this policy where necessary.

Liquid trade waste excludes:

- toilet, hand wash basin*, shower and bath wastes derived from all the premises and activities mentioned above
- wastewater from residential toilets, kitchens, bathrooms or laundries (i.e. domestic sewage)
- wastewater from common use (non-residential) kitchen and laundry facilities in caravan parks
- residential swimming pool backwash.

** Used for personal hygiene only*

Liquid Trade Waste Management Procedure

Objectives

The objectives¹ of the Liquid Trade Waste Policy and this procedure are:

- to protect public health
- to protect the health and safety of Council employees
- to protect the environment from the discharge of waste that may have a detrimental effect
- to protect Council assets from damage
- to minimise adverse impacts on sewage treatment processes
- to assist Council to meet regulatory and licence compliance
- to provide an environmentally responsible liquid trade waste management service to the non-residential sector
- to encourage waste minimisation and cleaner production in the commercial and industrial sectors
- to promote water conservation, water recycling and biosolids reuse
- to ensure compliance of liquid trade waste dischargers with Council's approved conditions
- to provide operational data on the volume and composition of industrial and commercial effluent to assist in the operation of the sewerage system and the design of augmentations or new sewerage systems
- to ensure commercial provision of services and full cost recovery through appropriate sewerage and liquid trade waste fees and charges.

Scope of this Procedure

This procedure comprises three parts:

- Part 1 specifies the circumstances in which a person is exempt from the necessity to apply for an approval to discharge liquid trade waste to Council's sewerage system
- Part 2 specifies the criteria which Council will take into consideration in determining whether to give or refuse a liquid trade waste approval
- Part 3 specifies the framework for regulation of liquid trade waste, including the NSW Framework for Regulation of Sewerage and Trade Waste, alignment with the *National Framework for Wastewater Source Management*, application procedures, liquid trade waste discharge categories, liquid trade waste services agreements, monitoring of liquid trade waste discharges, liquid trade waste fees and charges, modification or revocation of approvals, prevention of waste of water and contaminated stormwater discharges from open areas.

¹ The above objectives are consistent with the *National Framework for Sewage Quality Management* on page 17 of the *Australian Sewage Quality Management Guidelines, June 2012*, Water Services Association of Australia (WSAA).

1. Part 1 – Exemptions

There are no exemptions in this policy. Any business which produces liquid trade waste must apply to Port Macquarie-Hastings Council for approval to discharge to the sewer.

2. Part 2 – Criteria for approval to discharge liquid trade waste into council's sewerage system

2.1. Factors for consideration

Council's decision to accept liquid trade waste into its sewerage system is on the basis of a preventive risk management framework for managing risks to the sewerage system within an integrated water cycle management² context. It will be based on the discharge meeting Council's requirements³. When determining an application to discharge liquid trade waste to the sewerage system, Council will consider the following factors:

- The potential for the liquid trade waste discharge to impact on public health
- The possible impacts the discharge may pose to the environment (land, water, air, noise, or nuisance factors)
- The potential impacts of the discharge on the health and safety of the Council's employees
- The possible impact of the discharge on Council's sewerage infrastructure or sewage treatment process
- The capability of the sewerage system (both transportation and treatment components) to accept the quality and quantity of the proposed liquid trade waste discharge
- The impact the liquid trade waste will have on the ability of the sewerage scheme to meet its Environment Protection Authority licence requirements
- Compliance of the proposed liquid trade waste discharge with guideline limits in this policy⁴
- The potential impacts of the discharge on the quality of, and management practices for, effluent and biosolids produced from the sewage treatment process

² *Integrated Water Cycle Management Guidelines for NSW Local Water Utilities, Department of Energy, Utilities and Sustainability, October 2004.*

³ In considering options for waste management to drive resource efficiency, the following order of preference set out on page 80 of the *Australian Sewage Quality Management Guidelines, June 2012*, WSAA will be adopted:

- Avoidance
- Minimisation
- Re-use
- Recovery of energy
- Treatment
- Disposal

⁴ The quality of trade waste from some low risk commercial activities in Classification A will exceed guideline limits in Council's trade waste policy. As a higher level of pre-treatment is not cost-effective, such waste is acceptable if the discharger installs and properly operates and maintains the required pre-treatment equipment (refer to Tables 7 to 9 of *Liquid Trade Waste Regulation Guidelines, 2009*). Similarly, septic and pan waste may exceed some guideline limits.

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- The adequacy of the pre-treatment process(es) to treat the liquid trade waste to a level acceptable for discharge to the sewerage system, including proposed safeguards if the pre-treatment system fails
- Whether appropriate safeguards are proposed to avoid the discharge of other, non-approved wastes to the sewerage system
- The adequacy of any chemical storage and handling facilities, and the proposed safeguards for preventing the discharge of chemicals to the sewerage system
- Whether prohibited substances are proposed to be discharged
- The potential for stormwater entering the sewerage system and adequacy of proposed stormwater controls
- Waste minimisation and water conservation programs
- The adequacy of the proposed due diligence program and contingency plan, where required.

2.2. Discharge quality

Council has guideline limits for the acceptance of discharges, as set out in Table 1 on pages 13 to 15. Council may vary the guideline limits for a particular sewage treatment works. Where the guideline limits cannot be met, applicants are required to provide justification for exceeding the limits. Based on the type and the proposed contaminant levels, Council may refuse the application, or may approve it subject to an effluent improvement program, or other conditions being implemented.

2.3. Prohibited substances

Some substances are not suitable for discharge to the sewerage system. Table 2 on page 166 sets out those substances which must not be discharged to the sewerage system. Council may not grant approval for the discharge of these substances to the sewerage system unless it is specifically approved under section 68 of the Local Government Act.

2.4. Stormwater discharges from open areas

Stormwater is a prohibited discharge under this policy. The ingress of stormwater into the sewerage system can cause operational problems to the system and result in sewer overflows, as the sewerage system does not have the capacity for such flows. Therefore, Council does not generally accept the discharge of stormwater to the sewerage system.

However, it is recognised that it may not always be possible or practical to prevent all stormwater entering the sewerage system at some liquid trade waste premises. The discharge of limited quantities of first flush stormwater from sealed areas will be considered where roofing cannot be provided because of safety or other important considerations. The discharge from unsealed areas is not permitted.

Before the stormwater will be considered for discharge to the sewerage system, the applicant must provide the following information:

- reasons why the area cannot be fully or partially roofed and bunded to exclude stormwater
- the dimensions and a plan of the open area under consideration

Liquid Trade Waste Management Procedure

- whether the open area is sealed
- the estimated volume of the stormwater discharge
- information on rain gauging
- where a first-flush system is proposed, details on how the stormwater will be diverted to the drainage system after the first flush is accepted (the first flush to be limited to first 10 mm of storm run-off)
- measures proposed for diverting stormwater away from the liquid trade waste generating area
- report on other stormwater management options considered and why they are not feasible.

Note: Trade waste charges for the acceptance of stormwater to the sewerage system are indicated in section 3.7.8 on page 333.

2.5. Discharge of contaminated groundwater

Similar to stormwater, discharge of groundwater or seepage water to a sewerage system is prohibited under clause 137A of the Local Government (General) Regulation. Accordingly, groundwater extracted during construction activities (for example from building/road construction, vacuum excavation, mining/exploration works, etc.) is not permitted to discharge into council's sewerage system directly or indirectly.

However, groundwater previously contaminated by human activities (such as service station remediation sites) may be considered for discharge to the sewerage system. Limited quantities of groundwater from remediation projects may be accepted under controlled conditions after appropriate pre-treatment, for a limited period.

2.6. Discharge of landfill leachate

The discharge of leachate from municipal waste landfills to the sewerage system may be considered under controlled conditions, if there is no other viable option of managing this waste and the proposed discharge is within the council's acceptance limits. The proponent when seeking approval to discharge leachate to a sewerage system needs to demonstrate that a sound stormwater management plan has been developed and implemented.

The plan needs to address:

- segregation of potentially contaminated areas from uncontaminated areas
- prevention of surface run-off entering into leachate collection ponds/dams and to council's sewerage system.

Only the excess leachate after on-site management within the premises will be considered for discharging to the sewerage system, if the discharge meets council's acceptance criteria. On-site pre-treatment to reduce ammonia levels and other substances (such as PFAS) may also be required prior to discharge.

2.7. Discharge from float tanks

The discharge of float tank water into a council's sewerage system is not permitted.

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Float tanks, often referred to as floatation pods, iso-pods (isolation tank), sensory deprivation systems, or REST tanks (restricted environmental stimulation therapy tanks) are typically small, enclosed pods containing about 1,000 litres of water. Float tanks are generally used in some health retreats and fitness centres. This water usually contains large quantities of Epsom salts (300–700 kg of magnesium sulphate), resulting in total dissolved solids concentration up to 700,000 mg/L. It is normally heated to around 35°C.

Discharge of such water to sewer is not permitted due to potential adverse impacts associated with the high salt content on the sewer infrastructure and treatment processes. It is also not appropriate to dispose of such waste to septic tanks or on-site soak wells.

If wastewater is proposed to be transported away for off-site management, council must request the operator of such facilities to provide the details of liquid waste transporters and written verification from the receival facilities acknowledging and agreeing to receive such wastewater.

2.8. Discharge from service station forecourts and other refuelling points

2.8.1. New premises

The discharge of wastewater including run-off from service station forecourts and other refuelling points (such as at bus depots, etc.) is not permitted. Refer to NSW EPA Practice Note, titled Managing Run-off from Service Station Forecourts, June 2019, for information on managing such wastewater.

2.8.2. Existing premises

The discharge of wastewater from existing service stations and other refuelling areas may be permitted, provided appropriate pre-treatment is provided and the requirements are adhered to (such as having a manual activated pump, an inspection aperture, etc.).

If a refuelling area is refurbished, then the discharge from this area must be disconnected from the sewerage system.

2.9. Discharge from liquefaction and/or pulverisation of solid waste by physical or chemical processes

The wastewater arising from liquefaction or pulverisation of solid waste by physical means, such as pulping or macerating, or by chemical means, such as dissolving solid waste in highly acidic or alkaline solutions, is not permitted to be discharged to the sewerage system.

Examples of such processes are described in the following sections.

2.9.1. Macerators

Macerators and any similar devices used for pulverising of solid waste are not permitted to be connected to council's sewerage system. Solid waste includes, but is not limited to, sanitary napkins, placenta, surgical waste, disposable nappies, mache bedpan/urine containers, food waste, disposable products and animal waste (dog/cat faeces, cat litter).

2.9.2. Food waste disposal units

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Discharge of waste from food waste disposal units (also known as in-sink food waste disposers or garbage grinders) in non-residential premises is not permitted, unless permitted by council under special circumstances. Discharge from existing installations in hospitals and nursing homes may be permitted provided that wastewater is discharged through an adequately sized grease arrestor. If the hospital or nursing home's kitchen is refurbished, the food waste disposal unit must be removed.

For existing premises, a food waste disposal charge needs to be levied based on the number of beds in the hospital or nursing home. Recommended charges are listed in a schedule of liquid trade waste fees and charges on the department's password protected website.

2.9.3. Alkaline hydrolysis waste

This is a process where human or animal tissue is broken down using alkaline solutions at elevated temperatures and pH. The process may be used in animal care facilities, veterinary premises, animal research laboratories, funeral parlours, etc. The generated wastewater is of a high strength and may result in high loadings on the sewerage system. Accordingly, the wastewater generated by this process is not allowed to be discharged to the sewerage system.

Council needs to ensure that, if the process is used by the above premises, the waste is removed from the premises and not discharged to the sewerage system directly or indirectly.

2.10. Discharge of disposable waste products including those marked as flushable

Any disposable solid products including those marketed as 'flushable' (such as wet wipes, cleaning wipes, colostomy bags, cat litter, etc.) are not permitted to flush down the sewerage system. Contrary to manufacturers' claims, flushable wet wipes do not breakdown in the sewerage system in a similar way to a toilet paper and may cause blockages within the discharge premises or in the council's sewerage system, causing raw sewage overflow to the environment.

Councils need to take appropriate measures to protect their sewerage assets by educating their customers (both residential and non-residential) on safe disposal methods of products not suitable to be discharged to the sewerage system.

2.11. Use of additives in pre-treatment systems

The use of bacterial, enzyme and/or odour-controlling agents in pre-treatment equipment (such as in grease arrestors) is prohibited unless specifically approved by council with the department's concurrence.

Even if a product is approved by another water authority, use of such a product is not permitted in regional NSW without prior concurrence.

2.12. Discharge from solid food waste processing units (digesters/composters, etc.)

There is a range of solid waste processing equipment (such as composters/digesters, etc.) on the market that use different treatment technologies to reduce the volume of waste. These techniques may include thermal treatment, aerobic digestion, etc.

Discharge from a solid food waste processing unit (digesters/composters, etc.) to a council's sewerage system is a Concurrence Classification C discharge.

Liquid Trade Waste Management Procedure

Assumed concurrence is not available for applications in Classifications A or B if wastewater from solid waste processing equipment is proposed to be discharged to the sewerage system.

The quality of wastewater from this equipment depends on the type of solid waste feed into it and the effectiveness of the on-site pre-treatment, hence frequent sampling will be required for monitoring and charging purposes. Sampling needs to be undertaken by either a council officer or an independent party acceptable to council.

Appropriate on-site pre-treatment needs to be provided prior to combining with any other liquid waste stream that discharges to the council's sewerage system.

Council will consider any impacts on the sewerage system, including downstream pre-treatment equipment, additional treatment cost and impact on solid waste management strategy, during the assessment of applications for discharge of wastewater from such equipment to the sewerage system.

Each concurrence request will be assessed on a case-by-case basis.

Liquid Trade Waste Management Procedure

Table 1: Guideline limits for acceptance of liquid trade wastes into sewerage system

Parameter*	Limits#	Analytical Method Reference#
General acceptance guideline limits		
Flow Rate	The maximum daily and instantaneous rate of discharge (kL/h or L/s) is set on the available capacity of the sewer. Large dischargers are required to provide a balancing tank to even out the load on the sewage treatment works.	
BOD ₅	Normally, approved up to 600 mg/L. In some cases higher concentration for low mass loadings may be acceptable, if the treatment works has sufficient capacity and odour will not be a problem.	5210B
Suspended solids	Concentrations up to 600mg/L may be acceptable.	2540D
COD	Normally, not to exceed BOD ₅ by more than three times. This ratio is given as a guide only to prevent the discharge of non-biodegradable waste.	
Total Dissolved Solids	Up to 4000 mg/L may be accepted. However, the acceptance limit may be reduced depending on available effluent disposal options and will be subject to a mass load limit.	2510B
Temperature	Less than 38°C.	
pH	Within the range 7.0 to 9.0.	
Oil and Grease	100 mg/L if the volume of the discharge does not exceed 10% of the design capacity of the treatment works, and 50 mg/L if the volume is greater than 10%.	USEPA1664
Detergents	All industrial detergents are to be biodegradable. A limit on the concentration of 50 mg/L (as MBAS) may be imposed on large liquid trade wastes.	
Colour	Colour must be biodegradable. No visible colour when diluted to the equivalent dilution afforded by domestic sewage flow. Specific limits may be imposed on industrial discharges where colour has a potential to interfere with sewage treatment processes and the effluent management.	
Radioactive Substances	The discharge must comply with the <i>Radiation Control Act 1990</i> .	

cont ...

* See Glossary for explanation of terms

Refer to *Australian Sewage Quality Management Guidelines, June 2012*

Liquid Trade Waste Management Procedure

Table 1 (Cont.) – Guideline limits for acceptance of liquid trade wastes into sewerage system

Parameter	Maximum concentration (mg/L)	Analytical Method Reference
Acceptance guideline limits for inorganic compounds		
Ammonia (as N)	50	4500-NH3-B
Boron	5	3120B
Bromine	5	DPD-colorimetric test kit
Chlorine	10	DPD-colorimetric test kit
Cyanide	1	4500-CN-G and E
Fluoride	30	4500-F-C
Nitrogen (Total Kjeldahl)	100	4500-Norg B or C
Phosphorus (total)	20	4500P-I & 4500P-F
Sulphate (as SO ₄)	500	3120B
Sulphide (as S)	1	4500S2-C&D or E
Acceptance guideline limits for organic compounds		
Benzene	<0.001	6200
Toluene	0.5	6200
Ethylbenzene	1	6200
Xylene	1	6200
Formaldehyde	30	
Phenolic compounds (non-halogenated)	1	6410B
Petroleum hydrocarbons C ₆ -C ₉ (flammable) Total Recoverable Hydrocarbons (TRH)	5 30	USEPA 8015B USEPA 8260B
Pesticides general (except organochlorine and organophosphorus)*	0.1	6410B
Polynuclear Aromatic Hydrocarbons (PAHs)	5	6410B & 6440

cont ...

* Refer to Table 2

Liquid Trade Waste Management Procedure

Table 1 (Cont.) – Guideline limits for acceptance of liquid trade wastes into sewerage system

Parameter	Maximum concentration (mg/L)	Allowed daily mass limit (g/d)	Analytical Method Reference
Acceptance guideline limits for metals			
Aluminium	100	-	3120B
Arsenic	0.5	2	3114B
Cadmium	1	5	3120B
Chromium*	3	10	3120B
Cobalt	5	15	3120B
Copper	5	15	3120B
Iron	100	-	3120B
Lead	1	5	3120B
Manganese	10	30	3120B
Mercury	0.01	0.05	3112B
Molybdenum	5	15	3120B
Nickel	1	5	3120B
Selenium	1	5	3120B
Silver	2	5	3120B
Tin	5	15	3120B
Zinc	1	5	3120B
Total heavy metals excluding aluminium, iron and manganese	less than 30 mg/L and subject to total mass loading requirements		

* Where hexavalent chromium (Cr⁶⁺) is present in the process water, pre-treatment will be required to reduce it to the trivalent state (Cr³⁺), prior to discharge into the sewer. Discharge of hexavalent chromium (Cr⁶⁺) from chromate compounds used as corrosion inhibitors in cooling towers is not permitted.

Liquid Trade Waste Management Procedure

Table 2: Substances prohibited from being discharged into the sewerage system

- organochlorine weedicides, fungicides, pesticides, herbicides and substances of a similar nature and/or wastes arising from the preparation of these substances
- organophosphorus pesticides and/or waste arising from the preparation of these substances
- per- and poly-fluoroalkyl substances (PFAS)
- any substances liable to produce noxious or poisonous vapours in the sewerage system
- organic solvents and mineral oil
- any flammable or explosive substance
- discharges from 'Bulk Fuel Depots', Re-fueling Points and covered Service Station Forecourts
- chromate from cooling towers
- natural or synthetic resins, plastic monomers, synthetic adhesives, rubber and plastic emulsions
- roof, rain, surface, seepage or ground water, unless specifically permitted (clause 137A of the Local Government (General) Regulation 2005)
- solid matter*
- any substance assessed as not suitable to be discharged into the sewerage system
- liquid waste that contains pollutants at concentrations which inhibit the sewage treatment process – refer *Australian Sewage Quality Management Guidelines, June 2012*, WSAA
- any liquid trade waste generated or transported from outside Port Macquarie Local Government Area without prior and specific approval
- any other substances listed in a relevant regulation.

*above the approved limit

3. Part 3 – Framework for regulation of liquid trade waste

3.1. The NSW framework for regulation of sewerage and trade waste

Due to the *Tragedy of the Commons*⁵ in the use of common pool resources, sound regulation of sewerage and trade waste requires implementation of **all** the following integrated measures.

1. Preparation and implementation of a sound trade waste regulation policy, assessment of each trade waste application and determination of appropriate conditions of approval. The conditions must be consistent with the LWU's *Integrated Water Cycle Management Strategy* and demand management plan. In addition, execution of a liquid trade waste services agreement is required for large dischargers to assure compliance.
2. Preparation and implementation of a sound *Development Servicing Plan*⁶, with commercial sewerage developer charges to ensure new development pays a fair share of the cost of the required infrastructure.
3. Full cost recovery with appropriate sewer usage charges⁷ and trade waste fees and charges⁸ in order to provide the necessary pricing signals to dischargers. These charges must include non-compliance trade waste usage charges and non-compliance excess mass charges in order to provide the necessary incentives for dischargers to consistently comply with their conditions of approval.
4. Monitoring, mentoring and coaching of dischargers in order to achieve cleaner production and assist them to comply with their conditions of approval.
5. Enforcement, including appropriate use of penalty notices under (section 222 of the *Protection of the Environment Operations Act 1997*). Orders may also be issued under the *Local Government Act 1993*.
6. Disconnection of a trade waste service in the event of persistent failure to comply with the Council's conditions of approval.

Together, the above six measures comprise the NSW framework for regulation of sewerage and trade waste. The framework involves a preventive risk management approach, which has been developed to address the use of common pool resources by providing economic incentives for dischargers to minimise their waste and to consistently comply with their conditions of approval.

⁵ In the absence of appropriate controls and measures (such as conditions of approval, a sewer usage charge, a trade waste usage charge, a non-compliance trade waste usage charge, excess mass charges, non-compliance excess mass charges and penalty notices), it would be in the economic interest of each trade waste discharger to minimize their efforts and expenditure on control and pre-treatment of their trade waste before discharging it to the sewerage system. In the past, failure to implement these measures has caused multimillion-dollar damage to sewerage networks, pumping stations and treatment works (refer to the examples shown in the *Liquid Trade Waste Regulation Guidelines*, 2021).

⁶ In accordance with the *NSW Developer Charges Guidelines for Water Supply, Sewerage and Stormwater*, 2002.

⁷ In accordance with page 29 of the *NSW Water Supply, Sewerage and Trade Waste Pricing Guidelines*, 2002.

⁸ In accordance with the *Liquid Trade Waste Regulation Guidelines*, 2021.

3.2. Alignment with the national framework for wastewater source management

The NSW framework for regulation of sewerage and trade waste is outlined in section 3.1. The NSW framework is driven by the NSW Government's *Best-Practice Management of Water Supply of Sewerage Guidelines, 2007* and is consistent with that in the *National Framework for Wastewater Source Management*.⁹

In particular, under the *Best-Practice Management Guidelines*, Council is required to achieve the following outcomes:

- Prepare and implement a 30-year Integrated Water Cycle Management Strategy, demand management plan, pay-for-use water supply pricing and community and customer involvement (Elements 1, 6, 8)
- Annual performance monitoring, including an annual triple bottom line (TBL) Performance Report and Action Plan to identify and address any areas of under-performance (Elements 5, 6, 9, 10, 11, 12)
- Achieve full cost recovery for water supply, sewerage and trade waste services and apply an appropriate non-residential sewer usage charge (Elements 3, 8)
- Prepare and implement a sound trade waste regulation policy and issue an appropriate approval to each trade waste discharger, including waste minimisation and cleaner production (Elements 1, 2, 3, 4, 7, 8)
- Appropriate liquid trade waste fees and charges (including incentives to comply with LWU's approval conditions through non-compliance trade waste usage charges and non-compliance excess mass charges) (Elements 3, 8)
- Liquid trade waste services agreement for large dischargers to assure compliance (Elements 3, 8)
- Appropriate training of LWU staff and monitoring, mentoring and coaching of trade waste dischargers (Elements 1, 4, 5, 7, 8)

⁹ The following 12 elements of the *National Framework for Sewage Quality Management* are set out on page 18 of the *Australian Sewage Quality Management Guidelines, June 2012, WSAA*:

COMMITMENT

1. Commitment to Wastewater Source Management

SYSTEM ANALYSIS and MANAGEMENT

2. Assessment of the Wastewater System
3. Preventive Measures for Wastewater Input Quality Management
4. Operational Procedures and Process Control
5. Verification of Wastewater Inputs Quality
6. Management of Incidents/Complaints and Emergencies

SUPPORTING REQUIREMENTS

7. Employee Awareness and Training
8. Customer and stakeholder involvement and awareness
9. System Validation and Research and Development
10. Documentation and Reporting

REVIEW

11. Evaluation and Audit
12. Review and Continual Improvement

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- Enforcement, including appropriate use of penalty notices or orders (Elements 3, 8)
- Disconnection of a trade waste service in the event of persistent failure to comply with the Council's conditions of approval (Element 8).

3.3. Application Procedures

To obtain Council's approval to discharge liquid trade waste to Council's sewerage system, a discharger must lodge an application in writing. Application forms are available from Council. If a person wishes to discharge liquid trade waste to the sewerage system but is not the owner of the premises, the person must obtain the owner's consent to the application.

The applicant must provide the following information:

- Their (the applicant's) full name, address and contact telephone number
- Site owner's full name, address and contact details, if different to the applicant
- Address of the business/industry where discharge to sewerage system will occur
- Contact person and contact details for the premises
- Proposed date of commencement of discharge to the sewerage system
- Type of process/activity generating liquid waste
- Hours of business operation
- Proposed rate of discharge, including:
 - maximum per day and per hour (if applicable)
 - hours of the day during which discharge takes place
- Proposed pre-treatment equipment including:
 - type and details (e.g. model)
 - size
 - operational procedures
 - details on equipment maintenance
- Site plan, including:
 - liquid waste pre-treatment facilities
 - internal wastewater drainage
 - location of sampling points
 - proposed connection point to the sewerage system
 - stormwater drainage plan

Additional information required for applications in Concurrence Classification B or C

- Flow diagram and hydraulic profile of any proposed pre-treatment facilities
- Physical and chemical characteristics of the proposed discharge, including:
 - nature of source
 - expected maximum and average concentrations of pollutants, and
 - temperature and pH
- Nature and chemical composition of all substances stored/used on-site
- Details of storage facilities
- Relevant safety data sheets
- Location of flow measurement point and proposed methods

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- Proposed arrangements for the disposal of other wastes not discharged to the sewerage system
- Any relevant environmental impact assessments
- Consultant report (if applicable)
- Any additional details as requested by council

The following information needs to be provided for application in Concurrence Classification S (e.g. discharge of septic tank and pan waste):

- name, address and telephone number of business/industry responsible and the contact person
- type of waste
- other waste collected by the applicant, but not proposed to be discharged to the sewerage system, including evidence to support appropriate disposal (details of disposal location, log books, receipts etc.)
- volume of waste proposed to be discharged (daily, weekly, one-off, etc.)—applies only to tankered waste
- details of any odour-inhibiting or other chemicals used, including dosage rates
- proposed method of discharge including plans and drawings, if applicable
- proposed method of flow measurement where required
- security arrangement at the proposed disposal site, if applicable
- measures to prevent stormwater ingress to the sewerage system (for the proposed dump point)

Council may, under section 86 of the Local Government Act, request an applicant to provide more information to enable it to determine the application.

3.4. Approval of applications

Where an application is approved, Council will notify the applicant as soon as practical of the approval and any conditions of the approval. The duration of the approval will be as stated in the approval. In cases where Council requires a discharger to enter into a liquid trade waste services agreement, Council will issue a deferred commencement approval under section 95 of the Local Government Act requesting the discharger to do so within the time specified in Council's letter. In such cases, the approval will not be operative until the agreement has been executed by the discharger.

An applicant may make a minor amendment or withdraw an application before it is approved by Council. An applicant may also apply to Council to renew or extend an approval, in accordance with section 107 of the Local Government Act.

If an application is refused, Council will notify the applicant of the grounds for refusal.

An approval to discharge liquid trade waste to Council's sewer is not transferable. A new application must be lodged and a new approval obtained if there is a change of the approval holder or the activity.

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Council must be notified of change of ownership and/or occupier in all cases, whether a new approval is required or not, to allow updating of records.

3.5. Concurrence

If Council supports an application and has a notice stating that concurrence of the Secretary, NSW Department of Planning, Industry and Environment, can be assumed for the waste relevant to the application, Council will approve the application. Otherwise, Council will seek concurrence in accordance with the requirements of section 90(1) of the Local Government Act. The Director Water and Sewer Regulation provides concurrence on behalf of the Secretary.

Liquid trade waste discharges are divided into four (4) classifications for the purpose of the concurrence process:

- Concurrence Classification A – liquid trade waste dischargers for which Council has been authorised to assume concurrence to the approval subject to certain requirements
- Concurrence Classification B – liquid trade waste dischargers whereby Council may apply for authorisation to assume concurrence to the approval subject to certain requirements
- Concurrence Classification S – the acceptance of septic tank, pan waste and ship-to-shore pump-out. Council may apply for authorisation to assume concurrence to the approval subject to certain conditions
- Concurrence Classification C – all other liquid trade waste dischargers that do not fall within Concurrence Classification A, B or S, and therefore require Council to forward the application for concurrence.

All councils have been authorised to assume concurrence for Concurrence Classification A liquid trade waste discharges. These are listed in Table 3 and Council will not need to seek concurrence for approval of trade waste applications for these activities. Note that these discharges still require Council approval.

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Table 3: Liquid trade waste discharges with automatic assumed concurrence

Commercial retail food preparation activities	Other commercial activities
Bakery (retail)	Animal wash (pound, stables, racecourse, kennels, mobile animal wash)
Bed and Breakfast (<10 persons)	Beautician
Bistro	Boiler blowdown
Boarding house/hostel kitchen	Car detailing
Butcher shop (retail)	Cooling tower
Café/coffee shop/coffee lounge	Craft activities (making of clay pottery, ceramics, cutting and polishing of gemstones or making of jewellery)
Canteen	Dental surgery
Cafeteria	Dental technician
Chicken/poultry shop (only fresh chickens/game sold)	Dry cleaning (separator water, boiler)
Chicken/poultry shop (retail BBQ/roast chicken)	Florist
Club (kitchen wastes)	Funeral parlour, morgue
Commercial kitchen/caterer	Hairdressing
Community hall/civic centre/function centre (kitchen waste)	Jewellery shop
Day care centre	Laboratory (pathology/analytical)
Delicatessen	Laundry or laundromat (coin operated)
Doughnut shop	Lawnmower repairs
Fast food outlet (McDonalds, KFC, Burger King, Hungry Jacks, Pizza Hut, Red Rooster, etc.)	Mechanical repairs/workshop
Fish shop (retail – fresh and/or cooked)	Medical centre/doctor surgery/physiotherapy - plaster of paris casts, laboratory
Fruit and vegetable shop (retail)	Mobile cleaning units
Hotel	Nursing home (other than food-related activities)
Ice cream parlour	Optical service
Juice bar	Pet shop (retail)
Mixed business	Photographic tray work/manual development
Mobile food van	Plants retail (no nursery or open space)
Motel	School (Primary and Secondary)
Nightclub	Stone working

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Nursing home kitchen	Swimming pool/spa/hydrotherapy
Nut shop	Vehicle (car) washing (by hand/wand, automatic car wash/bus wash/external truck wash or underbody/engine degrease only)
Patisserie	Venetian blind cleaning
Pie shop	Veterinary
Pizza shop	
Restaurant	
Salad bar	
Sandwich shop	
School canteen and Home science	
Supermarket (with butcher/bakery/delicatessen/seafood or roasted chicken)	
Take-away food shop	

Notes:

The volume of liquid trade waste must not exceed 5 kL/d or 1000 kL/annum except in the case of commercial retail food preparation activities, where up to 16 kL/d is included in this category. If the waste discharged to the sewer exceeds these volumes, the application must be treated as Concurrence Classification B. Discharges over 20 kL/d must be treated as Classification C.

Liquid Trade Waste Management Procedure

3.6. Liquid trade waste charging categories

Four (4) classifications of liquid trade waste have been established for concurrence purposes, Classification A, B, C and S. For trade waste charging purposes there are also four (4) charging categories, Category 1, 2, 2S and 3.

Figure 1 below shows that Classification A dischargers fall into Charging Category 1 or Category 2. Classification B dischargers fall into Charging Category 2, except for a few dischargers with low impact on the sewerage system which fall into Category 1. Classification S dischargers fall into Charging Category 2S. Classification C dischargers fall into Charging Category 3.

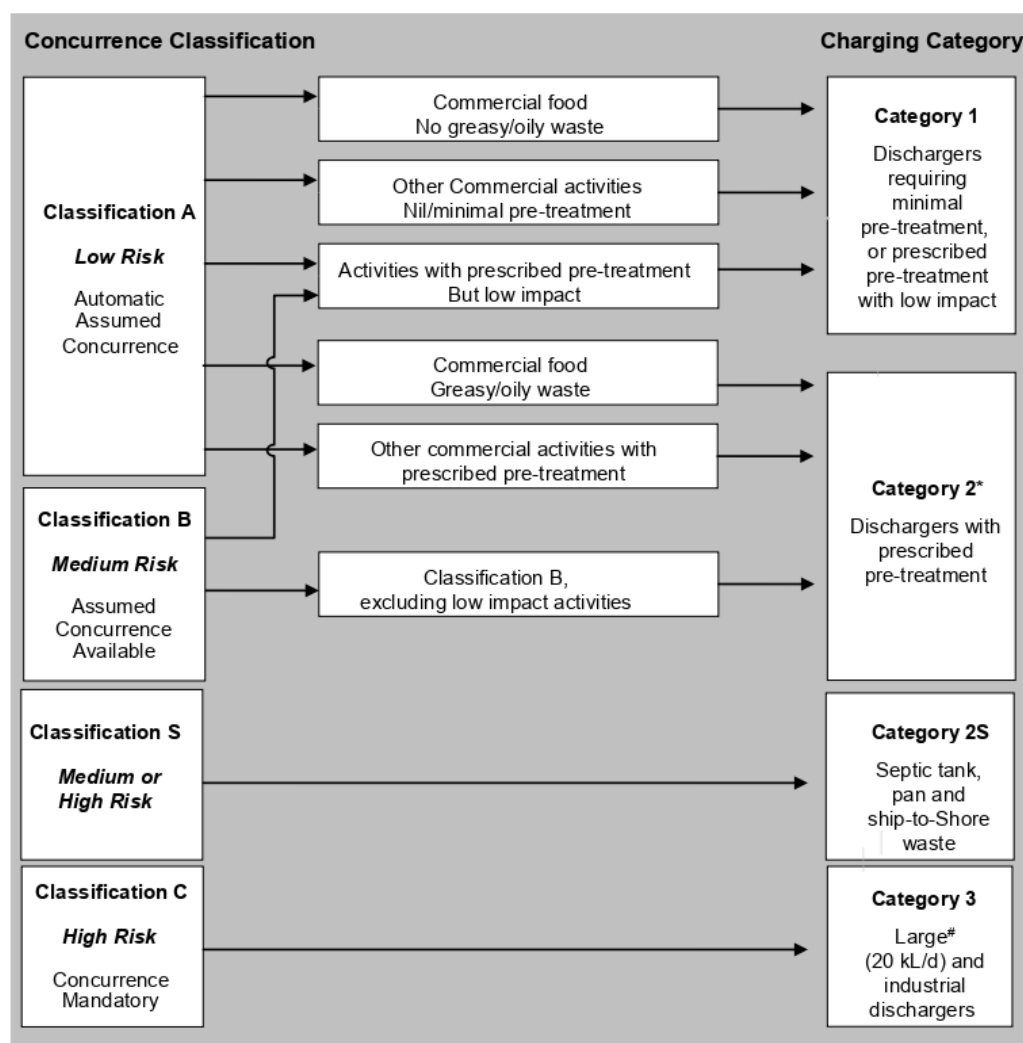


Figure 1: Charging categories for trade waste

* Also includes fish shop (fresh fish for retail)

Except shopping complexes and institutions (hospital, educational facilities, etc.). These will be charged as Category 2 in accordance with activities carried out on the premises.

Liquid Trade Waste Management Procedure

Category 1 Discharger

Category 1 liquid trade waste dischargers are those conducting an activity deemed by Council as requiring nil or only minimal pre-treatment equipment and whose effluent is well defined and of a relatively low risk to the sewerage system. In addition, Category 1 includes dischargers requiring prescribed pre-treatment but with low impact on the sewerage system.

- **Classification A discharges - commercial retail food preparation activities that do not generate or generate minimal oily/greasy waste:** bakery (only bread baked on-site), bistro (sandwiches, coffee only), boarding/hostel < 10 persons, café/coffee shop/coffee lounge, canteen, community hall (minimal food), day care centre (minimal hot food), delicatessen (minimal or no hot food), fruit and vegetable shop, hotel/motel (minimal hot food), ice cream parlour (take away only), juice bar, mixed business, nightclub (no hot food), nut shop, pie shop (re-heating only), pizza no cooking/reheating (pizza heated and sold for consumption off-site), potato peeling (small operation), sandwich shop/salad bar (no hot food), takeaway food outlet (no hot food), school canteen with minimal hot food.
- **Classification A discharges from other commercial activities:** animal wash, beautician/tanning booths/hairdressing, crafts ≤ 1,000 L/d, dental surgery/dental technician (plaster casts), dry-cleaning, florist, funeral parlour, jewellery shop, medical centre/doctor surgery/physiotherapy (plaster casts only), mobile cleaning units, morgue, optical service, pet shop, plants retail (no nursery), non-residential swimming pool/hydrotherapy, veterinary.
- **Classification A or B discharges with prescribed pre-treatment and low impact on the sewerage system:** boiler blowdown, cooling tower, industrial boilers, laboratory (analytical/pathology/tertiary institution), laundry/laundromat, primary and secondary school²⁴, vehicle washing/detailing (excluding truck washing).

Category 2 Discharger

Category 2 liquid trade waste dischargers are those conducting an activity deemed by Council as requiring a prescribed type of liquid trade waste pre-treatment equipment and whose effluent is well characterised.

Trade Waste dischargers with prescribed pre-treatment¹⁰ include:

- **Classification A discharges—commercial retail food preparation/serving activities that generate oily/greasy waste:** bakery (pies, sausage rolls, quiches, cakes, pastries with creams or custards), bistro, boarding house/hostel kitchen (exceeding 10 persons), butcher, café/coffee shop/coffee lounge, cafeteria, canteen, chicken/poultry shop, day care centre with hot food, club, community hall²⁵, commercial kitchen/caterer, delicatessen with hot food, fast food outlet, fish shop (retail and cooking on-site), function centre, hotel, ice cream parlour, motel, nightclub, nursing home, patisserie, pizza cooking, restaurant, supermarket, takeaway food outlet with hot food, school canteen with hot food.
- **Classification A discharges—other commercial discharges:** car detailing, craft activities > 1000 L/d, lawnmower repairs, mechanical workshop, stone working, surfboard manufacture (wet process only).
- **Classification B discharges:** auto dismantler, bus/coach depot, bakery (wholesale), butcher (wholesale), construction equipment maintenance and cleaning, boutique or artisan foods, engine reconditioning, equipment hire, maintenance and cleaning, fish co-op, graphic arts, hospital, microbrewery, oyster processing—shucking, panel beating, radiator repairer, screen printing, service station forecourt, shopping complex, truck washing (platforms/flat beds) and truck washing (external)

Category 2S Discharger

Category 2S dischargers are those conducting an activity of transporting and/or discharging septic tank or pan content waste into the sewerage system.

Trade waste dischargers include the following Classification S activities:

- transporters who tanker human waste to council's sewage treatment works—septic tank waste (effluent and septage), ablution block waste (blackwater and greywater), portable toilet waste, sludge from on-site aerated wastewater treatment systems for single households, waste from pit toilets, night soil
- ship-to-shore pump-out facility owners/operators—toilet waste and/or greywater

¹⁰ Excludes low impact activities, listed under Category 1.

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- owners/operators of 'dump points' that are directly connected to the sewerage system for disposal of toilet waste and/or greywater from a bus or a recreation vehicle (RV) (e.g. caravan, motor home).

Category 3 Discharger (large or industrial waste dischargers)

Category 3 liquid trade waste dischargers are those conducting an activity which is of an industrial nature and/or which results in the discharge of large volumes (over 20 kL/d) of liquid trade waste to the sewerage system. Any Category 1 or 2 discharger whose volume exceeds 20 kL/d becomes a Category 3 discharger, except shopping complexes and institutions (e.g. hospitals, educational facilities, correctional facilities, etc.)

Classification C discharges include: abattoir, acid pickling, adhesive/latex manufacture, agricultural and veterinary drugs, anodising, bitumen and tar, bottle washing, brewery, cardboard and carton manufacture, carpet manufacture, caustic degreasing, chemicals manufacture and repackaging, contaminated site treatment, cooling towers, cosmetics/perfumes manufacture, cyanide hardening, dairy processing* (milk/cheese/yoghurt/ice cream, etc.), detergent/soaps manufacture, drum washing, egg processing, electroplating, extrusion and moulding (plastic/metal), feather washing, fellmonger, felt manufacture, fertilisers manufacture, fibreglass manufacture, filter cleaning, foundry, food processing* (cereals/cannery/condiments/confectionary/edible oils/fats/essence/flavours/fish/fruit juice/gelatine/honey/meat/pickles/smallgoods/tea and coffee/vinegar/yeast manufacture, etc.), food waste processing unit (digester/composter), fruit and vegetable processing, flour milling, galvanising, glass manufacture, glue manufacturer, ink manufacture, laboratories (excluding those in Categories 1 and 2), liquid wastewater treatment facility (grease trap receipt depot and other pump-out waste depot), metal finishing, metal processing (refining/rolling/non-cyanide heat treatment/phosphating/photo engraving/printed circuit etching/sheet metal fabrication etc.), mirrors manufacture, oil recycling (petrochemical) and refinery, paint stripping, paint manufacture, paper manufacture, pet food processing, plants nursery (open areas), pharmaceuticals manufacture, plaster manufacture, powder coating, potato processing, poultry processing, printing (newspaper, lithographic), saleyards, sandblasting, seafood processing, slipway, soft drink/cordial manufacture, starch manufacture, sugar refinery, tanker washing, tannery, timber processing (joinery and furniture/plywood/hardwood), textile manufacture (wool dyeing/spinning/scouring), tip leachate, transport depot/terminal, truck washing (internal), waxes and polishes, water treatment backwash, wholesale meat processing, winery, distillery, wine/spirit bottling.

Phasing-in of charges

As indicated on page 24 of the *Best-Practice Management of Water Supply and Sewerage Guidelines, 2007*, the non-residential sewerage bills for customers facing a large increase as a result of implementing best-practice pricing are to be phased in over a period of five (5) years. Large increases in trade waste fees and charges may be phased in over a period of up to three (3) years.

3.7. Liquid trade waste fees and charges

Council provides sewerage and liquid trade waste services on a commercial basis, with full cost recovery through sewerage and liquid trade waste fees and charges. Council's proposed fees and charges are advertised annually for public comment in its draft Fees and Chargers document. In addition to the trade waste fees and charges described below, Council may elect to include any trade waste charges shown in the Liquid Trade Waste Regulation Guidelines, 2021.

Liquid trade waste discharged to the sewerage system from industrial, commercial or other non-residential customers can impose significant costs on sewage transport and treatment facilities. To recover these costs and to ensure removal of existing significant cross-subsidies from residential customers, in addition to a two-part tariff with an appropriate **sewer usage charge/kL** for non-residential sewerage, appropriate fees and charges are levied for liquid trade waste.

Council's liquid trade waste fees and charges may include:

- Application fee
- Annual trade waste fee
- Re-inspection fee
- Trade waste usage charge
- Septic tank and pan waste disposal charge
- Excess mass charges
- Non-compliance trade waste usage charge
- Non-compliance excess mass charge and pH charge
- Non-compliance penalty.

3.7.1. Application fee

The application fee recovers the cost of administration and technical services provided by Council in processing applications for approval to discharge liquid trade waste to the sewerage system. The application fee will be allocated on the basis of the category into which the discharger is classified and reflects the complexity of processing the application. Application fees will be set annually by Council.

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3.7.2. Annual trade waste fee

The purpose of this fee is to recover the cost incurred by Council for administration and the scheduled inspections each year to ensure a liquid trade waste discharger's ongoing compliance with the conditions of their approval.

As part of an inspection, Council or its agents may undertake monitoring of the liquid trade waste discharges from premises or business. Such monitoring may include but is not limited to, flow measurement and the sampling of the liquid trade waste. Where more than one (1) instance of such monitoring is undertaken by Council, or its agents, in a financial year, the cost involved may be recovered from the discharger.

Annual liquid trade waste fees are determined on the basis of the category of the discharger and are proportionate to the complexity of their inspection and administration requirements. Annual trade waste fees will be set by Council. Where the discharger is required to pay for monitoring this will be charged on the basis of full cost recovery.

3.7.3. Re-inspection fee

Where non-compliance with the conditions of an approval has been detected and the discharger is required to address these issues, Council will undertake re-inspections to confirm that remedial action has been satisfactorily implemented. Council will impose a fee for each re-inspection. The re-inspection fee will be set annually by Council on the basis of full cost recovery. A re-inspection may include the monitoring of liquid trade waste discharges, the cost of which may be recovered from the discharger.

3.7.4. Trade waste usage charge

The trade waste usage charge is imposed to recover the additional cost of transporting and treating liquid trade waste from Category 2 dischargers.

Trade Waste Usage Charge (\$) = Q x \$fee/kL (refer to Council's Annual Fees and Chargers)

Where Q = Volume (kL) of liquid trade waste discharged to sewer.

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3.7.5. Excess mass charges

Excess mass charges will apply for substances discharged in excess of the deemed concentrations in domestic sewage shown in Table 4 below. For excess mass charge calculation, equation (1) below will be applied.

Table 4: Deemed concentration of substances in domestic sewage

Substance	Concentration (mg/L)
Biochemical Oxygen Demand (BOD ₅)	300
Suspended Solids	300
Total Oil and Grease	50
Ammonia (as Nitrogen)	35
Total Kjeldahl Nitrogen	50
Total Phosphorus	10
Total Dissolved Solids	1000
Sulphate (SO ₄)	50 [#]

[#] The concentration in the potable water supply to be used if it is higher than 50mg/L.

NB. Substances not listed above are deemed not to be present in domestic sewage.

$$\text{Liquid Trade Waste Excess Mass Charge (\$)} = \frac{(S - D) \times Q \times U}{1,000} \quad (1)$$

Where: S = Concentration (mg/L) of substance in sample.

D = Concentration (mg/L) of substance deemed to be present in domestic sewage.

Q = Volume (kL) of liquid trade waste discharged to the sewerage system.

U = Charging rate (\$/kg) for discharge of substance to the sewerage system.

Charging rates (U) used in equation (1) are as shown in Council's Annual Fees and Chargers.

With regard to BOD, equation (1) applies for BOD₅ up to 600 mg/L.

Excess mass charges for BOD exceeding 600mg/L

If Council approves the acceptance limits for BOD₅ higher than 600mg/L, an exponential type equation will be used for calculation of the charging rate U_e (\$/kg) as shown in equation (2). Equation (2) provides a strong incentive for dischargers to reduce the strength of waste. In addition, equation (5) on page 32 will be used where the discharger has failed to meet their approved BOD limit on two (2) or more instances in a financial year.

U_e is the excess mass charging rate for BOD (\$/kg).

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$$U_e = 2C \times \frac{(\text{Actual BOD} - 300\text{mg/L})}{600\text{mg/L}} \times 1.05 \times \frac{(\text{Actual BOD} - 600\text{mg/L})}{(600\text{mg/L})} \quad (2)$$

Where C = the charging rate (\$/kg) for BOD_5 600mg/L.

Actual BOD = the concentration of BOD_5 as measured in a sample

For example if $C = \$0.623/\text{kg}$, equation (2) would result in the following excess mass charging rates:

\$0.623/kg for BOD_5 600mg/L

\$1.96/kg for BOD_5 1200mg/L

\$5.05/kg for BOD_5 2400mg/L

The excess mass charge for BOD is calculated using equation (1):

$$\text{Excess Mass Charge for BOD (\$)} = \frac{(S - D) \times Q \times U_e}{1,000}$$

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3.7.6. Non-compliance charges**Category 1 and 2 Dischargers**

If the discharger has not installed or maintained appropriate pre-treatment equipment, the following trade waste usage charges will be applied for the relevant billing period:

Category 1 Discharger - \$1.84/kL (2022\$)

Category 2 Discharger - \$16.80/kL (2022\$)

Category 3 Discharger**Non-compliance pH charge**

Equation (3) is used for waste with pH being outside the approved range. This equation provides an incentive for dischargers to apply appropriate pH correction so their waste remains within the approved pH limits. Council may require industrial and large dischargers to install and permanently maintain a pH chart recorder or data logger as control of pH is critical to minimising odour and corrosion problems in the sewerage system.

Charging rate for pH where it is outside the approved range for the discharger =

$$K \times |\text{actual pH} - \text{approved pH}| \times 2^{|\text{actual pH} - \text{approved pH}|} \quad (3)$$

absolute value to be used.

K = pH coefficient = 0.47 (2022\$) and needs to be adjusted in accordance with changes in the CPI.

Example: Council has approved the pH range 8.0 to 9.0 for a large discharger generating high strength trade waste in order to prevent corrosion and odour problems in the sewerage system.

Case 1: pH measured 7.0

$$\text{Charging rate (\$/kL)} = 0.47 \times |7 - 8| \times 2^{|7 - 8|} = \$0.94/\text{kL}$$

Case 2: pH measured 11.0

$$\text{Charging rate (\$/kL)} = 0.47 \times |11 - 9| \times 2^{|11 - 9|} = \$3.78/\text{kL}$$

absolute value to be used.

Non-compliance excess mass charges

Where a discharge quality fails to comply with the approved concentration limits of substances specified in Council's approval conditions (or the acceptance criterion listed in Council's trade waste policy), Council incurs additional costs in accepting and treating that waste. Council may also face problems with the effluent and biosolids management.

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In order to recover Council's costs, equation (4) shall apply for non-compliance excess mass charges, except for BOD where equation (5) shall apply.

$$\text{Non-compliance Excess Mass Charges (\$)} = \frac{(S - A) \times Q \times 2U}{1,000} + \frac{(S - D) \times Q \times U}{1,000} \quad (4)$$

Where:

S = Concentration (mg/L) of substance in sample.

A = Approved maximum concentration (mg/L) of pollutant as specified in Council's approval (or liquid trade waste policy).

Q = Volume (kL) of liquid trade waste discharged for the period of non-compliance.

U = Excess mass charging rate (\$/kg) for discharge of pollutant to sewerage system, as shown in Council's Annual Fees and Chargers.

D = Concentration (mg/L) of substance deemed to be present in domestic sewage.

Non-compliance excess mass charges for BOD

If a discharger has failed to meet the approved maximum concentration of BOD on two or more instances in a financial year, the non-compliance excess mass charging rate for BOD U_n will be levied on the basis of equation (5):

U_n is the BOD non-compliance excess mass charging rate.

$$U_n = 2C \times \frac{(A - 300 \text{ mg/L})}{600 \text{ mg/L}} \times 1.05^{\frac{(A - 600 \text{ mg/L})}{600 \text{ mg/L}}} + 4C \times \frac{(\text{Actual BOD} - A)}{600 \text{ mg/L}} \times 1.05^{\frac{(\text{Actual BOD} - A)}{600 \text{ mg/L}}} \quad (5)$$

For example, if $C = \$0.82/\text{kg}$, BOD_5 actual (measured) level is 2400 mg/L and the approved maximum concentration of BOD (A) is 1000 mg/L , equation (5) would result in a non-compliance excess mass charging rate of $\$10.55/\text{kg}$.

Non-compliance Excess Mass Charge for BOD is calculated using equation (1):

$$\text{Non-compliance Excess Mass Charge (\$)} = \frac{(S - D) \times Q \times U_n}{1,000}$$

The non-compliance excess mass charges shown above are in lieu of the excess mass charges in section 3.7.5.

NB. Council will continue applying the above non-compliance excess mass charge until the quality of discharge complies with Council's approved quality (or the trade waste policy) limits, within the time frame determined by Council for remedying the problem. If the discharger fails to rectify the problem within this time frame, the discharger may be required to cease discharging liquid trade waste into Council's sewerage system and may also be required to pay a 'non-compliance penalty' as indicated in the following section.

3.7.7. Non-compliance penalty

The non-compliance penalty covers instances where Council may seek compensation for its costs relating to legal action, damage to infrastructure, incurred fines and other matters resulting from illegal, prohibited or unapproved liquid trade waste discharged to the sewerage system. Refer also to section 3.10 on page 36.

3.7.8. Discharge of stormwater to the sewerage system

The discharge of roof, rain, surface, seepage or ground water to the sewerage system is prohibited under clause 137A of the Local Government (General) Regulation 2005 and this policy. As indicated in section 2.4, the acceptance of first flush stormwater runoff may be permitted. A charge of as outlined in Council's Annual Fees and Chargers will be applied to Category 3 dischargers in accordance with the non-compliance trade waste usage charge, if approval is granted to accept the above waters. Excess mass charges will be also applied in accordance with section 3.7.5.

3.7.9. Septic and pan waste disposal charge

This charge is imposed to recover the cost of accepting and treating septic tank and pan waste.

Septic tank and pan waste disposal charge (\$) = Q x S

Where: Q = Volume (kL) of waste discharged to sewer.

S = Charging rate in \$/kL for septic tank effluent, septage or chemical toilet waste as indicated in Council's Annual Fees and Chargers

3.7.10. Responsibility for payment of fees and charges

Property (land) owners are responsible for the payment of fees and charges for water supply, sewerage and liquid trade services provided by Council. This includes property owners of marina, caravan park, etc., if a dump point located at their premises is connected to the sewerage system. Where another party (lessee) leases premises any reimbursement of the lessor (property owner) for such fees and charges is a matter for the lessor and the lessee.

Council will charge a septic tank and pan waste disposal charge for services it provides to transporters of septic tank and pan waste tankered and discharged to the sewerage system.

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Table 5: Summary of trade waste fees and charges

CHARGING CATEGORY	APPLICATION FEE	ANNUAL NON-RESIDENTIAL SEWERAGE BILL WITH APPROPRIATE SEWER USAGE CHARGE/KL	ANNUAL TRADE WASTE FEE	RE-INSPECTION FEE (when required)	TRADE WASTE USAGE CHARGE/KL	SEPTIC WASTE DISPOSAL CHARGE	EXCESS MASS CHARGES/kg	NON-COMPLIANCE TRADE WASTE USAGE CHARGE/KL	NON-COMPLIANCE EXCESS MASS/kg and pH CHARGES/KL (if required)
1	Yes	Yes	Yes	Yes	No	No	No	Yes ¹¹	No
2	Yes	Yes	Yes	Yes	Yes	No	No	Yes	No
2S	Yes	Yes ¹²	Yes	Yes	No	Yes	No	No	No
3	Yes	Yes	Yes	Yes	No	No	Yes	No	Yes

All dischargers of liquid trade waste to Council's sewerage system should be aware that they are subject to prosecution and imposition of fines under the *Local Government Act 1993* and the *Protection of the Environment (Operations) Act 1997* and Regulations. In addition to fines, Council may recover costs of damages and fines incurred by Council as a result of an illegal liquid trade waste discharge (refer to section 3.7.8 on page 33).

3.8. Monitoring

Council will carry out inspections of the premises of all liquid trade waste dischargers and their treatment facilities at least once per annum. Inspections of commercial premises preparing hot food may be carried out at least four (4) times per annum (refer to section 3.7.2 on page 288). Monitoring of the large and industrial dischargers is to be carried out as specified in the approval conditions.

The applicant may be required to monitor the liquid trade waste discharge as a condition of an approval or agreement. They may also be required to pay for any sampling and testing of liquid trade waste undertaken by Council.

For this purpose, an inspection/sampling point, where the waste can be inspected and sampled, will be specified in the approval and/or agreement. This point will normally be located after the pre-treatment facility. The discharger may need to install a suitable method of flow measurement.

Council may require the discharger to:

- install a permanent primary measurement device
- measure the volume and flow rate using the permanently installed flow measurement system (such as a flow metering system)
- install a flow measurement device on a temporary basis and obtain enough data to determine a basis for assessing the flow rate and volume
- provide a system which allows obtaining a flow weighted composite sample.

¹¹ Non-compliance trade waste usage charge, if the discharger fails to install or properly maintain appropriate pre-treatment equipment will be charged as per Council's Annual Fees and Chargers.

¹² Only applicable if the discharger has a dump point located at their premises which is connected to the sewerage system

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Testing of samples is to be undertaken by a NATA-registered or other laboratory recognised by Department of Planning, Industry and Environment to ensure reliable and accurate results. Where the discharger is sampling the effluent, Council may randomly take duplicates to confirm the waste characteristics.

3.9. Liquid trade waste services agreement

In addition to its approval under the Local Government Act, Council may require certain dischargers, including those who wish to discharge liquid trade waste in large volumes (discharge >20 kL/d) or industrial waste (Concurrence Classification C discharges) or Classification S into its sewerage system to execute a liquid trade waste services agreement (refer to Attachment 1). The agreement will set out the conditions associated with the discharge and execution of the agreement will be a condition of the approval issued by Council (refer to section 3.4 on page 20). The conditions will be binding on the applicant and the Council. The agreement will be for a period of up to five (5) years. No discharge is to be made to Council's sewerage system until an agreement or an interim agreement has been executed.

Provision can be made in the agreement for (in addition to Council's approval conditions):

- additional conditions for discharge of liquid trade waste
- cancellation of the agreement and/or order to cease the discharge if the discharger is found to be in breach of the agreement or the liquid trade waste approval or, in the opinion of Council, the waste is adversely affecting the sewerage system or the environment
- entry by Council officers to inspect the liquid trade waste collection, treatment, monitoring and disposal systems
- the applicant to notify Council in advance of any changes that may affect the quality and quantity of the liquid trade waste
- the amount of bond/security to be lodged with Council prior to discharging to the sewerage system.

3.10. Enforcement of approvals and agreements

(see the attached sample agreement at Attachment 1 on page 38)

Failure to obtain Council's approval to discharge liquid trade waste into the sewerage system, or failure to comply with the conditions of the approval is an offence under s. 626 and s. 627 of the *Local Government Act 1993*. In addition, these offences are prescribed as penalty notice offences under the Act and Council may issue a penalty notice (i.e. an on the spot fine) to such discharger.

Furthermore, sections 628 and 634 to 639 list other offences related to water, sewerage and stormwater drainage.

Also, polluting of any waters by a discharger of liquid trade waste who does not have a Council approval or who fails to comply with the conditions of the approval is an offence under section 120 (1) of the *Protection of the Environment Operations Act 1997*. In addition, under section 222 of this Act, Council may issue a penalty notice to such a discharger.

Any person who fails to comply with the terms or conditions of a liquid trade waste services agreement (i.e. there is a breach of the agreement) will be required to indemnify the Council against any resulting claims, losses or expenses in accordance with section 9 of the agreement. Suspensions may also apply and may include a notice to cease the discharge.

3.11. Modification and revocation of approvals

Council reserves the right to modify or revoke an approval to discharge liquid trade waste to the sewerage system in any of the following circumstances:

- if the approval was obtained by fraud, misrepresentation or concealment of facts
- for any cause arising after the granting of the approval which, had it arisen before the approval was granted, would have caused the council not to have granted the approval
- for failure to comply with a requirement made by or under the *Local Government Act 1993* relating to a condition of the approval
- for failure to comply with a condition of the approval.

3.12. Prevention of waste of water

Water must be used efficiently and must be recycled where practicable. It is an offence under section 637 of the *Local Government Act 1993* and its Regulation (refer to Attachment 2) to waste or misuse water.

Dilution of trade waste with water from any non-process source including Council's water supply, bore water, groundwater and/or stormwater as a means of reducing pollutant concentration is therefore strictly prohibited.

3.13. Effluent improvement plans

Where the existing liquid trade waste discharged does not meet Council's requirements, the applicant may be required to submit an Effluent Improvement Plan setting out how Council's requirements will be met. The proposed plan must detail the methods/actions proposed to achieve the discharge limits

Liquid Trade Waste Management Procedure

and a timetable for implementation of the proposed actions. Such actions may include more intensive monitoring, improvements to work practices and/or pre-treatment facilities to improve the effluent quality and reliability.

3.14. Due diligence programs and contingency plans

For *Concurrence Classification A*, a discharger is not required to submit either a due diligence program or a contingency plan.

A discharger may be required to submit a due diligence program and a contingency plan for *Concurrence Classification B* or *Classification S* where it is considered that the discharge may pose a potential threat to the sewerage system. If required, a due diligence program and contingency plan must be submitted to Council within six (6) months and three (3) months respectively of receiving a liquid trade waste approval.

For *Concurrence Classification C*, a discharger may need to provide a due diligence program and contingency plan to Council within six (6) months and three (3) months respectively of receiving a liquid trade waste approval.

It should be noted that:

1. If the discharger has an accredited environmental management system in place, a due diligence program and contingency plan may not be required. However, proof of accreditation must be provided to Council with the application. The EMP may not include all necessary provisions in regard to trade waste. In such cases Council may require that a suitable due diligence program and contingency plan be developed and submitted to Council.
2. Where Council considers there is potential risk to the sewerage system from a discharge, it may request a due diligence program and contingency plan to be submitted prior to commencing the discharge.

Liquid Trade Waste Management Procedure

Attachment 1 - Sample Liquid Trade Waste Services Agreement

LIQUID TRADE WASTE SERVICES AGREEMENT

BETWEEN

PORT MACQUARIE-HASTINGS COUNCIL

AND

Liquid Trade Waste Management Procedure

Liquid Trade Waste Services Agreement

Between

1. Port Macquarie-Hastings Council

and

2.

Recitals

- A. The Council is the owner and operator of a sewerage system within the _____ area.
- B. The Applicant has made application to the Council to discharge liquid trade waste from the Premises into the Council's sewerage system.
- C. The application has been approved by the Council on certain conditions ("the Approval"), including the condition that the Council and the Applicant enter into this Agreement.
- D. The Secretary of the NSW Department of Planning, Industry and Environment has concurred in the Approval in accordance with clause 28 of the Local Government (General) Regulation 2021.
- E. The Approval does not operate until this Agreement has been executed by both parties.
- F. The parties enter this Agreement in consideration of the mutual promises contained herein.

Operative Part

1. Definitions and interpretation

1.1 In this Agreement, unless the context otherwise requires:

"**Act**" means the *Local Government Act 1993* (NSW).

"**Annexure**" means the annexure to this Agreement.

"**Annual Fees and Chargers**" means the Fees and Chargers, as adopted by the Council each financial year.

"**Applicant**" means the entity named as such in the Annexure.

"**Approval**" means the approval described in Recital C.

"**Council**" means the council named as such in the Annexure.

"**Liquid Trade Waste Services**" mean the making available by the Council of its sewerage system for connection to the Premises, for the purpose of discharge by the Applicant of its liquid trade waste.

"**Premises**" means the premises described in the Annexure.

Liquid Trade Waste Management Procedure

1.2 Unless the context otherwise requires:

- (a) A reference to this Agreement is a reference to this Agreement, including the Annexure, as amended from time to time in accordance with its terms
- (b) A reference to the discharge of liquid trade waste means the discharge of liquid trade waste by the Applicant from the Premises to the Council's sewerage system
- (c) A reference to any legislation is a reference to such legislation as amended from time to time
- (d) Where the Applicant is comprised of more than one person, each obligation of the Applicant will bind those persons jointly and severally and will be enforceable against them jointly and severally.

2. Liquid Trade Waste Services

The Council will provide the Liquid Trade Waste Services to the Applicant on the terms of this Agreement.

3. Additional conditions for discharge of liquid trade waste

- 3.1 The Applicant may discharge liquid trade waste to the Council's sewerage system in accordance with the Approval and subject to this Agreement.
- 3.2 The Applicant must comply with all applicable Acts, regulations, by laws, proclamations and orders and with any lawful direction or order given by or for the Council or any other competent authority.
- 3.3 The Applicant must not discharge liquid trade waste contrary to this Agreement or the Approval or in any manner which may have an adverse effect on any person or property (including the sewerage system and the ecological system in the waters, land or area receiving sewage treatment works effluent or biosolids), or which may cause the Council to be in breach of any applicable Act, regulation, by law, proclamation or order or of any lawful direction given by or for any competent authority.
- 3.4 The Applicant must at its own cost monitor its discharges in accordance with the requirements set out in the Approval and must maintain records of such monitoring for inspection by the Council for such period as may be specified in the Approval.
- 3.5 The Council will carry out routine sampling and testing of the waste stream.
- 3.6 Where any flow-metering device is installed, the Applicant must at its own cost cause the device to be calibrated at least annually by a person or company approved by the Council. The Applicant must obtain a calibration certificate and provide a copy of the certificate to the Council within one month of receiving it.
- 3.7 If the Applicant is required to cease discharging liquid trade waste for any period, then the Applicant must cease discharging such waste for the period specified.

Liquid Trade Waste Management Procedure

3.8 Where the Applicant ceases to discharge waste in the circumstances prescribed in clause 3.7, the Council may, at its discretion, elect to refund part of the annual trade waste fee on a pro rata basis, calculated according to the period of suspension.

3.9 If this Agreement is terminated, the Applicant must immediately cease to discharge liquid trade waste.

4. Fees and charges

4.1 In accordance with the section 560 of the *Local Government Act 1993*, Council will levy all water supply, sewerage and liquid trade waste fees and charges on the owner of the property.

4.2 In consideration of provision of the Liquid Trade Waste Services, the fees and charges as specified in the Council's Annual Fees and Chargers and notified by Council to the owner and the Applicant must be paid to the Council, including fees for sampling and testing by Council in accordance with the Approval.

4.3 Fees and charges payable will include both non-residential sewerage charges and liquid trade waste fees and charges.

4.4 All monies payable to the Council must be paid within the time specified in the notice of charge.

5. GST

5.1 To the extent that a party to this Agreement ("GST Supplier") is or becomes liable to pay GST in connection with any Supply made under this Agreement and the amount of any such GST is not included in the amount payable under this Agreement:

- (a) the GST Supplier may add to the price of the Supply an amount equal to the GST payable on the Supply ("GST Amount").
- (b) the other party will pay the GST Supplier the price for the Supply in accordance with this Agreement plus the GST Amount.

5.2 If, for any reason, the GST Supplier's GST liability in respect of a particular Supply is different from the amount of GST paid by the other party:

- (a) the GST Supplier must immediately repay to the other party the amount of any excess paid by the other party above the GST Supplier's GST liability; or
- (b) the other party must pay the deficiency in the amount previously paid by the other party to the GST Supplier for that Supply, as appropriate

5.3 The Applicant warrants that it is registered for GST purposes as at the date of this Agreement and will continue to be so for the term of this Agreement.

6. Term

6.1 This Agreement will commence from the date it is signed on behalf of the Council, and will continue until the Applicant's Approval is revoked or the Applicant permanently ceases to discharge liquid trade waste pursuant to the Approval, whichever is the earlier. Upon such revocation or permanent cessation of the approved activity this Agreement shall automatically terminate by operation of this clause.

6.2 Termination of this Agreement is without prejudice to any accrued rights or obligations of either Party.

Liquid Trade Waste Management Procedure

7. Powers of the Council

- 7.1 The Council may enter the Premises at a reasonable hour in the daytime or at any hour during which business is in progress or is usually carried on at the Premises for the purpose of conducting any inspection, examination, testing, monitoring or sampling to determine whether the Applicant is complying with the conditions of this Agreement.
- 7.2 The Applicant acknowledges that the Council has statutory powers available to it under the *Local Government Act 1993* and other Acts to issue orders and directions to the Applicant in relation to the discharge of liquid trade waste. The Applicant undertakes to comply with each such order or direction that may be notified by the Council to the Applicant within the time specified for compliance in that order or direction.
- 7.3 The Applicant releases the Council from any liability to the Applicant for any loss or damage due to the disruption of the Applicant's business arising out of the exercise of Council's rights pursuant to this clause.

8. Information supplied by the Applicant

- 8.1 The Applicant warrants that all information in its application for approval is true, complete and accurate to the best of its knowledge.
- 8.2 The Applicant must immediately notify the Council in writing of any error or omission in that information or any change to the information of which the Applicant becomes aware.
- 8.3 The Applicant must not provide any false or misleading information to the Council.

9. Indemnity

- 9.1 The Applicant indemnifies the Council from and against any claims, losses or expense (including legal costs on a solicitor and client basis) which the Council pays, suffers, incurs or is liable for as a result of:
- (a) any unlawful, negligent, reckless or deliberately wrongful act or omission of the Applicant or its personnel or agents in connection with the discharge of liquid trade waste, including (without limitation) such acts or omissions which cause damage to property, personal injury or death
 - (b) a breach of this Agreement by the Applicant.
- 9.2 The Applicant's liability to indemnify the Council shall be reduced proportionally to the extent that any unlawful, negligent, reckless or deliberately wrongful act or omission of the Council caused or contributed to the liability or loss.

10. Insurance

The Applicant must effect and maintain for the term of this Agreement a public risk policy of insurance in the minimum of the sum specified in the Annexure and must, upon request by the Council, produce evidence of such insurance to the Council.

Liquid Trade Waste Management Procedure

11. Bond

- 11.1 The Applicant must pay to the Council a bond in the sum specified in the Annexure.
- 11.2 The Council may at any time and without prior notice to the Applicant have recourse to the bond for the recovery of any sum due and owing by the Applicant to the Council.
- 11.3 Where the applicant fails to cease discharging trade waste as prescribed in clause 3.7, the Council may require the applicant to forfeit 50% of the bond.
- 11.4 The Council must return the bond to the Applicant, less any amount deducted by the Council under this clause, upon termination of this Agreement.

12. No assignment

The Applicant may not assign or otherwise transfer its rights and/or obligations under this Agreement.

13. Notices

- 13.1 A notice under this Agreement must be:
- (a) in writing, directed to the representative of the other party as specified in the Annexure
 - (b) forwarded to the address, facsimile number or the email address of that representative as specified in the Annexure or the address last notified by the intended recipient to the sender.
- 13.2 A notice under this Agreement will be deemed to be served:
- (a) in the case of delivery in person - when delivered to the recipient's address for service and a signature received as evidence of delivery
 - (b) in the case of delivery by post - within three business days of posting
 - (c) in the case of delivery by facsimile – at the time of dispatch if the sender receives a transmission report which confirms that the facsimile was sent in its entirety to the facsimile number of the recipient
 - (d) in the case of delivery by email, on receipt of confirmation by the recipient that the recipient has received the email.
- 13.3 Notwithstanding the preceding clause 12.2, if delivery or receipt of a communication is on a day which is not a business day in the place to which the communication is sent or is later than 5 pm (local time in that place) it will be deemed to have been duly given or made at 9 am (local time at that place) on the next business day in that place.

Liquid Trade Waste Management Procedure

14. Variation

- 14.1 If the Applicant's Approval to discharge liquid trade waste from the Premises is varied, this Agreement shall be deemed to be varied in accordance with the variation made to that approval or to the fees, by operation of this clause.
- 14.2 In addition to automatic variation under clause 13.1, this Agreement may be varied by written agreement of the parties, provided that a variation to this Agreement that is inconsistent with:
- (a) the Approval, including rights granted under, and conditions attached to, the Approval
 - (b) any applicable legislation; or
 - (c) Council's Annual Fees and Chargers in respect of applicable fees and charges, shall have no force or effect.

15. Severability

If any part of this Agreement is prohibited, void, voidable, illegal or unenforceable, then that part is severed from this Agreement but without affecting the continued operation, so far as possible, of the remainder of this Agreement.

16. Applicable law

- 16.1 This Agreement is governed by, and must be construed in accordance with, the laws in force in the State of New South Wales.
- 16.2 Each party submits to the exclusive jurisdiction of the courts exercising jurisdiction in the State of New South Wales and the courts of appeal there from.

17. Rights cumulative

The rights and remedies provided under this Agreement are in addition to, and not exclusive of, any other rights or remedies provided by law.

Liquid Trade Waste Management Procedure

Executed as an agreement**Execution by the Council:**

Port Macquarie-Hastings Council has granted)	
approval and enters into this Agreement this)	
)	
.....day of 20.....)	
)	
in the presence of:)	
)	
)	
.....)
Water and Sewer Operations Manager)	[signature of Water and Sewer Operations
and)	Manager]
)	
)	
.....)
[Trade Waste Inspector as witness])	[signature of Trade Waste Inspector as
)	witness]

Executed by the Applicant:

Liquid Trade Waste Management Procedure

..... enters into this)
 Agreement this)
day of 20.....)
 in the presence of:)
)
 [name of Director]) [signature of Director]
)
 [name of Director/Secretary]) [signature of Director/Secretary]

Executed by the Applicant (individual):

Signed by:)
 [name of Applicant]) [signature of Applicant]
 this)
day of 20.....)
 in the presence of:)
)
 [print name of witness]) [signature of witness]

Liquid Trade Waste Management Procedure

Annexure

A. The Council

1. Full Name of Council _____
2. ABN _____
3. Address _____

4. Telephone _____
5. Emergency Contact _____
Telephone _____

B. The Applicant

1. Full Name of Applicant _____
2. ABN _____
3. Business or Trading Name _____
4. Address _____

5. Telephone _____
6. Emergency Contact _____
Telephone _____

C. The Premises

1. Lot and DP Number: Lot(S) _____ DP _____
2. Location _____

3. Description _____
4. Nature of Business _____

Liquid Trade Waste Management Procedure

D. Notices

Applicant's Representative _____

Postal Address _____

Facsimile _____

Email _____

Council's Representative _____

Postal address _____

Facsimile _____

Email address _____

E. PUBLIC LIABILITY INSURANCE

Minimum cover: \$ _____

F. BOND \$ _____

Liquid Trade Waste Management Procedure

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Liquid Trade Waste Management Procedure

**Attachment 2 - Provisions in the Local Government
(General) Regulation 2021 in regard to acceptance
of liquid trade waste into the sewerage system**

Liquid Trade Waste Management Procedure

Clause 25 Matters to accompany applications relating to discharge into sewers

An application for approval to discharge trade waste into a sewer under the control of a Council or that connects with such a sewer must be accompanied by the information required by Table 1 to the Liquid Trade Waste Management Guidelines#.

Clause 28 Approval to discharge waste into sewers: concurrence required

A council must not grant an approval under [section 68](#) of [the Act](#) to discharge trade waste (whether treated or not) into a sewer of the council unless the Secretary (or the Secretary's nominee) has concurred with the approval.

Note—

Section 90(2) of the Act permits any person or authority whose concurrence is required before an approval may be granted to give the council notice that the concurrence may be assumed (with such qualifications or conditions as are specified in the notice).

Clause 32 Disposal of trade waste

- (1) An approval to dispose of trade waste into a sewer of the council is subject to such conditions (if any) as the council specifies in the approval.
- (2) In imposing any such conditions, the council is to have regard to the matter set out in Table 5 to the Liquid Trade Waste Management Guidelines#.

Clause 159 Prevention of waste and misuse of water

The owner, occupier or manager of premises to which water is supplied by the council must:

- (a) prevent waste of water by taking prompt action to repair leaking taps, pipes or fittings located on the premises
- (b) take any other action that is reasonable to prevent waste and misuse of water.

137A Substances prohibited from being discharged into public sewers

- (1) For the purposes of [section 638](#) of [the Act](#) (Discharge of prohibited matter into sewer or drain), roof, rain, surface, seepage or ground water is prescribed as prohibited matter.
- (2) This clause does not apply in relation to:
 - (a) a discharge that is specifically approved under [section 68](#) of [the Act](#), or
 - (b) a discharge into a public drain or a gutter of a council, or
 - (c) a discharge in an area of operations within the meaning of the [Sydney Water Act 1994](#) or the [Hunter Water Act 1991](#).

143 Inspection of pipes and drains and measurement of water and sewage

- (1) The council may, at any reasonable time:
 - (a) inspect any service pipe connected to a water main, and
 - (b) inspect any drain connected to a sewer main, and
 - (c) install meters or other devices for measuring the quantity of water supplied to, or the quality and quantity of sewage discharged from, premises, and

Liquid Trade Waste Management Procedure

-
- (d) measure the quantity of water supplied to, or the quality and quantity of sewage discharged from, premises, and
- (e) inspect any pre-treatment devices connected to the council's sewerage system.
- (2) The occupier of the relevant premises must provide to the council such information as it requires to enable it to estimate the quantity of water actually supplied to, or the quality and quantity of sewage actually discharged from, the premises.
- (3) In this section, **pre-treatment device** means any device used to reduce or eliminate contaminants in trade waste, or to alter the waste's nature, before it is discharged into a sewer.

SCHEDULE 12 – Penalty notice offences

Offence under Local Government Act 1993	Penalty
Section 626 (3)-carry out without prior approval of council an activity specified in item 4 of Part C (Management of waste) of the Table to section 68	\$330
Section 627 (3)-having obtained the council's approval to the carrying out of an activity specified in item 4 of Part C (Management of waste) of the Table to section 68 , carry out the activity otherwise than in accordance with the terms of that approval	\$330

"Liquid Trade Waste Management Guidelines" Liquid Trade Waste Management Guidelines means the Guidelines of that name produced by the Department of Planning, Industry and Environment in 2021, as in force from time to time.

2 Your Community Life

What we are trying to achieve

A healthy, inclusive and vibrant community.

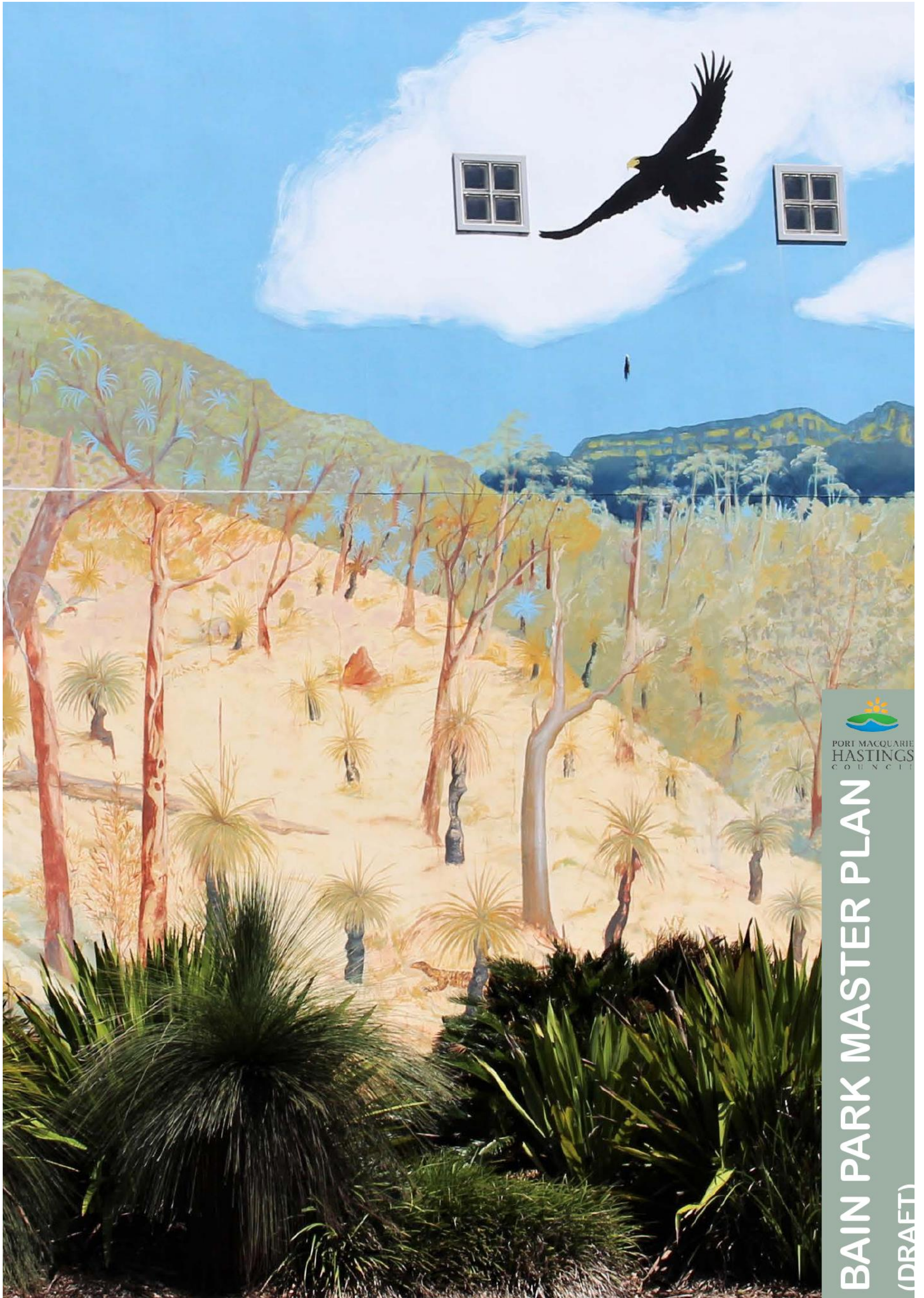
What the result will be

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



PORT MACQUARIE
HASTINGS
COUNCIL

BAIN PARK MASTER PLAN
(DRAFT)

REVISION HISTORY				
ISSUE		DATE	AUTHOR	APPROVED
0	DRAFT MASTER PLAN	18 March 2020	Craig Luff	Liam Bulley
1	DRAFT MASTER PLAN	30 June 2020	Craig Luff	Liam Bulley
2	DRAFT MASTER PLAN	22 Sept 2020	Craig Luff	Liam Bulley
3	DRAFT MASTER PLAN	30 Sept 2020	Craig Luff	Liam Bulley
4	DRAFT MASTER PLAN	18 Feb 2021	Craig Luff	Liam Bulley
5	DRAFT MASTER PLAN	17 Mar 2021	Craig Luff	Melissa Watkins



Photo credit - Daniel Tran

Acknowledgement of Country

Port Macquarie-Hastings Council acknowledges the Birpai people as the traditional custodians of the land. We pay our respects to Elders both past and present and extend that respect to all other Aboriginal and Torres Strait Islander people.

The Bunyah Local Aboriginal Land Council is the custodian of the land and waterways in the Wauchope area.

"Wauchope is the heart of the Hastings with a proud local community who preserves and celebrates its long history while embracing sustainable tourism, events and initiatives that attract visitors and grow our inclusive, connected community"

The Vision for Wauchope: Wauchope and Surrounds Community Plan (draft) September 2019

About Bain Park

Bain Park is an important cultural and recreational space for the community and a number of groups who both use and activate the space. The park has been an intrinsic part of the Wauchope community since it was proclaimed a recreational area in 1889.

The park sits on Birpai land that, post settlement, was owned by the Bain Family, who hailed from Scotland and settled in the region. The Bain Family sold the parcel of land that makes up the park to the community at a greatly reduced price. In addition, the community raised funds and sought a government grant to clear the land and install a tennis court, cricket pitch and small pavilion. At that time, it was known as Wauchope Park.

Located in the heart of the Wauchope CBD, Bain Park continues to attract locals and visitors alike; it is a key community meeting place, playing host to markets and events year round.

About the Master Plan

The Bain Park Master Plan (the Master Plan) represents a long term vision for the park and provides an over-arching framework to guide future development. The Master Plan identifies opportunities and constraints of the site and incorporates the community's vision for the space, identified through community consultation. It also addresses the use of the space, connectivity and activation from adjacent facilities that support a range of cultural, community and commercial functions that enrich the park.

Structures, buildings, artwork and other elements included in the Master Plan are indicative of this future development - detailed design of these elements will be undertaken in consultation with the community and specific user groups as the project progresses.

In addition, the Master Plan provides a strategic direction for the allocation of Council funds into the future, as well as enabling increased opportunities to attract grant funding.

Design Principles

In addition to the community's vision for the space, design principles provide a reference point and a commitment to achieving a design that is socially, environmentally and economically responsible. The following principles underpin the design of parks in the Port Macquarie-Hastings region.

- Safe spaces. Parks including their embellishments should be located and designed to provide a safe and user friendly environment.
- Accessible and equitable. Port Macquarie-Hastings Council (Council) is committed to creating and maintaining equitable access for the community.
- Cost effective. Maintenance costs and whole of life cycle asset costs for Parks represent a significant part of the Council's budget. These costs are ultimately passed onto the community through rates.
- Relevant to community needs and expectations. Parks should reflect the natural environment and local community values and needs.

- Socially and environmentally sustainable. Council is committed to progressing the concept of Ecologically Sustainable Development (ESD) to ensure enhanced individual and community wellbeing, welfare, equity within and between generations, to ensure the protection of biological diversity and maintain essential ecological processes.
- Lifestyle flexibility. Parks and reserves must be designed to be flexible and adaptable to the changing demographics of the area.
- Protect and enhance natural and heritage features and values. Ensure that communities can access and enjoy these features, and that they remain intact for future generations.
- Innovative. It is important that the design is innovative in its regard to form and function and response to existing environment and surrounds.
- Purpose built. An individual design response is required for each setting, site and community.

Community Engagement

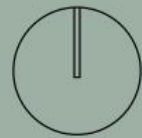
Following community requests and consultation, an all abilities playground was installed in the park in 2012. Since this time, Wauchope community groups have approached Council to consider the development of infrastructure to support an increase in activation of the space.

- Initial Engagement*
- In September 2019, Council invited the community to participate in a series of activities (including surveys, pop-up stalls and a visioning workshop) to generated ideas and a vision for the park. These include:
- Increased shaded seating including near scooter track
 - Install gas/electric barbeques.
 - Centrally located water refill station.
 - Upgrade or new accessible toilets including adult change table.
 - Inclusion of sheltered picnic tables and seating in open spaces and inside playground.
 - Adventure playground including flying fox, more play areas for older children.
 - Play options for toddlers, 'regular' swing set.
 - Water play.



P3/13

BAIN PARK MASTER PLAN
COMMUNITY ENGAGEMENT
& DESIGN PRINCIPLES





- Nature, imaginative play inclusions.
- Shade over play equipment.

The community identified the following issues:

- The playground was looking tired and the inclusions needed some maintenance/upgrading.
- The pebble create pathways were patchy due to age/wear and tea and needs resurfacing in sections.
- Pedestrian access (such as a wide set of stairs) is needed from the Community Arts Hall car park as people were currently jumping over the retaining wall and it was crumbling in sections.

Ongoing Consultation
Community engagement and key stakeholder consultation (including a formal public exhibition period) between September 2019 and February 2021 has informed four revisions of the Master Plan. This important process helps us to better understand the needs and preferences of the community. The following community groups and stakeholders have been involved in direct consultation including focus group meetings.

- Wauchope Community Arts Council
- Wauchope District Historical Society
- Wauchope Chamber of Commerce and Industry
- Wauchope Rotary Club
- Wauchope Lions Club
- Bunyah Aboriginal Land Council
- Local residents

The outcome of this consultation is the inclusion in the Master Plan of a series of statements, to reassure the community that ongoing consultation will occur as the project progresses and, specifically, for the following factors.

- All stakeholders listed above will be included in the detailed design process for the park.
- Recognition that Wauchope Community Arts Council has a preference to retain, upgrade and potentially move the existing Arts Hall to the proposed site of the new building.
- The design of the proposed new Wauchope Community Arts Hall (Arts Hall) and Wauchope Rotary Youth Hall (Youth Hall) facilities will be fit for purpose.
- Wauchope Community Arts Council, Wauchope Rotary Club and other existing user groups will be a part of the design process for their respective facilities.

- No construction/demolition of the Arts Hall or Youth Hall will occur without prior consultation with both parties. This includes negotiating the design options and staging to ensure the current Arts Hall and Youth Hall can continue until the new buildings are completed. If that is not possible agreement on downtime and interim accommodation will be sought.
- Port Macquarie-Hastings Council will, during the building concept design stage, research and investigate options for keeping the Arts Hall so Wauchope and the Mid North Coast can have a facility that reflects the culture and atmosphere of the current hall with the benefits of a modernisation facelift.
- The current managers of the Arts Hall and the Youth Hall will be the future managers of either new or retained facilities.
- Any expansion of the footprint/inclusion of outdoor dining for the commercial premises in the park will be subject to community consultation both during the public exhibition stage and prior to the commencement of detailed design.
- The design of all public art introduced to the park will be subject to community consultation. Public art shall leverage opportunities for cultural and historical expression through working with public artists and in consultation with Bunyah Local Aboriginal Land Council and abovementioned community groups.
- Flexibility in the staging of works depending on funding, condition of existing assets, and priorities as identified by the community.
- Community consultation will be undertaken on any change to the historic entry gates during the public exhibition stage and prior to the commencement of detailed design.
- Community consultation will be undertaken on any changes/reinterpretation into the design for the centenarian trees and plaques, and the volunteer memorial (specific consultation with businesses and individuals listed on the sign).
- Council will seek opportunities to incorporate wayfinding signage to direct visitors to other heritage and cultural precincts in the area.
- Further inclusions incorporated into the site plan are:
- Options to retain, move or upgrade the existing Wauchope Community Arts Hall and Wauchope Rotary Youth Hall, including improved connectivity from the buildings to the park (if existing structures retained in-situ and other possibilities for parking from Avondale Street with a driveway up beside Omnicare property

- boundary).
- Options for relocation and upgrade of public toilets (including but not limited to the inclusion of adult change table) into the park if existing Wauchope Community Arts Hall and Wauchope Rotary Youth Hall buildings are retained.
- Clear demarcation of land titles and boundaries.
- Increased size of shelter located in north east of park.
- A note that weed trees will not be removed until new feature trees are planted and established on the promenade.
- Demarcation of accessible parking and 'parents with prams' spaces to be included in detailed design.
- Options for electric car charging and e-bikes to be included in detailed design.
- Incorporation of the Bain Park Gates at the High Street entry (replica gates and two remaining pillars to be installed at the Avondale Street entry).
- Inclusion of a war memorial in the west of the park.
- Inclusion of opportunities to reference Wauchope's history, culture and environment. This may be explored through a variety of mediums including use of locally sourced materials, interpretive signage / art / installations / detailing.
- Inclusion of a sundial (location to be based on solar study and compatibility with adjacent activities within the master plan).

Next Steps
Once the plan is adopted, Council can cost the development and begin to seek funding. At present, there is no timeline set for the commencement of construction and Council will keep the community informed as this changes.

Contact
For more information on the project please contact Council's Community Engagement team via email engagement@pmhc.nsw.gov.au or by calling (02) 6581 8111



PORT MACQUARIE
HASTINGS
COUNCIL

P4/13

BAIN PARK MASTER PLAN
COMMUNITY ENGAGEMENT





- 1) Limited connectivity between Rotary Youth Hall / Wauchope Arts Hall and Bain Park.

2) Rotary Youth Hall and Wauchope Arts Hall have had multiple extensions and require further improvements to better support user needs.

3) Bain Park has low street presence / kerb appeal from High Street.

4) Views into Bain Park from High Street are interrupted by planting and gates at front of park limiting passive surveillance.

5) Narrow pavement at frontage of Cafe has limited opportunity for outdoor dining.

6) Toilet block subject to vandalism and does not have adult change table.

7) Existing tree and wall surround in poor condition
- 8) Lack of commercial / residential frontage to park on Oxley Lane results in limited passive surveillance.

9) 5no. Chinese Tallow trees (*Triadica sebifera*) are required to be eradicated under Biosecurity Act 2015 due to being a regional containment priority weed. These trees have Centenarian plaques.

10) Existing playground was installed in 2012 and will be scheduled for replacement in approximately 2022. Current position impacts passive surveillance into park and circulation.

11) Community plant beds underutilised & poor condition.

12) Tree's mature size will outgrow current location. Tree is utilised as Wauchope's Christmas Tree.

13) Large shelter not ideal for multiple smaller groups

14) Existing trees have good form and provide shade
- 15) Existing pavements in poor condition.

16) Southern half of Bain Park has no activities to draw users into park and is underutilised.

17) Informal parking to Avondale Street is inefficient.

18) Lighting throughout Bain Park is dated / in poor condition.

19) No irrigation results in die back during drought. Poor quality compacted soils results in limited growth of plants / proliferation of weeds.

20) Community memorial in poor condition

21) Lack of power provisions in park to support event such as market stalls.

22) Park furniture is dated and in average condition. Existing retaining wall in poor condition



PORT MACQUARIE
HASTINGS
COUNCIL

P5/13

**BAIN PARK MASTER PLAN
OPPORTUNITIES & CONSTRAINTS**





COMMUNITY ARTS HALL



NARROW PAVEMENT TO FRONT OF WATERMANS CAFE



CHINESE TALLOW TREES (WEED SPECIES)



CHILDREN'S PLAYGROUND



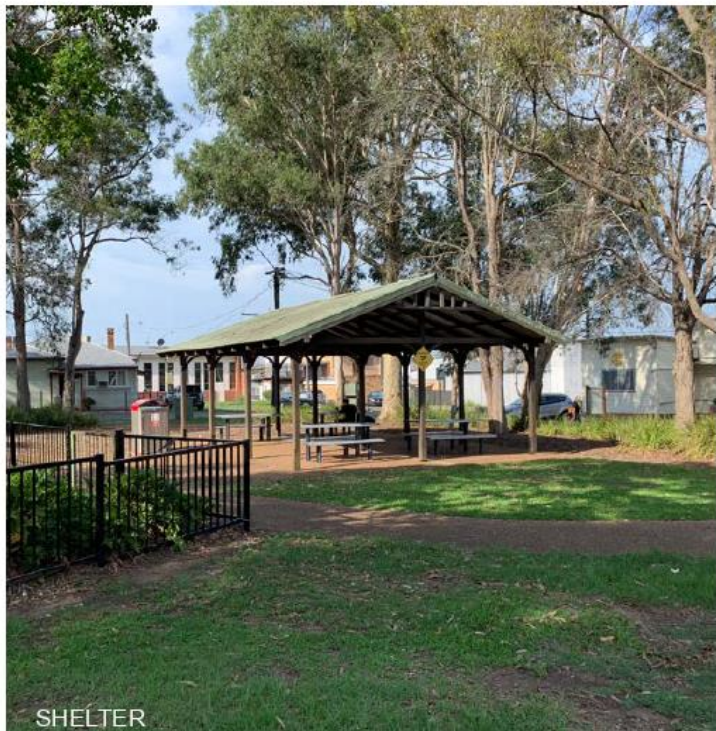
YOUTH HALL



PATH LIGHTING



SEATING



SHELTER



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HASTINGS
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P6/13

BAIN PARK MASTER PLAN
SITE PHOTOGRAPHS







PORT MACQUARIE
HASTINGS
COUNCIL

P7/13

BAIN PARK MASTER PLAN
SITE PHOTOGRAPHS





- 1) Upgraded street frontage and open up views into park.
- 2) Playground and bike track relocated to south of park. Decomposed granite surface below trees with uplights and free-form "Gaudi" inspired seating.
- 3) Removable Christmas tree with provisions for power.
- 4) Interpretive sculpture with uplighting.
- 5) Entry wall with uplighting at main entrances to park (original Bain Park gates integrated to northern entry).
- 6) Car parking formalised with 6m solar pole lights.
- 7) Large trees, low understory planting and a wide paved entrance with 4m solar pole lights reinforce visual connectivity to High Street & open views into Bain Park.
- 8) Existing toilet block replaced. New toilets to include adult change table
- 9) 3.5m width promenade path with 4m solar pole lights & wifi. Formal arrangement of large native trees to replace existing centenarian trees. Power provisions incorporated to western alignment of path for markets.
- 10) Multi-purpose lawn for informal use and events such as markets, outdoor movie nights, Christmas carols etc.
- 11) 5m x 5m & 10m x 5m shelters with accessible seating. Shelter to south to have four BBQ's.
- 12) Upgrades to community buildings (12a Youth Hall / 12b Community Arts Hall). Option A depicted - refer to P8 for further details & alternative arrangements.
- 13) Terraced sandstone block amphitheatre cut into bago mound with small covered stage area (13a).
- 14) Shaded playground / water play area - relocated to improve connectivity to school, passive surveillance and access to parking
- 15) Buffer planting to western edge of park to incorporate species suitable for use in residential gardens and will incorporate plant identification for education purposes.
- 16) Location for temporary stage. Power / water provisions incorporated into adjacent decomposed granite area.
- 17) Human sun dial (incorporates community memorial)
- 18) War memorial.
- 19) Bicycle / scooter pump track.
- 20) Existing pavement & access in front of existing cafe retained

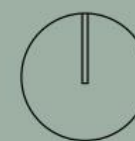
Irrigation to all planting beds and lawn areas (recycled water ready).



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COUNCIL

P8/13

BAIN PARK MASTER PLAN
OVERALL PLAN





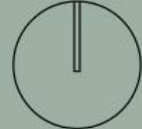
LEGEND

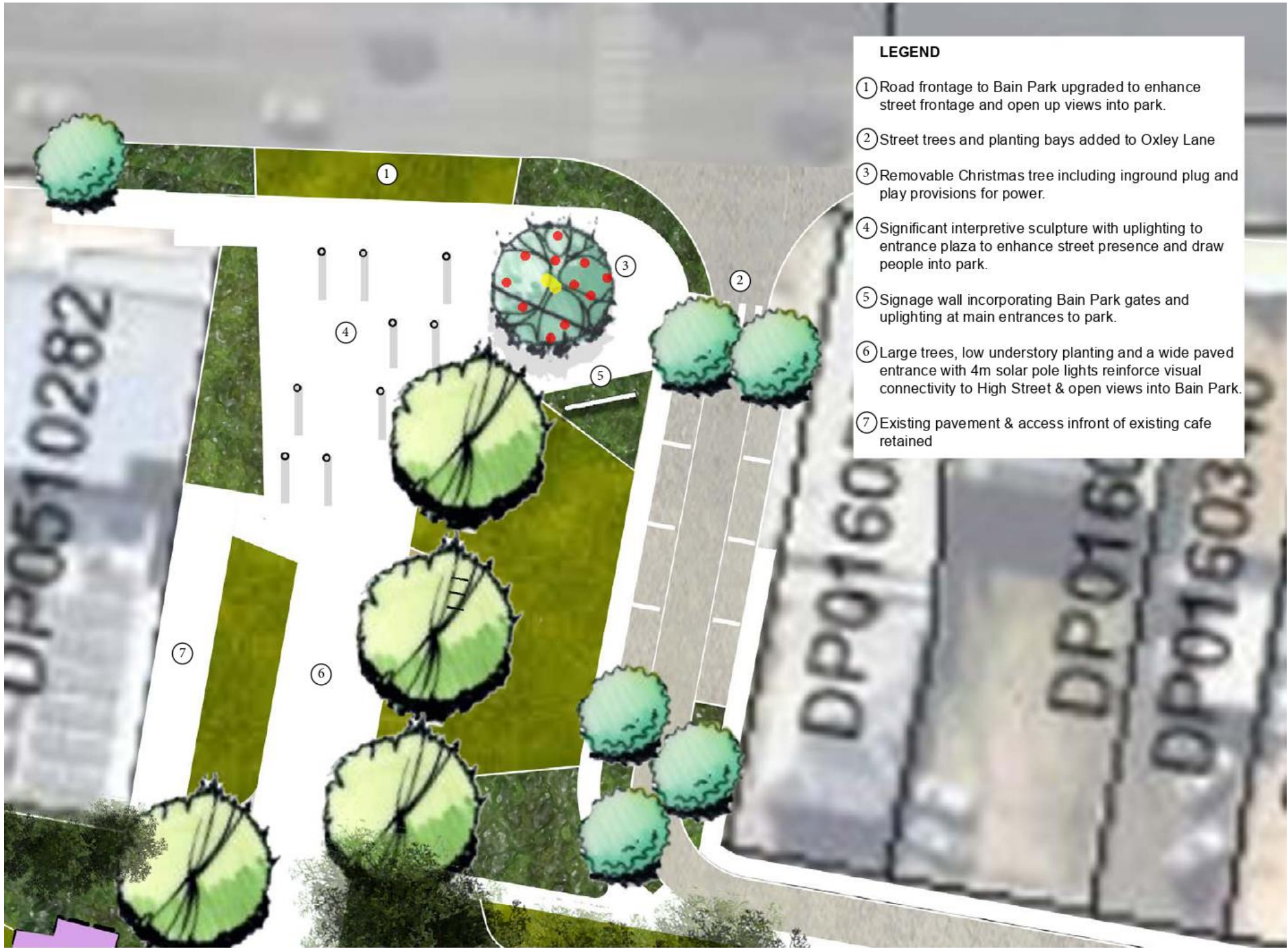
- ① New community buildings (Option A - highest cost).
 - Existing buildings demolished (however opportunity to salvage and reuse materials from the existing buildings to be considered).
 - New buildings constructed at grade with park to achieve high level of connectivity to park, with parking to rear.
 - Character shall be the Wauchope vernacular.
 - Shall maintain current functionality; target engagement to be carried out with existing users during subsequent design stages to ensure all user requirements achieved.
 - Management agreements with the existing users to be developed.
 - Construction to minimise disruption to existing users.
 - May be considered in conjunction with Option B (i.e. a New Youth Hall building however existing Community Arts Hall relocated - or vice versa).
- ② Existing community buildings relocated (Option B - medium cost).
 - Relocated to be at grade with park to with parking to rear to achieve high level of connectivity to park.
 - Subject to structural review of buildings / feasibility study.
 - Buildings will require modification to allow access from both sides and ensure compliance with current standards.
 - Shall maintain current functionality; target engagement to be carried out with existing users during subsequent design stages to ensure all user requirements achieved.
 - Management agreements with the existing users to be developed.
 - Construction to minimise disruption to existing users.
 - May be considered in conjunction with Option A (i.e. a New Youth Hall building however existing Community Arts Hall relocated - or vice versa).
- ③ Existing community buildings retained in current location (Option C - lowest cost).
 - Retained in current location with parking separating buildings from park.
 - Accessibility between park and buildings enhanced by addition of a defined pedestrian access through car park and by provision of new steps / ramps.
 - Existing retaining wall replaced with sandstone blocks.
 - Opportunity to extend WCAC building south to accommodate storage.
 - Management agreements with the existing users to be developed.



P9/13

BAIN PARK MASTER PLAN
DETAIL PLAN







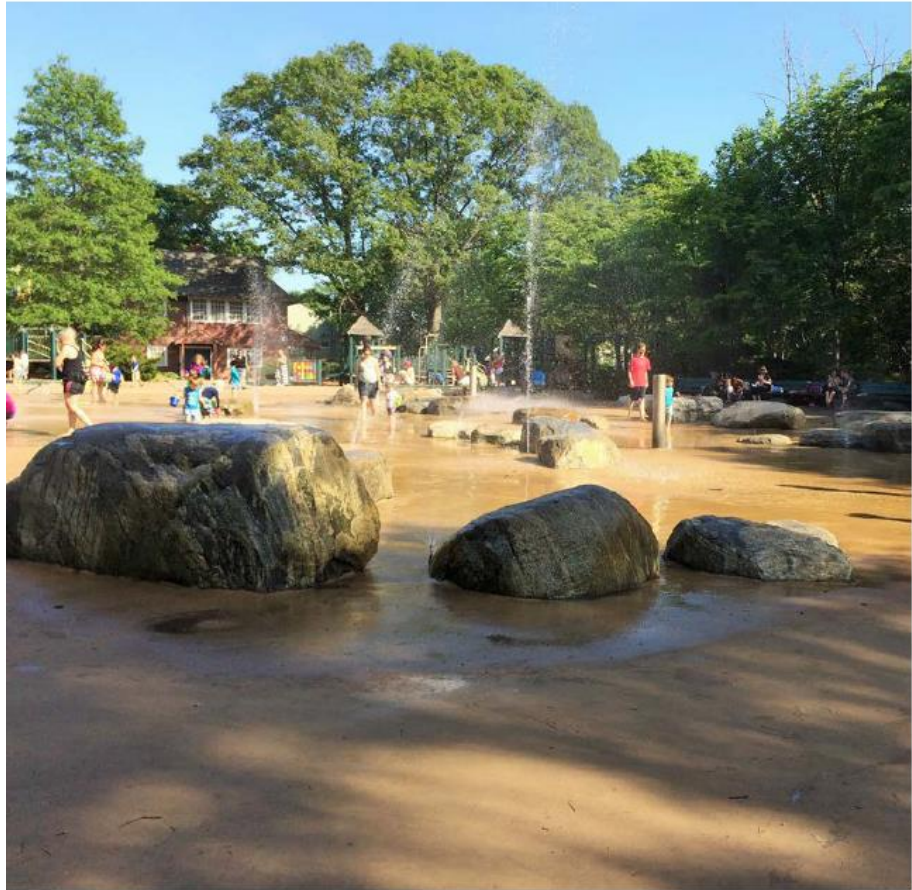
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BAIN PARK MASTER PLAN
DETAIL PLAN









PORT MACQUARIE
HASTINGS
COUNCIL

P12/13

BAIN PARK MASTER PLAN
VIEWS & MOOD IMAGES





Stage 1 - \$680,000 for main entrances, interpretive sculptures and promenade path



Stage 2 - \$790,000 for shaded playground, pump track and sculptural seating area



Stage 3 - \$2,950,000 for new buildings, upgrade of old toilets, and upgrade of carpark



Stage 4 - \$720,000 for amphitheatre, covered stage and multi-purpose lawn



Stage 5 - \$390,000 for shaded water play area



Stage 6 - \$500,000 for shelters and perimeter landscaping



Stage 7 - \$530,000 for irrigation, lighting and wifi



PORT MACQUARIE-HASTINGS
COUNCIL

Community Engagement Report A

- Bain Park Master Plan

November 2019



**Community Engagement Report
– Bain Park Master Plan**

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Appendix 12

1 INTRODUCTION

1.1 BACKGROUND

Bain Park is a significant recreational area located in the centre of the Wauchope CBD. Council will be engaging in a series of comprehensive community engagement activities in order to prepare a Bain Park Master Plan to guide future development. The Bain Park Master Plan project has been identified in the 2019/2020 Operational Plan as part of Council's regional master planning for recreational facilities to encourage a healthy, inclusive and vibrant community.

Over many years, the Wauchope community has been requesting an overhaul of Bain Park in full by Council. In 2012 an 'All Abilities' playground was developed in consultation with the community and has been very well utilised by locals and visitors to date. Driving the need for Master Plan development have been the requests from local community organisations including the Wauchope Rotary, Lions and District Historical Society approaching Council to consider the development of infrastructure to support increased activation of the space.

1.2 ENGAGEMENT APPROACH

This Community Engagement Report provides a summary of the community engagement activities carried out by the Community Engagement Team during September - October 2019.

The intent of the community engagement was to inform the design of a Master Plan for Bain Park. The creation of a Master Plan will allow Council to create a future design for the space that reflects the community's current and future needs. The Master Plan will provide a strategic direction for the allocation of Council funds into the future, as well as allowing increased opportunities to attract grant funding.

The Master Plan will aim to accommodate a wide range of future community events, including events, performances, movie screenings, expos, etc. whilst also factoring in the adjacent community facilities that have a strong connection to the park and the CBD. The Master Plan will be utilised to inform the Bain Park Plan of Management, which is to be developed later in the financial year.

Widespread community engagement and participation was considered vital to ensure all members of the community had the opportunity to have their say and provide feedback on the development of the plan. Numerous engagement activities were scheduled to allow for a broad cross-section of the community to easily contribute to the visioning and planning process.

1.3 ENGAGEMENT TIMELINES & ACTIVITY

Date	Activity
Late September 2019	Creation of online 'have your say' pages and community survey
Late September 2019	Promotion of community engagement activities via emails, phone calls, flyer and poster drops to residential and shop fronts, social and traditional media.

14, 16, & 24 October 2019	Pop-up community engagement stall in Bain Park
19 October 10am - 2pm 2019	Community Master Planning workshop at Wauchope Community Arts Hall.
23 October 2019	Meeting with Wauchope Arts Council
31 October 2019	Consultation is closed for feedback

Table 1: Community engagement timeline

1.4 WHAT WAS CONSULTED ON

The community was asked the following questions:

1. How often do you visit Bain Park?
2. Why do you visit Bain Park?
3. What do you love most about visiting Bain Park?
4. If you could change one thing about Bain Park, what would that be?
5. If you could add one thing to Bain Park, what would that be?
6. Would you like Bain Park to have a theme?
7. What is your big idea for Bain Park?
8. Additional comments

Flyer

have your say

PORT MACQUARIE-HASTINGS COUNCIL

Developing a Master Plan for Bain Park

Council is embarking on a series of community engagement activities in order to develop a Master Plan to guide future development of the park.

Let's work together to create a great space!

Visit the Pop-up Information Stall located in Bain Park anytime between:

- 11am to 1pm Monday 14 October
- 11am to 1pm Wednesday 16 October

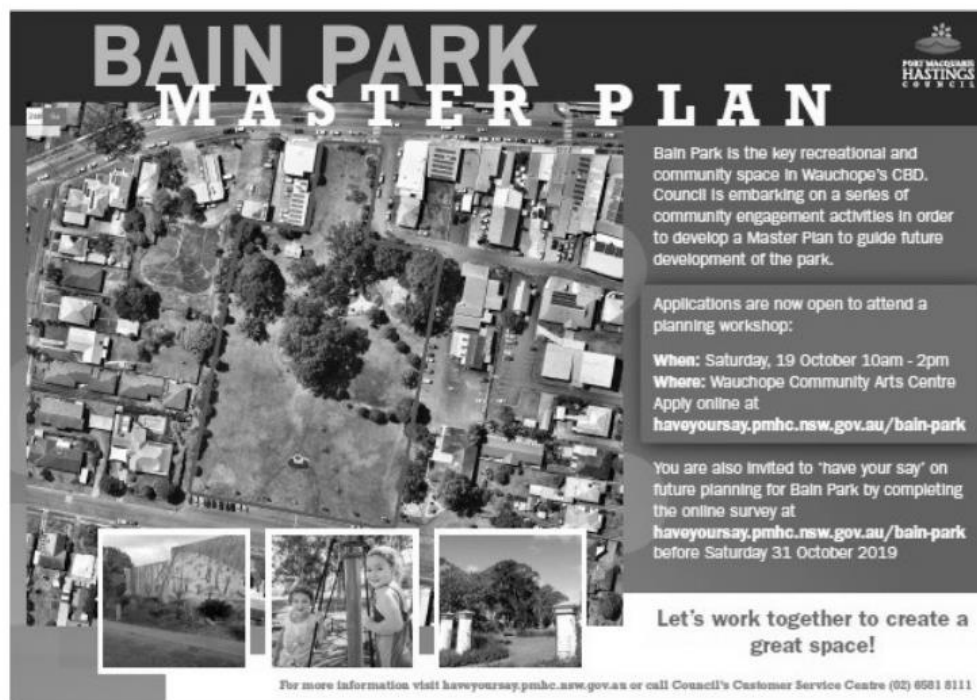
Register for the Community Workshop:

- 10am - 2pm Saturday 19 October, Wauchope Community Arts Hall

For more information, to register for the Community Workshop or to make an online submission visit haveyoursay.pmhc.nsw.gov.au/bain-park alternatively, please telephone Council on 6581 8111

Survey submissions accepted until Saturday 31 October 2019

Poster



2 ENGAGEMENT RESULTS

2.1 ON SITE POP-UP CONVERSATIONS

- Engagement staff attended the Wauchope Neighbourhood Centre's 'Family Fun Day' on 9 October and conducted three pop-up sessions on site in Bain Park on 14, 16 and 24 October. Over 100 conversations conducted at engagement pop-ups

The following ideas were suggested during the pop-ups:

- Public toilets require upgrade or replacement to make accessible for all
- Install change table in toilets
- Water play
- Increased shaded seating including near scooter track
- Install gas/electric public barbeques
- Inclusion of seating and picnic tables inside playground area
- Adventure playground including flying fox, more play areas for older children
- Provide additional shade over play equipment
- Play options for toddlers, 'regular' swing set
- Nature, imaginative play inclusions - sandpit, logs, etc.
- Inclusion of sheltered picnic tables in open spaces
- Water refill station located centrally in Bain Park



Bain Park users also raised the following issues:

- The playground was looking tired and the inclusions needed some maintenance/upgrading
- The pebble create pathways were patchy due to age/wear and tear and needed resurfacing in sections
- Pedestrian access (such as a wide set of stairs), needed from the Community Arts Hall car park as people were currently jumping over retaining wall and it was crumbling in sections

2.2 BAIN PARK MASTER PLANNING WORKSHOP



BAIN PARK MASTER PLAN
COMMUNITY ENGAGEMENT REPORT

- 6 -

A total of 16 people attended the Master Planning Workshop on Saturday 19 October from 10am - 2pm at the Wauchope Community Arts Hall. Participants were guided through a number of tasks throughout the day to identify the following:

- Why they visit Bain Park;
- What they loved about Bain Park;
- What they value and wish to preserve in Bain Park;
- What elements could make Bain Park better;
- What their future vision for Bain Park.

Workshop participants comprised a mixed demographic of locals including representatives from the Wauchope Lions Club, the Rotary Club, the Arts Council and the District Historical Society.

2.3 SURVEY RESULTS

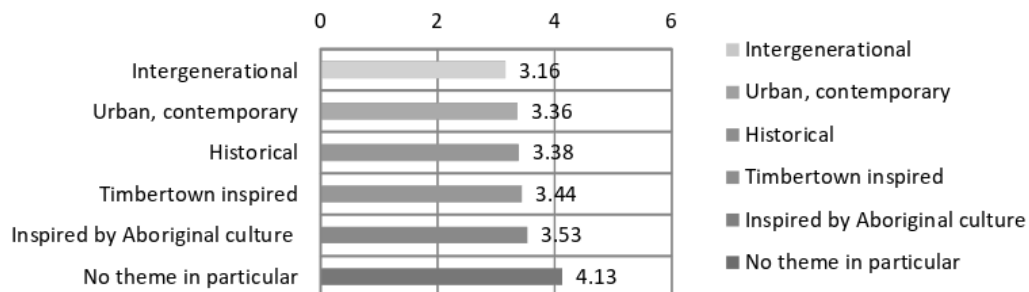
- 47 online surveys submitted via 'Have Your Say'
- 13 hardcopy surveys submitted

Engagement Responses via Have Your Say

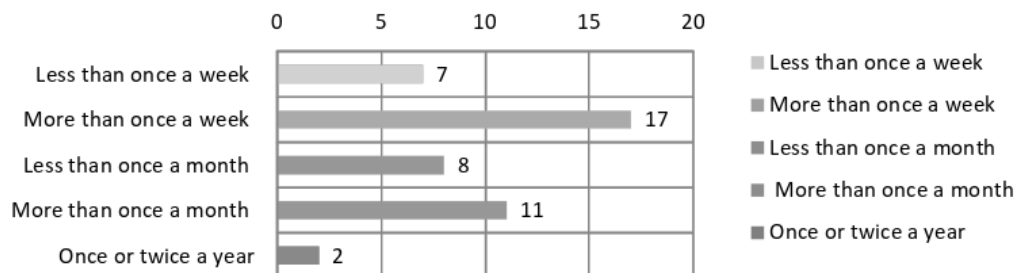
AWARE PARTICIPANTS	305
Visited at least one Page	305
INFORMED PARTICIPANTS	87
Registered for the Workshop	18
Visited Multiple Project Pages	72
Contributed to a tool (engaged)	47
ENGAGED PARTICIPANTS	
Participated in Surveys	47

25 September to 7 November
Total online visits = 429

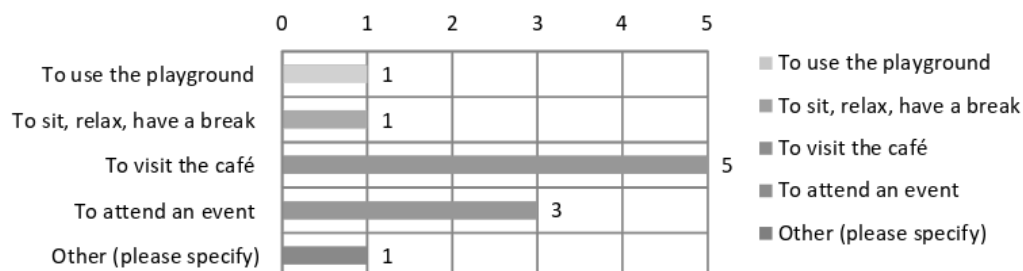
If Bain Park were themed, what theme would you choose?



How often do you visit Bain Park?



Why do you visit ...



The following is a summary of responses received to open-ended survey questions from survey respondents:

What do you love most about visiting Bain Park?

Beautiful open spaces, it is like Wauchope's 'Town Green', central location, the trees, the cafe, the playground.

If you could change one thing about Bain Park, what would that be?

- Upgrade the toilets - currently no child/adult change table, inaccessible
- Upgrade playground - more equipment for toddlers, nature play options, add regular swings and maintain planter boxes in playground, more shade over playground
- Increased seating and picnic tables around the park, install barbeques
- Plant more trees and install garden beds
- Play equipment/options for older kids

If you could add one thing to Bain Park, what would that be?

- Increased seating and shade
- Regular events like themed market days, community events
- More and diverse play equipment
- Water play
- Improved barbeque facilities

What is your big idea for Bain Park?

- An outstanding intergenerational playground that people visit from all over
- Historical museum and community space
- Outdoor concert area
- A flying-fox
- Options for disabled kids, natural and sensory play
- Include tourist information centre
- Make toilets accessible for all
- Interactive sun dial
- Lots more shade and picnic areas
- A space that all ages can enjoy with water features

2.4 SUBMISSIONS RECEIVED

A summary of the formal submissions received are outlined below (submissions attached in Appendix 1):

1. Wauchope District Historical Society (WDHS)

The submission centres on the relocation of the WDHS's historic church building (currently located on the grounds of Wauchope's Timber Town) to the southern end of the Bain Park with access from Avondale Street. The site required would be

large enough to establish a shopfront for interacting with locals and visitors to accommodate historical research located within a landscaped area suitable for display of larger collection items from the collection. WDHS proposes that Society members would be on hand to assist visitors and locals and manage changing historical exhibits and interactive displays.

2. Wauchope Community Arts Council (WCAC)

The WCAC, established in 1995, manages a multiuse cultural space in the Wauchope Arts Hall. The Hall is activated throughout the year through concerts, events, films, exhibitions and creative workshops.

The WCAC proposes the following recommendations for consideration in the development of the Master Plan:

- Increased power sites throughout Bain Park to accommodate larger events
- Increased shade areas and trees
- Provision for wide steps leading from car park to Bain Park opposite Hall site
- Enhanced pathways (and rails) for people with mobility issues from car park to the north-eastern side of Bain Park
- Resolve issues with car park closures from Council via contracted traffic controllers during events prohibiting access to Hall
- Installation of bi-fold doors across western side of Hall to accommodate larger audiences
- The car park west wall requires repairs and upgrades
- WCAC would like Council to consider the building adjacent the Hall (currently leased by Omnicare) be returned to the Wauchope community and utilised as a shared community space.
- WCAC supports the creation of a 'Gaudi' inspired bench/lounge/wall in Bain Park including water feature for wetting feet and could facilitate community workshops to develop the work.
- WCAC supports the Wauchope District Historical Society's proposal of relocating the historic church to use as their museum venue if it is located at the Avondale Street end of Bain Park.
- Enhance experience of Park users by installing large musical structures through interaction of by wind movement
- Incorporate a labyrinth walking meditation space in the Park
- Free community Wi-Fi
- Upgrade toilet facilities in Bain Park

3. Rotary Club of Wauchope Inc.

Wauchope Rotary strongly proposes that the community would benefit from a multi-use stage structure to accommodate a variety of formal and informal events and activities.

Other ideas for consideration in development of the Master Plan:

- A botanical garden concept for Bain park to highlight and feature local flora for the enjoyment of locals and visitors
- A meandering shared path that circumnavigates the Park to allow joggers, walkers to enjoy the developing views
- The inclusion of two shelters one to the east and one to the west of the current middle pathway surrounded by botanical plantings

4. Lions Club of Wauchope

The Lions Club would like to fund the installation of a commemorative plinth-style sundial that includes a 'you are here' feature. In addition, the Club would like to fund the construction and installation of a sundial of human involvement constructed in historically native timbers from the Wauchope region. The Club proposes the two items would be best located adjacent the historic entry gates at the main entrance to the Park via High Street.

3 NEXT STEPS

The Project Team in development of the draft Bain Park Master Plan will now review all feedback, ideas and comments received during the engagement period.

The draft Bain Park Master Plan will then be presented to Council for endorsement.

The endorsed draft Bain Park Master Plan will then be placed on public exhibition for feedback and any feedback will be reviewed by the Project Team. Where appropriate changes will be made to the draft Master Plan.

The Final Masterplan will be presented back to Council for adoption and following adoption the Project Team will work to source funding to implement the Master Plan.



PORT MACQUARIE-HASTINGS
COUNCIL

Community Engagement Report B

- Bain Park Master Plan

October 2020

COMMUNITY ENGAGEMENT REPORT B – BAIN PARK MASTER PLAN

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Appendix

- A) Statements for Inclusion (and amendments)
- B) Wauchope RSL Sub-Branch Letter

Reference Documents (available on request)

- Draft Bain Park Master Plan (Revisions 0-3)
- All stakeholder meeting minutes
- Community Engagement Report A (November 2019)

1.0 INTRODUCTION

1.1 Background

The Bain Park Master Plan (Master Plan) was identified in the 2019/2020 Operational Plan as part of Council's regional master planning for recreational facilities to encourage a healthy, inclusive and vibrant community. The project has been carried over to the 2020/2021 Operational Plan.

Bain Park is a significant recreation area located in the centre of the Wauchope CBD. Council has undertaken a series of comprehensive engagement activities to inform a Master Plan to guide future development.

Driving the need for the Master Plan has been requests from local community organisations who have approached Council to improve and increase infrastructure in Bain Park. More recently, the funding and implementation of the Master Plan is an identified action in the Draft Wauchope and Surrounds Community Plan (May 2020).

The Master Plan aims to accommodate a wide range of future community uses including events, performances, movie screenings, expos, etc. while factoring in adjacent community facilities that have a strong connection to the park and the CBD.

1.2 Engagement Background

Initial Engagement Sep – Oct 2019



1 July Ordinary Council Meeting resolution to re-engage

Stage 2 Engagement Aug – Oct 2020



Master Plan Revisions Mar – Sep 2020



Diagram 1: Overview of engagement activities and Master Plan revisions

1.3 Initial Engagement September - October 2019

Throughout September and October 2019, Council engaged in a series of comprehensive community engagement activities to develop the Master Plan. Feedback was incorporated into the design process and the draft Bain Park Master Plan (Rev 0) was completed in March 2020. Details and outcomes from this engagement activity were reported in the Community Engagement Report A: Bain Park Master Plan (November 2019).

1.4 Ordinary Council Meeting 1 July 2020 | Resolution | Master Plan (Rev 0)

The draft Master Plan (Rev 0) was included in the 1 July 2020 Council Meeting with a view for the Master Plan to be put on public exhibition to obtain broad community feedback.

Some stakeholders raised concerns about the Master Plan not responding to the needs of all user groups, citing a lack of consultation between initial engagement activities and the draft Master Plan (Rev 0) being put up to Council.

Concerns from these stakeholders were echoed in a resolution on this item – that further engagement be undertaken with specific stakeholder groups including the Wauchope Lions Club, Rotary Club of Wauchope, Wauchope Community Arts Council, and the Wauchope District Historical Society before finalising the draft Master Plan. Councillors were also to be invited.

A report would then be provided to Council, including any revisions to the Master Plan, prior to it being placed on public exhibition.

1.5 WCAC Consultation | Master Plan (Rev 1)

In July 2020, in response to feedback from Wauchope Community Arts Council (WCAC) representatives, an updated draft Master Plan (Rev 1) was completed consolidating the original four new building option to two. This sought to address concerns that the smaller scale of the new buildings would not accommodate the current functions of the existing Community Arts Hall. This plan was not widely circulated.

1.6 Engagement Approach

Engagement was undertaken remotely via Zoom meetings and email or phone communication. The level of engagement included consultation and involvement from the key stakeholder group identified in the 1 June Council Meeting resolution and augmented by others who had previously participated in the 2019 planning workshop, or community groups who had submitted feedback on the project.

Stakeholders comprised representatives of the following:

- Wauchope Community Arts Council (WCAC)
- Wauchope District Historical Society (WDHS)
- Wauchope Rotary (Youth Hall)
- Wauchope Lions Club
- Wauchope Chamber of Commerce and Industry (WCCI)
- Omnicare
- Local residents
- Wauchope RSL Sub-Branch (submitted feedback in letter form)
- Bunyah Land Council (did not provide comment)
- Waterman's Café (did not provide comment)
- Girl Guides (Rotary Youth Hall user group)

1.7 Stage 2 Engagement



Diagram 2: Overview of re-engagement activities

The purpose of the secondary engagement round was to give stakeholders an opportunity to provide feedback on the draft Bain Park Master Plan (Rev 1) prior to the plan being put on public exhibition, and to inform potential changes to the draft that further addressed the needs of the community. In addition, this engagement provided an opportunity for the Community Engagement team to reconnect with stakeholders and for the Project Team to present the rationale behind the draft design and discuss where the design did, and did not address the requests and needs of the community.

The aim of this engagement was to:

- Identify and address key issues facing each targeted stakeholder group;
- Gain feedback on the draft Bain Park Master Plan (Rev 1) and better understand stakeholder vision and needs; and
- Make relevant changes to the Master Plan with a view to acceptance by key stakeholders to progress to the public exhibition stage.

2.0 ENGAGEMENT ACTIVITIES AND TIMELINE

Date (2020)	Method	Activity	Master Plan Rev
4 Aug	Zoom	Wauchope Community Arts Council (WCAC) focus meeting. (7 external / 8 internal)	Rev 1
11 Aug	Zoom	All stakeholders consultation meeting (14 external / 8 internal)	Rev 1
18 Aug	Zoom	Wauchope District Historical Society (WDHS) focus meeting (ex / in)	Rev 1
19 Aug	Zoom	Wauchope Lions Club focus meeting (3 ex / 6in)	Rev 1
20 Aug	Email	Statements for Inclusion developed	Rev 2
16 Sep	Zoom	Draft Master Plan presented at Councillor Briefing.	Rev 2
22 Sep	Internal	Master Plan updated	Rev 2

24 Sep	Zoom	Stakeholder meeting - review and acceptance of Master Plan to proceed to public exhibition (Lions Club; Rotary Club).	Rev 2
28 Sep	Zoom	Stakeholder meeting - review and acceptance of Master Plan to proceed to public exhibition (WCAC, WDHS, Wauchope Chamber of Commerce and Industry, Avondale Street residents).	Rev 2
7 Oct	Email	Draft Master Plan shared with Bunyah Land Council	Rev 3
7 Oct	Email	Minor updates to Master Plan, shared with stakeholders.	Rev 3
9 Oct	Email	Draft Master Plan shared with Wauchope RSL Sub-Branch	Rev 3

3.0 STAGE 2 ENGAGEMENT OUTCOMES

Focus stakeholder meetings centred on each group's area of concern with elements of the Master Plan and how it would impact or enhance their current and future interaction with Bain Park.

The common theme for all was an assurance from Council of ongoing consultation during the Master Plan stage and detailed design stage. A series of statements have been included in the Master Plan (Rev 3) to ensure key feedback and Council commitments were not lost in meeting minutes (see Appendix A).

A summary of key concerns and outcomes is set out below. Detailed feedback from all engagements is recorded in meeting minutes, with high level issues set out below.

3.1 Wauchope Community Arts Council (WCAC)

- Strong preference to retain the existing Arts Hall either in its current location or relocated closer to the park with upgrades (with little to no down time).
- Any changes, plans or detailed design of the Arts Hall not be undertaken without consultation with WCAC.
- Better integration of Arts Hall with the park.
- Improved public amenities (with adult change table) within the park.
- Current building managers will be future managers and dissolution of 355 Management Committees
- Better connectivity to Arts Hall and car park from Avondale Street.

Outcome - inclusion in Master Plan (Rev 2/Rev 3)

- Inclusion of statements in the Master Plan (Rev 2) on key information relating to ongoing consultation, building use, car parking, land parcels, management structure, artwork, public space and options for flexibility in design and staging.
- Variation of options to retain or relocate existing buildings.
- Wauchope Community Arts Council, Wauchope Rotary Club and other existing user groups will be a part of the design process for their respective facilities. No construction/demolition of the Arts Hall or Youth Hall will occur without prior consultation with both parties. This includes negotiating the design options and staging to ensure the current Arts Hall and Youth Hall can continue until the new buildings are completed. If that is not possible, agreement on downtime and interim accommodation will be sought.

3.2 Wauchope District Historical Society (WDHS)

The WDHS had initially sought space in the Park for the WDHS Church that is currently located on private land. Following an offer by Council to re-home the church to a recently acquired site on Randall Street, the WDHS felt that other input into the Master Plan had not been considered. This was addressed during the focus group meeting, with the following themes raised.

- Retention of Bain Park Gates at High Street entrance.
- Retention of centenary trees and plaques and memorial to volunteers.
- Inclusion of interpretive Aboriginal and European history through artwork and interpretive design.

Outcome - inclusion in Master Plan (Rev 3)

- Inclusion of opportunities to reference Wauchope's history, culture and environment. This may be explored through a variety of mediums including use of locally sourced materials, interpretive art / installations / detailing.
- Community consultation will be undertaken on any change to the historic entry gates during the public exhibition stage and prior to the commencement of detailed design.
- Incorporation of the Bain Park Gates at the High Street entry (replica gates and two remaining pillars to be installed at the Avondale Street entry).
- Community consultation will be undertaken on any changes/reinterpretation into the design for the centenarian trees and plaques, and the volunteer memorial (specific consultation with businesses and individuals listed on the sign).
- Council will seek opportunities to incorporate wayfinding signage to direct visitors

3.3 Wauchope Rotary (Youth Hall)

- Not opposed to a new building to enable modern facilities and an increase in capacity to accommodate future use and growing population.
- More power and water to temporary stage site.
- New building to be fit for purpose for current user groups (such as Girl Guides and Quilters) with little to no down time.

Outcome - inclusion in Master Plan (Rev 2/Rev 3)

- The design of the proposed new Wauchope Community Arts Hall (Arts Hall) and Wauchope Rotary Youth Hall (Youth Hall) facilities will be fit for purpose.
- Wauchope Community Arts Council, Wauchope Rotary Club and other existing user groups will be a part of the design process for their respective facilities. No construction/demolition of the Arts Hall or Youth Hall will occur without prior consultation with both parties. This includes negotiating the design options and staging to ensure the current Arts Hall and Youth Hall can continue until the new buildings are completed. If that is not possible agreement on downtime and interim accommodation will be sought.

3.4 Wauchope Lions Club

- Inclusion of three, complementary sundials (human involvement, plinth, and geographical locating plate) funded by Lions Club.
- Inclusion of timber town heritage and Lions signage to acknowledge long connection with the park.

Outcome - inclusion in Master Plan (Rev 3)

- Inclusion of a sundial (location to be based on solar study and compatibility with adjacent activities within the master plan).
- Inclusion of opportunities to reference Wauchope's history, culture and environment. This may be explored through a variety of mediums including use of locally sourced materials, interpretive art / installations / detailing.

3.5 Residents

- Safety, vandalism, BBQ noise and smoke.

Outcome - inclusion in Master Plan (Rev 3)

- BBQ shelter located away from residential boundary.
- Amenities will be designed using Crime Prevention through Environmental Design (CPTED) principles for materials and passive surveillance.

3.6 Omnicare

Intention to install a sensory garden in the open space adjoining the park for clients

and also the community, this would also service the nearby school who have some students with disabilities.

Clarification of ownership of Omnicare building (Crown Land but managed by Council).

Outcome - inclusion in Master Plan (Rev 3)

- Inclusion of a sensory garden in the space between the Omnicare Building and the playground, that will be installed and maintained by Omnicare and will be fully accessible to the public.

3.7 Wauchope RSL Sub-Branch

Inclusion of a small memorial to increase accessibility of the community during commemoration activities due to the location of the current cenotaph, located on High Street. Made by email submission.

Outcome - inclusion in Master Plan (Rev 3)

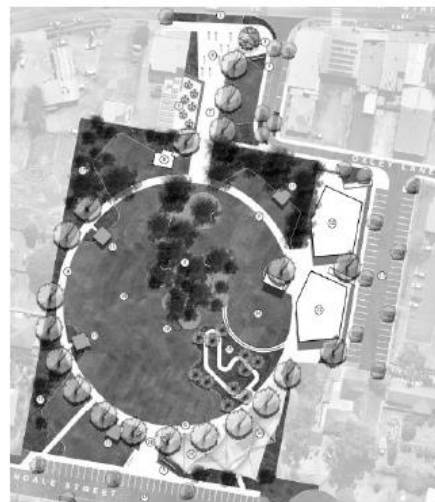
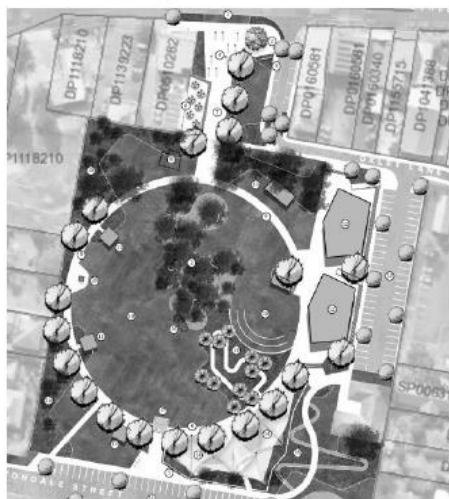
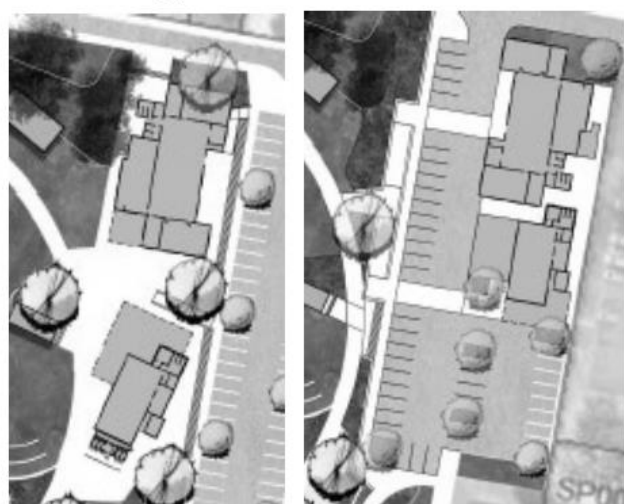
- Inclusion of a war memorial in the west of the park.

4.0 MASTER PLAN REVISIONS: KEY CHANGES

The draft Bain Park Master Plan (Rev 0) was completed in March 2020. Since that time, it has been revised three times, with Revision 3 being accepted by the key stakeholder groups as being appropriate to progress to the public exhibition stage.

Significant changes across revisions are set out below and illustrated in the site plans following.

No.	Date (2020)	Key Changes
0	18 March	<ul style="list-style-type: none"> Community Arts Hall and Rotary Youth Hall replaced by four, multi-use community buildings. Public toilet block integrated into new buildings. Bain Park gates relocated to southern entry plaza.
1	30 June	<ul style="list-style-type: none"> Four new buildings consolidated into two fit-for-purpose facilities to accommodate current and future functions of the Community Arts Hall and Rotary Youth Hall.
2	22 Sept	<ul style="list-style-type: none"> Options for retaining and/or relocating Community Arts Hall and Rotary Youth Hall. Inclusion of statements relating to ongoing consultation, building use, car parking, land parcels, management structure, artwork, public space and options for flexibility in design and staging. Inclusion of opportunities to reference Wauchope's history, culture and environment. Shelter size increased in north of park. Sandstone terracing introduced to Bago Mound. Bain Park gates returned to High Street/northern entry. Public sensory garden incorporated into grounds of building leased by Omnicare (funded and maintained by Omnicare). Introduction of sundial at southern entry plaza incorporating volunteer memorial. War memorial introduced to west of site. Public toilets relocated to south of park.
3	30 Sept	<ul style="list-style-type: none"> Minor updates to inclusion statements (see Appendix A) Toilet block returned to (current) existing location.

**Rev 0: four new buildings****Rev 1: two new building option****Rev 2: two new building option****Rev 2/3: relocated/retained building options; south toilet****Rev 3: public toilet returned to existing location (building options from Rev 2 retained / not shown here)**

5.0 NEXT STEPS

The draft Bain Park Master Plan (Rev 3) will be presented at the 18 November 2020 Ordinary Council meeting for endorsement to be placed on public exhibition for 28 days.

Submissions made at this time will be reviewed by the Project Team and, where appropriate, changes will be made to the draft Master Plan (Rev 3) and shared with the community and key stakeholder groups.

The final Master Plan will be presented back to Council for adoption (in approximately March 2021). Following this the Project Team will work to source funding to implement the Bain Park Master Plan.

APPENDIX A: STATEMENTS FOR INCLUSION

Statements for Inclusion in Draft Bain Park Master Plan**What is the Bain Park Master Plan?**

The Bain Park Master Plan is an over-arching plan that provides a framework to guide future development of the park. The plan identifies constraints and opportunities for the site and incorporates the community's vision for the space, identified through community consultation. The Master Plan also addresses the use of the space, connectivity and activation from adjacent facilities that support a range of cultural, community and commercial functions that enrich the park.

Structures, buildings, artwork and other elements included in the Master Plan are indicative of this future development and have not been designed in detail.

Ongoing Community Consultation

In August 2020, Council undertook further engagement with some of those who took part in the initial planning workshops, including the following community groups and stakeholders:

- Wauchope Community Arts Council
- Wauchope District Historical Society
- Wauchope Rotary Club
- Wauchope Lions Club
- Bunyah Aboriginal Land Council

The outcome of this consultation is the inclusion in the Master Plan of the following statements, to reassure the community that ongoing consultation will occur as the project progresses and, specifically, for the following factors.

- All stakeholders listed above will be included in the detailed design process for the park.
- Recognition that Wauchope Community Arts Council has a preference to retain, upgrade and potentially move the existing Arts Hall to the proposed site of the new building.
- The design of the proposed new Wauchope Community Arts Hall (Arts Hall) and Wauchope Rotary Youth Hall (Youth Hall) facilities will be fit for purpose.
- Wauchope Community Arts Council, Wauchope Rotary Club and other existing user groups will be a part of the design process for their respective facilities.
- No construction/demolition of the Arts Hall or Youth Hall will occur without prior consultation with both parties. This includes negotiating the design options and staging to ensure the current Arts Hall and Youth Hall can continue until the new buildings are completed. If that is not possible agreement on downtime and interim accommodation will be sought.
- Port Macquarie-Hastings Council will, during the building concept design stage, research and investigate options for keeping the Arts Hall so Wauchope and the Mid North Coast can have a facility that reflects the culture and atmosphere of the current hall with the benefits of a modernisation facelift.
- The current managers of the Arts Hall and the Youth Hall will be the future managers of either new or retained facilities.
- Any expansion of the footprint/inclusion of outdoor dining for the commercial premises in the park will be subject to community consultation both during the public exhibition stage and prior to the commencement of detailed design.
- The design of all public art introduced to the park will be subject to community consultation. Public art shall leverage opportunities for cultural and historical expression

through working with public artists and in consultation with Bunyah Local Aboriginal Land Council and abovementioned community groups.

- Flexibility in the staging of works depending on funding, condition of existing assets, and priorities as identified by the community.
- Community consultation will be undertaken on any change to the historic entry gates during the public exhibition stage and prior to the commencement of detailed design.
- Community consultation will be undertaken on any changes/reinterpretation into the design for the centenarian trees and plaques, and the volunteer memorial (specific consultation with businesses and individuals listed on the sign).
- Council will seek opportunities to incorporate wayfinding signage to direct visitors to other heritage and cultural precincts in the area.

Further inclusions incorporated into the site plan are:

- Options to retain, move or upgrade the existing Wauchope Community Arts Hall and Wauchope Rotary Youth Hall, including improved connectivity from the buildings to the park (if existing structures retained in-situ and other possibilities for parking from Avondale Street with a driveway up beside Omnicare property boundary).
- Options for relocation and upgrade of public toilets (including but not limited to the inclusion of adult change table) into the park if existing Wauchope Community Arts Hall and Wauchope Rotary Youth Hall buildings are retained.
- Clear demarcation of land titles and boundaries.
- Increased size of shelter located in the north east of the park.
- A note that weed trees will not be removed until new feature trees are planted and established on the promenade.
- Demarcation of accessible parking and 'parents with prams' spaces to be included in detailed design.
- Incorporation of the Bain Park Gates at the High Street entry.
- Inclusion of a war memorial in the west of the park.
- Inclusion of a sensory garden in the space between the Omnicare Building and the playground, that will be installed and maintained by Omnicare and will be fully accessible to the public.
- Inclusion of opportunities to reference Wauchope's history, culture and environment. This may be explored through a variety of mediums including use of locally sourced materials, interpretive art / installations / detailing.
- Inclusion of a sundial (location to be based on solar study and compatibility with adjacent activities within the master plan).

Next Steps

Following acceptance by the key, identified stakeholder groups of the Draft Bain Park Master Plan will be put to Council for endorsement to be put on public exhibition for 28 days. During this time, the broader community will be invited to have their say. Submissions made during this time will be considered and if necessary, revisions made to the Master Plan and shared with the community. Following this, the Draft Bain Park Master Plan will be put to Council for endorsement.

Once the plan is endorsed, Council can cost the development and begin to seek funding. At present, there is no timeline set for the commencement of construction and Council will keep the community informed as this changes.

Revision 3: Minor Updates (September 2020)

- Pg 5: alter wording of point 2. Arts hall does meet needs but just require upgrades.
- Pg 8 - Deb requested the buildings be labelled different. Craig to change this to A and B
- Shelter in front of the mound to be identified as the stage.
- Deb requested addition of "key stakeholders" in 2 paragraphs on page 4.
- Addition of the word "Signage" into paragraph above next steps on Pg 4.
- Craig to look at location of possible car and bike charging stations.
- Craig to look into 3 proposed options for public toilet block: Leave in current position and update, or in the space opposite the restaurant facing Oxley Lane (next to item number 7), or move to suggested location at southern end closer to playground.
- Inclusion on Pg 9 of statement to the effect of "consideration to be given to a combination of options 1 and 2."

APPENDIX B: WAUCHOPE RSL SUB-BRANCH FEEDBACK

The General Manager

Port Macquarie Hastings Council

Bain Park Master Plan

Attention of Craig Luss

Craig

The Wauchope RSL Sub-branch as an interested party wish to express interest in the inclusion of a small Memorial for future commemoration services for ANZAC and Remembrance Day.

The attachment showing the positions of various building and path works would address what is becoming an OH&S issue to continue holding the commemoration services for the people of Wauchope at the cenotaph located at 47 High Street.

There being no shade for the elderly and a small grass verge which cannot cater for the schools, the driveway and area surrounding the cenotaph has been a major concern for some time with the requirement for the general public to congregate on High Street (Oxley Highway).

At a general meeting, the members of the Wauchope RSL Sub branch were unanimous in requesting application be made to Port Macquarie Hastings Council for inclusion in the Bain Park project.

I have studied the Master Plan and using the attached numbering, I believe the most appropriate place to erect a small Memorial would be close to walk path on the west side at nine and central to 2 X proposed covered seating structures at 11.

The schools would be accommodated on the open grass areas and shade may be sought from the Eucalypts.

The Temp. stage with power at 19 would accommodate the delivery of the commemoration services with audio added to wish list.

A move to Bain Park by the Wauchope RSL Sub-branch, schools and the community would also bring benefits with reduced road closures and traffic management, thus reducing costs.

The addition of a memorial in the Bain Park Master Plan would be of mutual benefit to all stakeholders.

I am available on Ph. 0265853589 M.0456887400.

Email: d.l.hancock@bigpond.com

Des Hancock

Vice President Wauchope SB



PORT MACQUARIE-HASTINGS
COUNCIL

Bain Park Master Plan

PUBLIC EXHIBITION OUTCOMES

February 2021





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1. INTRODUCTION

1.1. Background

The Bain Park Master Plan (Master Plan) was identified in the 2019/2020 Operational Plan as part of Council's regional master planning for recreational facilities to encourage a healthy, inclusive and vibrant community.

Bain Park is a significant recreation area located in the centre of the Wauchope CBD. Council has undertaken a series of comprehensive engagement activities to inform a draft Master Plan to guide future development. A timeline of activities, reports and Master Plan revisions is included in this report.

At the 18 November Ordinary Council Meeting, Councillors resolved to place the draft Master Plan on public exhibition for 28 days, closing on 16 December 2020. This report summarises and responds to community feedback across key themes and details changes made to the updated Master Plan.

Submissions made during this time have been considered when developing an updated draft Master Plan. The challenge in developing the next revision of the draft Master Plan (Rev 4) has been to balance varying community preferences with our commitment to delivering recreational facilities to encourage a healthy, inclusive and vibrant community now and into the future.

1.2. Engagement approach

The public exhibition period is a formal process undertaken prior to finalisation of the Master Plan and subsequent recommendation for adoption. During this period, the Community Engagement team undertook the following activities to promote the public exhibition period and encourage the community to have their say.

- Have Your Say
- Media release / Heart of the Hastings newsletter
- Social media posts
- Targeted email campaign (stakeholders / Chamber of Commerce / CCAT)
- Temporary signage at Bain Park displaying Draft Master Plan
- Two pop-up stands (Bain Park and IGA, Wauchope CBD)
- Letterbox drop (Avondale Street and Range Street)
- Walk around to High Street businesses
- Posters in IGA / Waterman's café / WCAC and other nearby locations
- Draft Master Plan copies and feedback forms in all Customer Service Centres and Wauchope Library.

1.3. Consultation focus

The community was asked for open ended feedback on the draft Master Plan in the context of the consultation that had been undertaken over the previous year. No specific surveys or prompts were used.

2. ENGAGEMENT ACTIVITIES, TIMELINE & FEEDBACK THEMES

2.1. Engagement Activities and timeline

A series of engagement activities were undertaken to promote and seek feedback during the public exhibition period, these included:

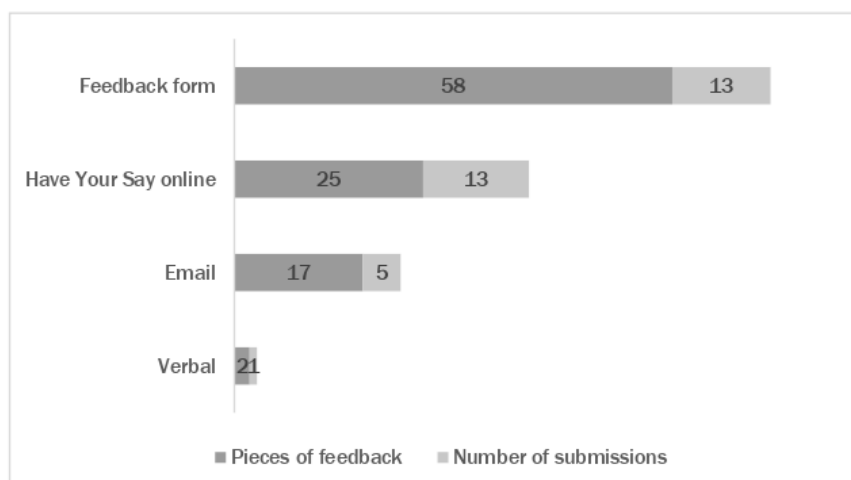
- Direct email with key stakeholders
- Social media campaign
- Print media (Heart of the Hastings Newsletter feature)
- Signage in Bain Park
- Posters put up in High Street shops
- Feedback boxes installed at Wauchope Library
- Pop-up information stands
- Have Your Say

2.2. Engagement, reports and revisions

Initial Engagement Sep – Oct 2019	Stage 2 Engagement Aug – Oct 2020	Stage 3 Engagement Nov 2020 – Feb 2021
<ul style="list-style-type: none"> • Have Your Say • Pop-up in the park • Planning workshop • Wauchope Community Arts Council consultation 	<ul style="list-style-type: none"> • Key Stakeholder consultation • Focus group meetings • Master Plan updates • Stakeholder acceptance of Revision 3 	<ul style="list-style-type: none"> • Have Your Say • Pop-ups in Bain Park and Wauchope IGA • Social and print media • Signage in Bain Park • Posters in High St shops
Community Engagement Report A: Nov 2019	Community Engagement Report B: Oct 2020	Public Exhibition Outcomes Report: Feb 2021
Draft Bain Park Master Plan (Rev 0) Mar 2020	Draft Bain Park Master Plan (Rev 1) Jun 2020 (Rev 2) Sep 2020 (Rev 3) Sep 2020	Draft Bain Park Master Plan (Rev 4) Feb 2021

2.3. Submission sources

A total of 102 pieces of feedback were received from 32 submissions across four platforms. A breakdown of this is illustrated in the diagram below.



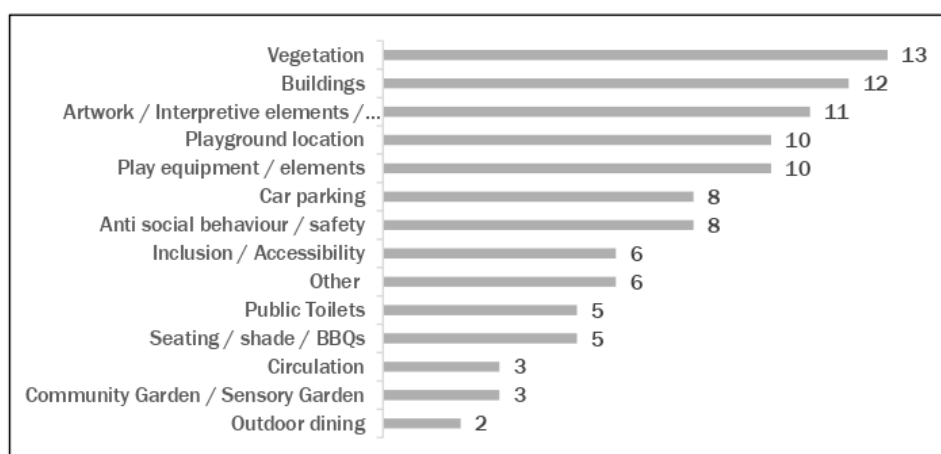
Graph 1: Breakdown of submission sources and feedback.



2.4. Feedback Themes

Feedback from all sources was categorised to gain insight into common sentiment across submissions. Data has been themed and listed below in order of most to least feedback received. A graph showing number of submissions received per theme follows.

- Vegetation
- Buildings
- Artwork / Interpretive elements / Acknowledgements
- Playground location
- Play equipment / elements
- Car parking
- Anti-social behaviour / safety
- Inclusion / Accessibility
- Public Toilets
- Seating / shade / BBQs
- Circulation
- Community Garden / Sensory Garden
- Outdoor dining



Graph 2: Number of submissions per theme

2.5. Have Your Say

Thirteen submissions were received from community members via Have Your Say from the following demographic profiles.

Suburb	Age		Gender	
Wauchope	5	26-35	5	Female 8
Port Macquarie	2	46-55	1	Male 5
Beechwood	2	56-65	3	
Bonny Hills	1	Over 65	4	
Yippin Creek	1			
Johns River	1			
Brombin	1			

2.6. Social Media

Social media posts across Facebook and Instagram returned the following reach and engagement levels.

Page	Date	Reach	Engagement
Port Macquarie-Hastings Council FB	26 Nov	11,085	153
Port Macquarie-Hastings Council FB	3 Dec	5,414	401
Port Macquarie-Hastings Council FB	6 Dec	1,700	15
EngagePMH FB	26 Nov	Unknown	5
ConnectPMH Instagram	26 Nov	290	364

2.7. Pop-up Information Stands

- **Bain Park 4 December, 11am - 1pm**
- **Hastings Street IGA, Wauchope 7 December, 1pm - 4pm**

Members of the community engagement team and the project team hosted two pop-up information stands during the public exhibition period, inviting the community to attend to ask questions, talk to team members, pick up a hard copy of the draft Master Plan, complete a feedback form, and (for the Bain Park pop-up) take a tour around the park with the landscape architect.

Both were well attended with Council staff talking to approximately 25 people on each day and handing out over 50 copies of the draft Master Plan.



3. SUBMISSIONS

3.1. Overview of submissions

Submissions received during the public exhibition period were varied with a mix of support and opposition for a variety of design elements. Submissions should be considered in the context of prior community engagement outcomes and the intensive stakeholder consultation that informed the development of previous revisions of the draft Master Plan. This means that in some instances (such as the options for the two community buildings) design options will reflect the desire of key stakeholders.

Areas of greatest interest (categorised by theme) were: the treatment of community buildings; vegetation; sculptural, artwork and interpretive elements; and location of the playground. These

themes (and responses) have been summarised below, with detailed feedback and responses across all themes tabled in **Appendix (i) Submissions: Summary and Responses**.

Vegetation

There is a strong preference to retain and enhance this green space, including at the High Street entry, with the addition of mature trees and endemic species (including Lasiandra trees), and the removal of weed species. The draft Master Plan accommodates much of this feedback with the exception of identifying the lasiandra trees at the High Street entry as being significant.

Design outcome: Lasiandra trees to be included in planting palette throughout the park. No change to High Street entry - the intent of which is to be open with a focus on original Bain Park gates and artwork with views into the park.

Buildings

The sentiment around the Community Arts Hall and Rotary Youth Hall largely reflects the outcomes of significant consultation undertaken with the Wauchope Community Arts Council (WCAC) - with an acknowledgement of the aesthetic and acoustic qualities of the current Arts Hall. Council has a clear understanding of the desire of WCAC to retain the existing hall either in its current location or relocated closer to the park with the addition of improved amenities. This consultation, along with meetings held with Wauchope Rotary, will inform the design options for these community facilities. An outlier request to relocate both community halls and replace them with a new, multi-use, two-storey building is not in keeping with community views.

Design outcome: Existing design options for these buildings is unchanged.

Artwork / Interpretive elements / Acknowledgements

The Master Plan is an overarching plan for the future development of Bain Park and does not include detailed design of artwork, sculptural elements, acknowledgements, furniture or equipment. A number of statements supporting ongoing consultation during the future detailed design of elements have been included in the Master Plan.

Design outcome: No change to Master Plan.

Playground Location

The community voiced a desire to keep the playground in its existing location, citing distance from the public toilets, Waterman's Café and other High Street businesses as key reasons supporting the current location. Some residents feared that relocating the playground to the south of the park would result in an increase in anti-social behaviour that may impact their safety and properties.

While acknowledging these concerns we are prioritising the future need to increase the size of the playground in response to the predicted growth of our region. We know that Bain Park is already a destination area for locals and visitors from across the region and we anticipate this to continue (and increase) once the playground is updated.

The relocation of the playground to the south of the park is informed by the NSW Everyone Can Play guidelines that make the space more accessible across a range of criteria. In addition, Crime Prevention through Environmental Design (CPTED) principles will be incorporated into the design to discourage anti-social behaviour.

Design outcome: Playground to be relocated to south of park.

Sensory Garden

Omnicare have advised that the proposed sensory garden, if built, will no longer be open to the public. This decision is based on ensuring the safety of vulnerable clients that will use the facility. Omnicare has advised that there is potential for local schools and community groups to visit the garden by arrangement once the garden is completed.



Design outcome: Sensory garden removed from draft Master Plan.

Please refer to **Appendix (i) Submissions: Summary and Responses** for more detailed feedback and responses across all themes.

4. UPDATED MASTER PLAN - REVISION 4

The challenge in developing the next revision of the draft Master Plan (Rev 4) has been to balance varying community preferences with our commitment to delivering recreational facilities to encourage a healthy, inclusive and vibrant community now and into the future. Changes to the Master Plan (Rev 4) are listed below.

Retraction of outdoor dining specific to Waterman's Café

- Seating in this location will be for public use
- Any application for outdoor dining by Waterman's Café will be reviewed in line with our Outdoor Dining Policy.

Removal of Omnicare sensory garden

- Omnicare has advised that following further consideration and concerns over the safety of clients and staff, and the security of premises of a public facility, that the proposed Omnicare Sensory garden, if built, will not be open to the community.

5. NEXT STEPS

The updated draft Master Plan (Rev 4) will be shared directly with the key stakeholders and those who made submissions, and more broadly with the community using media channels and Council's website.

The intention is to make a recommendation for adoption of the Master Plan (Rev 4) at the 17 March Ordinary Council Meeting. To view the [agenda](#) and find out how to [speak to an agenda item](#) please visit our website. www.pmhc.nsw.gov.au/About-Us/How-Council-Works

Once the plan is adopted, Council can cost the development and begin to seek funding. At present, there is no timeline set for the commencement of construction and Council will keep the community informed as this changes.

6. APPENDIX

Appendix (i) Submissions: Summary and Responses

Theme	Key Issues	PMHC Comments/Response
Vegetation	<ul style="list-style-type: none"> Concerned about cost of installing, maintaining and storing an artificial Christmas tree. Against plastic Christmas tree. Love provision of the Christmas tree. Lasiandra trees near High Street are original trees that instigated the Lasiandra Festival, please retain / Wauchope is a Lasiandra town / we need lasiandra trees towards the front of the park. Remove weed trees now. Allow trees to provide shade. Retain grass on amphitheatre. Retain trees, garden beds and open green space; introduce mature trees with colour; do not remove mature trees. Concerned about the loss of green space at entry due to paved plaza to High Street. 	<ul style="list-style-type: none"> In previous years the Wauchope Chamber of Commerce and Industry (WCCI) have managed the installation of an artificial Christmas tree supported by Council grants - infrastructure included to facilitate this option in future. WCCI will continue to be responsible for determining Christmas decorations in the Park (which may be to decorate a live tree). Provision for succession planting of weed trees with large native trees is included. In addition to existing trees, the Master Plan allows for extensive planting of mature, shade bearing trees. Large trees, low understory planting and a wide paved entrance retain some green space at High Street and reinforce visual connectivity into the park. Paved plaza designed to accommodate pedestrian traffic into the park and to support circulation around artwork. Lasiandras will be considered as part of planting palette for the park. The intent of the High Street entry is to be open with a focus on original Bain Park gates and artwork.
Buildings	<ul style="list-style-type: none"> Retain buildings spend money elsewhere in the community. Retain buildings in current location with upgrades. Retain character of Arts Hall (acoustics and aesthetic). Relocate existing buildings (Option 2). New Community Arts Hall in Bain Park using elements of existing building. Relocate both existing buildings elsewhere in Wauchope and build a high capacity, two-storey, large multi-use facility including conference and meeting rooms overlooking Bain Park. 	<ul style="list-style-type: none"> Significant community engagement was undertaken with Wauchope Community Arts Council (WCAC) and Wauchope Rotary. Council has a clear understanding of the desire of WCAC to retain the existing hall either in its current location or relocated closer to the park. The proposal to relocate both existing buildings is not within the scope of the project. The potential for business activities to be undertaken in the building remains possible by arrangement with building managers.
Artwork / Interpretive elements / Acknowledgements	<ul style="list-style-type: none"> Opportunity for artwork from Birpai community / locally sourced. Include interpretive geological signage pertaining to Bago Bluff Retain Bain Park Gates / not off to one side. Sculptures / display about local history is far more appropriate than a human sundial at the High Street entry. No need for two war memorials in Wauchope / do not move the war memorial to Bain Park (cites lack of seating/shade, hard surfaces and visibility). Uninspiring design shown on Master Plan for High Street entry. Concerned that terraced sandstone block amphitheatre will be costly and restrict usage of the park. Creative elements are supported such as the free form "Gaudi" inspired seating, Human sun dial (incorporates community 	<ul style="list-style-type: none"> The design of all public art introduced to the park will be subject to community consultation. Public art shall leverage opportunities for cultural and historical expression through working with public artists and in consultation with Bunyah Local Aboriginal Land Council and abovementioned community groups. Master Plan is a high level design and does not represent the detail of individual artworks. Bain Park Gates are being retained - location supports an open entry to the park with interpretive elements. Wauchope's culture and history to be woven into the landscape through design details and interpretive art installations. The addition of the war memorial in Bain Park was in response to a unanimous request by the Wauchope RSL Sub Branch



	<p>memorial), War memorial, sensory garden, and interpretive sculpture with up lighting.</p> <ul style="list-style-type: none"> • Wauchope Garden Club recognition through interpretive element. • Lions Club ongoing request to install three, inter-connected sundials at the High Street entry to the park in the immediate future prior to roll out of the Master Plan. • Treatment of centenarian plaques when weed trees removed. 	<p>via written submission. This is not a replacement of the existing memorial on High Street but an additional memorial.</p> <ul style="list-style-type: none"> • Recognition of other community groups to be determined at detail design phase. • Sundials are included at the Avondale Street entry. Interpretive sculpture with up-lighting is a key feature of the High Street entry along with the historic Bain Park gates. Shade from proposed tree planting at this entry will impact the function of the sundials in this location. • Community consultation will be undertaken on any changes/reinterpretation into the design for the centenarian trees and plaques, and the volunteer memorial (specific consultation with businesses and individuals listed on the sign).
Playground location	<ul style="list-style-type: none"> • Upgrade playground and retain in current location. • Renovate the existing playground, add shade and save money. • Concern that playground is too far away from public toilets. • Parents like to sit at café and watch children in the playground / playground too far away from café. • Retain bike path in current location. • Concerned that proposed playground location will impact residents and create safety concerns for them. 	<ul style="list-style-type: none"> • Increasing the size of the playground is necessary to respond to the future growth of the region and the fact that the park will continue to attract locals and visitors from across the region. • The existing playground was installed in 2012 and scheduled for replacement in 2022. It has limited capacity to expand in the current location due to the presence of large trees and root systems in that area. • Shaded playground / water play area - relocated to improve connectivity to school and improved passive surveillance. • The proposed integration of buildings into the park, and the inclusion of a small stage is incompatible with a playground in its current location. • We acknowledge the distance from the playground to the public toilets has increased. However, the toilet location still remains accessible as per the NSW Everyone Can Plan guidelines and is supported by an accessible pathway. • We encourage active supervision of children using our playgrounds at all times. • See anti-social behaviour responses for residents' safety concerns.
Play equipment / elements	<ul style="list-style-type: none"> • Include play fountain with waterslide, monkey bars, flying fox, rock wall, slip and slide, tree house with TV, camping zone, climbing trees with soft fall, provisions for drought for water play to continue (underground water tank). Multi-use oval for ball play and Frisbee. • Model the playground and waterpark on the Tamworth Regional Park. • Exercise area for people and dogs. • Waterpark is expensive to maintain and not useful year-round and too far from toilets. • I absolutely love every suggested enhancement to the Bain park precinct and believe that this park when completed will become a very family friendly venue that can be enjoyed by all. • The active elements of playgrounds, water play, and the bike tracks are supported, and we anticipate this will encourage community participation. • The overall layout of the activity spaces is not supported due to interruption of noise from play on performances and lack of 	<ul style="list-style-type: none"> • Community consultation will be undertaken prior to the detailed design of playground equipment and inclusions. • A variety of activities and activations in Bain Park gives people options to use the recreation space as they choose and in a socially responsible manner in terms of how they do so and how they supervise children. • Bain Park is not a designated off-leash dog area. Wauchope has an existing dog off leash area at Blackbutt Park, with another proposed at the Hastings Sporting Fields facility. Inclusion of water play is dependent on funding. • Water play was identified as a desired inclusion during community consultation; funding sources and detailed design will occur following the adoption of the Master Plan. • The proposed integration of buildings into the park, and the inclusion of a small stage is incompatible with a playground in its current location.



	ability to supervise children while watching a performance.	<ul style="list-style-type: none"> We encourage active supervision of children using our playgrounds at all times.
Car parking	<ul style="list-style-type: none"> Opposed to reducing the width of Avondale Street (by approximately 1m) due to busy road at school drop off and pick up and cost of changing road. Leave the car park in existing location as it offers easy access to community buildings and Bain Park. Locate car park at the far [southern] end of Bain Park near the school. The reversing of the carpark and building space a clever idea, as the buildings can 'spill' out onto the park. This will give much more versatility of use. Concerned about lack of parking (particularly on Friday's when community members, many in wheelchairs or with limited mobility, attend a regular event at the Arts Hall). 	<ul style="list-style-type: none"> Reconfiguration of the roadway is to formalise parking and improve vehicular circulation (and safety) in accordance with current standards. Road design will be carried out by a suitably qualified Engineer. Design does not allow for incursion on parkland for car parking. The addition of an accessible pathway around the park and better integration of the park to the community buildings provides improved access to Avondale Street parking.
Anti-social behaviour / safety	<ul style="list-style-type: none"> Concerned about safety and security in the park (such as lighting). Ensure non-slip surfaces on pathways. Can the new design make the children's playground safer or make it more difficult for after hours, anti-social behaviour to occur. Concern that shelters close to residential properties will put residents/property at risk. Avondale Street is actually a cul-de-sac with a handful of residents within close proximity to the proposed location. There is minimal natural surveillance especially in evenings (when damage to structures and equipment is more likely to occur). Residents should not be responsible for passive surveillance of park in proposed location. Some incidents of vandalism to the Youth Hall and damage to cars. Concerned about safety of those using car park if it cannot be seen from Bain Park. 	<ul style="list-style-type: none"> Updated and improved lighting is provided for in the Master Plan. Crime Prevention through Environmental Design (CPTED) principles will be incorporated into the design to discourage anti-social behaviour. Changing the location of the playground increases the actual and perceived likelihood of detection and apprehension. Passive surveillance is not the responsibility of residents, it occurs naturally as spaces are used more - the theory being that the more spaces are visited by legitimate users, let less they are visited by those who may display anti-social behaviour.
Inclusion / Accessibility	<ul style="list-style-type: none"> Accessibility for people with mobility issues. Access and visibility for people with vision, hearing and other forms of impairment. Consultation with Bunyah Aboriginal Land Council. All paths wide enough for 2 wheelie walkers to walk side by side. Include disability friendly equipment in playground. Incorporate sensory garden into the play area and where the special needs community can use it. 	<ul style="list-style-type: none"> Detailed design of the playground will involve consultation where these elements can be considered following NSW Everyone Can Play guidelines. Proposed promenade pathway is 3.5m wide. Bunyah Aboriginal Land Council are considered key stakeholders.
Public Toilets	<ul style="list-style-type: none"> Retain existing toilet block with improvements. We need the disabled toilet to be upgraded to a fully accessible change room with the hoist and bed as the Community Hall is used every Friday by disabled people and several in wheelchairs. Prioritise the upgrade of the public toilets. 	<ul style="list-style-type: none"> Existing toilet block to be replaced with new amenities to include an adult change table. Current delivery is included in Stage 3 (of 7). Flexibility in the staging of works depending on funding, condition of existing assets, and priorities as identified by the community.
Seating / shade / BBQs	<ul style="list-style-type: none"> Sheltered picnic tables - what a positive improvement. Include accessible seating/ solar panels run BBQs. Regular cleaning schedule for BBQs. Don't locate too closely to residents. 	<ul style="list-style-type: none"> Detailed design of furniture (bubblers/BBQs/picnic tables etc.) will in accessible options. Design details pertaining to formed seating will be subject to community consultation. Solar power options can be explored during detailed design phase.



	<ul style="list-style-type: none"> Formed/shaped seating to reflect culture and history of Wauchope not Barcelona (Not "Gaudi" inspired mosaics). 	
Community Garden / Sensory Garden	<ul style="list-style-type: none"> Concerns over safety of clients and staff, and security of premises of a public facility; the proposed Omnicare Sensory garden will not be open to the community. Include reclaimed water / water tanks to save money. Maintenance of sensory garden to be managed post Omnicare involvement. 	<ul style="list-style-type: none"> Sensory garden has been removed from the Master Plan following further consideration from Omnicare.
Circulation	<ul style="list-style-type: none"> No need for 3.5m pathway, too much concrete. People will walk through the centre of the park not around the circular path. Retain centre pathway, create a winding, smaller path. Concern that the circular pathway and placement of activities does not support large events and market stalls. Currently when people attend this event, they enjoy being able to see their family from the mound, to the play area and to the market stalls. 	<ul style="list-style-type: none"> Pathway width to accommodate passing prams, mobility scooters and wheelchairs. Circulation has been designed to best facilitate access to all areas of the park while maintaining a larger open space within the centre of the park. The design includes substantial open space with the specific purpose to support large events and market stalls. This includes the provision of power, water and a place for a temporary stage and considers population growth and greater activation of the space.
Outdoor dining	<ul style="list-style-type: none"> Private business (Waterman's Café) should not take up public space. The seating elements at the park entrance are welcomed but should be inclusive of general patronage not limited to a single business's outdoor dining. 	<ul style="list-style-type: none"> Proposal has been amended to provide opportunity for public seating. Any application for outdoor dining by Waterman's Café will be reviewed in line with our Outdoor Dining Policy.
Other	<ul style="list-style-type: none"> A sheltered bike-lock facility as more and more people use bicycles. Improved facilities such as the lighting, including solar powered options, stage options, undercover areas, power provisions, water provisions are all welcomed. What is the lifespan of completed project? 	<ul style="list-style-type: none"> The lifespan of elements of the Master Plan varies considerably (vegetation, buildings, playground etc.). Currently our playgrounds are designed for a 10 year life. Options for electric car charging and e-bikes to be included in detailed design. Bike-lock facilities are provided for at both entrances to the park - tree cover provided.

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	Progress Report	Completed
1	Tourism product & trade market development Stage 2	\$ 80,000.00	COMPLETED. Top-line results include average completeness of local Google My Business data increased from 73% to 91%. A total of 245 images were uploaded which generated more than 1.7million views. The Trade Marketing program trained 22 agents and facilitated 21 meetings, highlights included a Destination Webinar, Qantas Destination Hub, MasterCard Promotion, Travel Trade Newsletter. Unfortunately some planned tactical elements were postponed due to COVID impacts and will be reactivated this Financial Year.	100%
2	Additional Investment in tourism PR and Marketing	\$ 140,000.00	COMPLETED. Campaign activity successfully delivered and concluded at the end of November 2020. campaign was regularly updated to respond to the changing travel restrictions.	100%
3	Communication - to community - use of funding / that projects have been added to OP	\$ 10,000.00	COMPLETED. \$5k underspend due to shift in communications effort, content and collateral from COVID recovery to flood recovery	100%
4	Tourism - Visiting Friends & Relatives Program development	\$ 25,000.00	On target. Project planning has commenced and implementation and delivery scheduled for mid-2022.	60%
5	Website Food & Wine Trail Development	\$ 30,000.00	COMPLETED. Launched April 2021.	100%
6	PMH Cares	\$ 7,870.00	COMPLETED. Volunteer drive early in 2021.	100%
7	Reboot, Refresh, Restart COVID Careers Pop-ups	\$ 15,000.00	Reboot, Refresh Restart calendar commenced in 2020, including keynote webinar, pop-ups, and a range of collaborative efforts with local service providers. Planning delivery of a final initiative as part of NSW Small Business Month in March 2022	50%
8	Grant writing workshops	\$ 15,000.00	COMPLETED. Delivery of three grant writing workshops in Laurieton, Wauchope and Port Macquarie. "PMHC Grant Finder" was created and launched on 1 December 2020. This is a bespoke grants search engine and PMHC partnered with Grant Guru to deliver the grant finder portal. Business, community groups, sporting clubs and event organisers can use this powerful search engine to search for grants. This is a useful tool for our community and staff.	100%
9	Arts, Culture & Creative Industries content development and marketing	\$ 80,000.00	COMPLETED. A strategy and concept development informed development of a digital and print campaign February 2021. This included a photography shoot resulting in a significant catalogue of images for future use.	100%
10	Cultural industries - Networking and mentoring	\$ 50,000.00	COMPLETED. Data secured from the Cultural Economy Project has been reviewed to identify skills development needs and initial discussions have taken place with appropriate training and development professionals.	100%
11	Creative and Arts Trails development	\$ 45,000.00	COMPLETED. Development and delivery of Taste Trails maps, repositionable window stickers, online content and promotion through digital activity.	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

Number	Project	Funding	Progress Report	Completed
13	Contribution to Creek to Creek Trail Development	\$ 60,000.00	COMPLETED. Creek to Creek construction November 2021.	100%
14	Artwalk delivery	\$ 40,000.00	COMPLETED. ArtWalk was successfully delivered as a COVID-safe event	100%
15	CBD Wifi (Wauchope and Laurieton)	\$ 40,000.00	Commenced. OneWifi appointed to deliver free wifi in Laurieton and Wauchope. Delivery of hardware delayed due to global supply chain issues, however installation and commissioning expected to be completed in early 2022.	30%
16	Tourism & Cultural Development Project Officer (temporary)	\$ 100,000.00	COMPLETED. Recruitment completed in October 2020 and projects allocated.	100%
17	Public Spaces Interpretation Strategy and Guidelines	\$ 60,000.00	Commenced. The RFQ has now closed for the Port Macquarie-Hastings Public Spaces Interpretation Strategy and Guidelines. We received two submissions from four targeted invites - as two organisations were unable to submit due to current workload commitments until 30 June 2022. The outcome notification to submissions is due on Tuesday 15 February.	25%
18	Renew the maps "Comboyne Plateau" outside Udder Cow Café and in Pioneer Park	\$ 10,000.00	On target. Working with the Comboyne Community Council Action Team. Artist appointed for illustrated map design on side of General Store. Tourist Signage at Pioneer Park installed.	75%
19	Develop a Laurieton Main Street Master Plan	\$ 100,000.00	On target. Enquiry by Design engagement with Camden Haven Chamber of Commerce and other local stakeholders is complete. Draft Master Plan developed and on exhibition for community to 'Have Your Say'. Community Information Session 10 February 2022. Submissions close 28 February 2022.	85%
20	Work with Pappinbarra residents and the RFS to develop and implement a community fire-safety plan.	\$ 25,000.00	Commenced. The Community Recovery Officers have been working with the community and the Wauchope RFS to develop this community plan. It is on target for completion by June 2022.	50%
21	Install signage on Pappinbarra Road for speed reduction to help protect wildlife and to improve road safety	\$ 10,000.00	Current. Project has commenced with a draft charter developed in this quarter. Works are expected to commence in early 2022.	25%
22	Wauchope Rotary Youth Hall external repaint western side	\$ 40,000.00	COMPLETED March 2021.	100%
23	Stuarts Park Building beautification	\$ 20,000.00	COMPLETED March 2021	100%
24	Kendall Bridge rehabilitation	\$ 40,000.00	COMPLETED Kendall Bridge Joint Rehabilitation delivery	100%
25	Towns Gateway entrance strategy	\$ 50,000.00	Current. Project planning to commence in early 2022.	25%
26	CSU-Googik Connection Consultancies	\$ 150,000.00	On target. Preliminary investigations and concept design review has been completed. Consultants working on Finalised designs and environmental reports currently. Consultation with CSU ongoing.	75%
27	Port Macquarie Lumiere night time installation	\$ 55,000.00	COMPLETED. Launched at April 2021 Bicentenary event	100%
28	Laurieton Sports Complex - installation of multi-purpose court (part funding)	\$ 115,000.00	COMPLETED new multi-courts (netball and basketball).	100%
	Total Funds Available	\$ 1,492,870.00		

Attachment 2: \$1.8m Australian Government Local Roads & Community Infrastructure Program Phase 1

Number	Project	Funding	Progress Report	Completed
1	Lake Cathie Foreshore Reserve Master Plan - Stage 2 works	\$ 280,000.00	Completed. Installation of footpath, BBQ, picnic shelters, shade sail over playground.	100%
2	Footpath -Camden Haven - The Parade: Ocean St to Surf Club car park (NW side); 260m	\$ 100,000.00	Completed August 2021	100%
3	Footpath -Laurieton- Lake Street: Tunis St to Seymour St (W side); missing links; 120m	\$ 60,000.00	Completed June 2021	100%
4	Footpath -Kendall - Comboyne St to Graham St connection at Kendall Services Club	\$ 80,000.00	Completed August 2021	100%
5	Footpath -Comboyne - Hill Street: Pioneer Park to Main Street (W side); 180m	\$ 90,000.00	Completed April 2021	100%
6	Footpath -Wauchope - Parker Street: Wauchope High School to Bain Street (W side); 160m	\$ 70,000.00	Completed February 2021	100%
7	Footpath -Port Macquarie -Rushcutter Way: Moondara Tce to Bangalay Dr (SE side); 200m	\$ 100,000.00	Completed June 2021	100%
8	Footpath -Major Innes Road: Braeroy Dr to The Ruins Way (E side); 320m	\$ 130,000.00	Completed February 2021	100%
9	Footpath -Watonga Street: Connection to Matthew Flinders Dr; 35m	\$ 50,000.00	Under construction with underspend of above footpath projects being added to this project due to technical challenges of steep gradient.	25%
10	Solar PV installed on roof at Port Macquarie Airport	\$ 140,000.00	Installed March 2021	100%
11	Wauchope Stadium Cladding Replacement	\$ 20,000.00	Completed April 2021	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.	100%
13	Install seating beside Anzac Memorial in Comboyne	\$ 10,000.00	New parkland seating included insignia of military (Army, Navy, Airforce) and was installed before ANZAC Day 2021	100%
14	Install a sheltered seating area, picnic table and rubbish bins at Kendall Park	\$ 25,000.00	Completed June 2021	100%
15	Increased seating and shade at Charlie Watt Reserve Telegraph Point	\$ 26,618.00	Completed June 2021	100%
16	Port Macquarie Lumiere Night time installation - infrastructure component	\$ 65,000.00	Completed and launched at Bicentenary event.	100%
17	Jubilee Hall Dunbogan - external repaint	\$ 20,000.00	All works completed with Hall re-painted February 2021.	100%
18	North Shore Fish Cleaning table Coal Wharf Reserve Upgrade, landscaping improvements, picnic shelter or BBQ	\$ 30,000.00	North Shore community requested change of project which was approved by Funding Body.	25%
19	New bus shelters (3)	\$ 45,000.00	Under construction to install three new bus shelters at: 69 Pacific Drive, Port Macquarie. 180 Lake Road, Port Macquarie. 1459 Ocean Drive, Lake Cathie.	75%
20	Hay Street Resurfacing - Port Macquarie	\$ 280,000.00	Completed June 2021	100%
21	Laurieton Sports Complex - installation of multi-purpose court (part funding)	\$ 105,000.00	Council co-contribution of \$115k. New multi-courts (Basketball and Netball) completed June 2021	100%
	Total Funds Available	\$ 1,826,618.00		

Attachment 3: \$3.4m Australian Government Local Roads & Community Infrastructure Program Phase 2

Number	Project	Funding	Progress Report	Completed
1	Pioneer Park Comboyne Upgrade	\$ 100,000.00	Project complete late Dec. 12 week after care plan started by contractor to ensure survival of new plantings and turf.	100%
2	Long Flat Recreation Grounds Upgrade	\$ 100,000.00	1x Tennis court re surfaced (clay to concrete) painted/line marked with new net. New Fencing around court to commence 11th Feb.	95%
3	Kendall Tennis Club Upgrade - Contribution to construction of one new tennis court.	\$ 150,000.00	New tennis court completed including lighting, fencing, seating and drainage	100%
4	Lake Cathie Community Reserve - Install 3 x 3 Basketball Court	\$ 70,000.00	Surfacing and line marking complete 31st Dec. Pickleball Net inside the community hall for use on court.	100%
5	Laurieton Sports Complex new Amenities - Construct amenities	\$ 350,000.00	Architect consultants have submitted DA, moving forward with the initiation of tender. Plus \$300k Crown Reserves Grant to include spectator area	15%
6	Beechwood pedestrian upgrades - New footpath on northern side of Beechwood Road between Bellangry Road and Kittyhawk Place	\$ 480,000.00	Site survey completed and design investigations underway.	25%
7	Bonny Hills Reserves Master Plan Improvements - Improvements to existing viewing area.	\$ 59,640.00	Planning commenced	15%
8	Resurface Council Carparks - Rehabilitation and resurfacing of two public car parks: Cameron Street, Wauchope opposite Oxley Lane Bridge Street, Port Macquarie between Hastings River Drive and Gore	\$ 150,000.00	Under construction, 50% completed	50%
9	Log Wharf Reserve Upgrade	\$ 50,000.00	Moving into detailed design of the Master Plan	25%
10	Town Beach Reserve - Install 3 x 3 Basketball Court	\$ 70,000.00	Installed near skate park just before Christmas 2021	100%
11	Wayne Richards Park bike track upgrade - Upgrade (reshape and apply asphaltic seal) to bike pump track and dirt jump runs.	\$ 350,000.00	Project delayed due to rain event in December, expected completion date is now February 2022	50%
12	North Shore Footpath - Various new footpaths at North Shore in accordance with North Shore Pedestrian Access and Mobility Plan.	\$ 960,000.00	Community engagement completed. RFQ for geotechnical investigations and pavement design options closed. Award and works to commence in February 2022	25%
13	Kerb and gutter installation - Installation of new kerb and gutter to improved drainage runoff and street amenity on selected Port Macquarie streets: Wesley Avenue, Petit Street, Hart Street, Anderson Street.	\$ 550,000.00	- Wesley Ave: Project planning, survey / detailed design, and community consultation commenced. Construction contractors engaged and scheduled to commence construction works end of Feb 2022. - Hart, Pettit, Anderson St: Project planning, survey / detailed design, and community consultation nearing completion. Construction expected to commence in April 2022.	25%
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



Location of Easement for Sewer Rising Main 71 Greenmeadows Drive Port Macquarie shown in light blue





Printed on 15/10/2021
Compiled by IR

Attachment 1
Location of Land Acquisition

1:2,000 @A3

DISCLAIMER
This map was produced by the Geographic Information Services section of the Port Macquarie-Hastings Council using information available to Port Macquarie-Hastings Council and the Department of Lands, Bathurst. The data was captured at a scale of 1:25000 for rural areas and 1:4000 for urban areas. The positional accuracy of plots becomes less reliable when viewed at scales greater than the capture scale. Port Macquarie-Hastings Council accepts no responsibility either in contract or tort (and particularly in negligence) for any errors, omissions or inaccuracies whatsoever contained within or arising from this map. NOTE: Cadastral information outside the Port Macquarie-Hastings LGA not updated. © Land and Property Information, © Nearmap, © Port Macquarie-Hastings Council


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graph TD
    Start([START HERE]) --> Assess[Assess ICOLL Entrance Condition]
    Assess --> Closed{Closed}
    Closed --> Monitor[Monitor Water levels of the ICOLL at Ocean Drive Bridge]
    Closed --> Regular[Undertake regular* water quality and algal monitoring]
    Regular --> Results[Results of water quality and algal monitoring compared against relevant guidelines*]
    Results --> BelowGuidelines{Results below relevant guidelines}
    BelowGuidelines --> Regular
    BelowGuidelines --> Emergency[Emergency Flood Mitigation]
    Monitor --> IsDec{Is it December}
    IsDec -- Yes --> EnvAssess1[Complete Environmental Assessment/DA/ Crown License*]
    EnvAssess1 --> RecAmenity([Recreational Amenity Opening  
Artificial Opening once License/DA / Environmental Assessment Completed])
    IsDec -- No --> Monitor
    Monitor --> WaterLevel1{Water level below 1.4m}
    WaterLevel1 --> Preemptive[Preemptive license application]
    Preemptive --> EnvAssess2[Complete Environmental Assessment/DA/ Crown License*]
    EnvAssess2 --> RecAmenity2([Artificial Opening once License/DA / Environmental Assessment Completed])
    Monitor --> WaterLevel2{Water Level >1.6m}
    WaterLevel2 --> Emergency
    WaterLevel2 --> Preemptive
    WaterLevel2 --> WaterLevel3{Water Level >1.4m}
    WaterLevel3 --> Preemptive
    Emergency --> OpenAct[Open under s191a of LG Act]
    OpenAct --> Inform[Inform Relevant State Agencies]
    Inform --> UndertakeArtificial([Undertake artificial opening])
    UndertakeArtificial --> EmergencyOpening([Emergency Opening])
  
```

START HERE

Assess ICOLL Entrance Condition

Closed

Is it December

Yes

Complete Environmental Assessment/DA/ Crown License*

Recreational Amenity Opening

Artificial Opening once License/DA / Environmental Assessment Completed

No

Monitor Water levels of the ICOLL at Ocean Drive Bridge

Water level below 1.4m

Water Level >1.6m

Preemptive license application

Water Level >1.4m

Complete Environmental Assessment/DA/ Crown License*

Artificial Opening once License/DA / Environmental Assessment Completed

Emergency Flood Mitigation

Open under s191a of LG Act

Inform Relevant State Agencies

Undertake artificial opening

Emergency Opening

Flood Mitigation Opening

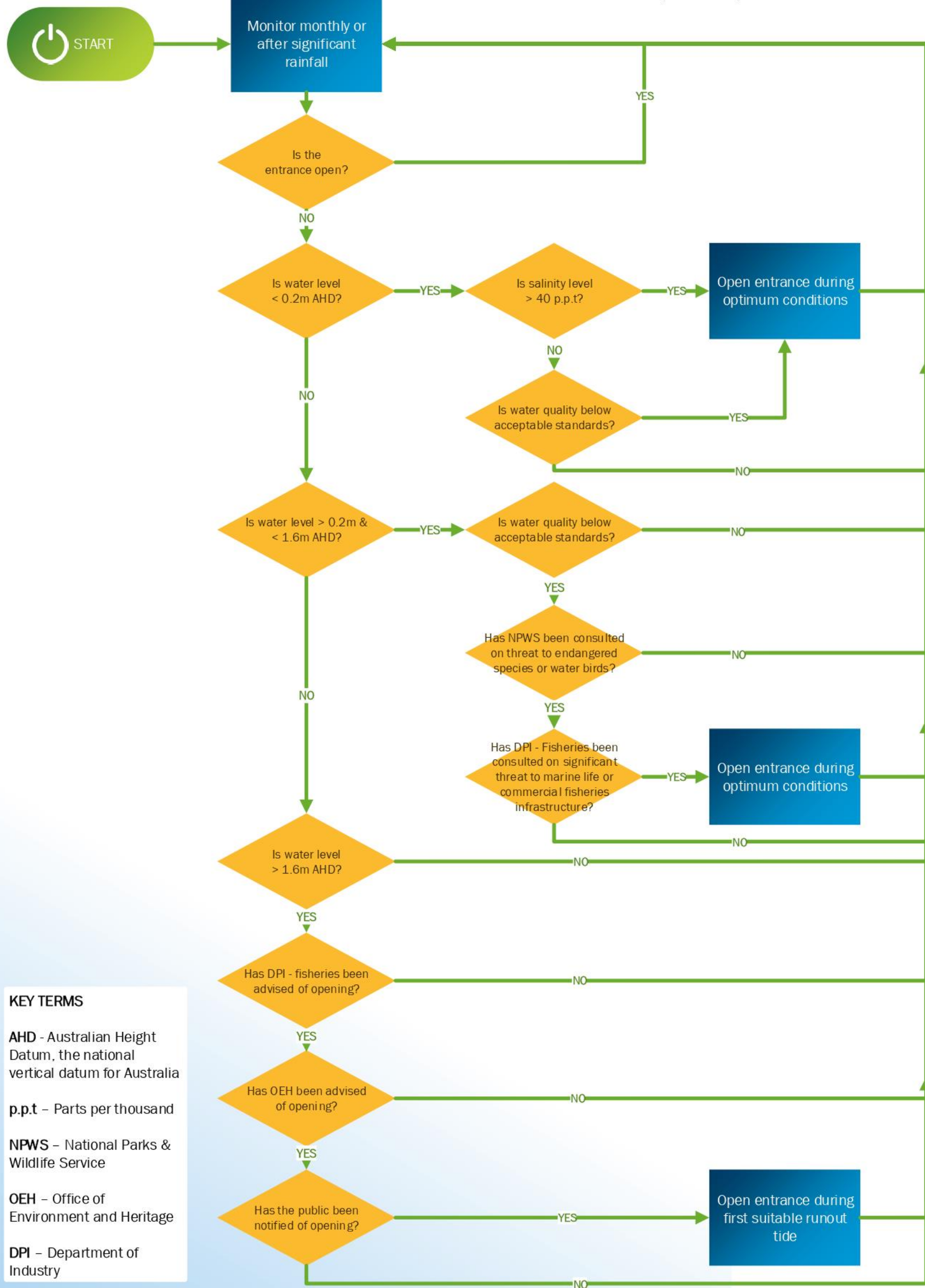
*Identifies where additional studies or work required



LAKE CATHIE

COMBINED ENTRANCE OPENING STRATEGY

(Amended by Council Resolution 2 October 2001)





Our Ref: DOC21/993230
Your Ref: e-mail dated 10 November 2021

Department of Planning Industry and Environment
Crown Lands
PO Box 2155
Dangar NSW 2309

Attention: Ms Tina Clemens

Dear Ms Clemens

**RE: Review of Environmental Factors, Lake Cathie Opening, Short Term Licence,
(NR_P001_LC)**

Thank you for your e-mail dated 10 November 2021 about the Review of Environmental Factors (REF) for the short term licence application for the opening of Lake Cathie 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 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 understand the project is being assessed under Part 5 of the *Environmental Planning and Assessment Act 1979* (EP&A Act). We have reviewed the REF and advise that several issues are apparent with the assessments for biodiversity, National Parks and Wildlife Service (NPWS) Estate, coastal and estuary matters and acid sulfate soils. These issues are discussed in detail in **Attachment 1** to this letter.

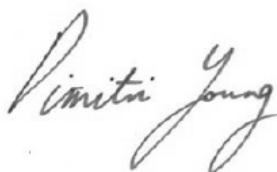
In summary, the BCD recommends that:

1. The REF should assess the potential indirect impacts of the activity on threatened shorebirds recorded within the area and the endangered ecological communities (EECs) and koala habitat within the Lake Innes Nature Reserve.
2. The test of significance should be revised to consider indirect impacts of the activity upstream of the proposed activity.
3. The REF should consider alternatives to the activity that carry less risk of serious indirect impacts to upstream terrestrial biodiversity as associated with artificial opening and subsequent large drawdown of lake water levels, such as installing a dry notch as an alternative to excavating a deeper entrance channel.

4. As supported by the NPWS, for water quality and ecological reasons, Lake Cathie should remain full for as long as it is practicably possible without causing inundation of critical infrastructure, which is mapped at 1.89m AHD.
5. As supported by the NPWS, to minimise flood risk the proposal should be amended to only involve the construction of a dry notch as per the following circumstances and specifications:
 - a. The berm is higher than 1.89m and only if significant rainfall is forecast.
 - b. The base of the dry notch is to be excavated to a level no lower than 1.6m AHD.
 - c. The dry notch is to have a base width of at least 10m and gentle side batters.
 - d. Construction of the dry notch is avoided when spring tides are predicted.

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



29 November 2021

DIMITRI YOUNG
Senior Team Leader Planning, North East Branch
Biodiversity and Conservation

Enclosure: Attachment 1 – Detailed BCD Comments – Review of Environmental Factors Lake Cathie Opening – Short Term Licence

Attachment 1: Detailed BCD Comments – Lake Cathie Opening Review of Environmental Factors, Short Term Licence

The Biodiversity and Conservation Division (BCD) has reviewed the Review of Environmental Factors, Lake Cathie Opening – Flood Mitigation (23 August 2021) (REF) for the Crown Land Management Act 2016 – Short Term Licence application. We note that the BCD provided detailed comments in a letter dated 14 May 2020 on the previous REF prepared on 9 April 2020 for the previous Lake Cathie opening. The following comments reiterate the issues identified in our May 2020 response that have not been addressed in the current REF and in addition provide further comments based upon issues that resulted from the previous 2020 entrance opening.

Biodiversity

The REF only considers the direct impacts of the activity at the site of the lake opening. It does not consider the potentially far more serious indirect impacts to biodiversity caused by the conversion of an Intermittent Closed and Open Lagoon (ICOLL) supporting fresh or brackish water into a potentially extended saline state. This could have major impacts on several threatened terrestrial species and ecosystems that occupy the upstream environment, reaching potentially as far as Lake Innes.

In the Environmental Assessment Requirements (EARs) we provided to the Port Macquarie Hastings Council on 14 February 2020 for the previous REF, the BCD indicated that particular focus needed to be given to assessing the potential impacts of the proposed activity on threatened shorebirds recorded within the area, the impacts of saline incursion on endangered ecological communities (EECs) within the Lake Innes Nature Reserve and the impacts to koala habitat within the Lake Innes Nature Reserve through raised salinity and water levels within the water body.

We consider that insufficient investigation into the indirect impacts outlined above has occurred for the REF and thus the Test of Significance under the *Biodiversity Conservation Act 2016* has not been based on sufficient information. Further investigation into the matters raised in the EARs, notably how raised salinity levels will impact EECs, which exist within tight ecotonal environments, governed by salinity and water level regimes, such as Coastal Saltmarsh, Swamp Oak Floodplain Forest and Swamp Sclerophyll Forest, should be undertaken.

For Swamp Sclerophyll Forest, consideration should also be given to how raised salinity levels will impact dieback and/or leaf nutrition of important koala food trees, notably Swamp Mahogany (*Eucalyptus robusta*) which dominate this EEC. The koala population within Lake Innes is recognised as an important population for the Port Macquarie-Hastings area and further impacts on the habitat of this population could be critical given the recent bushfire impacts on koalas in 2019/20.

Similarly, the Australasian Bittern favours permanent freshwater wetlands and changing salinity levels are likely to impact this species. The Green and Golden Bell Frog is another species for which salinity levels have been shown to impact tadpole growth rates and mortality (with salinity levels as low as 5.5% sw) (see Christy and Dickman, 2002). The current REF has not considered such impacts that could potentially occur from this activity.

The difficulty in quantifying indirect impacts and the potential serious implications of such impacts suggest that the REF should consider alternative precautionary approaches to the activity that carry less risks for upstream environments. This could include an approach such as installing a dry notch to a level that might result in more 'natural' lake flows pending appropriate rainfall, rather than excavation of a deeper entrance channel which facilitates significant draw down of Lake Cathie and Lake Innes water levels.

BCD Recommendations:

1. The REF should assess the potential indirect impacts of the activity on threatened shorebirds recorded within the area and the endangered ecological communities (EECs) and koala habitat within the Lake Innes Nature Reserve.

2. The test of significance should be revised to consider indirect impacts of the activity upstream of the proposed activity.
3. The REF should consider alternatives to the activity that carry less risk of serious indirect impacts to upstream terrestrial biodiversity as associated with artificial opening and subsequent large drawdown of lake water levels, such as installing a dry notch as an alternative to excavating a deeper entrance channel.

Coastal Processes and Acid Sulfate Soils (ASS)

The, Port Macquarie-Hastings Council (PMHC) considers that the consequence of the risk of “ASS discharge” is less of an impact [than risk of sewage contamination [p. 26] or risk to infrastructure [p.49]]. It would therefore appear that what has resulted over the past number of years, and the precariousness of the present situation is not fully understood.

We understand the system is currently primed for another major geochemical pollution event. Large stores of acidity and soluble Fe^{2+} have been observed in intertidal zone sediments at many locations in the Cathie-Innes channel section. Some locations are extremely high, with up to ~800 mg/L Fe^{2+} . In Lake Innes the ASS risk has also been greatly elevated, with vast stores of newly formed acid-volatile sulfur (AVS) at the surface. It is estimated that AVS in Lake Innes sediments alone contain the equivalent of 44 to 70 tonnes of pure sulfuric acid per ha, with some 500 ha of it. This situation was likely caused by the drought and recent artificial lake opening events.

What this indicates, is that the system is yet to recover from recent artificial lake opening events and the drought. These events initiated major changes in sediment geochemistry and oxidised a lot of pyritic material in the estuarine fringes. The process of reducing porewater Fe^{2+} by (re)-sequestering it in sediments (as solid-phase Reduced Inorganic Sulfur species or other Fe^{3+} minerals like siderite) appears to require significantly more time to process. That is, geochemically speaking, the ICOLL is yet to return to ‘normal’, and it may be some time yet before that occurs.

Any opening event that causes drawdown in lake water levels will encourage porewater movement towards the lake and Fe^{3+} -floc formation is expected. In the Lake Innes section, rapid water level drawdown has the potential to generate approximately 44 to 70 tonnes of sulfuric acid per ha of lake foreshore, or 22,000 to 35,000 tonnes of available sulfuric acid.

It is therefore highly likely that drawdown in lake water levels from an artificial opening soon would trigger another large-scale iron floc and acid pollution event, similar to that which occurred in 2020.

Rather than opening by excavating a deep channel, the REF proposes an excavated channel base at 1.6m AHD, and 6m wide with 1:1 batters – a method referred to as ‘scraping’. A similar technique was used in May 2020, when the berm was scraped to 1.2 m AHD, and again in January 2021 when the berm was scraped to 1.6 m AHD. However, doubt must be cast on whether this ‘scraping’ technique is likely to be effective in terms of avoiding channelisation and excessive drawdown. This has not been the experience – both the May 2020 and the January 2021 excavations resulted in full openings. The opening of January 2021 for example resulted in water levels in the lake as low as - 0.4 m AHD.

The REF makes no mention of a ‘dry notch’ option, by which an opening would not be directly triggered, but rather allowed for if rainfall conditions raise water levels to a point where this occurs.

Nevertheless, although scraping and dry notching may be less likely to cause a fast drawdown than a direct channel excavation, once the ICOLL waters start moving out to sea, it is highly likely that the flow will concentrate into an incised channel.

Based on current scientific knowledge and understandings, it is imperative that we do not initiate a poorly-timed entrance opening, but rather seek to allow the lake to remain full for as long as is practicably possible without causing inundation of critical infrastructure, which is mapped at 1.89 m AHD.

Only a dry notch should be constructed to minimise flood risk. A dry notch should be constructed if the berm is higher than 1.89m AHD and only if significant rain is forecast. The base of the dry notch should be excavated to a level no lower than 1.6m AHD, with a base width of at least 10 m and gentle side batters. Dry notches, where possible, should only be installed to coincide with neap tidal cycles (where the low tides are higher), to reduce possible draw-down levels.

The precautionary principle should prevail in this instance.

BCD Recommendations:

4. Lake Cathie should remain full for as long as it is practicably possible without causing inundation of critical infrastructure, which is mapped at 1.89m AHD.
5. To minimise flood risk the proposal should be amended to only involve the construction of a dry notch as per the following circumstances and specifications:
 - a. The berm is higher than 1.89m and only if significant rainfall is forecast.
 - b. The base of the dry notch is to be excavated to a level no lower than 1.6m AHD.
 - c. The dry notch is to have a base width of at least 10m and gentle side batters.
 - d. Construction of the dry notch is avoided when spring tides are predicted.

NPWS Estate

The National Parks and Wildlife Service (NPWS) in the Department has raised issues about potential adverse impacts of the proposed opening of Lake Cathie to the values of Lake Innes Nature Reserve.

Nature reserves are reserved under the *National Parks and Wildlife Act 1974* (NPW Act) to protect and conserve areas containing outstanding, unique, or representative ecosystems, species, communities, or natural phenomena. The primary purpose of nature reserves is to conserve nature.

Under section 30J of the NPW Act, nature reserves are managed to:

- conserve biodiversity, maintain ecosystem functions and protect geological and geomorphological features and natural phenomena
- conserve places, objects, features and landscapes of cultural value
- promote public appreciation, enjoyment and understanding of the reserve's natural and cultural values
- provide for appropriate research and monitoring.

We acknowledge the risk of inundation to public and private infrastructure at Lake Cathie when the water level rises above 1.6m AHD. However, we believe there is an alternative way to mitigate flooding while at the same time protecting the habitat and values of the Lake Innes Nature Reserve.

The NPWS supports the recommendations provided by the coastal process and acid sulfate soil experts within the Department. This approach seeks to minimise the potential impacts of artificial entrance opening on water levels and associated foreshore habitats and ecology in Lake Innes and Lake Cathie and prevent exposure of high-risk ASS bed sediments. It also seeks to allow natural breakout during future rainfall events.

BCD Recommendation:

6. The NPWS supports the Departments recommendations of retaining water in Lake Cathie for as long as practicably possible without causing inundation of critical infrastructure and constructing a dry notch under specific circumstances.



Department of Primary Industries

OUR REF: C21/620

10 November 2021

Alexis Flipo
A/Senior Natural Resource Management Officer
Department of Planning, Industry and Environment - Crown Lands
PO Box 2215
DANGAR NSW 2309
Via email: alexis.flipo@crownland.nsw.gov.au

Dear Ms Flipo

Re: s199 Referral # C21/620 for dredging and reclamation work by Port Macquarie Hastings Council associated with excavation of the sand berm at the mouth of Lake Cathie for flood mitigation purposes, Crown Land adjacent Lot 7023 DP1025315, Lake Cathie, PMHC LGA

Reference is made to Crown Lands' pending approval of dredging and reclamation works associated with the above-mentioned project to be undertaken by Port Macquarie Hastings Council forwarded to DPI Fisheries on 14 October 2021.

DPI Fisheries, a division within the Department of Primary Industries, assesses applications for dredging and reclamation works, harm marine vegetation, and obstruction of fish passage in accordance with Part 7 of the *Fisheries Management Act 1994* (FM Act) and the *Policy and Guidelines for Fish Habitat Conservation and Management (2013 Update)* (DPI Fisheries P&G).

Section 199 of the FM Act (refer to Attachment 1) is applicable to this proposal because it pertains to dredging and reclamation works to be authorised by a public authority. Section 199 requires the proposal to be referred to the Minister for Primary Industries and that the public authority considers any matters concerning the proposed works raised by the Minister.

DPI Fisheries has reviewed the subject proposal and associated mitigation measures outlined in the application, in particular, the Port Macquarie Hastings Council REF dated 23 August 2021. It is understood that the proposal is for the periodic excavation of sand material from the beach berm at the mouth of Lake Cathie to form a channel approximately 135m long by 6m wide to a depth of 1.6m AHD, and that the excavated material will be retained within the beach berm area. The purpose of these works is to prevent water levels from exceeding 1.6m AHD which will prevent inundation of private and public infrastructure.

Lake Cathie and Lake Innes are an Intermittent Closed and Open Lake and Lagoon (ICOLL) system and, in accordance with the habitat sensitivity guidelines within the DPI Fisheries P&G, includes a mix of highly and moderately sensitive key fish habitats. The Lake system consists of a large proportion of State Environmental Planning Policy mapped Coastal Wetlands and is an important recreational fishing area. Lake Innes is also an important location for commercial fishing. It is noted that the Lake system has been subject to past anthropogenic impacts including artificial entrance modification.

Division of Primary Industries, DPI Fisheries
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DPI Fisheries has concerns about the potential adverse ecological impacts of the current proposal. Poorly timed artificial entrance openings of ICOLLs, or works that lead to premature natural openings of ICOLLs, can lead to immediate unintended ecological impacts such as large scale fish kills and, in the case of Lake Cathie, the release of sulphuric acid and trace metals. Poorly timed artificial openings, such as those occurring before periods of drought, can also contribute to long term low level, hypersaline, high temperature water which can compound adverse ecological impacts such as fish kills and habitat loss. Recent scientific data collected by Southern Cross University indicates that there are large stores of soluble iron remaining within the porewaters in sandy sediments within the intertidal zone of the Lake system after the 2020 event which involved the mass translocation of iron floc throughout the system, and that a poorly timed opening of the Lake system may result in further rapid mobilisation of iron floc and acid.

In light of these findings and correspondence with the DPIE – Biodiversity Conservation Unit, DPI Fisheries recommends that in the short to medium term, efforts should be focused on *retaining* water within the Lake system whilst ensuring that the flood risk is minimised. To reduce the possibility of the proposed berm scraping works resulting in 'channelisation' and a complete opening of the ICOLL to the ocean resulting in a rapid draw-down of water, DPI Fisheries recommends that the following measures are incorporated into Council's REF and opening procedure:

- Increasing of the berm scrape 'dry notch' channel width from 6m to a minimum of 10m;
- Ensuring that the invert of the berm scrape 'dry notch' is no deeper than 1.6m AHD; and
- Ensuring minimal head differential between the upstream lake level and the invert of the berm scrape 'dry notch' by ensuring berm scraping works are undertaken prior to water levels reaching 1.6m AHD.

It is understood that Council is developing a Coastal Management Program (CMP) which will incorporate Lake Cathie and Lake Innes, and that the CMP will include a revised Lake Cathie entrance management strategy (EMS) that will consider a range of new scientific information and an analysis of Council assets within the existing inundation zone. DPI Fisheries looks forward to working with Council and other relevant agencies in the development of the EMS and CMP.

The matters raised by DPI Fisheries above are intended to ensure that impacts to key fish habitats will be avoided or minimised to a level consistent with the requirements of the DPI Fisheries P&G and relate to the Department's responsibilities for ensuring fish stocks are conserved and that there is "no net loss" of key fish habitats upon which they depend. The protection of key fish habitats provides for viable commercial fishing and aquaculture, quality recreational fishing and the continuation of Aboriginal cultural fishing within NSW.



Department of Primary Industries

If you have any queries, please contact me on 02 6626 1375 or jonathan.yantsch@dpi.nsw.gov.au.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Jonathan Yantsch', with a long horizontal flourish extending to the right.

Jonathan Yantsch

Senior Fisheries Manager – Coastal Systems (North Coast)

Authorised delegate of the Minister for Primary Industries under s199

Cc: **Scott Anderson**, Hastings District Fisheries Officer
Bradley Harrison, Fisheries Conservation Compliance Officer
Ben Foster, Port Macquarie Hastings Council
Tina Clemens, DPIE - Crown Lands
John Schmidt, DPIE - EES



Department of Primary Industries

Attachment 1

Fisheries Management Act 1994 No 38

Part 7 Division 3 Section 199

199 Circumstances in which a public authority (other than local authority) may carry out dredging or reclamation

- (1) A public authority (other than a local government authority) must, before it carries out or authorises the carrying out of dredging or reclamation work:
 - (a) give the Minister written notice of the proposed work, and
 - (b) consider any matters concerning the proposed work that are raised by the Minister within 21 days after the giving of the notice (or such other period as is agreed between the Minister and the public authority).
- (2) Any such public authority is to notify the Minister of any dredging or reclamation work that it proposes to carry out or authorise despite any matter raised by the Minister. The Minister may, within 14 days after being so notified, refer any dispute to the Minister responsible for the public authority. If the dispute cannot be resolved by those Ministers, it is to be referred to the Premier for resolution.
- (3) In this section, public authority includes the Minister administering the *Crown Land Management Act 2016*.



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Attachment 2

MATTERS FOR CONSIDERATION UNDER s199 of the *Fisheries Management Act 1994*

Administration

1. DPI Fisheries recommends the inclusion of a condition that ensures a copy of relevant approval documentation be carried by the proponent or their contractor operating on-site.
Reason – A DPI Fisheries Compliance Officer may wish to check that the works are being undertaken in accordance with relevant approvals.
2. The subject works, including the construction methodology and final built design, should be consistent with the following recommendations:
 - Increasing of the berm scrape 'dry notch' channel width from 6m to a minimum of 10m;
 - Ensuring that the invert of the berm scrape 'dry notch' is no deeper than 1.6m AHD;
 - Ensuring minimal head differential between the upstream lake level and the invert of the berm scrape 'dry notch' by ensuring berm scraping works are undertaken prior to water levels reaching 1.6m AHD; and
 the proposal outlined in the s199 referral to DPI Fisheries by Crown Lands on 14 October 2021 including the Port Macquarie Hastings Council REF dated 23 August 2021. Any proposed changes to the methodology or final design should be discussed with DPI Fisheries prior to implementation.
Reason – This s199 consultation has been prepared following an assessment of the potential impacts of the described works upon the aquatic and neighbouring environments. Other works, which were not described in the referral have not been assessed and may have significant adverse impacts.

Erosion and sediment control

3. Sediment entering into waterways can directly impact on key fish habitats. DPI Fisheries recommends that, if Crown Lands authorise the works, the approval incorporates a condition that ensure:
 - Erosion and sediment mitigation devices are erected and managed in accordance with all applicable requirements of the Blue Book (i.e. Landcom [2004], *Managing Urban Stormwater: Soils and Construction* [4th Edition]) (<http://www.environment.nsw.gov.au/resources/water/BlueBookVol1.pdf>); and
 - Stockpiles are located away from adjacent on water land¹, marine vegetation² (saltmarsh, mangrove, and seagrass) and riparian and aquatic vegetation³.*Reason – To ensure that sediment generated by the exposure of soil is not transported into the aquatic environment.*

¹ "Water land" means land submerged by water:

- a) whether permanently or intermittently, or
- b) whether forming an artificial or natural body of water,

and includes wetlands and any other land prescribed by the regulations.

Wetlands include marshes, mangroves, swamps, or other areas that form a shallow body of water when inundated intermittently or permanently with fresh, brackish or salt water, and where the inundation determines the type and productivity of the soils and the plant and animal communities.

² "Marine vegetation" means any species of plant that at any time in its life must inhabit water (other than fresh water).

³ "Aquatic vegetation" is a term used to describe native vegetation that inhabits freshwater but does not include noxious weeds within the meaning of the *Noxious Weeds Act 1993*.



Department of Primary Industries

Instream works

4. Instream works can impact on key fish habitats. DPI Fisheries recommends that the proponent ensures that:
 - Machinery is restricted from entering or working from the waterway unless in accordance best management practice and an agreed work method statement;
 - Machinery is appropriately cleaned, degreased and serviced prior to use at the site and entry into the waterway; and
 - Emergency Spill Kits appropriate for containing and cleaning up petroleum and solvent product spills within waterways be available on site at all times during works.*Reason – To reduce the threat of an unintended pollution incident impacting upon the aquatic environment.*

Avoiding harming marine vegetation

5. Marine vegetation including seagrass, mangroves, saltmarsh and kelp is not to be harmed or removed during the undertaking of works outlined in this s199 consultation. A separate authority under s205 of the *Fisheries Management Act* 1994 is required to harm marine vegetation.
Reason – To ensure that impacts on aquatic habitats are appropriately managed and minimised.

Fish kill contingency

6. DPI Fisheries maintains a fish kill database. To limit the potential of a fish kill incident, DPI Fisheries recommends that the proponent be advised to undertake a visual inspection of the waterway for dead or distressed fish (indicated by fish gasping at the water surface, fish crowding in pools or at the creek's banks) twice daily during the works. Observations of dead or distressed fish should be immediately reported to the Contact Officer by the proponent. If a fish kill occurs, DPI Fisheries recommend works cease until the issue causing the kill is rectified.
Reason – Fish kills are also potentially contentious incidents from the public perspective. DPI Fisheries needs to be aware of fish kills so that it can assess the cause and recommend ways to mitigate further incidents in consultation with relevant authorities. Work practices may need to be modified to reduce the impacts upon the aquatic environment.